**RFP 0000003389, CURRICULUM DEVELOPMENT  
ATTACHMENT F, TECHNICAL PROPOSAL**

**Instructions**: Please use the yellow shaded fields to indicate your answers to the following questions. The yellow fields will automatically expand to accommodate content. Every attempt should be made to preserve the original format of this form. A completed Technical Proposal is a requirement for proposal submission. Failure to complete and submit this form may impact your proposal’s responsiveness. Supplemental materials should be referenced within the relevant answer field and included as legible attachments.

**2.4.1 Mandatory Requirements**

1. Does the respondent have experience working in the employer-based volunteer or corporate social responsibility sectors? (Yes or No – If yes, please provide additional detail.)

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| Yes. Leadership Indianapolis provides multiple community leadership programs and events designed to support employer-based volunteer and corporate responsibility sectors. One example is our flagship program, the Stanley K. Lacy Executive Leadership Series (SKL), which was started in 1976. Each year 25 emerging leaders between the ages of 25 and 45 are selected to participate in SKL. This 10-month program is designed to help emerging leaders become more informed about community issues, more motivated to get involved in addressing those issues, and more connected to other leaders in service to the community. Multiple employers identify, support, sponsor participation of class members. Graduates of SKL include outstanding civic leaders such as Brian Payne, President & CEO of the Central Indiana Community Foundation; Mark Miles, President & CEO of Penske Entertainment Corp.; Angela Smith Jones, Vice President of Diversity and Inclusion at Health and Hospital Corp and former Deputy Mayor of Indianapolis; and Peter Lacy, Commissioner of the Indiana Bureau of Motor Vehicles.  Each year, we also host an event called Get on Board. This event is connects passionate individuals looking to increase their civic involvement at a leadership level and nonprofit organizations that are looking for new board members, committee members, and volunteers. |

1. Does the respondent have knowledge about and/or experience with both grassroots nonprofit organization and corporate entities? (Yes or No – If yes, please provide additional detail.)

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| Yes. Leadership Indianapolis has relationships and experience with a broad spectrum of entities including both grassroots nonprofit organizations and corporate entities. It is important to note that not only do we serve a variety of organizations and entities, but also include people with a variety of lived and learned experiences in shaping our programming. For example, we are intentional about making sure that when we are organizing panels that there is diverse representation among the speakers on terms of race, gender, and experience. |

**2.4.2 General Information**

1. Please provide a brief history of your company including the year it was established.

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| Our organization was established in 1998 as the Stanley K. Lacy Leadership Association. In 2013, the name was changed to Leadership Indianapolis. While originally formed by and to primarily serve alumni of the Stanley K. Lacy Executive Leadership Series, the organization has grown over time to serve the broader community. Leadership Indianapolis convenes people with diverse points of view and lived experience in an environment that encourages authentic conversation and builds connections, thus assuring a diverse and robust pipeline of individuals is prepared for increasing levels of civic engagement and transformative influence. Leadership Indianapolis believes that community leadership is at its best when it is multi-generational, multi-cultural, and collaborative. In 2020 we have developed a new strategic plan that will guide our work over the next three years, in which there is a particular focus on creating more onramps for a larger variety of people to have opportunities to engage in the civic landscape. |

1. Please provide a list of all roles (for the prime vendor and any subcontractors) that will be involved with the contract activities Be sure to include the names and describe the professional backgrounds of each individual. As well, please identify which individuals will directly handle this account and their length of tenure with the company and the roles they perform.

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| Rebecca Hutton, President & CEO, will directly handle this account. She has been with the organization since 2014 and has been President and CEO since January of 2018. Rebecca’s background is in the arts, having earned a B.A. in Dance and performed with a professional dance company.  Ebony Chappel, Program & Communication Manager, will also be working on this project. Ebony has been with the organization since early 2020 and was a participant in Leadership Indianapolis programs prior to that. Her background in is journalism.  Both Rebecca and Ebony have long been deeply involved in community issues and civic leadership. |

1. Please detail the respondent’s past work experience (and that of any proposed subcontractors) which is directly correlated to Volunteer Program Curriculum development.

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| Prior to coming to Leadership Indianapolis, Rebecca spent fourteen years as CEO and co-owner of a small business called Theater of Inclusion, which designed, implemented, and facilitated community development project using the arts. Much of Theater of Inclusion’s work was done in public schools, juvenile detention center, and with people with disabilities. During this time Rebecca also led trainings for teachers and school administrators on how to employ creative classroom management strategies in order to build stronger relationships with students and grow students’ abilities to self-regulate during difficult situations. These design principles – equity, empathy, asset-based mindset, respecting and partnering with disenfranchised and under-appreciated communities – transfer directly to the work of Volunteer Curriculum development.  Ebony is an award-winning multimedia journalist and certified community health worker. She previously worked for the Indianapolis Recorder Newspaper and Indiana Minority Business Magazine where she held many roles including editor in chief. Through her most recent position, with Indiana Donor Network, she led outreach efforts in communities of color, the LGBTQ+ community, Hoosiers living with HIV and various faith groups on the lifesaving gift of organ, tissue, and eye donation. Ebony’s deep knowledge of grassroots efforts, particularly among communities of color, will be a vital contribution to the development of this Volunteer Curriculum. |

1. Please provide the range of your agency’s services and capabilities to include but not limited to:
   1. Curriculum Development,
   2. Competency with racial justice and equity work,
   3. Understanding of Asset-Based Community Development,
   4. Familiarity with Employer Based Volunteer Programming (also known as Corporate Social Responsibility)

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| 1. All of the Leadership Indianapolis programming is developed in-house by Leadership staff. This includes the 10-month Stanley K. Lacy Executive Leadership Series that is newly designed each year, this year’s three part mental health series for civic leaders, and a multiple book club experiences focused on the role of community leaders in addressing various community issues, and our LEAD program which is a multi-day program that teaches community leadership skills. Working with external partners, we have developed programming for the 500 Festival Princesses Leadership Development Program, the Indianapolis Mayor’s Youth Leadership Council, and the New Neighbors program for Central Indiana Corporate Partnership and 16 Tech. It is important to note that in 2020 during the Coronavirus Pandemic, the Leadership Indianapolis team converted all of its in-person programming into virtual programming. This included developing a five-part series of workshops for our Get on Board program for nonprofits and volunteer leaders on board development and board member skills. 2. Racial justice and equity work is very important to Leadership Indianapolis. Internally, this means being committed to racial diversity in our own leadership roles. Going into 2021, our staff is predominately African-America, our Board of Directors is predominantly people of color, and our Executive Committee is 50% African-American. Additionally, we are committed to racial diversity among the speakers, leaders, and organizations we highlight. Programmatically, racial justice is an integral part of our work from hosting book club discussions on racial injustice in the criminal justice system to developing curriculum about race, history, and meaningful volunteerism for predominantly white companies moving into historically black neighborhoods. This year, we developed and facilitated the curriculum for an eight-part conversation series about the history of whiteness in America using the Seeing White podcast as the vehicle. 3. Leadership Indianapolis absolutely believes in Asset-Based Community Development. It is important that any effective volunteer curriculum uses an asset-based mindset as the foundation for developing volunteer infrastructure. In addition to making sure ABCD is important part of our own team’s work, we are working with corporate partners to help their employees first assess and appreciate the strengths within any the communities they are hoping to engage in their volunteer work, rather than initiating the conversation with what the company’s perception of what needs to be fixed in the community. 4. Because Leadership Indianapolis interacts with so many different entities, all at different places in their volunteer engagement efforts, we are familiar with a range of approaches to Employer Based Volunteer Programming. Some employers bring us in to work directly with their employees, while other employers send their employees to our programs so they can interact with a larger cross section of the community. Both are effective, as long as they are aligned with the goals of the employer. We have identified different structures for Employer Based Volunteer Programming such as coordinated concentration efforts (like a service day in which the company rallies its employees around a specific cause or effort for a specific period of time) and supported scattered efforts (where the company supports the autonomous volunteer interests and efforts of employees but does not coordinate a specific company wide effort). |

1. Please share your curriculum development framework and how you plan to collaborate with key Serve Indiana staff during the process.

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| Our starting point for the curriculum development framework would be as follows:  Module 1   * Introduction of partners and purpose   Module 2   * What is an employee volunteer program?   + Service examples   + Philanthropic examples   + How do communities benefit from volunteer programs?   + How do employees benefit from volunteer programs?   + How do companies benefit from volunteer programs?   Module 3   * Know your goals   + What are your company values?   + What are your goals for a volunteer program?   + Why do you want your employees to volunteer?   + How do you align company values and the volunteer program?   + How will you determine if your program is successful?   Module 4   * Debrief and connect previous modules   Module 5   * Build the relationships   + Guiding principles: empathy and equity   + How do you identify community needs?   + How do you partner with communities and organizations?   + How do you engage employees?   Module 6   * Create the Plan   + Volunteer program models     - Coordinated concentrated effort: Company-directed service project, supported by employees     - Supported dispersed effort: Self-directed service by employees, supported by company   + Mapping out the plan   Module 7   * Debrief and connect previous modules   We will work key Serve Indiana staff to ensure the curriculum addresses their goals and meets the needs of the various stakeholders they are hoping to engage. Will meet with them periodically throughout the project so they have plenty of opportunity for input, ideation, and redesign. |
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1. Please provide how there will be collaboration with diverse community leaders and corporate leaders on the development of the curriculum.

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| Leadership Indianapolis has a large established network of diverse community and corporate leaders. We will engage them throughout the process to gather feedback and insight on different iterations of the curriculum, and will welcome their input on strengthening the curriculum. This will be done primarily through one on one meetings, focus group sessions, and written communications. |

**2.4.2 Capacity & Project Plan**

1. Please provide a list of any other accounts for contracted services currently active for your organization, including the size/time dedicated to each account. In addition, please discuss your capacity to take on additional projects, such as this, while continuing to work on the other accounts.

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| Our business model primarily relies on our ability to host programming opportunities that multiple companies can engage in simultaneously. This allows us to work efficiently and serve more partners. In terms of external programs, we are currently providing custom-designed services to the following:   * Central Indiana Corporate Partnership – multi-session programs throughout 2021, sometimes quarterly and sometimes monthly depending on the particular program * Central Indiana Community Foundation – multi-session programming for the senior staff, quarterly * Marion County Commission on Youth and City of Indianapolis – multi-session programming for Indianapolis Mayor’s Youth Leadership Council   Our team does have the capacity to take on this project while continuing to serve our other clients. |

1. Provide a project plan with proposed timelines to ensure quality deliverables are provided expeditiously.

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| Month 1: meet with Serve Indiana staff to review and set goals, review initial curriculum framework, map plan  Month 2: research related to Serve Indiana input, revise framework, begin building curriculum  Month 3: meet with Serve Indiana staff to review revised framework and curriculum, revise and continue building curriculum  Month 4: gather feedback from community and corporate leaders, revise and continue building curriculum, meet with Serve Indiana staff review revisions  Month 5: Finalize curriculum  Month 6: Contingency time in the case of unforeseen delays |

**2.4.4 Other Information**

1. What specific, innovative strategies would your company be implementing to ensure the curriculum is effective?

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| Leadership Indianapolis has long history of working with volunteers, nonprofits, and companies. We have deep relationships with large entities and small grassroots efforts. We have worked across the silos of race, gender, sector, and industry for many years. All of this uniquely positions us to develop a robust curriculum that is both meaningful and practical. We will utilize strategies from our experience of relationship strengthening, community building, and conversation convening to build a learning path that welcomes employers of various sizes and volunteer experiences into the stewardship of our state. |

1. What challenges, if any, do you foresee in developing the curriculum?

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| Not necessarily a challenge but certainly something to be mindful of is the impact of COVID on how companies are convening and deploying their employees. However, because of the challenges brought about by COVID, there is an even greater need to engage employees and provide volunteers to support the community, so we welcome this opportunity to problem-solve. |

1. What additional information can your agency provide that will assist the state in the evaluation of your proposal?

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| Leadership Indianapolis has both an established history of developing curriculum around volunteerism and a genuine enthusiasm for social innovation driven by partnerships. The diversity throughout our organization, and our relationships, ensures we are thoughtful about equity, empathy, and inclusion in our design work. We believe these to be critical elements of Serve Indiana’s work as well, which makes this collaboration a natural fit that could produce tremendous benefit for the state of Indiana. Thank you for you consideration. |