



REQUEST FOR QUALIFICATIONS (RFQ)

Diversity, Equity and Inclusion Training

RFQ Issue Date: Monday, August 14, 2017

Proposal Due Date: Friday, September 8, 2017 by 2 PM ET

GOAL OF THE RFQ

The Urban Redevelopment Authority of Pittsburgh (“URA”) requests qualifications from a variety of consulting firms or consulting teams (“the Consultant”) to provide training, guidance for ongoing institutional self-assessment post-training, and other tools to assist the URA in ensuring that the values of social justice and equitable development are integrated into the URA’s internal workplace culture and external interactions with the communities it serves.

The URA plans to approve one or more respondents to be part of an approved list of consultants to perform training and education for URA board members and staff. Selected consultants for this list will be eligible for selection by the URA or be invited to bid on each project. Each approved consultant will remain on the list from the date approved by the URA Board of Directors during 2017 through December 31, 2021. The RFQ process may be revisited during this time period to invite additional consultants to qualify for training and education services.

BACKGROUND

The URA is the City of Pittsburgh's economic development agency, committed to creating jobs, expanding the City's tax base, and improving the vitality of businesses and neighborhoods. Incorporated in 1946 as one of the first redevelopment authorities in the United States, the URA achieves this mission by assembling, preparing and conveying sites for major mixed-use developments; and by providing a portfolio of programs that include financing for business location, relocation and expansion, housing construction and rehabilitation, and home purchases and improvements. The URA conducts these activities using unique powers granted by the Commonwealth’s Urban Redevelopment Law to deploy and attach conditions to the use of public subsidy and the disposition of publicly-owned land. The URA has a staff of 85 with an average tenure of 17.3 years.

Due to the URA’s mandate and a citywide push to expand economic opportunity throughout the City of Pittsburgh, the URA works extensively in communities-of-color and with historically disadvantaged populations. According to the United States Census Bureau as of July 1, 2015, the population of Pittsburgh is estimated to be at 304,000 people. Twenty-six percent (26%) of the population is African American, 2.5% is Latino, 4.4% is Asian and over 50% of the population is female. As such, the

URA recognizes the vital importance of conducting all operations with a commitment to the principles of equity and inclusion.

In July 2015, the URA established a Social Equity Working Group to help integrate these principles throughout the URA's culture and activities. As the URA embarks on this journey, it seeks a consultant or consultants to provide training and resources to aid in incorporating actions that will:

1. Establish and implement internal processes and procedures to ensure diverse representation within all levels of the URA
2. Aid in shifting the URA's organizational culture to fully tackle a range of social justice issues impacting its economic development activities
3. Address economic disparities and institutionalized barriers experienced by residents of color and other marginalized groups in Pittsburgh
4. Improve public perception of the accessibility and transparency of the URA

The URA also recognizes that many residents' access to and interaction with government agencies are shaped by power imbalances between political, economic and social networks, often leading to adverse treatment and exclusion. In addition, patterns of inequity reinforce each other through intergenerational poverty. Census data shows that 120,000 City of Pittsburgh residents live at or below 200% of the poverty level, and 50% (60,000) are people-of-color. Ultimately, unequal access to services and chronic poverty, combined with rising income disparities, will further entrench already disenfranchised residents. As the city's economic development agency, the URA's role is critical in ensuring that Pittsburgh is truly on a path to an "All-In Pittsburgh", as referenced in PolicyLink's 2016 report on Equitable Development, and will be using the report's definition of equitable development created by a cross-section of Pittsburgh residents:

Equitable development is a positive development strategy that ensures everyone participates in and benefits from the region's economic transformation—especially low-income residents, communities of color, immigrants, and others at risk of being left behind. It requires an intentional focus on eliminating racial inequities and barriers, and making accountable and catalytic investments to assure that lower-wealth residents:

- *live in healthy, safe, opportunity-rich neighborhoods that reflect their culture (and are not displaced from them);*
- *connect to economic and ownership opportunities; and*
- *have voice and influence in the decisions that shape their neighborhoods.*

OBJECTIVES

The URA seeks to establish a culture of inclusion as the basis for all decision-making and create a welcoming and supportive working environment for all its employees. The organization also strives to embrace the diversity of Pittsburgh's residents, businesses and neighborhoods. The URA would like to use equity as a guiding principle for all internal and external interactions to ensure that all voices are heard and valued and that all of the communities it serves are treated respectfully and fairly.

In order to effectively accomplish our objectives, the URA is soliciting information from qualified parties with experience in guiding organizations through successful diversity, equity and inclusion transformation. Though the URA recognizes the importance of overcoming all forms of bias in the establishment of an equitable and inclusive workplace and city, the URA is seeking to conduct this work with a particular emphasis on social justice to address acute disparities in the current economic development climate.

GENERAL INFORMATION

Experience, training and expertise are required in the following areas – diversity, equity and inclusion training, cultural competence training, organizational culture assessment, equitable economic development, equitable design, and community engagement and participation. Knowledge of structure, operations and processes in public sector organizations is a plus.

SCOPE OF SERVICES

Applicants may choose one or more of the topics listed below to include in their submission. The sub-topics are not exhaustive and can be augmented.

1. Inclusivity assessment + Diversity and Inclusion Strategic Planning
 - a. Departmental assessments
 - b. Organization-wide assessment
 - c. Finalization of Diversity and Inclusion Strategic Plan
2. Diversity, equity and inclusion training
 - a. Historical context: United States; Pittsburgh, PA
 - b. Structural and institutional racism; implicit bias
 - c. Racial discrimination
 - d. Diversity, equity and inclusion
 - e. Social justice
3. Creation of an inclusive organizational culture
 - a. Cultural competency
4. Search and retention of diverse workforce
 - a. Recruiting, interviewing and hiring
 - b. Attrition and retention
 - c. Mentoring, coaching, orientation, and career development including training and education
 - d. Promotion and advancement structures
 - e. Leadership and employee behaviors
5. Establishment of inclusive procurement policies and practices
 - a. Vendor relations
 - b. Business development and retention
 - c. Marketing and communications
6. Integration of equitable development policies and practices as defined within principles of p4 Pittsburgh; Equitable Development: The Path to an All-in Pittsburgh; Pittsburgh-Allegheny County My Brother's Keeper Playbook; Pittsburgh Black Elected Officials Coalition; One Pittsburgh;

Neighborhood Attraction Factors Impacting Professional African American Population in the City of Pittsburgh, Welcoming Pittsburgh and other citywide initiatives.

- a. Community engagement and education
- b. Business development
- c. Housing
- d. Real estate development
- e. Environmental justice and community resilience

SUBMISSION REQUIREMENTS

1. Number of Sets of Qualifications to be submitted: One (1) hard copy and one (1) electronic copy
2. Please limit total submission to 15 pages or less
3. Title Page – include the Consultant’s name, contact person and contact information
4. Table of Contents
5. Qualifications:

Please respond to the following sections, clearly marking them accordingly. If you are unable to provide a response to a particular question, simply leave the section blank. Please do not provide any information other than what is specifically requested.

- a. Experience

- i. Briefly describe similar consulting work your firm or team has completed.
- ii. Please describe any innovative or unique aspects of previous relevant work which your firm or team helped to complete in any of the examples listed above. Please limit your discussion to three (3) examples per selected scope(s).
- iii. Please describe your firm’s or team’s experience working with economically disadvantaged neighborhoods and/or communities of color. This is particularly important for those applicants interested in providing the URA and its workforce consultation services for equitable economic development policies and practices.

- b. Organization Profile

Provide a brief profile of your firm using the format below:

- i. Number of total employees; and
- ii. Number and names of employees who will be dedicated to the work.

The respondent shall submit with its proposal:

- i. Resumes of Consultant’s senior management, its leadership and the proposed consulting team; and
- ii. Representative resumes of the subcontractors who may be engaged on the project.

- c. Biography of Assigned Principal Personnel - Identify the staff within the organization who will be actively working on this program. Please include the individuals’ relevant experience and their work location. Preference will be given to diverse training teams.

- d. References - Provide three (3) references from city or state governments or other entities that have worked with your firm on similar projects. Provide only references who have directly worked with one or more members of the firm’s proposed team. Include the reference’s name, title, address, direct telephone number, and email address.

- e. Primary Qualification - Provide a brief narrative that explains why your firm is qualified to provide the scope of services discussed above.
6. MWBE Narrative - State as succinctly as possible what specifically your firm is doing to promote opportunities for women and minority professionals within your organization. MWBE participation can be satisfied by:
 - Ownership/partnership of firm;
 - Employment levels of minorities and/or women in the organization;
 - Use of minorities and/or women as part of consultant team;
 - Firm's use of minority- or women-owned businesses as vendors for legal, printing, office supplies, travel, etc.; and
 - Subcontracting with organizations owned and controlled by minorities and/or women. If this is to be done, that fact, and the name of the proposed subcontracting organizations, must be clearly identified in the proposal. Following the award of a contract, no additional subcontracting will be allowed without the express prior written consent of the URA. The URA has a long history of diversity and inclusion within all of its programs and other activities. The URA encourages the full participation of minority and women business owners and professionals in this effort.
7. Fees – Describe your proposed fee structure (e.g., hourly, fixed fee, etc.) and include proposed rates.
8. Other Information - Please provide any other information which you believe is pertinent to the URA's consideration of your firm. Please limit your response to this question to no more than two (2) pages.

INQUIRIES

All inquiries related to this RFQ are to be directed by email to:

Karen Abrams
kabrams@ura.org

SUBMISSION DEADLINE: Friday, September 8, 2017 by 2 PM ET

The respondent should submit one (1) electronic copy delivered in PDF format via email, CD or flash drive and one (1) hard copy of the package (printed on both sides) delivered by hand or Express Mail or other national-known overnight courier to:

Diamonte Walker
MWBE Program Officer
Urban Redevelopment Authority of Pittsburgh
200 Ross Street, 12th Floor
Pittsburgh, PA 15219
dwalker@ura.org

REVIEW OF QUALIFICATIONS

- The qualifications review committee will consist of the members of the URA Social Equity Working Group (10 URA staff and 2 URA board members), and relevant City of Pittsburgh staff.
- The qualifications review committee will check responses against mandatory criteria. Responses not meeting all mandatory criteria will not be considered for review.
- Formal Interviews of respondents may be scheduled at the discretion of the qualifications review committee.*
- During the evaluation process, the URA reserves the right to request additional information or clarifications from the respondents or to allow corrections of errors or omissions.

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| RFQ Evaluation Period | Monday, September 11, 2017 – Wednesday, September 20, 2017 |
| <i>*Consultant Interviews: optional and at the discretion of the selection committee</i> | <i>Monday, September 25, 2017 – Friday, September 29, 2017</i> |
| URA Board approval and final notification of firms | Thursday, October 12, 2017 |

SELECTION CRITERIA

- Experience – The respondent’s experience in providing services similar to those within the Scope of Services described herein; the quality of the respondent’s management, reputation and references; the respondent should have at least 3-5 years of experience providing the services specified in its response to organizations like the URA.
- Quality of Submission – The quality of the submission and the degree to which it demonstrates the team members’ full understanding of the ability to perform the services to be rendered; the content of the response should demonstrate the respondent’s full understanding of the Objectives, along with sample reports and other materials.
- Minority and Woman Business Enterprise (MWBE) Strategy or if the Respondent is an MWBE
- Innovation and creativity (Please refer to Section 3 of Mandatory Elements).

Mandatory Elements

1. The respondent, including any and all team members, must have no conflict of interest with regard to any other work performed by the respondent for the URA or related entity.
2. The respondent must adhere to the instructions contained in this RFQ in preparing the submitted proposal.
3. The URA requires that all consultants demonstrate a good faith effort to obtain minority- and women-owned business participation in work performed in connection with URA initiatives. The URA acknowledges the City of Pittsburgh’s goal of 18 percent (18%) minority and 7 percent (7%) women participation in planning and/or professional service activities. Any questions about MWBE requirements should be directed to Diamonte Walker, MWBE Program Officer, at (412) 255-6610 or dwalker@ura.org.

LEGAL INFORMATION

The URA intends to select one or more respondents based upon information in the response to the RFQ submitted by the respondents, performance in previous undertakings, and other pertinent factors. The selected respondent(s) will be chosen on the basis of the selection criteria listed above. The URA reserves the right to verify the accuracy of all information submitted.

The URA shall be the sole judge as to which respondent(s) meet the selection criteria. The URA reserves the right, in its sole discretion, to reject any or all responses received, to waive any submission requirements contained within this RFQ, and to waive any irregularities in any submitted response.

A review committee will review each response submitted and shall recommend to the URA Board of Directors a list of respondents based upon their response to this RFQ.

SUPPLEMENTAL INFORMATION

[p4 Pittsburgh](#)

[Equitable Development: The Path to an All-In Pittsburgh](#)

[Pittsburgh-Allegheny County MBK Playbook](#)

[Pittsburgh Black Elected Officials Coalition](#)

[One PGH: Resilient Pittsburgh](#)

[Neighborhood Attraction Factors Impacting the Young Professional African American Population in the City of Pittsburgh](#)

[Welcoming Pittsburgh Plan](#)