



REQUEST FOR PROPOSALS

Racial Equity Consultant for Growing with Equity: Philadelphia's Vision for Inclusive Growth

Issued by:

The Mayor's Fund for Philadelphia

On behalf of the Mayor's Office

Applications must be received no later than **August 30, 2019**. A pdf of the proposal must be emailed to: mayorsfund@phila.gov and Nefertiri.Sickout@phila.gov. Please include "Racial Equity Consultant" in the subject line.

An optional conference call for interested applicants will be held on **August 22, 2019 (1:30 to 2:30 pm EST, Conference Call 1-800-615-4580; Access Code – 6863950)**. The call will address any questions prospective applicants may have. If a prospective applicant cannot participate in the call and wishes to send written questions, they should be emailed to mayorsfund@phila.gov and Nefertiri.Sickout@phila.gov by 5:00pm EST on August 16, 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 embed a racial equity lens within the City's inclusive growth strategy, [*Growth with Equity, Philadelphia's Vision for Inclusive Growth*](#) ("Inclusive Growth Plan"), build capacity among the policy team responsible for implementing the Inclusive Growth Plan, and serve to help plan key community engagement and stakeholder convenings to help support implementation of the Inclusive Growth Plan.

The Inclusive Growth Plan (the "Plan"), released May 2019, outlines the City's strategies to enable growth with equity, focused on three goals: jobs, talent, and neighborhoods. Through the Plan, the City aims to improve economic outcomes for all Philadelphia residents, and institute more targeted strategies to help improve outcomes for diverse communities that have been traditionally excluded from equitable economic opportunity and growth. To help advance equitable economic growth and outcomes, the City seeks to engage a consultant with the requisite expertise to help embed a racial equity lens in the implementation process. The consultant would advise on the design and delivery of key strategies identified in the Plan, build staff capacity, and help build out a community engagement component, as a means to ensure that the strategies are more targeted, intentional, and have maximum impact in closing the gap among key indicators of success for people of color, women, immigrants and other diverse communities.

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 mission of the Department of Commerce is to ensure that Philadelphia is a globally competitive city to which employers flock, entrepreneurs thrive and innovation abounds; to recruit and retain a diverse set of businesses; to foster economic opportunities for all Philadelphians in all neighborhoods; and to partner with workforce development programs and local businesses on talent development ensuring that all Philadelphians can find and retain living-wage jobs. The Department of Commerce will play a key role in applying a racial equity lens to a number of Inclusive Growth Plan strategies, and thus will be a core stakeholder in the work this RFP describes.



Project Background

The City recognizes that racial inequities in access and opportunity, and across key indicators for success, are deep and pervasive for communities of color. The City also recognizes that government — at the local, state, and federal level — has played a historical role in creating and maintaining racial inequity through a wide range of laws and policies controlling who could vote, who could be a citizen, who could own property, where one could live, where children could go to school, and more. These racial inequities persist today and continue to lead to underperforming schools, disproportionate contact with our criminal justice system, concentrated poverty, limited formation and growth of minority-owned businesses, and predatory lending — all of which operate to constrain widespread economic growth.

The City also knows that other groups continue to face structural barriers to successful outcomes and continue to be marginalized including women, immigrants and those discriminated against based on sexual orientation, disability or other protected classes. Through a racial equity framework, the City works to ensure targeted strategies to dismantle structural barriers impacting communities of color, as a means to improve outcomes for all communities.

Mayor James F. Kenney appointed the City's first Office of Diversity and Inclusion in 2016. Between 2016 and 2018, Philadelphia was one of five cities in the [Racial Equity Here](#) cohort, funded by Living Cities, to receive technical assistance and coaching from the Government Alliance on Race and Equity (GARE) to analyze how their operations impact people of color and devise actionable solutions.

The Office of Diversity and Inclusion, the Department of Commerce, and others across City government have committed to training staff on how to apply a racial equity lens to policies, programs, and services; disaggregating data and establishing appropriate benchmarks to reduce disparities; increasing the success rates of entrepreneurs of color, women, and immigrants; hiring a diverse workforce that reflects Philadelphia; and engaging diverse communities in the development of policies, programs, and services.

In May 2019, Mayor Kenney unveiled "[Growing with Equity: Philadelphia's Vision for Inclusive Growth](#)" to share the administration's plans to support continued economic growth in a way that improves the lives of all Philadelphia residents. The City's strategies for advancing growth with equity is focused on three key areas: jobs, talent, and neighborhoods. The Inclusive Growth Plan sets forth an agenda that ensures Philadelphia is a dynamic and diverse city that attracts, retains, and grows employers who can offer career pathways and economic opportunities to the city's residents. After decades of managing decline, Philadelphia is now experiencing a new trend of consistent job and population growth and must harness its momentum to ensure that the benefits of this success reach people in every corner of the city.

An Implementation Team for the Inclusive Growth Plan is responsible for directing the full implementation and evaluation of the strategies. The implementation team is a cross-departmental team, led by the Mayor's Office, with representation from all relevant City



departments, including the Department of Commerce, Department of Planning and Development, Managing Director's Office, Chief Administrative Office and the Office of the Director of Finance. The Implementation Team meets regularly, convenes public and private stakeholders through quarterly forums, reports to the Mayor and the public annually on implementation, continues to evaluate the efficacy of each strategy and propose new strategies as needed, track and share progress on key indicators publicly, convene cross-agency working groups to implement City-wide strategies, receive training in racial equity, evaluate how action items impact disparity, and collect data to better inform actions and outcomes.

One of the commitments of the Inclusive Growth Plan is to increase the success rates of diverse entrepreneurs, including women, immigrants and people of color, in launching and growing their businesses successfully. Research reveals that due to historical structural barriers, diverse entrepreneurs face different types of barriers in trying to access capital, contracts and grow their capacity, all of which are necessary to increase the growth of their business. The City is implementing several entrepreneurship strategies to address some of these structural barriers impacting diverse entrepreneurs.

Through a separate consulting engagement, the City is conducting a business needs assessment of the local ecosystem to better understand the technical support providers available to grow the capacity of diverse entrepreneurs and where there are critical gaps in the ecosystem. An action plan will follow. Another initiative is the launch of an investment fund seeded by the City and PIDC (Philadelphia's economic development corporation) to provide capital to small businesses, as a means to address structural barriers to access capital for diverse entrepreneurs. An additional action, supported by a separate consulting engagement, involves the City applying an equity lens to its procurement policies and procedures to increase the participation of diverse entrepreneurs as a means of leveraging the city's purchasing power to improve equitable economic outcomes of diverse entrepreneurs.

The City understands that different communities are situated differently and have unique goals or challenges. In implementing these strategies, a one-size approach does not fit all. In order to successfully increase the formation and growth of diverse businesses, as supported by these key entrepreneurship strategies, the City will have to be more targeted and intentional in its efforts to dismantle and remedy some of the specific structural and institutional barriers impacting entrepreneurship outcomes.

As these strategies are developed and implemented, the City seeks to engage a consultant to help overlay an equity lens in terms of the process to build out and implement the entrepreneurship strategies and identification of success metrics. The consultant will also help build the capacity of the Implementation Team to understand and apply an equity lens more broadly to other strategies within the Inclusive Growth Plan and will support the City's efforts to conduct community engagement as the strategies are being rolled out. The consultant will work with the Implementation Team for Inclusive Growth (a cross-departmental team led by the Mayor's Office) and City partners involved in the Inclusive Growth Plan.



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") contains three objectives: (1) to provide expertise in supporting the City's efforts to embed a racial equity lens in key entrepreneurship strategies; (2) build capacity of staff to apply a racial equity lens to other strategies in the Inclusive Growth Plan; and (3) help facilitate community engagement in roll-out of the Plan's strategies.

1. Application of a Racial Equity Lens on Entrepreneurship Strategies

The City is implementing three entrepreneurship strategies, among others, designed to address and remedy some of the structural barriers impacting the success rates of diverse entrepreneurs. The consultant will provide the expertise to help the City apply a racial equity lens to the below strategies to help identify clear goals, objectives and measurable outcomes relevant to each strategy; reduce inequities among communities of color, women, and immigrants; examine potential unintended consequences of the strategies; and help ensure the strategies are being designed and implemented to advance equitable economic outcomes.

- a. Small Business Needs Assessment and Action Plan for Diverse Businesses.
The development of an Assessment and Action Plan are action items set forth in Goal 1 of the Inclusive Growth Plan, aimed at improving successful launch and growth of diverse businesses. The Assessment is intended to assess the city's ecosystem to provide sufficient capacity, capital and contracting opportunities for diverse businesses, identify and fill gaps in services, and address market failures. A consultant will be engaged to conduct the Assessment and provide a proposed action plan under a separate Request for Proposals. Through this engagement, the City seeks to help ensure that a racial equity lens is applied to the process utilized to design and implement the Needs Assessment and Action Plan. The racial equity lens will better enable the City to be more focused and intentional in assessing the provision of technical support services with an equity lens, and the extent to which support services are informed by, and respond to, unique needs and challenges present among diverse communities (Asian, Latinx, African American, Immigrant, women, etc.). The resulting work product will be utilized to help overlay an equity lens in the design and implementation of the Needs Assessment, as well as to identify targeted strategies to improve, and measure, successful outcomes.



- b. Investment Fund to Expand Entrepreneurial Resources for Diverse Businesses.
The City and PIDC partnered on a Fund to expand capital to support entrepreneurship and business growth by people of color, women, and immigrants. The Fund, a priority in the Inclusive Growth Plan, contains \$2million to make flexible investments in businesses owned by people of color, women, and immigrants to catalyze growth. PIDC will separately release an RFP to identify one or more investment fund managers to structure and deploy the funding, as well as to leverage it with additional private investment capital. A racial equity lens will be incorporated into that RFP, with the expectation that the fund will be managed and deployed with a racial equity lens. Under this engagement, the City is seeking expertise to support PIDC's commitment to embed an equity lens in the process used to design the Fund, including decisions on the intended recipients of the fund, the definition of success metrics, and other decisions related to how the Fund may be utilized to address structural barriers around access to capital.

- c. Leveraging Procurement for Economic Equity.
The City is a participant in the sixth City Accelerator cohort, which is backed by Citibank and the nonprofit group Living Cities. The City will receive a grant of \$50,000, along with coaching and implementation resources to make its procurement processes more inclusive for businesses of color. The project kicked-off in June 2019 and will last 12 months. A city team will work to apply a racial equity lens to procurement practices, within the government and anchor institutions, with the goal of improving contracting participation rates of businesses of color. In addition to the grant funded work, the Local Business Purchasing initiative ballot measure would lower the barrier to entry for small contracts and increase the maximum dollar amount that would trigger the formal request for proposal process, which is intended to help small and minority-owned businesses to compete. If passed, a racial equity lens should be utilized to measure the impact of the bill on participation rates by diverse businesses to help ensure that it has the intended effect anticipated. The City is engaging a separate consultant to examine policies, procedures and practices that operate as structural barriers to contracting opportunities and the City's process to design strategies to address and remedy those barriers. Through this engagement, the City will work to better integrate its inclusive procurement work within its overall equitable entrepreneurship strategies.

2. Build Staff Capacity on the Inclusive Growth Plan

The selected consultant will work closely with the Implementation Team for Inclusive Growth (a cross-departmental team led by the Mayor's Office) and City partners involved in the Inclusive Growth Plan. The consultant is expected to build staff capacity to apply a racial equity lens across the Inclusive Growth Plan through two primary means. First, teach the Policy Team how to apply an equity lens, what that process looks like, and enable the Policy Team to learn-by-doing. Second, provide specific coaching and advice on the application of a racial equity lens to the entrepreneurship strategies described above.

3. Stakeholder Engagement



The City wishes to engage the community at large in order to inform residents and stakeholders of the content and goals within the Inclusive Growth Plan, as well as to foster a dialogue about the challenges and opportunities involved in implementing the Plan. The ultimate goal is to ensure that stakeholders have an opportunity to inform implementation of the strategy as well as to build awareness of the Plan across Philadelphia's many communities. In the next 6-12 months, the City intends to host six sessions in different geographic regions of Philadelphia and seeks expert guidance in building out an engagement plan.

Budget and Cost Proposal

The budget proposed may not exceed \$30,000. 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. Visioning: The Inclusive Growth Plan sets forth a vision for how the City of Philadelphia can support continued economic growth in a way that reduces disparities and benefits all residents. The Plan makes an intentional effort to close the gaps disproportionately experienced by people of color in all areas that impact economic well-being. Among the strategies identified in the Plan, the Implementation Team has identified the entrepreneurship strategies as a springboard toward a more defined visioning process, and aims to address questions such as "What does success look like for diverse entrepreneurs relevant to these strategies?". The Implementation Team will work with the selected consultant to further scope the visioning process, but currently anticipates a visioning event facilitated by the consultant, which includes identification of metrics to demonstrate success.

2. Coaching: The Implementation Team will work with the consultant to embed a racial equity lens in the process to roll-out three entrepreneurship strategies, including small group coaching on the planning and design of major components of the investment fund, business needs assessment, and the inclusive procurement initiative. Each of these three initiatives will have separate consultants to perform the engagement. The equity consultant will serve as a coach to the Implementation Team to help the Team ensure that an equity lens is incorporated across the strategies. The consultant will develop materials documenting the approach for future use on other strategies.

3. Capacity-Building: The equity consultant will provide trainings and workshops to build the capacity of the Implementation Team to apply an equity lens more broadly across the Inclusive Growth Plan. Trainings should cover the following key points:



- Understanding how to integrate a racial equity lens into the Implementation Team's work in the context of the entrepreneurship strategies and broader policy or programs related to the Inclusive Growth Plan.
- Identifying key metrics relevant to the entrepreneurship strategies and overall economic prosperity, as well as the equity challenges in achieving these benchmarks
- Understanding organizational and institutional change relevant to municipal infrastructure and structural barriers as it relates to achieving key strategies
- Understanding how to approach equity and how it differs by populations

4. Engagement: The consultant will work with the Implementation Team to help prepare a Stakeholder Engagement Plan with an equity lens.

5. Written documents and training materials: The equity consultant will have the ability and discipline to produce written documents in the form of powerpoint presentations; training materials; summarizing documents that articulate key take-aways from meetings, trainings and convenings; 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:

- Rigor: Driven by thoughtful, quality, and detail-oriented processes, project output, and reflect client/team interactions.
- Ethical: Demonstrates strong ethics - high ethical and moral standards; communicates clearly.
- 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.
- Professional: Materials shared with the City should be clear, easy to understand, and reflect a high standard of communication and professionalism.
- 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

A consultant is expected to be engaged by September 30, 2019. The engagement should last roughly six months.

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
4. 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
5. 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 |
|-----------------------------------|--|
| August 2, 2019 | RFP Issued |
| August 16, 2019 | Deadline to submit written questions about RFP |
| August 22, 2019 (1:30 - 2:30 EST) | Optional conference call for interested parties* |
| August 26, 2019 | Answers to questions posted |
| August 30, 2019 | Proposals due |
| Mid-September | Consultant selected |

* Conference Call Number: 1-800-615-4580; Access Code - 6863950

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 business development and entrepreneurship. Applicants must exhibit an understanding of the role of municipal government in advancing racial equity, how to apply a racial equity lens to the planning and implementation of strategic initiatives, how to build employee capacity to apply a racial equity lens and operationalize racial equity tools, and opportunities to advance racial equity specifically in the context of small businesses and procurement. Respondents must be well-versed in community engagement, and have demonstrated skills in consensus building.

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 FundCity 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 during the week of September 9th, 2019.

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