



Diversity and **Inclusion**



TOWN OF MOORESVILLE

RFQ 018-10-0005

Request for Proposal for Diversity, Inclusion and
Cultural Belonging Consultants

Proposals Due

January 16, 2018 2:00 PM

REQUEST FOR PROPOSAL (RFP)
DIVERSITY, INCLUSION AND BELONGING CONSULTANT

Purpose:

The Town of Mooresville seeks a strategic consultant or consulting team that will guide a group of senior leaders in developing, planning and implementing a multi-year tactical initiative that advances diversity, inclusion and a sense of belonging through effective employee outreach, education, and engagement.

Scope of Proposal:

1. Organizational Diversity, Inclusion and Belonging Readiness Assessment and Strategic Plan Development

Conducting a Cultural Assessment is a necessary first step to develop the Town’s Diversity and Inclusion Strategy. The Consultant will work closely with the Town to develop a Diversity and Inclusion Strategic Plan to include conducting a Diversity Cultural Readiness Assessment of current operations. The Assessment will be comprehensive in its scope to include an examination of operational and comparative measures, opinions, as well as predictive analysis. The proposed analyses and assessment will identify the Town’s strengths and areas of opportunity related to the development of diversity and inclusion strategies as it relates to workforce diversity. The assessment will also identify best practices that can be used as a benchmark for future efforts.

Assessment results, analysis and specific recommendations will be used to develop a Diversity, Inclusion and Belonging Strategic Plan that:

- Conducts Pre-Assessment Readiness activities with senior leadership to increase their understanding of inclusive goals and strategies.
- Establishes and/or confirms a baseline to determine: 1) gaps in workforce engagement and belonging; and 2) how identified gaps might be overcome.
- Ensures the Town of Mooresville is a citizen centered organization that wishes to provide all citizens with the best service and understands that a diverse and inclusive culture supports all citizens.
- Guides and directs the Town’s efforts to attract and retain an engaged and diverse workforce with the ability to work collaboratively across differences to achieve organizational objectives (including the development and implementation of cultural competence on-boarding and training programs) and positions the Town as an employment leader among peer jurisdictions.

- Provides a foundation to embed Diversity, Inclusion and Belonging principles in all levels of Town governance, operations and future planning processes.
- Assists the organization in learning how to establish and implement a comprehensive Diversity, Inclusion and Belonging program infrastructure that creates and sustains an inclusive workplace climate that embraces diversity.
- Assists the organization in the development of a Strategic Plan including Town wide metrics to track the impact and effectiveness of the Diversity, Inclusion and Belonging strategies on the Town’s workforce culture and climate.
- Assists the organization in identifying staff, fiscal, technological and operational resources needed to implement the Strategic Plan.

2. Embedding the Diversity, Inclusion and Belonging Strategic Plan and Program

Specific tasks for the Diversity, Inclusion and Belonging project scope of work in this section will be determined based on the results and outcomes of the assessment and strategic plan. However, it is anticipated that the Consultant will provide support to the Town in implementation of the Strategic Plan and Program. Consultant will provide support to the Town in implementation of the Strategic Plan and Program to include:

- Assist the Town in developing and implementing a Communications and Messaging Campaign.
- Assist the organization in the development of a dashboard/scorecard to report progress in Diversity, Inclusion and Belonging Strategic Plan metrics.
- Assist the organization in the development and delivery of a series of sustainable cultural competencies as well as diversity, inclusion and belonging educational offerings for new employees, current staff and leadership.
- Provide technical assistance to the Senior Leadership Team and Department Heads to establish Diversity, Inclusion and Belonging performance indicators, strategies, measures or programs that address identified gaps and align with the Town’s overall strategy.
- Assist the organization in implementing recommended “best practices” related to workforce engagement, and belonging (e.g. employee resource groups, mentoring, coaching, social groups).
- Assist the organization in implementing an employee led Diversity Advisory Council.

3. Reporting Diversity, Inclusion and Belonging Organizational and Service Metrics

Specific tasks for the Diversity, Inclusion and Belonging project scope of work in this section will be determined based on the results and outcomes of the previous section. However, it is anticipated that the Consultant will provide support to the Town in evaluating the impacts of its Diversity, Inclusion and Belonging Strategic Plan activities to include:

- Assist the organization in the implementation of a dashboard/scorecard to report progress.
- Assist the organization in implementing and measuring the impact of diversity strategies.
- Assist the organization in implementing and measuring the impact of sustainability measures.
- Assist the organization in continuing and measuring the impact of staff ongoing education.
- Assist the organization in remediating identified barriers to workforce engagement and in developing remedial approaches to address identified barriers.

Deliverables:

1. Overall project plan with timelines and associated costs
2. A leadership readiness assessment that is conducted, analyzed and interpreted
3. An organizational needs assessment that is conducted, analyzed and interpreted
4. A comprehensive Diversity, Inclusion and Belonging Strategic Plan
5. Leadership Diversity, Inclusion and Belonging educational workshops (to get buy-in)
6. Technical assistance to senior leadership team
7. Communications and messaging plan
8. Development and implementation of Diversity, Inclusion and Belonging dashboard/performance measures
9. Cultural competence and diversity education workshops for new employees, current employees and leadership
10. Establishment of a Diversity Advisory Council
11. Tools to measure impacts of efforts

General Instructions and Information

Funding

The funding for this proposal has not been approved in this fiscal year's budget. The chosen consultant's contract will begin July 1st, 2018 pending approval of the FY2019 budget.

RFP Schedule

Issued: October 30th, 2017

Proposals Due: January 16th, 2018 by 2:00 PM

Request for Clarification & Additional Information

Any request for clarification or additional information of a technical nature regarding this RFP shall be submitted in writing. Written questions are to be: (1) mailed to the Director of Human Resources at the address shown below or (2) e-mailed to kgreer@ci.mooreville.nc.us or faxed to (704) 662-9726, attention Director of Human Resources. Prospective bidders must respond via fax or email with their intent to bid so they may receive any forthcoming addenda.

Written questions will be compiled and answered. An addendum will be issued and sent to all prospective bidders before the bid closes so all prospective bidders will have the same information.

The Town shall not be obligated to answer any questions submitted in a manner other than as instructed above.

Oral Communications

Any oral communications by the Town's contact person or any employee of the Town concerning this RFP is not binding and shall in no way modify the RFP or the obligations of the Town or proposer.

Pre-Contractual Expenses

The Town shall not be liable for pre-contractual expenses incurred by the Proposer in the preparation of its proposal and such expenses shall not be included in their submitted packages. Pre-contractual expenses are defined as expenses incurred by the Proposer to: (1) prepare and submit its offer to the Town; (2) negotiate with the Town on any matters related to this RFP; and (3) any other expenses incurred by the Proposer prior to the date of award, if any.

Issuance of this RFP and receipt of proposals does not commit the Town to award a contract. The Town reserves the right to postpone the award for its own convenience, to accept or reject any or all proposals received in response to this RFP, to negotiate with more than one Proposer simultaneously, or to cancel all or part of this RFP.

Town Contact Person for Questions on RFP

Keli Greer

Director of Human Resources
Town of Mooresville
413 North Main Street; P.O. Box 878
Mooresville, NC 28115
Email: kgreer@ci.mooresville.nc.us
Office: 704.662.8724

Submittal Format and Content

The Statement of Qualifications should be presented in the following general format:

- 1) *Transmittal Letter:* Designated contact person with address and telephone number.
- 2) *Project Manager:* Identify project manager and describe their experience related to this project. Provide client references for projects similar in scope. Discuss the experience of this project manager with other members of the project team.
- 3) *Project Team and Sub-Consultants:* Identify other team members and sub consultants and their relative experience. Discuss the role of key team members. Specify the percentage and type of work that will be performed by each team member and any sub-consultants. This information will become part of the contract with the selected firm.
- 4) *Firm Qualifications:* Discuss the firm's work on projects similar in size and complexity. Quality assurance should be addressed. Indicate firm's history of meeting established schedules. In addition:
 - Consultant's office must have appropriate support staff for a project of this size and complexity (approximately 500 employees); please identify the office size and number of staff and percentage of time to be devoted to project.
 - Consultant should demonstrate experience on similar projects, preferably within the past five (5) years.
 - Consultant shall discuss their experience and strategy with public engagement and outreach to the community during this project.
 - A concise narrative that presents the services a firm would provide detailing the approach, methodology, deliverables, and client meetings, touching on the Deliverables laid out on Page 3 of this RFP.
 - A summary of any suggested innovative approaches the Town should consider for this effort.
 - A timeline for the preparation and implementation of the tasks/activities being proposed for the scope of work.

Evaluation of Statements of Qualifications

Responses submitted by consultant firms and/or teams will be evaluated based on the following criteria:

1. Experience of firm(s) with projects of a similar scope and scale (approximately 500 employees);
2. Qualification and experience of the proposed team and location of team members;
3. Current workload and firm workload capacity;
4. Responsiveness to RFP and quality of the submittal;
5. Proposed approach to project and schedule for completion;
6. Performance assessments and/or references on past work efforts;
7. Knowledge of the Town of Mooresville and surrounding region;
8. Any other experience or criteria deemed applicable to the projects.

Short-List, Interviews and Selection

The Town will review submittals and prepare a short list of candidates to interview. The short-listed firms will be notified by phone and/or email. Notification may not be sent to firms not short-listed. After selection by the Town, a final contract will be negotiated with the selected firm(s).

Negotiating Offers

If a contract cannot be negotiated with the best qualified firm, negotiations with that firm shall be terminated and initiated with the next best qualified firm.

Submission Requirements

Firm(s) interested in being considered for this project should submit three (3) bound copies and one (1) electronic version via email or flash drive no later than 2:00 p.m. on January 16, 2018.

Delivery of Qualifications

Qualifications are due no later than 2:00 pm EST on January 16th, 2018 and should be delivered to the attention of:

Keli Greer
Director of Human Resources
Town of Mooresville
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Mooresville, NC 28115
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