

City of Rochester
Request for Proposals
**Diversity, Equity, and Inclusion/Cultural Competence
Assessment, Strategic Plan and Training**

Proposals to be received by 05:00 PM

December 23, 2022

Submit Proposals to:

Carla Johnson
Manager, Diversity, Equity, and Inclusion
Department of Human Resource Management
City of Rochester
30 Church Street, Room 103-A
Rochester, NY 14614

REQUEST FOR PROPOSAL

The City of Rochester is seeking proposals from experienced and qualified consultants/firms who specialize in and have documented expertise in creating and conducting diversity, equity, inclusion, and cultural competence strategic planning and training services for public safety agencies (preferably municipal fire departments). The successful proposal shall provide information on the consultant/firm's background and experience in working with diversity, equity, inclusion and cultural competence within the context of public safety agencies, integration of best practices into the proposed engagement approach, and preparing diversity, equity, inclusion and cultural competency strategic plans and training.

BACKGROUND

Rochester is a city in the state of New York, the seat of Monroe County, and the fourth-most populous in the state after New York City, Buffalo, and Yonkers, with a population of 211,328 as enumerated in the 2020 United States census. Located in Western New York, the city of Rochester forms the core of a larger metropolitan area with a population of 1 million people, across six counties.

Rochester rose to prominence as the birthplace and home of some of America's most iconic companies, in particular Eastman Kodak, Xerox, and Bausch & Lomb, by which the region became a global center for science, technology, and research and development. This status has been aided by the presence of several internationally renowned universities (notably the University of Rochester and Rochester Institute of Technology) and their research programs.

Rochester has played a key part in US history as a hub for certain important social and political movements, especially abolitionism and the women's rights movement.

As of the 2020 United States census, Rochester had a population of 211,328. Of which, 38.0% were non-Hispanic Black, 33.0% were non-Hispanic White, 19.8% were Hispanic/Latino, 3.9% were Asian, 0.2% were Native American or Pacific Islander and, 5.1% were mixed or other. It should also be noted that Rochester has been reported as having the largest per capita deaf population in the United States.

Rochester is protected by about 467 professional firefighters in the Rochester Fire Department (RFD). It is the third-largest fire department in the state of New York. It operates from 15 fire stations throughout the city. RFD responds to around 40,000 emergency calls annually. Around 90% of RFD personnel are certified NY State EMTs and roughly 55% of the calls each year are for EMS. The RFD also operates its own apparatus repair division at the Public Safety Training Facility. The Rochester Fire Department is currently comprised of civilian employees (23) and uniformed members (467). Of those 490 employees, 69% identify

as Caucasian and 31% identify as minority. 95% of employees identify as male and 5% identify as female. The Fire Department currently works with two different labor organizations.

As a result, the Rochester Fire Department is seeking a consultant/firm with a demonstrated history of employing industry best practices related to systemic cultural change, diversity, equity, inclusion, and cultural competence within municipal fire departments. The Chief of the fire department, Mayor and City Council desires that RFD move forward with urgency and purpose on creating, implementing, and maintaining a more equitable and inclusive department. This includes immediate actions and long-term systemic change to actualize diversity, equity, inclusion, and cultural competence within RFD and the community.

With respect to RFD, the goal is to increase the diversity of its workforce and to deliver services in an equitable, caring, fair and inclusive manner. This means building support for DE&I by working closely within the department and community so DEI perspectives and goals are integrated into RFD decision making, policies, practices, procedures and services. The Chief seeks to increase the staff's cultural responsiveness through training and discussions to build excellence in communication and customer service for everyone in Rochester, NY regardless of race, ethnicity, gender, sexual orientation, age, socioeconomic status, disability, other protected and important classes of people. With respect to the community, the goal is to institutionalize equity and social justice, reinforce inclusion, affirm diverse identities and experiences, support victims of hate and bias, foster respect among all of us and celebrate differences as this is essential to a shared goal of being a welcoming community where everyone can thrive for all.

In order to foster an intentional organizational culture that is committed to diversity, equity, inclusion and cultural competence, the City seeks a consultant/firm with extensive experience in working with municipal public safety agencies, preferably fire departments to support the Chief, department leadership and the Equity Office to intentionally create inclusive and equitable operations and services.

Timeline

Activity	Time	Date
RFP Release	5:00 PM	November 14, 2022
Deadline for questions	5:00 PM	December 2, 2022
Response for questions submitted	5:00 PM	December 9, 2022
Proposals due	5:00 PM	December 23, 2022
Notify all respondents of their status	5:00 PM	January 13, 2023
Interviews with top 3 respondents	-	January 17, 2023 – January 18, 2023
Consultant Selection and Award Notification	5:00 PM	January 20, 2023
City Council Approval of agreement with Consultant	5:00PM	March 21, 2023
Agreement Start Date	-	April 1, 2023

The dates shown above may be subject to change within the City of Rochester’s sole discretion and upon written notification as set forth herein.

Communications

All communications by parties who have indicated an intent to submit or have submitted a proposal in response to this RFP (“Respondents”), including any questions or requests for clarifications, submission of the proposal, requests for status updates about the proposal selection process and any other inquiries whatsoever concerning this RFP shall be sent, in writing, to the following City staff person (“City Contact”):

Carla Johnson
Manager, Diversity, Equity, and Inclusion
Department of Human Resource Management
City of Rochester
30 Church Street, Room 103-A
Rochester, NY 14614
Email: carla.johnson@cityofrochester.gov
Phone: (585) 428-6821 / Fax: (585) 428-6902

No contact is permitted with any other City staff member with regard to this RFP during the RFP process unless specifically authorized in writing. Prohibited contact may be grounds for disqualification.

To ensure that all Respondents have a clear understanding of the scope and requirements of this RFP, the City will respond to all timely questions submitted via e-mail to the City Contact by the question deadline stated above. Questions and the responding answers will be sent via e-mail to all Respondents who have provided an e-mail address to the City Contact and will be posted on the City's web page for this RFP. The City's failure to timely respond or provide responses to any questions shall not delay or invalidate the City's right to make a decision to award an agreement pursuant to this RFP.

The City will make every reasonable effort to keep Respondents informed about the RFP process. Notifications about Timeline date changes, amendments to the RFP and other information about the RFP will be sent by e-mail to Respondents who have provided an e-mail address to the City Contact and will be posted on the City's website for this RFP. The City's failure to provide such information shall not delay or invalidate the City's right to make a decision to award an agreement pursuant to this RFP.

SCOPE OF SERVICES

The City is seeking the services of a consultant/firm to perform the following services to implement the Project. Respondent's proposal shall address each of the following services, with a separate cost and timeline for each identified task. The proposal shall address each of the requested services, using the same identifying language, including any paragraph or section numbers or letters as used in the RFP.

1. **DEI Organizational Audit:** conduct an organizational assessment and develop a baseline report for current organizational practices and evaluate the level of diversity, equity, inclusion and cultural competence awareness. This would include conducting surveys and facilitating focus group discussions with all levels of staff (confidentially and anonymously) to gather employee feedback and insight into staff experiences around incidents of racism, sexism, homophobia or exclusion within the Rochester Fire Department. The firm will develop a report to be shared with RFD leadership and the Equity Office containing the findings along with providing insight and knowledge on DE&I best practices that have been employed and successful within municipal fire departments throughout the country. The focus should be on the identification of diversity disparities (including generational differences), inequity patterns and barriers to equity, inclusion, and cultural competence; (within first 3 months)

2. **Analyze Policies and Systems:** The consultant will analyze Rochester Fire Department operations policies and initiatives, with a focus on diversity, equity, inclusion and cultural competence and identify those areas where marginalized populations face structural inequities not addressed with current policy and procedures. The consultant will include in their plan recommendations to policy or process changes that will ensure Rochester Fire Department activities align with diversity, equity, inclusion, and cultural competency goals. The findings should be presented in a report that addresses areas of concern, recommendations for improvement, and next steps; all of which must be consistent with Rochester Fire Department goals and objectives. (within first 6 months)

3. **Mission, Vision and Values:** Work with leadership of the Fire Department in guiding and developing a Mission and Vision statement along with formalizing a new set of values that would include DEI perspectives. This should also include a public statement of principles that can be used on the department website, recruiting materials and publications. (within first 6 months)

4. **Training & Coaching:** Design and facilitate learning opportunities for all Rochester Fire Department employees. This would include the provision of one-to-one Diversity, Equity, Inclusion and Cultural Competence coaching to Fire Battalion Chiefs, Captains, Lieutenants in addition to the Executive Management Team of the Rochester Fire Department along with the Equity Office. (to begin no later than June 26, 2023)
 - i. **Executive Management Team:** Training that will provide a safe, peer-focused space for Rochester Fire Department leaders to develop the necessary coaching skills needed to navigate conflicts around practices and values; provide coaching for Fire Battalion Chiefs, Captains and Lieutenants as they navigate cross-cultural challenges and stress points; include lessons in cross-cultural supervision and uncovering unconscious biases;

 - ii. **All Rochester Fire Department:** Training (for staff at all levels) for understanding of multiculturalism; uncovering unconscious biases and other recommended training needed as a result of the findings of the DEI Organizational Audit;

 - iii. **Ongoing Training:** Work with the Training Manager and Equity Office in Developing an ongoing professional development program curriculum for continued Diversity, Equity, Inclusion and Cultural Competence training using a train-the-trainer model. These trainers would be a small sample of current RFD leaders who will be trained to co-facilitate training and leadership opportunities in an effort to implement and further diversity, equity, inclusion, and cultural competency programming;

iv. **Training Evaluation:** Create an evaluation plan to measure the efficacy of trainings and progress of the initiative.

5. Develop a Diversity, Equity and Inclusion Strategic Plan:

- a. Agency Level DEI Strategic Plan that include the development of goals, objectives and strategies that:
 - i. Integrate DEI into the internal processes and systems in the agency;
 - ii. Integrate DEI into our externally facing work.

6. Community Plan: develop a plan that can be used by RFD when engaging in community events in an effort to build trust between the fire department and the community they serve.

ADDITIONAL REQUIREMENTS:

A. Meetings: Throughout the process it is required that the consultant communicate and meet frequently with the RFD Leadership and the Equity Office. Training is expected in person. Meetings, touch points and discussions should be conducted remotely to maximize time and expense.

B. Deliverables: The consultant/firm is expected to provide written recommendations and reports to include information shared and recommended best practices.

C. Expenses: All travel and related expenses associated with this project shall be included in the lump sum price proposal.

D. The city of Rochester reserves the right to accept different firms/consultants to accomplish different segments of the project.

PROPOSAL PREPARATION AND SUBMISSION PROCESS

Proposals must be postmarked or received by the City no later than December 23, 2022.

Please provide 4 written copies of the proposal to:

Carla Johnson
Manager, Diversity, Equity, and Inclusion
Department of Human Resource Management
City of Rochester
30 Church Street, Room 103-A
Rochester, NY 14614
Email: carla.johnson@cityofrochester.gov
Phone: (585) 428-6821

This RFP is designed to facilitate the evaluation and selection of a Consultant that is best able to achieve the City's objectives. The proposal shall contain a table of contents. All pages

shall be numbered and major sections and all attachments shall be referenced in the table of contents. In order to enable the City to effectively review the information contained in the proposals, proposals shall reference the numbered and lettered sections of the RFP. The response to each section shall be clearly indicated and addressed or an explanation provided for why the Respondent is not submitting a proposal for a specific section or requirement of the RFP. If desired, the proposal may include an executive summary of no more than two pages.

Each proposal shall be signed by an individual authorized to enter into and execute contracts on the Respondent's behalf. Unless otherwise specified in its proposal, Respondent represents that it is capable of meeting or exceeding all requirements specified in this RFP. Submission of a proposal shall be deemed authorization for the City to contact Respondent's references. Evaluation of proposals will be conducted by the City based on information provided in the Respondent's proposals and on such other available information that the City determines to be relevant. The evaluation of proposals may include an on-site assessment, meetings with authorized personnel, and may involve the use of a third-party consultant.

The Respondent selected by the City will be required to enter into a Professional Services Agreement (PSA) with the City (see Attachment A, the City's standard PSA form). The establishment of a PSA is contingent upon approval by City Council for all Agreements in excess of \$10,000 or for a period of more than one year and upon the availability of funds for such an agreement. Unless otherwise stated in the proposal, the Respondent's response to this RFP shall be deemed its acceptance of the terms of this PSA. (Note: Attention is directed to the City's Living Wage requirements and MWBE and Workforce Utilization Goals)

Respondents shall provide sufficient information in their written proposals to enable the City review team to make a recommendation to the Mayor. The City reserves the right to invite any or all Respondents to an interview to discuss their proposal. Any expenses resulting from such an interview will be the sole responsibility of the Respondent. The City is under no obligation to select any of the responding Respondents or to conduct the Project described herein. The City may amend or withdraw the RFP at any time, within its sole discretion. The City shall have no liability for any costs incurred in preparing a proposal or responding to the City's requests with respect to the proposal.

PROPOSAL CONTENT

The proposal should include the following Scope of Services information in the order specified:

- Provide insight and knowledge on diversity, equity, inclusion, and cultural competence best practices specific to Fire Departments (at minimum public safety organizations)

- Provide information on the consultants working on the project including background and experience in the following:
 - Working with city governments, specifically fire departments or public safety agencies.
 - Employing Industry best practices specific to DEI and cultural competence.
 - Sample DEI training.
 - Provide an approach to integrating an equity lens into the management and operations for the RFD.
 - Integration of best practices into the proposed engagement approach.
- A Plan of Services describing the manner in which the consultant/firm will fulfill the Scope of Services outlined in this RFP and the proposed timetable for project completion.
- A description of your proposed service approach and the rationale underlying that approach.
- A summary of the firm's experience with fire departments specifically (or minimally public safety organizations); include information that may distinguish your firm from competitors.
- Provide an example where you had to modify or adjust your approach to training in an effort to increase your ability to be impactful.
- Provide examples of how you motivate people to fully engage in DEI/cultural competence work.
- Samples of work, such as a comprehensive work product for another municipal fire department, including a copy of a plans and subsequent recommendations, with appropriate confidentiality.
- Include references from at least three (3) public safety agencies that can attest to your ability to maintain the high level of service offered especially those within the State of New York and those for a municipal fire department that serves an urban or metro area comparable to the size of Rochester, New York. Include contact persons and telephone numbers for each agency, date of original contract and expiration for each, number of renewals, and size of agency. The City of Rochester, Equity Office or RFD reserves the right to check any and all references submitted.
- The proposal must contain
 - a. how the project will be managed and scheduled,
 - b. how the data and materials will be delivered

- c. detailed communication and coordination of the working relationship between the respondent and RFD.
- A cost proposal that is reasonable and realistic.

EVALUATION CRITERIA

Proposals from contractors who meet or exceed the Minimum Criteria will be evaluated and rated on the basis of the following Comparative Criteria. RFD reserves the right to ask any proposer to provide additional supporting documentation in order to verify its response.

Ratings of Highly Advantageous (HA); Advantageous (A); Not Advantageous (NA); or Unacceptable (U) will be given to each of the following criteria for each respondent. A composite rating will then be determined. A composite rating of Highly Advantageous or Advantageous may be assigned only if a proposal has received at least one such rating among the Comparative Criteria listed below.

To the extent that an Comparative Criterion requires the certification of fact, the proposer's certification as to that fact shall be an adequate response provided, however, that on request the proposer shall provide to the City such evidence as the City may request to support that fact.

Proposals which meet the Minimum Criteria will be evaluated based on the following comparative criteria:

A. EXPERIENCE

Highly Advantageous: Consultant has substantial experience in work related to DE&I and fire departments.

Advantageous: Consultant has adequate experience in work related to DE&I and public safety agencies.

Not Advantageous: Consultant has minimal experience in work related to DE&I.

B. COMPLETED EVALUATION AND ASSESSMENT EXERCISES

Highly Advantageous: Consultant has completed a substantial number of evaluation and assessment exercises for fire departments.

Advantageous: Consultant has completed an adequate number of evaluation and assessment exercises for public safety agencies.

Not Advantageous: Consultant has completed minimal number of evaluation and assessment exercises.

C. STAFF

Highly Advantageous: Consultant assigns a principal consultant and a project team who have demonstrated excellence in work related to DE&I and fire departments.

Advantageous: Consultant assigns a principal consultant and a project team who have demonstrated competency in work related to DE&I and fire departments or public safety agencies.

Not Advantageous: Consultant assigns a principal consultant and a project team who have not demonstrated excellence or competency in work related to DE&I.

D. PLAN OF SERVICES

Highly Advantageous: Consultant has a well-defined and developed Plan of Services in response to this Request For Proposals and demonstrates a clear understandable implementation strategy.

Advantageous: Consultant has a sufficiently defined and developed Plan of Services in response to this Request For Proposals and demonstrates an adequate but not exceptional implementation strategy.

Not Advantageous: Consultant has an inadequately defined and developed Plan of Services in response to this Request For Proposals and demonstrates an undefined implementation strategy.

E. REFERENCES

Highly Advantageous: Consultant provides multiple references who give the consultant an overall rating of “highly advantageous.”

Advantageous: Consultant provides limited references who give the consultant an overall rating of “highly advantageous.”

Not Advantageous: Consultant provides an inadequate number of references of whom rates the consultant as “highly advantageous.”

F. INTERVIEW

In addition to the foregoing, the City will interview proposers. Interviews shall be given only to the 3 proposers ranking highest in Comparative Criteria A-E above.

Highly Advantageous: Consultant receives an overall rating of “highly advantageous” from the interview panel based upon materials provided, clarity of presentation and public presentation skills, and the depth of understanding the unique needs of fire department culture as it pertains to DE&I and cultural competency.

Advantageous: Consultant receives an overall rating of “advantageous” from the interview panel based upon materials provided, clarity of presentation and public presentation skills, and the depth of understanding the unique needs of fire department culture as it pertains to DE&I and cultural competency.

Not Advantageous: Consultant receives an overall rating of “not advantageous” from the interview panel based upon materials provided, clarity of presentation and public

presentation skills and the depth of understanding the unique needs of fire department culture as it pertains to DE&I and cultural competence.

MWBE and Workforce Goals:

The City of Rochester desires to encourage minority and women owned (MWBE) businesses to participate in opportunities to enter into PSAs with the City and to encourage minorities and women in the workforce. Pursuant to Ordinance No. 2018-54, the City has a goal that 30% of the aggregate annual contract awards for professional service contracts over \$10,000 be awarded to minorities (M) (15%) and women (W) (15%). The City has also established minority workforce goals of 20% M and 6.9% W for professional services consulting contracts. For more information, please see <http://www.cityofrochester.gov/mwbe>.

Respondents shall be awarded MWBE bonus weighting as follows:

1. The City will give preference to Consultants who are New York State certified MWBEs. Consultants who meet this requirement shall receive **an additional weighting of 10%**.
2. The City will give preference to Consultants who utilize state certified MWBE subcontractors with bona fide offices and operations in the Empire State Development Finger Lakes Region, which includes the following counties: Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming and Yates. State-certified MWBEs from outside the Region may be counted if there are insufficient businesses in the Region to perform the specialized work or consulting services required. If one or more MWBE subcontractors will perform 10% to 20% of the work of the contract – measured as either a percent of the total contract amount or as a percent of the total full-time-equivalent labor hours budgeted for this project, the consultant shall receive **an additional weighting of 5%**. If MWBE subcontractors will perform more than 20% of the work of the contract, the Consultant shall receive an **additional weighting of 10%**.
3. Respondents shall provide sufficient documentation with their proposal to support the additional preference weighting as an MWBE Consultant or for use of MWBE subcontractors. If one or more MWBE subcontractors are proposed, they must be named and the size of the subcontract identified. If selected, the Respondent shall submit an MWBE Utilization Plan on the City's form for approval by the MWBE Officer. (See Attachment A) Once approved, the Utilization Plan shall be incorporated into the PSA.

- a. If the total amount of a PSA is increased by 5% or more at any time during the term of the PSA, the Consultant shall submit a revised MWBE Utilization Plan for approval by the MWBE Officer. The MWBE Officer may also issue a revised MWBE Utilization Plan for unforeseen changes in the availability of MWBE subcontractors during the term of the PSA.
4. The City will give preference to Consultants who meet or exceed the City's workforce goals, which are: 20% M and 6.9% W. Consultants who demonstrate that their and/or their subcontractors' workforce on this Project meets or exceeds these goals shall receive an **additional weighting of 10%**. If selected, the Respondent shall submit a Workforce Staffing Plan on the City's Form for review by the MWBE Officer. (See Attachment B) Once reviewed, the Workforce Staffing Plan shall be incorporated into the PSA. The calculated percentages of workforce utilization shall be based on actual hours worked and billed over the term of the project. The final determination of a workforce goals accomplished during the contract shall be based on hours reported in the workforce utilization reports.
 5. If selected, the Respondent shall provide MWBE utilization and subcontractor/supplier payment certification and/or workforce utilization reports on the City's forms. These reports shall be submitted with each invoice or as otherwise requested by the MWBE Officer. (See Attachment C)
 6. A failure to submit the required subcontractor/supplier payment certification and/or workforce utilization reports shall constitute a default in the performance of the Agreement subject to potential termination for default by the City. In addition, if the selected Respondent fails to meet the most recent MWBE Utilization Plan and/or Workforce Staffing Plan, for which additional weight was awarded by the end of the PSA, such failure may result in disqualification from award of future contracts with the City.
 7. Summary of additional evaluation weighting points for MWBE and Workforce Goals:

Category of Additional Evaluation Points	Additional Weight Awarded
Respondent is New York State Certified MWBE	10%
Utilize MWBE Subcontractors for 10-20% of work	5%
Utilize MWBE Subcontractors for more than 20% of work	10%

Meet or exceed workforce goals of 20% M and 6.9% W	10%
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City of Rochester location preference: The City favors contracting with firms located in the City of Rochester and a preference will be given to Consultants located in the City, through an additional weighting of 10%. Non-local firms may wish to consider partnerships or other collaborative arrangements with local firms as a strategy to address this criterion.

Other Criteria: Other criteria may be considered and evaluated by the City if it is determined to be in the best interest of the City and the success of the Project to do so.

The selection of a Consultant is within the City’s sole discretion and no reasons for rejection or acceptance of a proposal are required to be given. Although costs are an important consideration, the decision will be based on qualifications and compliance with the requirements of this RFP and not solely on cost. The City reserves the right to reject any or all proposals or to accept a proposal that does not conform to the terms set forth herein. The City further reserves the right to waive or modify minor irregularities in the proposals and negotiate with Consultants to serve the City’s best interest.

MISCELLANEOUS

The City reserves the right to amend or withdraw this RFP in the City’s sole discretion, including any timeframes herein, upon notification of all Respondents as set forth above, and in such case, the City shall have no liability for any costs incurred by any Respondent.

The City may request additional information from any Respondent to assist the City in making its evaluation.

The proposal and all materials submitted with the proposal shall become property of the City and will be subject to NYS Freedom of Information Law. If any proprietary information is submitted with the proposal, it must be clearly identified and a request to keep such information confidential must be submitted.

Submission of a proposal shall constitute a binding offer by Respondent to provide the services at the prices described therein until such time as the parties enter into a PSA.

Attachments:

- Attachment a- MWBE Utilization Plan
- Attachment b- Workforce Staffing Plan
- Attachment c- Workforce Utilization Reports