



REQUEST FOR PROPOSALS

Procurement Consultant for City Accelerator on Inclusive Procurement

Issued by:

The Mayor's Fund for Philadelphia
On behalf of the Mayor's Office

DEADLINE EXTENDED: Applications must be received no later than September 13, 2019. A pdf of the proposal must be emailed to: mayorsfund@phila.gov and Nefertiri.Sickout@phila.gov. Please include "Procurement Consultant" in the subject line.

Questions about this opportunity must be submitted via email to mayorsfund@phila.gov and Nefertiri.Sickout@phila.gov by September 6, 2019. Responses will be provided by September 9, 2019.



Introduction – Statement of Purpose

The Mayor's Fund for Philadelphia (the "Fund") and the City of Philadelphia (the "City") seek proposals from qualified consultants to support the City's efforts to improve City procurement.

The Citi Foundation and Living Cities selected Philadelphia as one of ten cities to participate in an inclusive procurement initiative. More information about the initiative can be found here: <https://www.citigroup.com/citi/news/2019/190606a.htm>. Through the initiative, the City will work over the next year to conduct research and pursue a range of projects to find innovative, effective, locally-tailored strategies to leverage its public purchasing power to develop firms owned by people of color, women and immigrants.

The City is experiencing great momentum and economic success right now, and understands that this comes with the responsibility of building an economy that works for all residents. The City recently shared its vision for inclusive growth in Philadelphia, which includes targeted and intentional strategies aimed at expanding financial access and business supports to increase diverse business inclusion. [Growth with Equity, Philadelphia's Vision for Inclusive Growth](#). As part of the City's work to improve equitable economic outcomes, the City's plan also highlighted the need to make City procurement processes and outcomes more equitable.

The City's goal in participating in the City Accelerator includes significantly increasing response rates to bid opportunities by diverse business owners, with a particular focus on local minority business enterprises. To this end, the City will utilize a comprehensive approach to develop an understanding of the critical structural and institutional barriers that limit contracting opportunities with the City; initiate and implement strategies to target specific challenges; and, grow partnerships with key stakeholders to inform the development of a strategy that could be scaled citywide in the future. More information on Philadelphia's [Inclusive Procurement Proposal](#) is available online.

Through this Request for Proposals (RFP), the City is seeking a consultant to conduct specific research on the institutional and structural barriers that may impact inclusive procurement participation, and develop a set of recommended strategies to address identified barriers.

Department Overview

The Mayor's Fund for Philadelphia works in close partnership with the City of Philadelphia and private sector partners, serving as a financial and contract administrator, to support the development and implementation of initiatives that reflect Mayoral priorities and seek to improve the quality of life for all Philadelphians. The Fund will serve as the fiscal administrator for this contract opportunity. The Office of Diversity and Inclusion will serve as the project manager for this effort on behalf of the Fund.



Within the Mayor's Office, the Office of Diversity and Inclusion (ODI) makes recommendations over the long term that work to build a more inclusive City workforce and advance economic outcomes related to race, ethnicity, disability, gender, gender identity, and sexual orientation. ODI also serves to support the City's efforts to embed an equity lens across municipal operations, programs, and services. Nefertiri Sickout, Deputy Diversity & Inclusion Officer, will be the primary contact at the City for the selected Consultant, and will be responsible for coordinating the timely completion of tasks, services, and deliverables associated with this project.

The Office of the Chief Administrative Officer (CAO) works to modernize city government and improve the efficiency and effectiveness of City services. The CAO focuses on innovating and strengthening the city's administrative functions and enabling resident-facing departments to evaluate, plan, and continually improve their service delivery. The following departments and functions report to the CAO: Human Resources and Talent, Office of Innovation and Technology, Procurement, Records, Office of Administrative Review, Bureau of Administrative Adjudication, Digital Transformation, and Contracting. The CAO is a co-lead for the City Accelerator initiative and will be helping to lead the implementation of the strategies proposed by the selected consultant.

Project Background

The City of Philadelphia is committed to advancing inclusive economic growth and equitable procurement as a policy, practice and culture. With people of color comprising sixty-five percent of Philadelphia's residents, coupled with a recent rise in economic growth, the City is poised to uplift the economic success experienced by people and business owners of color. Despite the City's commitment to inclusive growth, and progress since the beginning of the Kenney Administration to reach the 35% participation goal for Minority, Women, and Disabled-Owned Businesses ("M/W/DSBEs"), the City remains challenged in leveraging the full potential of its procurement power to achieve equitable contracting outcomes. Specifically, the City's existing procurement strategies appear not to have translated into the submission of bids or proposals by, and participation from, Minority Business Enterprises (MBEs) that reflect their presence in Philadelphia. The City is seeking this opportunity to better understand and address the persistent barriers and market failures that limit MBE response rates and restrict the reach of the City's existing procurement strategies in increasing MBE participation. By increasing MBE response rates and participation, we will leverage the City's significant buying power to reinvest in the city's MBEs and grow Philadelphia's economy equitably—with an ultimate goal of wealth creation by and for communities of color and women.

The low response rate to City bids by MBEs constitutes a substantial challenge to the City's ability to fully leverage its procurement power. The City has instituted a variety of strategies to streamline the procurement process overall and to increase MBE participation, but MBEs continue to rank lowest among white- and women-owned businesses when responding to City bids. MBE response rates remain low even for smaller contracts, which can act as an entry point and opportunity to scale for these businesses.



Additionally, preliminary research shows that firms being certified as M/W/DSBEs by third-party agencies do not also elect to become part of the City's registry of certified M/W/DSBEs.

General Disclaimer of the City

This RFP does not commit the Fund or the City of Philadelphia to award a contract. This RFP and the process it describes are proprietary to the Fund and the City and are for the sole and exclusive benefit of the Fund/City. No other party, including any Applicant, is intended to be granted any rights hereunder. Any response, including written documents and verbal communication, by any Applicant to this RFP, shall become the property of the Fund/City and may be subject to public disclosure by the Fund/City, or any authorized agent of the Fund/City.

Scope of Work

Project Details

The Scope of Work (SOW) is to conduct research on a specified set of questions, provide a written report of research findings to the City, and set forth recommendations to improve relevant contracting processes as identified within scope of research.

Budget and Cost Proposal

The budget proposed may not exceed \$34,000. Applicants must provide a detailed cost proposal, which must include 1) a line-item breakdown of the costs for specific services and work products proposed, and 2) a statement of staff hourly rates. The proposed price must include all costs that will be charged to the Fund for the services and tangible work products the Applicant proposes to perform and deliver to complete the project. Any contract resulting from this RFP will provide for a not-to-exceed amount in the compensation section of the contract.

Services and Tangible Work Products

1. **Research:** through a review of policies, procedures and practices, conduct research based upon the questions detailed below. The research may include, but not be limited to, the following types of activities: a review of relevant City policies, regulations, and laws; a scan of best practices in other similarly-sized municipalities; and interviews with appropriate City staff, as necessary. The selected consultant will also hold at least two stakeholder focus groups with entrepreneurs, including diverse business owners, to better understand barriers as experienced by these businesses. The selected consultant will focus their research on the following questions:
 - a. For solicitations of goods and services under and above the City's formal RFP and bidding threshold (currently \$34,000), review the existing policies and procedures for M/W/DSBEs to do business with the City. (A subset of existing policies, procedures or other relevant material is attached as to this RFP as **Exhibits A through I.**) Identify structural barriers to responding to these



opportunities for M/W/DSBEs, and department adherence to current M/W/DSBE policy.

- b. Analyze goods and services purchased by the City. Based on the City's purchasing data, determine:
 - i. what is the availability of MBE firms in the OEO registry that match typical contracts; and
 - ii. the extent to which commodities that have been identified by the City as having few or no MBEs available to respond is accurate.
 - c. Research the extent to which, and why, firms certified as MBEs by approved third party certifiers do not also enter the City's OEO registry.
 - d. Research and provide recommendations on best practices to enforce MBE participation rates.
 - e. Review the Commonwealth's disparity study and provide recommendations on the benefit of a disparity study for the City of Philadelphia.
- 2. Report:** Prepare a written report of findings.
- 3. Recommendations:** Set forth recommendations identifying strategies to address any structural barriers or strengthen equitable outcomes.
- 4. Written documents and materials:** The selected consultant will have the ability and discipline to produce written documents in the form of PowerPoint presentations; summarizing documents that articulate key take-aways from meetings; recommendations to inform future strategic decision-making; among other materials which are high quality, easy to understand, and professionally presented. Written materials should reflect the following:
- o Rigor: Driven by thoughtful, quality, and detail-oriented processes, project output, and reflect client/team interactions.
 - o Ethical: Demonstrates strong ethics - high ethical and moral standards; communicates clearly
 - o Action-orientation: Documents should communicate in a way that help others see opportunities, navigate barriers, and problem solve solutions that enhance the City's own deliverables, processes, and practices.
 - o Professional: Materials shared with the City should be clear, easy to understand, and reflect a high standard of communication and professionalism.
 - o Timely: Documents should be prepared and ready to share within the timeframe of this RFP. If additional time is needed, the request should be communicated in writing with advanced notice (at least 3 weeks).

Timetable



The anticipated start date of this contract is September 30, 2019 and shall conclude by December 31, 2019. The Mayor's Fund for Philadelphia and the City reserve the right to extend the length of this engagement upon mutual agreement with the selected consultant. By the conclusion of the engagement, the selected consultant will have completed, and furnished to the City the services and tangible work products described above. The City, in its sole option, reserves the right to reject any service or tangible work product that is not completed in a manner acceptable to the City or the standards set forth in this RFP.

Hours and Location of Work

The services the City is seeking will occur both in-person (in Philadelphia) and remotely (by phone and email).

Monitoring/ Security

By submission of a proposal in response to this RFP, the Applicant agrees that it will comply with all contract monitoring and evaluation activities undertaken by the Fund and the City of Philadelphia, and with all security policies and requirements of the City.

Reporting Requirements

The successful Applicant shall report to the City of Philadelphia on a regular basis regarding the status of the project and its progress in providing the contracted services and/or products. At a minimum, the successful Applicant shall submit a monthly invoice detailing the services and/or products provided, the goals/tasks accomplished, and the associated costs. If hourly rates are charged, the invoice must also detail the number of hours, the hourly rate, and the individual who performed the service.

Insurance Requirements

The standard minimum insurance policy requirements to be maintained by contractors of The Mayor's Fund are listed below. Contractor must maintain:

1. Workers' compensation (or similar) insurance as required by the jurisdiction where the Services are performed
2. Commercial general liability insurance (including products liability, completed operations and contractual liability coverage) with minimum limits applicable to bodily injury and property damage of \$1,000,000 per occurrence, and \$2,000,000, and containing a waiver of subrogation against The Fund
3. Excess or umbrella insurance with minimum limits of \$1,000,000 per each occurrence and in the aggregate and containing a waiver of subrogation against The Fund
4. Errors and omissions insurance with minimum limits of \$1,000,000 combined single limit

Such policies must (a) be in Vendor's name unless agreed upon in writing by The Fund, (b) include The Fund and its employees as additional insureds, (c) not have a deductible exceeding \$25,000 per claim, and (d) be placed with insurers reasonably acceptable to The Fund, having a Best's rating of no less than "A-". These minimum insurance amounts are not to be construed as limiting a Contractor's right to obtain additional coverage and higher liability limits at Contractor's discretion. Contractor may be required to provide proof of insurance at the Fund's discretion.



Proposal Review and Selection Process

Date	Action Item
September 6, 2019	Deadline to submit written questions about RFP
September 9, 2019	Answers to questions posted
September 13, 2019	Proposals due
End of September	Consultant selected

Submission Requirements:

All proposals submitted for this opportunity should address the following:

1. Organization & Personnel Qualifications: Provide a statement of qualifications and capability to perform the services sought by this RFP, including a description of relevant experience with projects that are similar in nature, size, and scope to that which is the subject of this RFP, specifically regarding advancing equity in city procurement.

2. Scope of Work Description:

The scope of work proposed by Applicant should include a general project schedule that identifies all tasks, activities, deliverables, and milestones the Applicant proposes to carry out for the project and a time of completion (measured from project start date) for each. The Applicant should state the number of days following the Fund’s authorization to proceed by which it will be ready to start the work, including any mobilization time. If the Applicant proposes a different overall time of performance, it should state its reasons.

3. Cost Proposal:

Applicants must provide a detailed cost proposal, which must include 1) a line-item breakdown of the costs for specific services and work products proposed, and 2) a statement of staff hourly rates. The proposed price must include all costs that will be charged to the Fund for the services and tangible work products the Applicant proposes to perform and deliver to complete the project. Any contract resulting from this RFP will provide for a not-to-exceed amount in the compensation section of the contract.

Proposal review and Selection Process:

It is expected that proposals will be reviewed, and a limited number of interviews may be held in September.

The successful candidate will be the person/firm who demonstrates the knowledge, experience and ability to perform the work effectively.