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Addendum 1
Solicitation 23-99265
RFP for Equity Action Team Strategic Planning

This addendum serves to notify all bidders of the following changes to the solicitation documents:

Attached please find a list of questions asked and answered during and following the pre-proposal conference.

Please acknowledge receipt of this Addendum by including a copy of it with your proposal. The pages included will not count toward any page limitation, if any, identified in the RFP.

Posted: **February 28, 2023**

CITY OF DULUTH EQUITY ACTION TEAM STRATEGIC PLANNING REQUEST FOR PROPOSALS

QUESTIONS AND RESPONSES

- 1. Do you have a preference of whether this person/organization is remote or in person? Which aspects of the proposal would you envision working in person or which aspects would you envision working remotely? Can we leave that open ended?**

The City is open to considering proposals that include in-person, virtual, or hybrid engagement; please clearly identify in the proposal which aspects will be remote and which will be in person.

Instead of leaving that open ended, we recommend completing a proposal that provides a couple of different options/recommendations weighing the pros and cons of doing this portion remotely or in-person.

- 2. Will this work focus on the City's internal organization or will there be any external or community-based surveys?**

The work will primarily focus on the City's internal organization. We are seeking assistance in assessing our progress towards improving diversity, equity, and inclusion and the development of a strategic plan. Basically, we want to know as an organization how are we doing and where we can improve. We recognize that of the 800+ City employees we don't reflect our City's demographics proportionally.

- 3. [Follow up] So you're looking at primarily an internal focus; including hiring processes, organizational structure, and employee knowledge base at this time?**

Yes.

- 4. Does the RFP process need to be approved by the City Council or be available for public input?**

The agreement with a consultant(s) would likely need City Council approval. As with all municipalities, this a transparent process so the community will have the opportunity to provide written or verbal public comments during the City Council meeting. When completing a similar RFP process with the police department for a Racial Bias Audit, the selected consultant joined a City Council meeting to discuss the selection process and results.

- 5. Is there a fixed fee or a not to exceed?**

At this time, we are looking to keep it under \$150,000.

- 6. How does the City expect to be different after this work is completed?**

We started the City's Equity Action Team a year or two ago, and it has become apparent that a strategic plan is necessary to identify priorities and focus our efforts. We envision an organization that is not only welcoming and supportive to each other, but also welcoming to the community. A strategic plan will assist in outlining our next steps as an organization and potentially hiring a full time DEI position. Leadership continues to be supportive and encouraging of this work.

- 7. Are there formal groups, task forces, or committees that have DEI work in their purview?**

Yes, we have an Equity Action Team made up of employees from across City Departments with approximately 25 people. We have an Executive Committee of five people, but no full-time staff person devoted to this.

8. Commissions

Commission on Disabilities

Assesses the needs of disabled persons regarding matters such as employment, housing, transportation, accessibility and equal rights; and advises the Mayor and the City Council of such assessments as the Mayor or Council may request, or as the Commission may deem appropriate. One-half of the members will be disabled persons; not less than one-third of the members will be users or consumers of special services for disabled persons; not less than one-third of the members will be providers of special services for disabled persons; and each councilmanic district of the City will contain the residence of not less than 2 members.

Duluth African Heritage Commission

The purpose of this commission is to ensure that the views of the African Heritage community are incorporated in the decision making, future planning, and stewardship of the city of Duluth. The commission will endeavor to act as a guide in the development of public policy, planning and services so that the African Heritage community is adequately represented in these processes. The commission will also endeavor to increase understanding and acceptance of the African Heritage community and culture and to increase African Heritage community involvement in all aspects of community affairs in Duluth.

Duluth Citizen Review Board -The Duluth Citizen Review Board is an advisory body to the Police Department and City Council for the purpose of fostering relationships and strengthening trust and communication between the police department and citizens of Duluth in furtherance of the best interests of the city and all of its residents.

Duluth Human Rights Commission - Promotes cultural diversity in Duluth; promotes the elimination of hate, prejudice and discrimination against persons or groups based on race, gender identity or expression, religion, sexual orientation, ability, or other status; educates the community on issues of discrimination and cultural diversity; advises the City Council and City on human rights issues; and promotes the goals and objectives of the Minnesota Human Rights Act

Duluth Nonbinary, Queer, Trans, Two Spirit, Lesbian, Gay, Bisexual, Intersex & Asexual Commission

The commission shall have the following duties:

- (a) To advise the mayor, city council, city departments, and the community at large about issues concerning services, policies, procedures, and facilities that are of concern to the NQT2SLGBIA communities;
- (b) To serve as a forum to which individuals and groups can express concerns related but not limited to issues of homophobia and transphobia;
- (c) To provide consultation to the Office of Human Rights on complaints that involve gender identity, gender expression, sexual orientation, and conversion therapy
- (d) To encourage and attract NQT2SLGBIA businesses to the city of Duluth, to assist NQT2SLGBIA business located in the city, and to promote economic development, especially job creation in

the city; and

(e) To provide consultation and support on improving healthcare accessibility and gender affirming care for NQT2SLGBIA community.

Indigenous Commission

The commission shall have the following duties:

(a) To advise the mayor, city council, city departments, and the community at large about issues concerning services, policies, procedures, and facilities that are of concern to the NQT2SLGBIA communities;

(b) To serve as a forum to which individuals and groups can express concerns related but not limited to issues of homophobia and transphobia;

(c) To provide consultation to the Office of Human Rights on complaints that involve gender identity, gender expression, sexual orientation, and conversion therapy

(d) To encourage and attract NQT2SLGBIA businesses to the city of Duluth, to assist NQT2SLGBIA business located in the city, and to promote economic development, especially job creation in the city; and

(e) To provide consultation and support on improving healthcare accessibility and gender affirming care for NQT2SLGBIA community.

9. Given the City has an Equity Action Team and over 800 staff, should the proposal provide an experience specifically for the Equity Action Team or all staff?

All staff, knowing that the Equity Action Team will be championing this in each department.

10. How many of the 800+ employees are supervisors?

Approximately 75 employees are supervisors.

11. What challenges have you experienced internally in relation to the equity journey that you're on?

There have been incidents in the past in various departments that have impacted the retention of BIPOC employees.

Another challenge we hear is the difficulty in adding DEI work to already high workloads, with little additional capacity.

There is also a belief held by some that the practice of 'colorblindness' is enough and there aren't really many DEI issues or need for change.

12. How embedded with specific DEI language is the organization and is there willingness to change?

Specific DEI language has not strongly embedded within our organization and we seek to create and embrace shared language and definitions. Our city-wide equity conversation is just beginning so we are flexible and open to new language.

13. What has been the charge of the Equity Action Team? What are you proud of?

Make progress, move forward. A few early wins include engaging with an outside partner (OutFront Minnesota) to provide a series of conversations related to the LGBTQ+ community, providing all supervisors with an IDI assessment and consultation, and working to encourage more conversations related to DEI into everyday work.

14. How long has the City's Equity Action Team existed and what led to the formation of the group?

The Equity Action Team was formed in 2021. The internal city working group was formed as the result of various conversations by city leadership and staff on the need to make organization-wide progress on DEI issues and opportunities. The purpose was to ensure that all parts of the organization are making progress in becoming a more welcoming space for all.

15. Specifically, how many people are on the Equity Action Team and from what groups/departments within the City, Commission, or other community constituencies do they come from?

The City's Equity Action Team is comprised of approximately 20 employees that represent all city departments. Members of the team are volunteers that are interested in advancing DEI related initiatives. Currently the team's work is focused mostly on internal city efforts and is comprised of city employees.

16. Has there been any formal DEI training or the like at the City in the past?

DEI related training that the city has offered recently has included; city-wide introductory cultural competence training, informational series on LGBTQIA2S+ including history and allyship, and a wide variety of other trainings related specifically to department work. Introductory training was initiated in 2023 and has seen a 90% participation rate so far. All supervisors at the city have taken the Intercultural Development Inventory (IDI) which included a follow-up consultation. Overall, these training sessions have been well received and continue to have positive participation rates.

17. Does the City have an LMS (learning management system) or other internal training delivery platform?

Currently, the City is utilizing KnowBe4 to manage trainings developed externally and internally.

18. Have there been earlier DEI Initiatives? When? What were the impacts and are there opportunities to build on?

Prior to the establishment of the Equity Action Team in 2021, the majority of DEI work was done intermittently and at the individual department level. The establishment of the Equity Action Team brought significant focus of DEI opportunities for the entire organization.

19. Regarding the Duluth Police Department's Racial Bias Audit work with the Criminal Justice Institute, how do we access the Reports/results and recommendations of the work the RBAT and CJ did? Who was the contracted Bidder/consultant/organization that worked with the RBAT and CJ on this project? How do we access any information on the progress/efforts towards these recommendations?

Information and updates related to the Duluth Police Department's Racial Bias can be found here: <https://duluthmn.gov/police/public-reports-and-transparency/racial-bias-audit/>. Once the consultant is selected, the City will work to make sure the correct point of contact is provided to liaise with either the Police Department or CJI.

20. Does the 20-page limit include team resumes? Additionally, are we able to provide other attachments in an appendix to provide examples of past work completed or would additional attachments be included in the overall 20-page limit?

Yes, the 20-page limit includes team resumes. Yes, additional, relevant information directly related to your proposal may be submitted as an appendix.

21. Please clarify the submittal requirements: Please submit one (1) paper copy of the Qualification Proposal and one (1) paper copy of the Cost Submittal. The Cost Proposal should be in a separate sealed envelope. In addition, Consultants shall submit one copy of the entire proposal (Qualification and Cost Proposals, along with all requested documents) on flash drive in Microsoft Office-compatible or pdf format. Are you able to clarify what this means? Are the work proposal, cost proposal, and flash drive in three different envelopes that are to be sent separately?

The Qualification Proposal and the flash drive can be submitted in the same envelope; however, the Cost Submittal will need to be submitted in a sealed envelope. For example, these can all be within one package: Qualification Proposal and Flash Drive can go into a mailing envelope, along with a sealed envelope containing the Cost Proposal.