



CITY OF
West Linn

REQUEST FOR QUALIFICATIONS (RFQ)

Diversity, Equity and Inclusion (DEI) Program and Equity Audit

Eligibility: This request is open to parties engaged in the lawful practice of their profession that satisfy the minimum qualifications set forth in this Request For Proposal (RFP). Minority-owned, Women-Owned, and Emerging Small Businesses are encouraged to apply for this opportunity in keeping with the City's policy of providing opportunities to such firms.

Introduction

In 1913, the City of West Linn was incorporated, encompassing West Oregon City, Bolton, Sunset and Willamette Heights. The incorporation allowed the settlements to obtain needed services, utilities, and improvements without annexing to Oregon City. After considerable debate on a name, the city founders decided to honor the pioneer town that Moore had established. The city's population historically grew steadily, but in recent years has leveled off with one of the lowest population growth rates in the Portland metro region. Currently, the city's population is 25,905 (2019).

West Linn is known for its excellent parks system, its proximity to many regional destinations, its strong schools, and a generally high quality of life. The City's economic foundation is generally retail, commercial, and home-based business with very little industrial or manufacturing lands.

Recently the City has been in the news for some high-profile incidents involving, race, bias, and discrimination. The City wishes to conduct an equity audit along with a DEI plan to help as we move forward in creating internal, and external policies, plans, and procedures for establishing and maintaining an inclusive and welcoming environment for all. The West Linn City Council voted to complete this work at their March 3, 2020 meeting.

Organizational Overview

The City of West Linn (COWL) employs 145 full and part time staff. These employees work in the following city departments: City Administration, Community Development, Police, Public Works, Finance, Human Resources, Parks and Recreation, Library, and Information Technology.

Need

COWL recognizes the importance of an educated and motivated workforce with regards to meeting the organization's objectives. DEI Awareness Training is one tool among many that will allow for employees to recognize, respect and value the differences that lead to innovative approaches and diverse thought.

COWL requests proposals from consultant firms, non-profits, and other organizations with expertise (within a single firm) in providing professional consulting services in the area of diversity, equity and inclusion. COWL is seeking the development of a city-wide Diversity, Equity and Inclusion (DEI) program for our employees. This program would include policy development, employee training modules, conduct initial employee training, and provide COWL with a framework to carry forward this work. Along with the DEI Awareness Training proposal, COWL would also like a proposal to conduct an organization-wide racial equity audit of the organization's internal documents, data, policies, and external communications as they reflect and/or pertain to COWL's goal to eliminate institutional bias and build equitable policies and language to improve racial equity in the City. City management in consultation with the City Council will oversee the audit process.

COWL has established a budget of approximately \$40,000 to do this work.

Project Overview

COWL is seeking to create and implement both internal and external policies for a comprehensive commitment to diversity, equity and inclusion in our organizational practices. We are seeking consultant services in developing and implementing these policies and practices. COWL will look to the consultant for specific recommendations on the best way to determine development and implementation, including providing the initial training, leading to the completion of this program. In this RFQ, COWL has outlined the scope of services we anticipate will lead us to the creation of a viable program; however, we are open to proposals for alternative/additional scope of services, provided a detailed explanation is given for deviations from this RFQ as written. COWL is looking forward to the professional guidance and recommendations from the organization selected to help with this process.

Scope of Services and Desired Outcomes

1. DEI Program

Assessment:

In conjunction with designated city staff, assess COWL's culture to determine employee and management competencies in the areas of DEI. Evaluate opportunities and challenges using this assessment and use it as the basis to develop program and training recommendations.

Data Analysis

Provide aid in reviewing and interpreting available demographic data for COWL in relation to our workforce and communities we serve. Review data on services provided by COWL to understand whether COWL appropriately serves and regulates our citizens, businesses and visitors. Recommend additional data that could be developed to inform City practices moving forward.

Policy Review

Review existing City-wide and Departmental-specific policies and procedures with a DEI lens and make recommendations for updates or creation of new ones. Review community and elected official involvement in and participation in City activities and make recommendations to ensure City activities align with community goals. Review City housing and employment data and City land use policies to recommend policy options to create a diverse, vibrant community.

Recommendations

Development of recommendation(s) for a comprehensive DEI program for the City, which we expect to include components of in-person and online training for all staff and elected officials. The City also seeks recommendations for training opportunities for Citizen Advisory Groups (CAGs) and Neighborhood Associations (NAs). We expect that in-person staff and elected official training would be approximately four hours in length with an online component of approximately 1.5 hours, but are open to recommendations.

Recommendations should address how to build stakeholder and community engagement processes into our work and ensure that each of our steps and actions include an element of capacity building. Other components to include:

- Conduct outreach to and communication with key community partners on issues related to diversity, equity and inclusion (DEI). Communicate findings both positive and negative, and need for adjustments to approach and operations, to citizens through CAGs, NAs, and other civic and neighborhood partners.
- Recommend any external citizen/community-oriented DEI activities needed to complement and enhance City of West Linn work.
- Advise on the formation of a Diversity Advisory Council, which would be appointed by City Council, and consist of community members, and city staff. The DAC would work to meet the diversity and human rights goals established by City Council and the needs of the City, both as a municipality and as a community.
- The Consultant would provide the first sessions of training for COWL staff with a goal of training internal employees to conduct future session.

Program Structure

We expect the proposed program to address, at a minimum, the following elements:

- DEI lenses addressing socioeconomic status, implicit bias, gender, LGBTQIA, race, language, ethnicity, and religion;
- City-wide housing, transportation and economic issues/policies influencing community diversity;
- Identification of internal systems to support integration and continued growth of DEI culture within COWL post-training.
- Development and implementation of strategies to increase workforce and advisory committee diversity (e.g. recruitment and interviewing processes, retention strategies, professional development, etc.). Development of internal programs and external communication strategies to inform diverse populations of the City's activities and invite them to participate.

Integration

Recommendations and/or suggestions on ways to integrate and expand the program into one that is outward facing and addressing the DEI needs of our patrons, community partners and the diverse populations we serve.

Aim to build stakeholder and community engagement processes into the work and ensure that each of our steps and actions include an element of capacity building.

- Conduct outreach to and communication with key community partners on issues related to diversity, equity and inclusion (DEI). Communicate findings both positive and negative, and need for adjustments to approach and operations, to citizens thru NA's CAB's and other civic and neighborhood partners.
- Recommend city-wide DEI activities needed to coordinate with COWL efforts
- Consider the formation of a Diversity Advisory Council, which would be appointed by City Council, and consist of community members, and city staff. The DAC would work to meet the diversity and human rights goals established by City Council and the needs of the City, both as a municipality and as a community.

Evaluation

Recommendations and implementation of methods to evaluate program success, including post-training cultural survey and final report on project. Recommendations on steps needed to ensure the program is a part of City culture for the long term.

2. Equity Audit

The racial equity audit would include a review of existing documents regarding program information and evaluation, member surveys, human resource policies and procedures, marketing materials, COWL website, and other pertinent documents in order to develop a more comprehensive picture of the organizational climate in relation to its goal of racial equity. Included in the audit will be a review of policies and activities of other cities and municipalities.

Once material is collected and analyzed, the consultants will prepare a detailed summary report, including but not limited to an analysis outlining key themes, recommendations for incorporating action steps into administrative and programmatic areas, and a compilation of racial equity programs of similar organizations.

This work may be completed before or during the DEI program development, as recommended by the consultant.

Audit elements are expected to include, at a minimum:

- Assessments of programs, policies, structures, practices, and culture resulting in qualitative and quantitative data regarding the current work and workplace of COWL, as well as stakeholder perspectives and expectations for future organizational culture change in relation to racial equity programming and practice.
- A comprehensive written report of the audit detailing its process, key themes, analysis of the gaps and disconnects between the current and future/desired state of the organization, and opportunities to build upon. The report should include recommendations for embedding new inclusive policies and practices into the organization's culture and into all function areas (as noted earlier) of COWL, including achievable short-term action steps and sustainable, long-term goals.
- A field scan of complementary efforts done by other cities and municipalities.

Please note revised dates
on City RFQ Bid Page

Draft RFP Schedule for DEI Program and Equity Audit

April 15, 2020	RFQ released.
May 1, 2020	Last day for submittal of questions.
May 12, 2020	Answers to all questions received will be made available on City's website.
May 19, 2020	5pm RFQ Submittals Due
Week of May 26, 2020	Interviews of Consultants (if needed)
June 1, 2020	Consultant Selected
June 15, 2020	Anticipated start date for work

Completion date: COWL desires this work to be done as quickly as possible, and hopes to have at least the training components underway starting in September 2020. COWL recognizes that other work elements may take more time. COWL recognizes that the current COVID-19 crisis will have implications for timelines. COWL welcomes alternative timelines for completion of work elements proposed by applicants.

This project is a priority for the City and under the direction of the City Manager, City departments will make every effort to support consultant work by providing expedited access to relevant staff, resources, and information.

Proposal Instructions

The proposal should include the following and should include a concise description (no longer than 10 pages) of the following elements:

- A work plan describing methodologies, approaches, and roles and responsibilities for how the work will be accomplished
- Detailed description of deliverables and outcomes
- Timeline
- Estimated costs and cost methodology
- Experience providing consulting services, including audits or assessments related to racial equity/diversity/inclusion/cultural competency and experience working for government agencies
- Experience and philosophy regarding your work as part of a multicultural/multiracial team
- Professional training and short bios of the proposed project team members clearly outlining their roles in the proposed work
- A sample list of past and current clients
- Contact information for a minimum of 3 relevant references

Additional pages may be provided for more details on the above but an overview of the proposal must be clearly available in a concise form.

Selection Process

Consultants will be considered based on a 100 point scale:

- Consultant's experience in the field of DEI analysis, training and implementation; (10)
- Prior relevant projects or experience in organizations of similar or greater size; (20)
- Previous civic or governmental work experience; (5)
- Knowledge and expertise of individuals that will work on the projects; (10)

- Readiness, availability, and familiarity with the area; (20)
- A proven track record of providing quality work on time; (15)
- Meets all applicable licensing requirements; (5) and
- Response of references. (15)

COWL Administration will perform technical evaluations, rank submittals, and make selection recommendations. COWL Administration will evaluate proposals and may ask a short list of Consultants to participate in an interview process. All Consultants submitting a proposal will be notified of COWL's final selection decisions.

Submittal Contact Information

Proposals shall be submitted electronically in .pdf format to Interim City Manager John Williams: jwilliams@westlinnoregon.gov

Any questions regarding this proposal should also be directed to John Williams at the above email address.