



SeniorLAW Center

Protecting the Rights of Older Pennsylvanians

REQUEST FOR PROPOSAL

Management/Organizational Plan and
Victim Services Strategic Plan

SEPTEMBER 2020

SeniorLAW Center is requesting proposals from consultants to assist in developing a management/organizational plan given our rapid growth recently, particularly in our victim services unit, to make organizational structure and infrastructure recommendations, and to develop a strategic plan and roadmap for our victim services unit in line with our organization's strategic plan.

About SeniorLAW Center

SeniorLAW Center's mission is to seek justice for older people by using the power of the law, educating the community and advocating on local, state and national levels. Our vision is a world that values older people, hears their voices and guarantees their rights.

Founded by leaders of the Philadelphia Bar Association in 1978 as the independent nonprofit "Senior Citizen Judicare Project," our original mandate was to address the unmet legal needs of a small segment of Philadelphia's elders in specific impoverished neighborhoods of the city, whose needs were unmet by traditional legal services. In 2002, we changed our name to SeniorLAW Center, expanding staff and services, and relocating to our first independent offices in center city. In 2003, we initiated the toll-free, statewide SeniorLAW HelpLine, providing free legal advice, counseling, information and referrals to older people throughout Pennsylvania for the first time.

Our many programs and services focus on the critical civil legal crises and problems faced by older people and families, serving approximately 10,000 individuals each year. Our diverse staff of 39 today provides services through 5 offices in Bucks, Chester, Delaware, Montgomery and Philadelphia counties. All of our services are free. Since 1978, we have served over 500,000 older people across the Commonwealth.

Most older people to whom we provide direct legal representation live at or well below 150% of the federal poverty level, and many face other vulnerabilities (including isolation, frailty, illness, disability, language access). The demand for our services continues to increase as the older population we serve continues to grow to 25% of the Pennsylvania population. We are the only nonprofit in Pennsylvania wholly devoted to protecting the legal rights of older people, and one of the few in the country. We are proud to be a voice for one of the most vulnerable and underserved populations in our country, a population upon whose shoulders we all stand.

Goal of the Project

In light of dramatic growth and expansion of our staff, services, diversity of [clients](#), partnerships and geographic presence and reach from 1 to 5 counties, we wish to 1) develop a management/organizational plan that will improve organizational design, oversight, accountability, and administrative support and infrastructure, and 2) develop a strategic plan for our victim services unit to provide a detailed roadmap and guide for the rapidly expanding team and maximize its impact on victims and communities.

The management/organizational plan will address our leadership structure and paths of direct reporting and accountability across the organization and within each unit and make recommendations for a new organizational chart and administrative/infrastructure staff to meet increased needs. The strategic plan will address the following specifically in our victim services

unit: role of leaders, the path for professional development, how to involve the voices of our clients, team building goals, facility needs, partnerships and sustainability, among other key issues.

The Victim Services Unit of SeniorLAW Center seeks justice for and protects the rights of older victims of crime, abuse and exploitation, providing:

- o Free legal representation and counsel to end abusive situations and to remove perpetrators from the homes of victims.
- o Free legal representation and counsel for older adult victims of financial exploitation, including protection from and remedies to address complex financial exploitation, identity theft, fraud and other crimes.
- o Free civil legal representation to address the economic security of older adult victims of crime, including spousal support actions housing issues (including fraudulent deed transfers and ejectments) to guarantee that the older survivor can remain in his/her home, and consumer issues (including debt collection and consumer credit problems) caused by the abuser's economic abuse.
- o Free civil legal representation for Limited English Proficient older victims of crime.
- o Free civil legal representation for older Veteran victims of crime.
- o Support, advice, guidance and information/referral services for older adult victims of abuse and financial exploitation, linking them to other resources and support services, including emergency financial assistance, support groups, health services, lock changes, and other resources.
- o Community education and outreach programs to help older adults recognize abuse and exploitation and know how and where to receive assistance.
- o Professional education and training to sensitize those working with older adults who may experience abuse and/or exploitation and provide referral information.
- o Advocacy to help stem the crisis of elder abuse and financial exploitation.
- o Partnerships with victim services colleagues, law enforcement, protective services and others interested stopping elder abuse and financial exploitation.

Both the management/organizational plan and the victim services unit strategic plan must align with our organizational strategic plan. Both staff and select board members will be involved in this project, led by a team comprised of the Executive Director, Sr. Director of Finance and Operations, Legal Director and Director, Victim Services. Key stakeholders will be interviewed, and essential data collected to inform the process. A plan with key themes, activities, timeline, and responsible individuals will be produced and implemented during the given timetable. Our organizational core values should be infused as much as possible into every aspect of this project.

Anticipated Schedule

October 12, 2020	Proposals due
November 2, 2020	Interviews begin
November 20, 2020	Successful candidate notified

Budget and Timeline:

Up to \$22,500 has been allocated for the total project that must be completed no later than 8/31/2021 and includes development of an overall organizational chart and plan and 3-5 year strategic plan for the Victim Services unit.

Submission Requirements

- Organizational Overview
 - Company profile, history, organizational structure
 - List any subcontractors or third parties (e.g., mail house)
- Project Approach and Scope of Services
 - Demonstrate understanding of the project and SeniorLAW Center brand
 - Include anticipated work tasks and deliverables
- Client Services and Staffing
 - Introduce the team and their roles
 - Identify the point person for this project
- Budget
 - Estimated project budget and fees
- Portfolio/Examples of Work

The primary point of contact for this project is Karen Buck, Executive Director. For more information, she can be reached at kbuck@seniorlawcenter.org or 215.701.3201.