



Washington State Access to Justice Board
Nominating and Leadership Development Committee
1325 Fourth Ave Suite 600
Seattle WA 98101

REQUEST FOR QUOTATIONS

For the development and implementation of a plan for the establishment of a sustainable leadership development infrastructure for Washington State's civil equal justice community

Update: February 12, 2010
Release: December 15, 2009

I. INTRODUCTION

The Washington State Access to Justice Board (ATJ Board) was established by the Washington State Supreme Court in 1994 to improve the delivery of civil legal services for low and moderate income people. The ATJ Board is administered by the Washington State Bar Association (WSBA), which is the contracting entity.

The ATJ Board's Nominating & Leadership Committee has been charged with developing an approach and framework for the establishment of a sustainable leadership development training and support system for the statewide equal justice community in accordance with its *Plan for the Delivery of Civil Legal Aid to Low Income People in Washington State (State Plan)*, revised in 2006 (See *State Plan* pages 27–28, Strengthening Statewide Support Functions, item E.4. "individual, organizational and statewide leadership development").

Through this request for quotation (RFQ), the ATJ Board seeks to determine the availability and cost associated with developing an effective and sustainable civil equal justice leadership training and support infrastructure that is consistent with our state's equal justice core values. While present and prospective resources are extremely tight and funding has not yet been dedicated for this purpose, the ATJ Board is committed to pursuing this initiative. This RFQ represents the first step toward that effort.

II. SCOPE OF WORK

A. Context

Washington State's equal justice community is committed to ensuring justice for all, including the poorest, most disadvantaged and least favored people and communities in our society. We have adopted a highly integrated and collaborative approach to the delivery of civil legal services and the building of broad-based community support and resources to maximize effective and economical use of all equal justice community resources. This approach includes, but is not limited to, the active engagement and support of community-based, volunteer, staffed, law school, governmental (including local, state, federal and Indian tribal governments), legal professional organizations and bar associations, private, business and corporate sector, and justice-system-based equal justice resources.

Strong, values-based and highly skilled leadership is an essential component part of the equal justice community's ability to carry out its purpose. We believe that the ability to engage in effective and values-based leadership behavior can be taught and that leaders must be effectively recruited, trained, empowered and supported regardless of whether or not they hold positions of authority.

B. Reason for this Initiative

The equal justice community seeks to establish a sustainable statewide system and necessary infrastructure for the ongoing identification and development and support of diverse leaders with the capacities and skills to enhance equal justice for those facing economic and other significant barriers, further the community's core values and vision, and support continued investment in new and diverse leadership talent.

A successful leadership development support infrastructure will enlarge and enrich the pool of those capable of engaging in strong leadership behaviors regardless of positional authority. It will be sustainable and self-perpetuating and supported by necessary infrastructure.

III. GOALS FOR ATJ COMMUNITY LEADERSHIP DEVELOPMENT SUPPORT INFRASTRUCTURE

- A. An effective support system will have the capacity to
 - i. Identify, train, support and empower diverse new leaders to serve the justice needs of the poorest and most disadvantaged people, with the highest level of leadership accountability to the vision and values articulated in the ATJ Board's "Statement of Principles and Goals," and "Hallmarks of an Effective Statewide Civil Legal Services System" (*Hallmarks*);
 - ii. Invest in the continuous leadership learning of its own mentors/teachers/trainers;
 - iii. Invest in the strategic and intentional use of mentor/mentee relationships, empowered working team models and the systematic identification and use of leadership development and professional growth opportunities;
 - iv. Establish a leadership culture of high accountability for continuous feedback, critique, assessment, review, analysis, innovative problem-solving and improvement;
 - v. Identify and engage "Target Leaders" — those potential leaders currently serving in or linked to the equal justice community who demonstrate a high level of awareness, knowledge or commitment to the equal justice vision and its core values (*Hallmarks*) in order to develop their leadership capacity and skills in a planned and intentional way;
 - vi. Customize differing levels of training intensity and investment to meet the diverse needs of emerging leaders.

IV. INITIATIVE COMPONENTS

- A. This initiative consists of design and implementation components set forth below. Responses to this RFQ may outline the entity's approach to and costs associated with either or both components.
 - i. Design of a leadership development system consistent with the ATJ Leadership Development Framework and Goals (posted online at <http://www.wsba.org/atj/committees/nald.htm>);
 - ii. Implementation and delivery plan, including timelines and associated costs, that includes the design and implementation of specific training programs and the infrastructure components

necessary to institutionalize a vital and vibrant leadership development system.

- B. Desired necessary design features
- i. A comprehensive leadership development curriculum and materials that reflect the Washington equal justice community's unique history and reinforce the core values and vision articulated in the Hallmarks and that expressly define and articulate equal justice "leadership" and "leadership skills;"
 - ii. State-of-the-art adult education delivery approaches in curriculum design (e.g., active learning, cohort training modules, the strategic use of mentor/mentee relationships, practical/experiential learning and life-long learning, in order to ensure participants' deep understanding and mastery of the curriculum, including their own future roles as leadership development trainers/mentors/teachers);
 - iii. A comprehensive evaluation plan to measure the extent to which the leadership development system has built a sustainable program with a high degree of fidelity to the goals set out in the ATJ Leadership Development Framework;
 - iv. Mechanisms for continuous improvement based on lessons learned through the evaluation process;
 - v. Mechanisms for the ongoing "training of trainers" for those who will, as a result, be capable of independently carrying out the leadership development program in coming years;
 - vi. Support for roles and functions such as advisory boards, education, information, communication and other technologies;
 - vii. Mechanisms that will ensure the effective leveraging and strategic use of other leadership development resources appropriate for the equal justice community;

V. FORMAT FOR RESPONSE

- A. An acceptable response should contain a table of contents and narrative detail covering the following
- B. Executive Summary
- C. Organization/Company Overview
- D. General Overview of the Equal Justice Leadership Training and Support System contemplated by this RFQ

- E. Details of the components of the Equal Justice Leadership Training and Support System that addresses each of the components outlined in Section IV.

- F. Qualifications: This shall include a list of principals and staff involved in the design and, where the responding entity envisions itself as the ongoing delivery consultant, the implementation of the Equal Justice Leadership Training and Support System and for each, the qualification, experience and expertise in the following areas
 - i. effective adult educational methodologies, including experiential, active and cohort-based learning and lifelong learning approaches;
 - ii. leadership development; in particular, leadership development related to equal justice for poor and disadvantaged populations, the justice system;
 - iii. strengthening the capacity for collaborative and cooperative efforts among independent entities; and/or
 - iv. work with not-for-profit, educational and public sector organizations
 - v. demonstrated commitment to inclusion, diversity and cross-difference competence and developed expertise in this area.

- G. In addition, this section shall include:
 - i. a list of not-for-profit leadership development-related engagements you have undertaken, describing the work performed, its relevance to the underlying purpose of the private or public sector entity;
 - ii. a list of relevant private and public sector leadership development-related engagements you have undertaken;
 - iii. a list of references most familiar with your qualifications.

- H. Cost Quotation: This section shall summarize the total cost of the proposal including, if components of the proposal are severable, the cost associated with each of the component parts. The cost proposal shall outline the bidder's approach to billing for each component, including identification of deliverables (e.g., project-based fixed price, hourly, combination of the two). If hourly rate billing is to be employed, itemize the hours that will be required and hourly rate(s) to be applied, including rate differentials to be charged for work performed by principals, associates or other staff members, and extent to which principals, associates or other staffers will be carrying out respective parts of the work. The cost quotation shall also expressly address whether the bidder will apply a not-for-profit discount to the engagement.

- I. Cost of Preparing Response: Persons, organizations or entities that respond to this RFQ shall be wholly responsible for the costs and expenses associated with developing such responses, and the ATJ Board shall not be responsible for the payment of any such expenses.

VI. TIMELINE

Notification of intent to respond must be received by email to Allison Durazzi allisond@wsba.org no later than 5 p.m. PST March 2, 2010. Response must be submitted in electronic form to Allison Durazzi by email at allisond@wsba.org no later than 5 p.m. PST March 30, 2010.

A Leadership Development advisory group will review all responses, determine which responses, if any, are worthy of further consideration and contact appropriate respondents with questions or requests for clarification.

A notice of intent to engage in contract negotiations (if any) shall be issued by April 30, 2010, with contract negotiations to be completed by May 28, 2010.

Initial design and delivery work will be completed by August 31, 2010 with training delivery to commence October 1, 2010, or as soon as practicable.

VII. CONTACTS

All communication shall be directed to:

Allison Durazzi, Justice Programs Coordinator
Washington State Bar Association
1325 Fourth Ave., Suite 600
Seattle, WA 98101-2539
(206) 733-5942
allisond@wsba.org

VIII. OWNERSHIP OF RESPONSE CONTENT

Once received by the ATJ Board/WSBA, all responses shall become the property of the ATJ Board/WSBA with the understanding that the specific cost proposals and any proprietary methodologies will be considered property of the entity submitting the proposal and will be deemed to be confidential material.

IX. RESERVATION OF RIGHTS INCLUDING THE RIGHT NOT TO CONTRACT

- A. The ATJ Board expressly reserves the right to
 - i. Make public the names of any or all respondents;
 - ii. Request written clarification or the submission of supplementary written information from any respondent;
 - iii. Waive formalities and accept proposals which substantially comply with the requirements of this RFQ;

- iv. Verify with any respondent or with a third party the information set out in a proposal;
- v. Check references other than those provided by any respondent;
- vi. Disqualify any respondent whose proposal contains misinterpretations or any other inaccurate or misleading information;
- vii. Make changes, including substantial changes, to this RFQ at any time during this process;
- viii. Select any respondent regardless of whether its proposal reflects the lowest cost;
- ix. Cancel this RFQ process at any stage;
- x. Cancel this RFQ at any stage and issue a new RFQ for the same or similar concept;
- xi. Accept any proposal in whole or in part;
- xii. Reject any or all proposals in its absolute discretion.
- xiii. In addition, the ATJ Board shall not be liable for any expenses, costs, losses or any direct or indirect damages incurred or suffered by a responding person, entity or organization or any third party resulting from the ATJ Board exercising any of its express rights under this RFQ or exercising any rights which may be implied under the circumstances.

X. REFERENCE MATERIALS AND SITES

- A. [Order Reauthorizing the Access to Justice Board](#)
- B. [Access to Justice Board Statement of Principles and Goals](#)
- C. [Hallmarks of an Effective Civil Legal Aid Delivery System](#)
- D. [ATJ Leadership Development Framework](#)
- E. [Washington State Alliance for Equal Justice](#)
- F. [ATJ Board Committees](#)
- G. [Plan for the Delivery of Civil Legal Aid to Low-Income People in Washington State](#)
- H. [Washington State Legal Aid Performance Standards](#)