

RFP: Creation of Staff Diversity, Equity, Inclusion, and Belonging Comprehensive Program

Department: Human Resources

RFP Number: 2023-001-HR

Start Date: 10/25/2023

Amended Close Date: 11/20/2023 5:00 PM

Questions Received and Associated Responses Provided

1. How many employees does the City of Walnut Creek have?
Approx. 350 regular, benefitted employees and 646 total active employees including part-time hourly employees.
2. Do you have an approx. percentage of sworn and non-sworn personnel?
There are 73 employees in our Police Management and Police Officers Units, and 30 members in our Civilian Police Unit.
3. How many are on your Executive Leadership Team?
There are seven (7) Department Directors. In addition, the City Manager, Deputy City Manager, and other senior leadership may be included such as the City Clerk, Community Relations Manager, etc.
4. Can you elaborate a little more on the request for the creation of a formal Welcoming Ordinance? Can I assume you want our assistance in writing the language for the Ordinance, and that your staff will facilitate all the internal communication and requirements? (The complete process often involves working with a City Attorney and/or a City Clerk (with internal processes, timelines, etc.), and it usually then requires going to the City Council for approval.)
This is accurate. The support would be needed in writing the language and advising content.
5. Your RFP (page 2) makes reference to "groups of employees." Just wondering if you have "formal" Employee Resource Groups, and, if so, do they each have a particular interest or focus? Just looking for some background on who they are and how they are grouped.
This is referring to Rising TIDE, subcommittees' within Rising TIDE.
6. I assume that interaction with your City Council is subject to Open Meeting laws?
That's correct.
7. Do you have any particular preference for their training to be "separate" or "included" with your leadership?
As of now, we are open to a proposer's expertise and guidance on this matter.
8. Your RFP (page 2) makes reference to training for Commissions. Are they external Commissions? Can you provide some info on how they are, how many, etc. I welcome the Commission names (not the individuals but overall Commission name) if you can share that.
The City has established five Commissions (more [here](#)). Commissions are comprised of members of the Walnut Creek community (not City employees).
9. Do you have an anticipated timeline by which you would like this completed?
This timeline has not been established. However, a reasonable goal would be for the base version of the DEIB Comprehensive Program to be formed and published online by December 2024 and an ongoing, long-term training roadmap established and running by June 2024.
10. Any particular preference for in person? virtual? Or, most likely, an approach that includes both?
Ideally, we would offer both in person and virtual trainings. However, preference would be for most trainings to take place in-person.

11. And, lastly, are you able to share your budget for this? That is very helpful as we finalize our best approach for you.
We would like you to provide a cost estimate based on the work items identified in the RFP.
12. What is driving your need for this work now?
Council Priorities
On February 28, 2023, the City Council identified five strategic priorities for the next two calendar years (2023 and 2024). City Staff has used the Council Priorities as a guide when building the FY24 & 25 budget. [One of which is] as follows:
Diversity, Equity, & Inclusion (DEI)
Keep building on the progress made to further establish Walnut Creek as an inclusive community that welcomes diversity. Implement top DEI priorities through policies and practices, representation on City committees and commissions, training, events, outreach to under-represented communities, and partnerships with not-for-profit organizations. Monitor internal and external progress against clear, measurable goals.
13. What internal City departments will we primarily be working with?
Human Resources will lead formation of the program. However, all [regular, benefitted] staff will be required to participate in training.
14. Outside of the city departments, are there particular groups, community members or organizations that will need to be a part of this process?
Yes. The internal working committee, Rising TIDE, as well as City Council, will be incorporated into the process. [City Commissions and Committees](#) will also be included in training plans.
15. Can you provide a breakdown for the number of individuals in each group/category:
Department # = 6
16. Do all groups have access to technology, computers, and the internet?
Yes. However, we would like to offer trainings both in person as well as remotely. Emphasis will be on in-person training.
17. Can you provide details on what you currently have in place for DEI initiatives, programs, training or practices (systems), whether formal or informal?
- Citywide staff culture survey conducted/analyzed by CircleUp Education.*
 - Formation and naming of internal working group, Rising TIDE. This committee has led book clubs, Lunch and Learns, and publishes internal cultural news articles. They are also drafting a Chosen Name Policy, and have established other areas of priority such as language translation, accessibility, and parental leave transparency.*
 - 3-hr. training provided to all current staff on the topics of Diversity, Inclusion, and Implicit Bias (provided by CircleUp Education and tracked by City HR).*
 - Decentralized efforts have also taken place including but not limited to work being done by the Arts and Recreation Equity Workgroup (more [here](#)).*
18. If you have had something in place in the past, what form and how has it been delivered (i.e. face to face, virtual, training, discussions, ERG's, etc)
Trainings were either fully virtual via Zoom or fully in-person. Both options were offered.
19. What have been the challenges or hurdles in attempting to approach this work?
There is a very wide spectrum of understanding around these topics by both employees and community members alike. Providing education and striving for excellence is essential in this effort, but there will always be heightened emotion around these topics due to everyone's diverse lived experiences. Navigating these heightened emotions and making sure that all feel respected along the way is one of the most difficult and also important aspects.
20. How is the current acceptance and view of DEIB within the Walnut Creek Community?

While it appears that the majority voice at the City believes DEIB work to be an important effort and growing piece of City culture, it would be pertinent to conduct a survey to make sure all voices/opinions are accounted for. With regard to the community, City Council has incorporated public opinion into their decision-making process. Therefore, this effort is underway in part due to the community calling for this work.

21. Will there be major roadblocks or political challenges given the landscape and view of DEIB of the last few years?
We do not anticipate major roadblocks to completing the current goals outlined in the RFP announcement. One of the main challenges, as exists in any organization, will be to complete the effort in a timely fashion with available staffing.
22. Have you ever used, employed a DEI or Organizational/HR Strategy Consultant? If so, what worked, what didn't?
Yes. The City of Walnut Creek utilized CircleUp Education for the most recent work of training all employees on the topics of Diversity, Inclusion, and Implicit Bias. The City found CircleUp to be highly professional, knowledgeable in this space, and progressive while also meeting our organization where we are. The City looks to diversify service providers and consider all ranges of services and their associated price points as it relates to the work requested.
23. What are your expectations regarding activities and engagement from a DEI consultant(s)?
Please consult section C (Scope of services).
24. What is the style of the consultant that you believe you will need or do you think will work best with the city?
The consultant will be able to meet the organization where we are, taking into account the diversity of opinion by employees with lived experiences across a broad spectrum. The consultant and its representatives will be flexible, understanding, professional, highly sensitive and mindful in their speech and delivery of ideas, as well as exhibit alignment with the City's Values.
25. What training should be delivered in your perspective? What frequency?
We are looking for the survey results to inform trainings selected (two or three trainings on top of staying up-to-date on providing foundational trainings to all new incoming employees).
26. Will there be a need for further strategic work as a result or after this RFP?
We are looking for a consultant to help guide us in mapping out a sustainable program. This may or may not require additional consultant support depending on the work required in conjunction with staffing and funding made available.
27. What are your expectations around how we engage in this work?
We are looking for a consultant that is available, communicative, and flexible. This would require email, phone, and occasional in-person collaboration.
28. What are the expectations around frequency of being on-site in Walnut Creek from out of state? (i.e. on-site a lot over the first month, a few times over 6 months, hold mostly virtual meeting, travel, etc)
Most work will be able to be completed remotely. Ideally, we would offer both in person and virtual trainings. However, preference would be for most trainings to take place in-person.
29. Are there any limitations regarding what can be done with regard to performing an organizational/municipal assessment, discussions, interviews?
We would prefer to collect data with minimal impact on employee productivity.
30. How do you see activities being scheduled with stakeholders?
Communication will go through Human Resources, with most scheduling happening in Microsoft Outlook and via Teams.
31. Should focus groups and community conversations be included/considered or will this be strictly internal to city employees and administration?

This work is centered around internal City employees. However, the City is in constant partnership with the community.

32. Will the assessment primarily focus on city employees, or will there be additional stakeholders involved?

The assessment will primarily focus on City employees. A presentation of the findings of the assessment may need to be provided to the Executive Team, Human Resources, the internal working group Rising TIDE, and City Council.

33. Will we have access to the previous survey collected in 2021?

Yes

34. Do you have an internal DEIB committee or individual leading the work that we would be working with?

There is a 1.0 FTE Analyst in Human Resources assigned to DEIB. Communication would go through this individual. In addition, the City has formed an internal working group Rising TIDE. The goal is for this consultant to help facilitate strong communication and collaboration between HR and Rising TIDE. However, the elements delineated in the RFP are projects to be lead and administered from within HR. Rising TIDE is working on separate, albeit related and important, efforts.

35. Do you have a DE&I Council?

There is a 1.0 FTE Analyst in Human Resources assigned to DEIB. Communication would go through this individual. In addition, the City has formed an internal working group Rising TIDE. The goal is for this consultant to help facilitate strong communication and collaboration between HR and Rising TIDE. However, the elements delineated in the RFP are projects to be lead and administered from within HR. Rising TIDE is working on separate, albeit related and important, efforts.

36. If so, what is your charter and deliverables?

The RFP posted delineates the most up-to-date goals of the City in relation to DEIB. Separately, the internal working group, Rising TIDE has established priorities which were approved by the Executive Leadership Team. Examples of these priorities include matters such as a Chosen Name Policy, Language Translation Services work, Accessibility efforts, and Parental Leave Transparency.

37. What has been done to advance Diversity, Equity, Inclusion, and Belonging Training?

In 2021, a 3-hr. training was provided to all current staff on the topics of Diversity, Inclusion, and Implicit Bias (provided by CircleUp Education and tracked by City HR). Aside from this training, other decentralized efforts have begun such as the Rising TIDE, and [Arts and Rec Equity Work Group](#).

38. What is the impetus for this RFP (statute, regulations, etc.)?

The Scope of Services delineated in the posted RFP reflect priorities established by City leadership. Due to the City's Purchasing Policy, the City is required to prepare a Request for Proposal/Quotation for purchases of services over \$30,000 within a 12-month period.

39. Could you provide your current strategic plan?

The RFP posted delineates the most up-to-date goals of the City in relation to DEIB. Separately, the internal working group, Rising TIDE has established priorities which were approved by the Executive Leadership Team.

40. Within what timeframe are you seeking to have a fully trained organization?

This timeline has not been established. However, a reasonable goal would be for the base version of the DEIB Comprehensive Program to be formed and published online by December 2024 and an ongoing, long-term training roadmap established and running by June 2024.

41. What are the current metrics you feel will measure success, ie., what is the desired state?

We are looking for a consultant to make a recommendation for metrics to measure based on their expertise around this subject matter. The chosen consultant will be able to reference the previous survey utilized.

42. What Learning Management System can we upload learning content in to?
Walnut Creek utilizes NEOGOV-Learn to track trainings for staff. We are open to other modalities but are motivated to continue utilizing NEOGOV-Learn wherever possible as it is integrated with our onboarding processes.
43. What are the accountability procedures in place to ensure execution?
A 1.0 FTE Analyst in Human Resources was added to the budget to be allocated to DEIB, and was adopted in July 2023. Human Resources has filled this position, in alignment with City Council priorities. Allocating an employee to this effort ensures that the priority of time and effort remains focused on this project, in spite of other unanticipated changes or unforeseen emergencies. In addition, Human Resources has recently restructured to include its own Director (rather than HR staff reporting to the Assistant City Manager). This allows for additional guidance to be provided to this effort.
44. What training have you tried in the past?
See answer #37.
45. What worked and what didn't?
We found communication with Directors and dissemination of incompleteness lists through managers to be an effective way of making sure that all employees attended the training. We received feedback from some folks saying that the training was too long. It is clear that some employees are more open and enthusiastic to these topics, while others would not consider them to be necessary. However, the majority of employees were receptive, engaged, and present at the trainings.
46. What is the length of the contract?
This will be at least 12 months but may require additional time based on the contractor's experience and expertise delivering the services listed in the RFP.
47. Will respondents be disqualified or adversely impacted during the evaluation process if they were to submit exceptions?
No. The City is prepared to lean on consultants' as subject matter experts and therefore will consider exceptions where appropriate.
48. Does the City of Walnut Creek accept remote online notarized signatures and secure remote online documents?
Yes.
49. How soon will they want to begin the Assessment phase?
The soonest possible assessment phase kick-off would be January 2024.
50. What are your on-site requirements/expectations for this RFP? Is the contractor for this project expected to be fully remote, fully on-site, or both remote and on-site?
Most work will be able to be completed remotely. We would like to offer trainings both in person as well as remotely. Emphasis will be on in-person training.
51. Are all services that the City provides considered in scope for this effort? (i.e., all departments/teams within the City where potential 'gaps in services' may be identified)? Are there any departments/groups that are out of scope?
Volunteers and/or consultants (those who are not on City payroll) will not be participating in the surveys and/or trainings (with minimal exception).
52. Can you provide a brief overview of the organizational structure for the City of Walnut Creek?
Find the City's org chart [here](#).

53. Please provide an overview of the City's employees who will be involved in this project: Title, Project Role, nature of involvement, and estimated time allocation to project.
The point contact for this project will be Kathryn Tunney, HR Analyst. DEIB is Kathryn's primary work duty. Kathryn will report directly to the HR Director, Trish Raver (who reports to the City Manager). With regard to the training: all, approx. 350, full-time staff will be required to take these trainings (as well as City Council and Commissions). We anticipate assigning two trainings in addition to a foundational training provided to all arriving staff. An official timeline has not been established. However, a reasonable goal would be for the base version of the DEIB Comprehensive Program to be formed and published online by December 2024 and an ongoing, long-term training roadmap established and running by June 2024.
54. Are there significant differences in contracting policies and practices across the City of Walnut Creek's different departments or are they relatively homogenous?
There is one centralized purchasing policy which encompasses all departments.
55. Can you provide details of the DEIB history, policies, procedures, systems, and practices that the City of Walnut Creek currently has?
*Established a community-based DEI Task Force with Council, public and staff representation, as well as an internal staff DEI working group, Rising TIDE.
 Established DEI and implicit bias training for all City staff, Council, and Commission members.*
56. Have studies been done on community perception of the City's DEIB efforts? Can the City share the results of these studies?
A survey has not been conducted on this specifically. However, you are welcome to listen to the recordings of public comment at City Council meetings (all public records may be found [here](#)). For more context on community trends, please see the outcome of the Citizen Survey results posted [here](#).
57. Is the DEIB assessment focused on the City's organization and its employees and/or the wider community (consumers of the City's services) and how the City will need to continue to evolve to meet those changing needs?
As of now, we envision the DEIB assessment to be a measurement of staff culture around these topics. How staff interact with each other also impacts how we/they serve the community, which is at the core of employment at the City. Therefore, while the emphasis is internal, there will be crossover.
58. What is the total budget for this project? Has it been approved and included in the FY 2023-24 budget year?
The FY24 & FY25 budget includes the addition of a DEI analyst position, DEI training for City staff, Council members, and Commissioners, Police crisis-intervention and de-escalation training, as well as funding for additional DEI activities as discussed [by City Council on April 18, 2023](#).
59. Does the organization have an existing DEIB Roadmap?
*Council Priorities
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partnerships with not-for-profit organizations. Monitor internal and external progress against clear, measurable goals.

60. Is there a dedicated communications team that will support the project?

See #53.

61. How is training delivered around various programs within the City of Walnut Creek?

The City currently uses NEOGOV-Learn to deliver/track the majority of HR-led trainings. Among different departments/groups, the City has held trainings in-person, virtually, and hybrid. These have been both recordings and live events. The modality is selected based on the specific need and budget associated.

62. Can you share your business priorities for 2024? Is DEI specifically tied to those?

See #58. The goals outlined in this RFP are directly related to Council Priorities and the adopted two-year budget.

63. Can you share the 2021 survey results?

The selected proposer will have access to these results.

64. Do you have any Rising TIDE documents that would be helpful for proposers to review (a plan, meeting minutes, etc.)?

Here is an excerpt from the adopted budget which is relevant background information:

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65. Can we see any agendas/ materials / recordings from the original three hour staff training so see what has already been covered?

Full details will be provided to the selected consultant. However, here is a high-level summary and a list of the sections of the 3-hr. training provided to staff, City Council, and Commissions:

Diversity Uncovered™ Training: An Interactive Introduction to Implicit Bias, Microaggressions, and Inclusion (Building Common Language to Discuss & Understand Unconscious & Unintentional Workplace Discrimination)

- a. The Elephant in the Room*
- b. Stereotypes and Perceptions*
- c. Implicit Bias and Microaggressions*
- d. Interrupting Microaggressions*

66. Do you expect this program to be more focused on the DEIB of the internal facing culture of the City or also include externally facing / community-related aspects?

As of now, we envision the DEIB assessment to be a measurement of staff culture around these topics. How staff interact with each other also impacts how we/they serve the community, which is at the core of employment at the City. Therefore, while the emphasis is internal, there will be crossover.

67. Will we be working with the Rising TIDE's group as our "advisory/steering" committee? Is there also a community /resident equity group we will be working with?

The point contact for this project will be Kathryn Tunney, HR Analyst. DEIB is Kathryn's primary work duty. Kathryn will report directly to the HR Director, Trish Raver (who reports to the City Manager). Rising TIDE and Human Resources work collaboratively to meet independent goals while having similar missions.

68. How does this project connect to the City's Diversity, Equity and Inclusion Task Force? Would the consultant be allowed to meet with them (either as a group or individually as stakeholder interviews)?

The DEIB program was a recommendation of the task force.

69. Is this project solely focused on the HR Department's scope of roles and responsibilities or do you expect the program to have specific recommendations for each city department?

Our current project is centralized and aiming toward City-wide impact. There may be specific findings in an assessment that would require a slightly different approach per department(s). We will be open to reviewing data and adjusting where appropriate.

70. Do you expect this proposal to include the creation and delivery of the additional 2-3 staff trainings?

Yes

71. How many people will attend these trainings? How long should they be? In person or virtual?
Approx. 350 regular, benefitted employees, plus City Council and Commissions; We ask that you propose what would be best, in your experience. With regard to modality, we hope to offer both virtual and in-person. Emphasis will be on in-person trainings.

72. What is the anticipated length of time for the project?

This timeline has not been established. However, a reasonable goal would be for the base version of the DEIB Comprehensive Program to be formed and published online by December 2024 and an ongoing, long-term training roadmap established and running by June 2024.

73. Can you please provide a max budget amount or ideal budget range? Because of the lack of specificity in this RFP, the variables of the project are not well enough defined for all the consultant bidders to provide you with apples to apples estimates.

We would like you to provide a cost estimate based on the work items identified in the RFP. In the review stage, if there are questions about the scope of items on the proposal or the cost associated, we will inquire with the proposer.

74. What does the deliverable of "A comprehensive DEIB Program" look like to the City? Is it a big pdf? A digital folder of numerous different tools, resources, and documents? An internal website?

We welcome the proposer's recommendation on the comprehensiveness of the program.

75. What are the number of employees in the City, who will be a part of this Program?

All regular benefitted employees, which is approximately 350.

76. What would be the Preferred mode of Training?

We would like to offer trainings both in person as well as remotely. Emphasis will be on in-person training.