

Request for Qualifications (RFQ)

City of Pacific Grove, CA



Diversity, Equity and Inclusion Consulting Services

Issue Date: October 28, 2022

Deadline for Submissions: November 30, 2022,
5:00 PM

Proposers may view and download this RFP electronically from the City's website at [Pacific Grove, CA \(cityofpacificgrove.org\)](http://cityofpacificgrove.org). The Proposers are responsible for checking the City's website for any updates and addenda related to this RFP. For any questions or assistance, please reach out to the City's contact: skandell@cityofpacificgrove.org or 831-648-3181.

Purpose

The City of Pacific Grove is seeking proposals from qualified persons, firms or organizations to assist in conducting an organizational and community evaluation as a foundation toward building a more equitable, diverse and inclusive organization for employees and the community in which we serve. The successful respondent will undertake research and information gathering regarding diversity, equity and inclusion in Pacific Grove and the City organization through data, surveys, meetings, and interviews. Based on the findings the successful respondent will recommend strategies, develop and present a plan, informed by community and stakeholders; structured to achieve meaningful and measurable results to address the diversity, equity and inclusion needs of the City.

Introduction / Background

As an adopted City Council Value, in 2021, the City has a commitment to inclusivity and desires to cultivate an environment of trust and respect for all residents and visitors alike. The City strives to ensure that actions are inclusive and reflective of the diverse community of which we aim to be.

A DEI Task Force was created by the City Council in April 2021 with its purpose to improve the City's social environment to better meet the needs of residents and visitors alike; examine the City's policies, programs, and practices through a community lens to promote diversity, equity, inclusion, racial justice, and healing; promote participation of underrepresented communities including but not limited to people of color, LGBTQ+, people with disabilities, immigrants, etc. and monitor change that occurs to DEI and racial justice within the City; and provide feedback, guidance, strategies and recommendations to increase community engagement by underrepresented groups.

The DEI Task Force, five community volunteers appointed by the Mayor, acts in an advisory capacity and makes recommendations to the City Manager and to the Council to adopt laws, rules, regulations, programs and practices on the topics of DEI, racial justice and healing that relate to the City of Pacific Grove.

The DEI Task Force Plan recommendations for a City DEI Plan were outlined for Council on May 18, 2022 to include hiring a consultant to research and gather information through data, surveys, meetings, interviews, establish findings, and ultimately develop and present a plan to the DEI Task Force for review and Council for adoption, implementation, reporting and evaluation. The results from the work via this RFQ will inform how the City moves forward in an effective manner to address DEI needs of the City.

Overview

The City of Pacific Grove is a coastal city in Monterey County, California. The population of the City was estimated at 14,988 per the 2021 US Census. The City's development is associated with tourism; the community takes pride in its rich environmental, cultural heritage and its small-town atmosphere. Long a bedroom community for nearby military, scientific and educational installations, its multicultural population is numerically small but contains ethnic and linguistic diversity from the Defense Language Institute's Foreign Language Center and hospitality business workers.

Table 1 summarizes the demographics of Pacific Grove compared to the rest of Monterey County as a whole,

based on the population estimates from the July 1, 2021 US Census. Estimates are not comparable to other geographic levels due to methodology differences that may exist between different data sources. Some estimates presented here come from the sample data, and thus have sampling errors that may render some apparent differences between geographies statistically indistinguishable.

TABLE 1
Estimates as of 2021

Pacific Grove Population 14,988
County of Monterey Population 437,325

Ethnicity Statistics	Pacific Grove	County of Monterey
White alone	84%	82.5%
Black or African American alone (a)	0.6%	3.4%
American Indian or Alaska Native alone (a)	0.3%	2.7%
Asian alone (a)	7.2%	6.7%
Native Hawaiian and Other Pacific Islander alone (a)	0.0%	0.6%
Two or More Races	6%	0.4%
Hispanic or Latino (b)	11.1%	60.4%
White alone, not Hispanic or Latino	77.3%	28.4%

- (a) Includes persons reporting only one race
- (c) Economic Census - Puerto Rico data are not comparable to U.S. Economic Census data
- (b) Hispanics may be of any race, so also are included in applicable race categories

White. A person having origins in any of the original peoples of Europe, the Middle East, or North Africa. It includes people who indicate their race as "White" or report entries such as Irish, German, Italian, Lebanese, Arab, Moroccan, or Caucasian.

Black or African American. A person having origins in any of the Black racial groups of Africa. It includes people who indicate their race as "Black or African American," or report entries such as African American, Kenyan, Nigerian, or Haitian.

American Indian and Alaska Native. A person having origins in any of the original peoples of North and South America (including Central America) and who maintains tribal affiliation or community attachment. This category includes people who indicate their race as "American Indian or Alaska Native" or report entries such as Navajo, Blackfeet, Inupiat, Yup'ik, or Central American Indian groups or South American Indian groups.

Asian. A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam. This includes people who reported detailed Asian responses such as: "Asian Indian," "Chinese," "Filipino," "Korean," "Japanese," "Vietnamese," and "Other Asian" or provide other detailed Asian responses.

Native Hawaiian and Other Pacific Islander. A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands. It includes people who reported their race as "Fijian," "Guamanian or Chamorro," "Marshallese," "Native Hawaiian," "Samoan," "Tongan," and "Other Pacific Islander" or provide other detailed Pacific Islander responses.

Two or more races. People may choose to provide two or more races either by checking two or more race response check boxes, by providing multiple responses, or by some combination of check boxes and other responses. For data product purposes, "Two or More Races" refers to combinations of two or more of the following race categories: "White," "Black or African American," "American Indian or Alaska Native," "Asian," "Native Hawaiian or Other Pacific Islander," or "Some Other Race"

Data users should be aware of methodology differences that may exist between different data sources.

The City is organized in accordance with the Council-City Manager form of government with a seven-member City Council - a Mayor and six Councilmembers. The City offers a full range of services for the community through its various departments, including Fire, Police, Public Works and Recreation along with the City Manager's Office, City Clerk, Community Development, Administrative Services, and Human Resources, through a workforce of 126 regular and part-time employees. The City also has eleven advisory Boards, Commissions and Committees with approximately 62 volunteers appointed by the Mayor.

Diversity, Equity, and Inclusion Plan Overview

The proposed work is to conduct an organizational and community assessment, develop recommendations, strategies and a DEI Plan for the City of Pacific Grove. It would also be desirable to provide insight and knowledge on DEI best practices in local government, to prioritize recommendations and strategies, to propose appropriate metrics and benchmarks to assess progress on the plan goals and to recommend training strategies to increase staff, elected and appointed officials' competencies and skills in the areas of DEI.

RFQ Submittal Requirements

The City welcomes a response to the RFQ that best expresses the qualifications of the respondent. Interested persons, firms or organizations shall submit three (3) copies of their qualification packets, along with an electronic version emailed to cityclerk@cityofpacificgrove.org. All packets should include the following elements:

- Experience relating to potential survey respondents from a diversity of cultures
- A work plan describing the methods, and roles and responsibilities for how the work will be accomplished
- Detailed description of deliverables and outcomes, including effort and estimated expense for individual deliverables/components,
- Overall Established Timeline
- Overall Estimated costs
- Experience providing data-driven recommendations to improve diversity, equity and inclusion
- Professional training and short bios of the proposed project team members clearly outlining their roles in the proposed work
- (3) three samples of relevant work
- (3) three relevant client references

Scope of Services

Below are some proposed example action items in the categories of City operations, community engagement, City Council, Boards and Commissions, government transparency, personnel, and communications. The City recognizes that it could benefit from a third-party consultant to assist in refining the items through community and staff engagement processes.

City Operations

1. Conduct an organization-wide assessment to gather data and input regarding employee demographics, perspectives and experiences, present findings and recommendations.
2. Analyze City government and department-focused operations policies and initiatives, with a focus on DEI. This may include identifying areas where marginalized populations may face service structural inequities
3. Provide recommendations to assist City departments with developing a DEI lens or lenses to be used:
 - a. in the development of the City budget, Capital Improvement Program, General Plan and other guiding documents

- b. in the delivery of City services; and
- c. in the creation of all new programs, projects, and policies.
- d. in examining future proposed policies and ordinances, with the work to be done by the City's DEI Task Force, appropriate City Boards, Committees, and Commissions, and the City Council, as well as staff
- e. in completing the gender neutralization of language in the City Code, policies and procedures
- f. in examining ongoing training and professional development to expand skills and abilities to City Council, City Boards, Commissions and Committees and staff

Community Engagement

- 4. Expand the City's community engagement to include more marginalized communities of interest such as Black, Indigenous, People of Color, LGBTQ+, economically disadvantaged, differently abled, neuro-divergent, linguistically diverse, and others.
- 5. Initiate community conversations around citizen and staff interactions, such as a review and discussion of the Police Department's Use of Force Policy and other topics.

City Council, Boards, Committees, and Commissions

- 6. Improve recruitment of City Board, Committee, and Commission members to reflect diverse communities of color, identity, and backgrounds.
- 7. Incorporate diversity, equity, and inclusion into the work of all City Boards, Committees and Commissions and to discuss these efforts with the City Council and the public.
- 8. Encourage diversity, equity, and inclusion training for City Council, Boards, Committees and Commissions.

Transparency in Government

- 9. Expand access to City records and information to further demonstrate the City's commitment to transparency in governmental operations.

City Personnel

- 10. Foster a more diverse workforce by updating job descriptions and minimum qualifications to encourage a broader set of candidates, promoting job opportunities using conventional and unconventional techniques to reach deeper into the talent pool, and encouraging ongoing training and professional development to expand skills and abilities.
- 11. Strengthen procedures to protect employees from bullying, racism, and other uncivil behavior.
- 12. Encourage diversity, equity, and inclusion training for City staff members and Departments.

Communications

- 13. Communicate actively on social media and in other forums to reinforce messages of inclusion, belonging, and welcoming.

Specifically, the selected Consultant would work with the City to strengthen its goals, objectives, and metrics for efforts internally within the City organization and externally with the broader community and through City partnerships with entities such as the schools, Chamber of Commerce, and others.

The final Scope of Services will be determined by the City. The work may include, but is not limited to, the following:

- Expand upon goals, objectives, and metrics that align with the City’s DEI focus through engagement with City staff, key stakeholders/partners, and the community at large.
- Hold at least one Community Workshop – via hybrid.
- Hold at least one Employee Workshop – in person/hybrid.
- Conduct a survey to obtain community and/or staff input into the City’s DEI goals, objectives, and/or metrics.
- Assess the City’s community partners’ DEI efforts in order to uncover gaps and overlaps. Community partners include the Pacific Grove Chamber of Commerce, faith-based organizations, service organizations, local schools, etc. This assessment may determine steps that the City and partners could take to address gaps and eliminate overlaps.
- Provide insight and knowledge on DEI best practices with a particular focus on local government agencies.
- Develop a training strategy that aligns with a work plan and support its implementation.
- Develop methods of monitoring and evaluating progress of the DEI goals, including community partnerships and engagement, staff education, and City practices. This could include the use of community or employee surveys and other measurement techniques.

Selection Process

Qualified persons, firms or organizations will be evaluated based on a 100-point scale. DEI Task Force subcommittee will make a recommendation to the City Council, who will determine final selection:

- Experience in the field of organizational and community DEI assessment, planning and evaluation (30);
- Prior relevant projects or experience for government agencies providing services to populations similar in size to or larger than Pacific Grove (20);
- Knowledge and expertise of individuals that will work on the project (10);
- Familiarity with the geographic area (5);
- Completeness of response to RFQ demonstrating expertise and qualifications of organization (20); and
- References (15).

Based on the DEI’s evaluation of submittals one or more respondents may be invited to be interviewed.

To Submit a Response to RFQ

Responses are due **by 5 PM, November 30, 2022.**

Responses must be sent to:

Sandra Kandell, City Clerk/DEI Coordinator

City of Pacific Grove

300 Forest Avenue

Pacific Grove, CA 93950

(831) 648-3181

cityclerk@cityofpacificgrove.org

Non-Discrimination Clause

During the performance of this agreement, the recipient, Consultant, and its subcontractors shall not deny the agreement's benefits to any person on the basis of religion, color, ethnic group identification, sex, age, sexual orientation, physical or mental disability, nor shall they discriminate unlawfully against any employee or applicant for employment because of race, religion, color, national origin, ancestry, sexual orientation, physical or mental disability, medical condition, marital status, age or sex. Consultant shall insure that evaluation and treatment of employees and applicants for employment are free of such discrimination.

General Conditions

The City reserves the right to:

- Waive any informalities or minor irregularities;
- Accept or reject any and all responses, or any items or part thereof;
- Withdraw or cancel this RFQ at any time without prior notice and the City makes no representations that any contract will be awarded to any respondent(s) responding to this RFQ;
- Modify the RFQ as it deems necessary;
- Make available the responses received by the City to any person upon request. Any information submitted to the City becomes public records and are subject to the Public Records Act;
- Seek any clarification or additional information from proposers as is deemed necessary to the evaluation of a response;
- Reject any and all responses, and to seek new qualifications when it is in the best interest of the City to do so;
- Judge the correctness, substance, and relevance of the proposers' written or oral representations, including seeking and evaluating independent information on any of the respondents' work cited as relevant experience