

REQUEST FOR QUALIFICATIONS

DIVERSITY, EQUITY, AND INCLUSION AUDIT & CONSULTING SERVICES

Issued: November 22, 2021



QUALIFICATION RESPONSES DUE
JANUARY 12, 2022

Submit questions and proposals via email to:
Cristine Alilovich, Assistant City Manager
Cristine.alilovich@cityofsanrafael.org

INTRODUCTION

San Rafael is the economic and cultural heart of Marin County, and its high quality of life is centered on its commercial districts, engaged neighborhoods, active lifestyle, and natural environment. San Rafael (population 60,651) is a full-service city with a City Council/City Manager form of government with 12 departments, more than 400 employees, and an annual budget of \$100 million.

The City of San Rafael (City) has been on the Diversity, Equity, Inclusion awareness journey for several years and is now seeking proposals from consultant firms, non-profits, and other organizations (consultant) with expertise in providing professional consulting services to assist us in conducting an equity audit as a foundation toward building a more diverse and inclusive organization for employees and the community in which we serve. We need assistance to identify blind spots and processes that perpetuate systemic injustice and identify current successes and areas for improvement. San Rafael is looking for a consultant to recommend strategies for our next steps (following the equity audit) and assistance in developing a framework to carry forward this important work.

The equity audit will shed light on the City of San Rafael's demographic and socioeconomic diversity, which the City will then use to develop strategic DEI goals and initiatives. For example, the City of San Rafael is comprised of 27.3% foreign born persons with 36.1% of families speaking a language other than English, and the population is 31% Hispanic or Latino and 66.8% White. Furthermore, 50% of all housing units are owner occupied, with a median value of owner-occupied units at \$923,000, while the median household income is \$91,742. As of 2019, 12.2% of persons in San Rafael live below the poverty line.

CITY COUNCIL'S COMMITMENT TO THE WORK

The City Council and the City Manager's Office are committed to furthering diversity and equity efforts in San Rafael. City leadership and staff have taken several steps to place diversity, equity, and inclusion efforts at the front and center of City priorities.

Racial Equity is one of the top four policy focus areas identified by the City Council in their fiscal year 2021-22 priorities [City of San Rafael City Council Goals-Objectives-2021-2022](#). Our City Council wholeheartedly believes in promoting just and fair participation in a society in which everyone has the resources and opportunities they need to be successful and ensuring that the City's policies are not furthering inequities in our community. The City's recently approved [2040 General Plan](#) highlight's the City's commitment to diversity and identifies focus areas for City leadership and elected officials.

The City is currently re-designing its community engagement practices to become more inclusive and to ensure that all members of our community have equitable access to participate in the civic process. Through an increased prioritization of inclusive communication efforts, we aim to increase participation by groups who have historically been unrepresented, which in San Rafael, is primarily the Latinx population. We are facilitating community conversations in Spanish only and providing real time Spanish translation in our City Council meetings.

Additionally, the City is currently participating in this year's United Against Hate Week by designing an outreach campaign with residents and businesses that calls for unity against all forms of bias. On Monday, November 1, 2021, the San Rafael City Council unanimously approved the United Against Hate proclamation to affirm our collective commitment to stand against hate and discrimination in all forms in San Rafael. This [video](#) includes heartfelt testimony which reflects our genuine commitment to stand against hate and discrimination in San Rafael. The City's [proclamation](#) established a weeklong awareness campaign.

Please refer to the City's dedicated web page on [Racial and Social Equity](#) for more information.

The City is dedicated to enhancing the quality of life of all its residents, including but not limited to individuals who belong to underserved communities due to their race, religion, sexual orientation, gender identification and/or expression,

differently abled, and those disproportionately affected by persistent poverty. Our overarching goal with this project is to take actionable steps toward a more free, just, and equitable future, where everyone has access to opportunity.

QUALIFICATIONS

In addition to deep expertise and experience in supporting organizations in their DEI initiatives, the selected consultant will have the following qualifications:

- Ability to collaborate with diverse stakeholders, conduct community meetings, and effectively present complex ideas to various groups.
- Outstanding facilitation skills including the ability to build collaborative relationships among diverse populations.
- Ability to synthesize a vast amount of information and present it in an accessible and useful manner that is inclusive of all represented viewpoints.
- Strong organizational skills, with the ability to adapt approaches and methods.

PROJECT SCOPE

The equity audit will specifically look at policies, programs, and practices that directly or indirectly impact City staff and residents in regard to their race, ethnicity, gender, national origin, color, disability, age, sexual orientation, gender identity, religion, or other socio-culturally significant factors.

We expect this will include the review of the following, but not limited to:

- City policies and practices (including HR)
 - Municipal Code
 - City services
 - Community engagement
 - Internal and external communications
 - Program funding and expenses
 - City staff demographics
- The high-level deliverables will include the development of findings and recommendations to be included in a final report and presentation to the community and the City Council. Make recommendations based on the Equity Audit's findings.
 - In addition to the equity audit project, the City is looking for additional consulting services to advise the City team on our DEI work; please include a description of what types of services you can provide to augment the scope of the audit.
 - The precise/final scope of work will be incorporated into the "Professional Services Agreement," shall be negotiated with the selected consultant.

RFQ RESPONSE

The City requests the following from consultants that are interested in responding to this RFQ:

1. Consultant profile, including name, address, telephone number, and email address of the consultant's point of contact and company website.
2. The consultant's experience as it relates to conducting equity audits and DEI consulting, ideally with other public agencies and/or local governments.
3. Scope of work description, timeline with deliverables.
4. A general budget/cost estimate of the proposed work.
5. A minimum of three (3) references, including the reference's names, company/agency, phone numbers, and email address, plus a description of the type of work performed.

SCHEDULE

Q&A Zoom with interested parties & City team	December 13, 2021, 1pm PST (details below)
Qualification Response due	January 12, 2022
Interviews with City team	Week of January 24, 2022
Award Professional Services Contract & begin work	February 2022

Q&A ZOOM

To learn more about is project, please attend a Q&A Zoom meeting on **December 13th at 1pm PST**. Consultants can learn more about the City’s DEI goals and ask questions of the City team. **Please RSVP by emailing Cristine.alilovich@cityofsanrafael.org to let us know you will be joining us.**

Join Zoom Meeting <https://us02web.zoom.us/j/83494294074?pwd=c0FIRUJWQXhjcVhFa2pvd2haZDZhZz09>

Meeting ID: 834 9429 4074, Passcode: 223310

INTERVIEWS

Consultants may be invited to an interview with the City team in early January 2022. Selected consultants will have an opportunity to share their firm’s philosophy and experience and dialogue with the City team about the scope and approach to the project.

BUDGET

The City of San Rafael is dedicated to providing the resources needed to conduct a comprehensive equity audit. We believe this work is difficult to quantify because it has no real end, however we do need to define a scope of work to complete the audit. We are seeking your experience in guiding our team via your responses to inform both the cost estimate and the amount of time this effort should take based on a city our size. We are intentionally seeking qualifications and not proposals for this reason; our goal is that in this process of selecting a highly qualified consultant, we will co-create and land on the “right” size project and budget; we also anticipate this work to be done in phases. Consultants will not be judged/evaluated on their estimated budget/cost during the initial screening and interview process. We are interested in knowing what you think is the needed level of effort.

Thank you for your interest in contracting opportunities with the City of San Rafael. If you have any questions and would like to chat 1:1 to determine your level of interest, please reach out to me anytime @ Cristine.alilovich@cityofsanrafael.org.