



REQUEST FOR PROPOSALS

**Racial Equity Consultant Services Delivered to the City of Philadelphia Mayor's
Policy Office**

Issued by:

The Mayor's Fund for Philadelphia
On behalf of The City of Philadelphia, Mayor's Policy Office

Questions about this RFP should be submitted to mayorsfund@phila.gov and project manager Orlando Almonte (Orlando.Almonte@phila.gov) by January 28, 2022.

Proposals must be received no later than 3:00 PM EST, on February 11, 2022. A PDF version of the proposal must be emailed to: mayorsfund@phila.gov and project manager Orlando Almonte (Orlando.Almonte@phila.gov).

SECTION I – INTRODUCTION

A. 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 in developing a racial equity approach and strategy in pursuing and administering federal infrastructure grants under the Infrastructure Investment and Jobs Act (IIJA). We aim to develop an approach to racial equity in our infrastructure grant work that is responsive to the needs of Philadelphia's communities, builds from the capacity of our implementing agencies, and will create success in securing funds at the federal level.

B. Department Overview

The Mayor's Fund for Philadelphia (the Fund) works in close partnership with the City of Philadelphia and private sector partners to develop and run 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 Mayor's Policy Office and the Office of Transportation, Infrastructure & Sustainability (OTIS) will serve as the project manager for this effort on behalf of the Fund.

The Mayor's Policy Office ensures the policy and legislative priorities of the Mayor are organized, well researched, and implemented through legislative or administrative action. The Office strives to integrate evaluation, including randomized field experiments, into government action so that testing, iterating, and improving becomes standard practice.

The Office of Transportation, Infrastructure, & Sustainability (OTIS) directs the policies and practices that improve the quality of life in all of Philadelphia's communities through safe and sustainable infrastructure. OTIS represents a portfolio of departments that include a small policy and planning staff reporting directly to the Deputy Managing Director, the policy-driven Office of Sustainability, and two operating departments: the Transportation and Sanitation divisions of the Streets Department, and the Philadelphia Water Department.

C. Project Background

In anticipation of increased and new federal infrastructure funding via the passage of the Infrastructure Investments and Jobs Act (IIJA), the City has been working to ensure we have the leadership, strategy, and delivery capability in place to be nationally competitive in pursuing grant opportunities. One of the priorities of the City is to develop a competitive approach to racial equity that is responsive to the needs of Philadelphia and successful at the federal level. A core set of priorities for the City in developing a framework for infrastructure planning include:

- Racial Equity
- Climate Mitigation and Resilience
- Supplier Diversity
- Workforce Diversity

The City has created an internal infrastructure committee to oversee the strategy, financial oversight, delivery, and execution of federal infrastructure funds arising from the IIJA, with working groups addressing key internal challenges. The structure includes other external core infrastructure agencies to ensure Philadelphia is strategic and coordinated in its efforts.

This project would supplement the City's [existing racial equity strategy](#), led by the Mayor's Office of Diversity, Equity and Inclusion, to achieve more equitable outcomes in the City of Philadelphia.

D. General Disclaimer

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.

SECTION II – PROPOSED SERVICES

A. Scope of Work

The City's objectives for this project are to develop a framework for selecting projects and pursuing infrastructure grants across various infrastructure categories. The racial equity consultant would undertake activities such as:

- An **evaluation of our existing racial equity policies/practices** in our current process for selecting or prioritizing infrastructure projects (or project proposals), **with recommendations** of what can be changed or improved with limited resources.
 - This could include, but is not limited to, the processes for the following city departments: Streets, Water, Sustainability, Planning and Development, Office of Emergency Management, and the Office of Innovation and Technology.
- An **identification** of any parts of our current project selection or implementation processes (including procurement) that create structural barriers to reducing racial disparities and recommendations to remove or reduce those barriers. This will start from examining existing reports and documentation of barriers and recommendations for improvement that has been previously produced by the City or external partners.
- **A review of existing process maps (and the creation of new ones where needed)** to identify key decision points in the process where the City could further improve the racial equity questions it asks to help inform its actions and decisions that drive towards more equitable outcomes.
- **Creation of additional tools** that City leadership and staff (as appropriate) can use in selecting projects and/or pursuing grants.
- **Review of current metrics and recommend additional metrics** we can use to track both:
 - the racial equity impacts of the projects being considered for *selection* (e.g., what are the racial equity impacts at the community level of selecting project A vs. project B), and
 - the racial equity impacts of project *implementation* (e.g., once selected and in implementation, are Black and brown workers employed on the project at target rates).



- **Recommendations on guidance and best practices** on how other cities are embedding racial equity into the decision-making and implementation processes for infrastructure or other comparable major capital investments.

B. Services and Tangible Work Products

The Fund requires at least the services and tangible work products listed below. Applicants may propose additional or revised services and tangible work products but should explain why each is necessary to achieve the project objectives.

i. Services

The Department requires the services listed below including the specific tasks and work activities described. Applicant's proposed scope of work should state in detail how it will carry out each task, including the personnel/job titles responsible for completing the task. For each service specified, the Applicant should propose criteria to determine when the tasks comprising the service are satisfactorily completed. Applicants may propose additional or revised tasks and activities but should explain why each is necessary to achieve the project objectives. Additionally, the applicant will minimally be expected to:

- Attend regular **weekly meetings** (one hour) with the project team and departmental working group during the duration of the project (as needed)
 - Additional meetings to meet goals below (as needed)
- Provide **reports** summarizing goals 1 and 2 upon successful completion of each goal

ii. Tangible Work Products

The City requires completion and delivery of the tangible work products listed below. The proposed scope of work should state in detail how the Applicant will produce each work product, including the personnel/job titles that will be responsible for delivering the work product. Applicants may propose additional or revised tangible work products but should explain why each is necessary to achieve the project objectives.

Preparation

The Applicant is expected to review documents, reports, and meeting minutes produced up to this point regarding the City's preparation for the IIJA. This includes but is not limited to:

- White papers and reports related to IIJA funding opportunities
- All information produced via the IIJA Subcommittee (internal working group of City stakeholders), including meeting minutes and problem statements
- Existing strategic plans related to infrastructure and lists of potential eligible projects for federal funding via the IIJA (to be provided by the City)
- Existing reports or research on racial equity barriers related to infrastructure spending as it pertains to workforce diversity and minority businesses (to be provided by the City)
- Reports related to the implementation of other racial equity initiatives and frameworks, such as [Executive Order 1-20](#) and the Equitable Community Engagement Toolkit.

Goal 1: Evaluation and assessment of existing racial equity policies/practices in relation to project selection and/or prioritization.

- Task 1: Meet with relevant departments to review process for project selection or prioritization. This would include projects proposed as part of larger strategic plans



or projects currently prioritized for potential federal funding, and how/if racial equity is embedded in that decision-making process. Mayor's Office will coordinate planning these meetings with working group of departments (as needed).

- Task 2: Map out the decision-making process for each department to identify key decision points in the process where the City could further improve the racial equity questions it asks to help inform its actions and decisions that drive towards more equitable outcomes.
- Task 3: Provide a brief report with a summary of the different processes and include recommendations of what can be improved. To be presented at a future committee meeting or working group meeting by Applicant to the City.

Goal 2: Create a tool to evaluate racial equity impacts of infrastructure projects.

Building on the evaluation from Goal 1, develop a tool to help the City evaluate and prioritize the potential racial equity impacts of projects across the different infrastructure categories or grant opportunities. This tool could be in the form of a rubric, report card, or economic model.

The tool should consider the racial equity impacts of the projects being considered for selection (e.g., what are the racial equity impacts at the community level of selecting project A vs. project B), and the racial equity impacts of project implementation (e.g., once selected and in implementation, are Black and brown workers employed on the project at target rates).

This tool will supplement the decision-making process and strategy for project selection and consequent pursuit of federal competitive grants. As such, the tool's design should be responsive to federal guidance issued to date for the relevant programs by administering agencies. In cases where formal guidance is not yet available, a scan of the administering agency's statements, procedural changes, and/or changes to selection criteria for existing competitive grant programs under the Biden administration, specifically related to equity considerations and prioritization, should be undertaken. These considerations and the corresponding research should be outlined in the written summary referenced in Task 2 below.

In addition to the above, the tool developed should include (but is not limited to) the following:

- Impacts on geographic areas
 - Demographics of those living in the area, including race, income, ethnicity, etc.
- Impacts on sustainability or climate resilience, including environmental justice considerations when relevant
- Existing or planned community engagement
 - Including existing strategic plans or reports
- Existing racial inequities being addressed
- Potential increases or decreases in racial equity
 - Including planned outcomes
- Project size/scope and budget (and federal matching required)
- Existing public and/or private investment
- Impacts on local workforce



This goal and the tool developed may require additional considerations and revisions as additional guidance from the new federal grant opportunities become available (including racial equity goals being considered by the different granting agencies). This is reflected in the tasks and timeline below.

- Task 1: Provide draft of racial equity tool to project manager, solicit feedback and suggestions. Apply tool to two or more potential Philadelphia infrastructure projects that could qualify for the same grant opportunity to illustrate use case.
- Task 2: After incorporating feedback and suggestions into updated version of tool, provide a written summary on the creation of the tool and rationale for included elements. Summary should include instructions on how to apply the tool in the City's decision-making process.
- Task 3: Update tool as additional federal guidance becomes available (if additional guidance becomes available during project timeline).

C. Milestones

The Mayor's Policy Office anticipates the work for this project will be organized into the following milestones (at a minimum), i.e. or groups of tasks, services and/or work products, listed below. For each milestone, the Applicant should propose criteria to determine when the milestone has been satisfactorily completed. Applicants may propose additional or revised milestones, or a project structure that does not rely on milestones but should explain their reasons for the structure proposed and how it will facilitate completion of the work.

- Evaluation and assessment of existing racial equity policies/practices – due March 25, 2022 (Goal 1)
- Create a tool to evaluate racial equity impacts of infrastructure projects – due April 22, 2022 (Goal 2)

The Fund and the Mayor's Policy Office reserve the right to condition payments on the satisfactory completion of the specified milestones, tasks, services and/or work products listed above. In addition to describing how each proposed milestone will be accomplished, the scope of work proposed by Applicant should identify the milestones the Applicant proposes as payment milestones and the amount it proposes for each milestone payment. Applicants may propose alternative means of payment but should explain their reasons for the alternative and how it will facilitate completion of the work.

D. Timeline

Milestone	Date
Proposals received	February 11, 2022
Final Selection	February 23, 2022
Kick-off Meeting	February 28-25, 2021
Goal 1: Evaluation and assessment of existing racial equity policies/practices	March 25, 2022
Goal 2: Create a tool to evaluate racial equity impacts of infrastructure projects	April 22, 2022
Anticipated contract end date	June 30, 2022



The Fund anticipates that the work required under this RFP will be completed by April 22, 2022.

E. Budget

Estimated Budget not to exceed \$90,000. Please include an itemized budget for each that includes the following (as applicable):

- Billable rate per team member
- Anticipated hours for each team member on the project
- Anticipated hours and cost per goal/task

F. Hours and Location of Work

Project meetings will occur during regular work hours between 8am and 6pm Monday through Friday.

SECTION III – GENERAL TERMS

The Mayor's Fund for Philadelphia serves as a Fiscal Sponsor for projects and programs administered by The City of Philadelphia (the City) and City-Related Agencies in support of the Mayor's core priorities. The Fund is responsible for implementing procedures that honor Chapter 17-1400 of the Philadelphia Code.

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 City of Philadelphia and the Mayor's Fund for Philadelphia.

For this contract opportunity, the Mayor's Fund has agreed to act as the "Fiscal Sponsor" for the City of Philadelphia Mayor's Policy Office in order to facilitate Racial Equity Consultant Services on the City's behalf. The contract or contracts resulting from this RFP will be held between the Mayor's Fund and the selected applicant(s).

What follows are contractual terms the chosen applicant will be expected to agree to. By submitting a proposal in response to this RFP, the applicant acknowledges and agrees to be bound by these terms unless otherwise noted in the applicant's proposals. The applicant may suggest alternative language to the following terms, and at the Fund's sole discretion, negotiation may be possible to accommodate an applicant's requested changes during the contracting phase.

A. Insurance Requirements

The standard minimum insurance policy requirements to be maintained by Vendor of The Mayor's Fund are listed below. Vendor 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.

B. Confidentiality

Through performance of the Agreement resulting from this RFP, the selected Vendor may receive or have access to Confidential Information of The Fund and the Mayor's Policy Office, which may include certain information concerning the Services and other information not generally known to the public. Vendor shall not disclose any Confidential Information it receives from The Fund and the Mayor's Policy Office to any person or entity except (a) employees or contractors of Vendor, and (b) Vendor's professional advisors who have a need-to-know such information, provided such professional advisors have agreed in writing to maintain the confidentiality of such information pursuant to confidentiality agreements containing confidentiality obligations that are not materially less restrictive than those contained in this Agreement, or such professional advisors are bound by law or codes of professional conduct to keep such matters confidential. Vendor shall inform such employees having access or exposure to Confidential Information of Vendor's obligations under this Agreement. Vendor shall use not less than the same degree of care (but no less than a reasonable degree of care) to avoid disclosure of such Confidential Information as Vendor uses for its own confidential information of like importance. Vendor shall use reasonable efforts to ensure that Confidential Information and all materials relating to The Fund and the Mayor's Policy Office at the premises of Vendor or in the control of Vendor shall be stored at locations and under such conditions as to prevent the unauthorized disclosure of such information and materials. Vendor may not use the Confidential Information for any purpose other than for the performance of to the Services under this Agreement. This obligation shall survive the termination of this Agreement. Vendor shall return The Fund and the Mayor's Policy Office materials, if applicable, to The Fund promptly upon termination of this Agreement or earlier if requested by The Fund.

"Confidential Information" means all non-public information in whatever form transmitted, whether written, electronic, oral or otherwise, including without limitation business plans, specifications, design plans, drawings, software, data, prototypes and other business and technical information that is disclosed by The Fund and the Mayor's Policy Office pursuant to this Agreement and that is marked as "confidential" or "proprietary" (or, if disclosed orally, designated as confidential upon disclosure) or which, under the circumstances surrounding disclosure, a reasonable person would deem as confidential. Notwithstanding the foregoing, Confidential Information shall not include information that: (a) is independently developed by Vendor or lawfully received by Vendor free of restriction from another source having the right to so furnish such information; (b) is or becomes generally available to the public without breach of this Confidentiality Agreement by Vendor; (c) at the time of disclosure, was known to Vendor free of restriction; or (d) is required to be disclosed pursuant to any statute, law, rule or regulation of any governmental authority or pursuant to any order of any court of competent jurisdiction; provided however, that: (e) the Vendor shall use commercially reasonable efforts to notify The Fund and the Mayor's Policy Office before disclosure, (f) Vendor shall disclose only such portion of the information as is legally



required; and (g) the disclosed information is not "Confidential Information" only for the purpose of and to the extent of the required disclosure, and otherwise remains "Confidential Information" subject to the terms and conditions of this Agreement.

C. Representations, Warranties, and Covenants

The selected Vendor represents, warrants and covenants that so long as the Agreement resulting from this RFP has not been terminated: (a) Vendor has full power and authority to enter into and perform its obligations under the Agreement; (b) entering into and performing its obligations under the Agreement (i) will not violate or breach any agreement binding on Vendor; and (ii) does not result in a conflict of interest between the Services or Works to be provided under the Agreement and Vendor's other activities. Vendor shall advise The Fund and the Mayor's Policy Office of any conflict of interest that arises during the performance of the Agreement. (c) the Services and Works will: (i) be created and originated by Vendor and may be conveyed to The Fund under the Agreement free and clear of claim of ownership by others; (ii) not violate or infringe any proprietary information, non-disclosure, copyright, patent or other intellectual property or contractual right; (iii) not violate any applicable law, rule or regulation; (iv) conform with the Agreement, be performed in a workmanlike and professional manner, be of high quality, and in no event, be of a quality less than the quality of services performed and work product created by a skilled consultant with expertise in the area for which Vendor is providing the Services; and (v) be free of errors and that all failures of the Services or Works furnished hereunder will be corrected to conform with the Agreement.

D. Indemnification

The selected Vendor shall indemnify, defend and hold The Fund and the Mayor's Policy Office harmless from and against any damage, loss, liability, obligation, claim, litigation, demand, suit, judgment, cost or expense including, without limitation, reasonable attorneys' fees ("Claims") that may be made: (a) for bodily injury, death, or damage to real or tangible personal property, including theft, resulting from the acts or omissions of Vendor, its employees or agents; (b) in connection with Vendor's breach of its obligations under the Agreement; (c) by any third party alleging that the Services or Works violate any proprietary information, non-disclosure, copyright, patent or other intellectual property or contractual rights; and (d) in connection with Vendor's recklessness, gross negligence, willful misconduct, or violation of applicable law. The Fund and the Mayor's Policy Office may participate at its expense in any Claim, and The Fund and the Mayor's Policy Office's prior written consent is required for settlement of any Claim.

Except for the indemnification covenants contained in the first paragraph of this Section, for which no cap shall be applicable, if Vendor has any other liability to The Fund and the Mayor's Policy Office for any Claims, such liability shall in all cases whatsoever be limited to the greater of (e) any amount of insurance Vendor is required to carry as set forth in the Agreement, and (f) the total amount received by the Vendor for the Services under the Agreement.

SECTION IV – SUBMISSION REQUIREMENTS

A. 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 at the intersection of racial equity and infrastructure.



B. 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.

C. 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 City 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.

D. References:

Include contact information for a minimum of (2) references who can speak to the applicant or firm's experience with similar types of work as that described in this RFP.

E. Deadline for Submission:

Responses to this RFP must be emailed as a single pdf by 3:00pm February 11, 2022, to mayorsfund@phila.gov and project manager Orlando Almonte (Orlando.Almonte@phila.gov).

F. Proposal review and Selection Process:

It is expected that proposals will be reviewed and a limited number of in person interviews will be held during the week of February 14, 2022.

The successful candidate will be the person/firm who demonstrates the knowledge, experience and ability to perform the work effectively. The Applicant will need to have proven experience working with federal grant processes, including implementation, in the infrastructure realm and will be able to advise the City in a way that sets an approach that will help to deliver more equitable outcomes and position the city to be successive and nationally competitive in securing federal infrastructure funds.