



Request for Proposals

**CONSULTANT FOR EQUITY, DIVERSITY & INCLUSION STRATEGIC PLANNING
FOR THE CITY OF LOUISVILLE ORGANIZATION**

**City of Louisville, City Manager's Office
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Project Number: 101141-540910

PROPOSALS DUE: MONDAY, MARCH 1, 2021 BY 10 A.M.

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ATTACHMENTS

Appendix A – Draft Professional Services Agreement

PROPOSED SELECTION SCHEDULE

Daily Camera	Feb. 5, 2021
Rocky Mountain E-Purchasing	Feb. 8
First Publication	Feb. 8
Second Publication.....	Feb. 9
Last Day for Questions.	Feb. 22
Questions Answered	Feb. 26
Proposals Due	Mar. 1
Selection Committee – Interviews	Mar. 8-12
Approval of Contract	Mar. 16-Mar. 30

1. CITY INFORMATION

Situated between Denver and Boulder, the City of Louisville, Colorado receives national attention for being one of the best places to live in the United States. The City has a population of approx. 21,000 residents and provides a wide range of services and amenities. As a home rule municipality with more than 300 employees to serve its citizenry, the City delivers core services and operates several public facilities like the Louisville Public Library, Recreation/Senior Center, Historical Museum, Center for the Arts and Coal Creek Golf Course. About 26% of the City’s land area is dedicated to open space, parks and public spaces that the City maintains. This includes 32 miles of trails spread throughout the community. The mix of large industry with sole proprietor retail operations and home-based businesses also make for a healthy local economy.

Louisville’s City Council consists of seven members, including the Mayor. Two Council members are elected from each of the City’s three wards, while the Mayor is elected at-large. All Council members are elected to four-year terms. The members of Council and Mayor may serve any number of terms, but no more than two consecutive terms in office.

The City employs 196 full-time employees and 109 part-time employees, with a median age among employees of 42. 1% of the employee population is American Indian or Alaska Native,

2% is Asian, 2% is Black or African American, 7% is Hispanic or Latino, and 88% of the workforce is White.

Louisville has a population of approximately 21,413 with a median age of 41. .7% is Black or African American, .3% is American Indian or Alaska Native, 5% is Asian, 7% is Hispanic or Latino and 87% of the population is White.

In 2018, the City adopted its first organizational strategic plan, which includes the following:

Vision: The City of Louisville – dedicated to providing a vibrant, healthy community with the best small town atmosphere.

Mission: Our commitment is to protect, preserve and enhance the quality of life in our community.

Values:

Innovation - Leading and embracing change and transformation through creative thinking, diverse perspectives, learning, and continuous improvement.

Collaboration - Proactively engaging colleagues and other stakeholders in developing solutions through open communication. Fostering a culture where every employee feels valued, supported and inspired to achieve both common and individual goals.

Accountability - Fulfilling our responsibilities, owning our actions, and learning from our mistakes.

Respect - Treating people, processes, roles, and property with care and consideration. Celebrating differences and encouraging authenticity.

Excellence - Doing our best work by building on our individual and collective strengths. Exceeding expectations with responsive, efficient, and effective customer service.

In June 2020, the City staff began conversations about how to better integrate issues of equity, diversity, and inclusion (“EDI”) into the City’s values, policies and procedures, learning and development, and overall organization culture. A small internal task group was formed to explore options for undertaking transformational work within the organization around equity, diversity and inclusion.

Concurrently, in August and September 2020, City Council organized two community listening sessions with the assistance of a consultant in order to gain input from members of the community around equity, diversity and inclusion. These community conversations demonstrated there is interest on the part of Louisville residents and others to address EDI issues.

City Council determined there is a need for a community-based and expert-assisted effort to move from introducing hard conversations about EDI issues to having courageous conversations about which issues are most important and what the City can and should do to address them

based on fuller information about the concerns, ideas, and expectations of the community, especially residents who are Black, Indigenous, people of color or other racially diverse business owners, workers, and consumers. The City is currently soliciting applications from residents and nonresidents to participate in an equity, diversity and inclusion task force.

While the task force will advise Council and staff on recommendations to improve our equity, diversity and inclusion within our community, we also need to focus on our internal stakeholders: our employees. Our employees need to not only be trained in equity, diversity and inclusion but they also need to feel safe, included and that they belong in our organization. The City's internal policies and procedures need to be equitable and inclusive, and staff need to understand how to consider equity, diversity and inclusion in planning, outreach, programming and service delivery.

The City is committed to creating a diverse, equitable and inclusive environment within the organization. In order to carry out this work to drive transformative change and better meet the needs of the community, residents, and businesses, the City of Louisville is soliciting proposals from a collaborative partner or partners to advance equity, diversity, and inclusion within the organization. The City is seeking someone who can understand our unique needs and meet our leadership and staff where we are currently are, rather than provide a one size fits all approach. We understand that efforts to address equity, diversity, and inclusion is a long-term commitment. We remain flexible and open to the recommendations of our partner consultant, as well as learning from any unknown needs and issues that emerge through the process.

Goals:

- Establish a common understanding about why equity, diversity and inclusion is important to the organization and how we articulate it to all employees.
- Identify short and long-term EDI goals, timing, and implementation strategies to engage all levels and areas of the organization through possible policy, communication, training, and system changes.

Responsibilities. The consultant/partners should accomplish the following, at a minimum. The consultant/partner should advise the City on what order these activities should occur, appropriate timing and any other elements that would help accomplish the goals.

1. Assess the City's current state with regard to EDI.
 - A. Utilize existing organizational information (employee surveys, demographic data, etc.)
 - B. Assess the City's assets and resources around EDI, such as current training for all employees and police officers, partnerships/memberships such as GARE (Government Alliance on Race and Equity), and any others.
 - C. Gather additional information as necessary to understand the needs of the organization around equity, diversity and inclusion.
2. Facilitate planning sessions within the organization to develop an actionable strategic EDI roadmap that prioritizes goals, objectives, strategies and resources.

- A. Gain input and insight from organizational and EDI leadership.
 - B. Ensure inclusive process representative of the entire organization, including cross-functional and cross-departmental input.
 - C. Work with staff to understand external community EDI Task Force efforts and coordinate when appropriate.
3. Develop discrete written short-term and long-term recommendations into a strategic EDI roadmap which helps to identify the following aspects of organizational EDI efforts:
- A. Ongoing education and training of all levels and areas of the City in to increase the consciousness, knowledge, and skills of our staff as it pertains to equity, diversity, and inclusion.
 - B. Integrate EDI into internal processes and systems in the organization.
 - C. Integrate EDI into internal and external facing communications.
 - D. Build and communicate our commitment across the City to demonstrably advance EDI-based transformation.
 - E. Continuous evaluation of program objectives.
4. Conduct initial training within the organization to establish a shared understanding of equity, diversity and inclusion and why it is important to the City as an organization.
- A. Work with the City to determine when, how and who around training.
 - B. Provide training that helps employees:
 - Increase their self-awareness, knowledge, historical context, and skills to interact effectively with aspects of EDI.
 - Promote a welcoming and inclusive environment within the organization by demonstrating a commitment to the principles of equity, diversity, and inclusion in all interactions.
 - D. Leverage existing City resources, such as the City’s membership in GARE as well as experiences with past training (leadership attendance in Courageous Conversations About Race and employee participation in unconscious bias training).

5. INVITATION

The City of Louisville is inviting proposals from highly qualified firms (“Respondents”) with the necessary expertise to support the goals of the City in developing and advancing a strategic EDI roadmap for the organization. The Respondent must engage the organization in the process and provide training to create a shared understanding of EDI concepts and why it’s important to the City and broader community.

Scope of Services

The selected firm(s) must be able to provide the following services, including but not

limited to:

1. The consultant will assist with the development of a process to achieve the City's goal of developing a strategic EDI roadmap
2. The consultant will complete all steps necessary to train and engage the organization in the process of developing the plan.
3. 3. The consultant will draft the plan based on outcomes of the responsibilities outlined above; assessment, engagement, training, facilitation, etc.
4. Establish a timeline for the process, with a goal of completing the work within a 6 month timeframe.
5. The City of Louisville may request the consultant to provide optional services for implementation of any plans and recommendations generated through the process.

Submittal Instructions

If you have any questions about the RFP, please contact Meagan Brown in the Human Resources Department at 720-737-3733 or mbrown@louisvilleco.gov . Submittals are due at the City of Louisville for time and date recording on or before March 1, 2021 by 10:00 am. Electronic submittals can be emailed to mbrown@louisvilleco.gov

All RFPs must be received and time and date recorded by authorized City staff by the above due date and time. Sole responsibility rests with the Respondents to see that their RFP response is received on time at the stated location. Any responses received after due date and time will be returned to the Respondents.

The City of Louisville reserves the right to reject any and all responses, to waive any informalities or irregularities therein, and to accept the proposal that, in the opinion of the City, is in the best interest of the City of Louisville. Due to the complexity of work required, selection of a firm will not be based solely upon the lowest responsible bid but will also take into account experience gained from work on similar projects and an understanding of the project goals and approach to the project.

Digital copies of the Bidding Documents will be available beginning February 8, 2021 on-line through Rocky Mountain Bid System and linked through the City of Louisville's website at <http://www.louisvilleco.gov/business/bidding-opportunities>.

Terms and Conditions

1. Each Respondent shall furnish the information required in the proposal.
2. The Contract/Purchase Order will be awarded to the Respondent whose submittal, conforming to the Request for Proposals, will be most advantageous to the City of Louisville, price and other factors considered.
3. The City of Louisville reserves the right to reject any or all proposals and to waive

- informalities and minor irregularities in proposals received, and to accept any portion of or all items proposed if deemed in the best interest of the City of Louisville to do so.
4. No submittal shall be withdrawn for a period of thirty (30) days subsequent to the opening of RFPs without the consent of the City's delegated representative.
 5. A signed purchase order or contract furnished to the selected firm results in a binding contract without further action by either party.
 6. Late or unsigned RFPs will not be accepted or considered. It is the responsibility of Respondents to ensure that the RFP arrives at the City of Louisville no later than the time indicated in the "Request for Proposal."
 7. The proposed price shall be exclusive of any Federal or State taxes from which the City of Louisville is exempt by law.
 8. Any interpretation, correction or change of the RFP documents will be made by Addendum. Interpretations, corrections and changes of the RFP documents made in any other manner will not be binding, and Respondents shall not rely upon such interpretations, corrections and changes. The City will not be responsible for oral clarification.
 9. Confidential/Proprietary Information: RFPs submitted in response to this "Request for Proposal" and any resulting contract are subject to the provisions of the Colorado Public (Open) Records Act, 24-72-201 et.seq., C.R.S., as amended. Any restrictions on the use or inspection of material contained within the proposal and any resulting contract shall be clearly stated in the RFP itself. Confidential/proprietary information must be readily identified, marked and separated/packaged from the rest of the proposal. **Co-mingling of confidential/proprietary and other information is NOT acceptable. Neither a proposal, in its entirety, nor proposed price information will be considered confidential/proprietary. Any information that will be included in any resulting contract cannot be considered confidential.**
 10. The City reserves the right to modify the Scope of Services and request revisions to proposals prior to entering into a written contract.

6. EVALUATION CRITERIA

Please respond to the evaluation criteria with comments that are concise and to the point. The City will evaluate and finalists will be selected and invited to continue the process by making formal presentations to a selection committee. The best fit will be recommended to City Council authorizing the City to enter into a professional services agreement. The selection committee will evaluate and score the submittals using a weighted average based upon;

- A. In up to five (5) pages, express your interest in the project, specifically addressing:
 1. An outline and proposed timeframe to address the goals of the City in developing an organizational EDI plan.
 2. An effective strategy for completing an initial assessment of the organization as it relates to EDI.
 3. A strategy for initial training of the organization around EDI.

- B. Respondents must be experienced in organizational development and planning around EDI. Provide a resume or curriculum vitae demonstrating experience.
- C. Provide examples of consultant materials/work completed in other cities or organizations that have undergone similar processes and developed a plan for addressing EDI.
- D. Provide a listing of team members that will be involved in the process, relevant experience and other material that is pertinent and concise.
- E. Submit three references for similar projects completed within the last three years along with contacts for the project.
- F. A not-to-exceed amount for the cost of all phases of the Scope of Services.

7. SUBMITTAL

Please submit the following information in the order listed below:

- 1. Name of your company/organization
- 2. Type of Organization: (Corporation, Partnership, etc.)
- 3. Address
- 4. Names and Address of Project Team or Firm
- 5. Contact Person(s)
- 6. Telephone, Fax, E-mail
- 7. Statement of Interest
- 8. Project Approach
- 9. Project Team Listing
- 10. References
- 11. Cost Proposal

8. SIGNATURE PAGE

Failure to complete, sign and return this signature page with your proposal may be cause for rejection.

Contact Information	Response
Company Name	
Name and Title of Primary Contact Person	
Company Address	

Phone Number	
Email Address	
Company Website if applicable	

By signing below I certify that:

I am authorized to bid on my company's behalf.

I am not currently an employee of the City of Louisville.

Signature of Person Authorized to Bid on

Date Firm's Behalf

Note: If you cannot certify the above statements, please explain in the space provided below.