

**Request for Proposal**

Racial Equity Consultant and

Team Leader

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**Section 1:** **Introduction & Requirements**

I. Context/History

La Crosse County recognizes that government – at the local, state, and federal level- has played a historical role in creating and maintaining racial inequity through a wide range of laws, policies, and practices. These racial inequities persist today as demonstrated through lower graduation rates, higher incarceration rates, worse health outcomes, and lower rates of home ownership.

La Crosse County also knows that other populations and individuals from diverse backgrounds continue to face structural barriers to successful outcomes and continue to be marginalized including people that are poor, women, immigrants, people with disabilities and those discriminated against based on sexual identity or orientation, faith, ethnicity, or other protected classes. Through an equity, inclusion, and belonging lens, the county desires to work to create a vision and strategic targeted road map to dismantle structural barriers to improve outcomes for all individuals in our county.

In April, 2021, the La Crosse County Board of Supervisors passed a Resolution entitled “Racism as a Public Health Crisis” at the following link: <https://apps.lacrossecounty.org/CountyMeetingDocuments/MeetingDocuments/1County%20Board/2021/April/2-4-21%20%20Resolution%20Re%20Racism%20as%20a%20Public%20Health%20Crisis.pdf>

The passage of this resolution caused La Crosse County to forge a path forward that included internal work to identify a core equity team led by the Human Resources Director, and external community work driven by a core equity team led by an external Consultant. With the initiation of this Request for Proposal (RFP), the county is demonstrating a commitment to self-examination with the end goal of addressing inequities within our county and driving optimal results outlined in the resolution and beyond.

II. Objective

Create an overarching Equity, Inclusion and Belonging (EIB) vision, strategy, road map, and plan for La Crosse County to increase and embrace diversity, equity, and inclusion across the county. In addition, the objective will be to incorporate anti-racism principles across La Crosse County leadership, employees, staffing and contracting. The EIB Plan will ensure equity is at the forefront of all county policy, programming, and budgetary considerations.

III. Background Information on County

La Crosse County is home to approximately 120,000 residents, located in the Driftless Region of southwestern Wisconsin where the Mississippi, Black, and La Crosse Rivers meet, and lies within the boundaries of the ancestral land of the Ho-Chunk Nation.  Known as the Coulee Region, the land was not reshaped by glaciation events and therefore boasts stunning valleys and towering bluffs that provide ample recreational opportunities. La Crosse County offers great sense of community, with an active and engaged population including a vibrant art scene, live music and performance, and diverse community festivals and events.

La Crosse County is home to three post-secondary educational institutions and two major medical centers. Educational services, health care, and social assistance is the top industry in the county followed by retail trade; arts/entertainment/recreation, and manufacturing.

La Crosse County has experienced waves of colonization since the 1800s starting with French fur traders. Like other regions, La Crosse County became home to numerous African American families after the end of the Civil War. George Coleman Poage, who participated in the Olympic Games of 1904, and George Edwin Taylor, the first African American to run for president in 1904, are two of the most well-known historical African American figures from the area.   Most recently, Hmong refugees relocated to La Crosse County in the late 1970s through the early 1980s, contributing to the warm and vibrant culture of La Crosse County.

According to the 2021 population estimates of the U.S. Census, La Crosse County has a population of 120,784. The demographics are:

* American Indian or Alaska Native .5%
* Black or African American 1.6%
* Two or more races 1.9%
* Hispanic or Latino 2.1%
* Asian 4.7%
* White alone, not Hispanic or Latino 89.5%

The County’s legislative body is the 30-member Board of Supervisors, each elected to a two-year term of office. The Board delegates responsibility to its membership by using the Standing Committee form of government. The six committees are Executive; Veteran’s, Aging and Long-Term Care; Health and Human Services; Judiciary and Law; Planning, Resources and Development; and Public Works and Infrastructure. The Board appoints an Administrator to carry out its policies and ordinances. The Administrator is also responsible for preparing the annual budget, appointing department heads, and overseeing the day-to-day operations of the County.

La Crosse County had 1,059 full-time equivalent employees at the end of 2020.

IV. County Scope of Work

EQUITY, INCLUSION, AND BELONGING PLAN CONSULTANT

* 1. GENERAL

Consultant shall be solely responsible for the safety of Consultant's employees and others relative to Consultant's work, work procedures, material, equipment, transportation, signage, and related activities and equipment.

Consultant shall possess and keep in force all licenses and permits required to perform services under this Agreement.

* 1. RESPONSIBILITIES OF CONSULTANT

*(May be revised during the contracting process to incorporate certain proposed approach elements or service offerings from the selected proposal)*

* 1. Consultant shall lead an external equity team and provide Equity, Inclusion, and Belonging (EIB) Plan consulting services which shall include, but not be limited to, the following tasks and services:

Task 1. Scope of Work

The consultant will finalize the project approach, scope, and schedule with the county prior to final contracting. This will include developing an ongoing project coordination plan to facilitate meetings and monitor progress and schedule to ensure that the EIB Plan is completed within an efficient and realistic project schedule. The consultant will lead the external equity team. The consultant will meet, align, and agree with Project Leadership Team.

Deliverables & Meetings:

* + - Consultant Work Plan
    - Propose a budget to accomplish the needed activities
    - Project Schedule, including meetings and milestones
    - Regular meetings with core County Project Leadership Team
    - Agendas and minutes for all meetings should be kept, shared, and stored in a project repository

Task 2. Stakeholder Engagement

* + - Consultant shall engage county leaders, community members, activists, county employees, the county board and committees, and partner organizations in the development of the EIB Plan to collect ideas, values, histories, and other feedback from a diverse audience and to help ensure that recommended strategies are targeted, intentional, and effective. The goal is to ensure that stakeholders have an opportunity to engage in both the creation and implementation of the EIB Plan. The Consultant will use the information gathered during stakeholder engagement to help determine the goals and strategies for the EIB Plan.
    - Identify barriers and mitigation strategies to participation for marginalized communities.
    - Create easy forums for people of all abilities to be heard and offer feedback and insight.
    - Identify resources and accountability measures for inclusive engagement. (Language interpretation, ADA accommodations, analog and digital tools, days/times/venues of meetings, stipends, etc.)
    - Design the engagement around the most vulnerable populations and ensure that the methods and tools are easily understood, culturally appropriate, and accessible.

Deliverables & Meetings:

* + - Stakeholder Engagement Plan, including recommendations of other key stakeholders and the best ways to communicate with them.
    - Meetings with key stakeholders, community groups, etc. Number of meetings to be determined by project plan
      * + County Boards and Commissions
        + Activist Organizations
        + Community Councils
        + Community support organizations
        + County Departments
        + Elected Officials
  1. Participation in community/neighborhood and/or county-sponsored events where county residents will have the opportunity to receive information and provide input. Number of events to be determined by project plan
     + A summary, at project conclusion, of all stakeholder engagement activities conducted and the key takeaway messages.

Task 3. Create Equity, Inclusion, and Belonging Plan (EIB Plan)

The consultant will collaborate with La Crosse County staff to develop an organizational workplan (EIB Plan) to address and dismantle systemic racism. La Crosse County’s EIB Plan will serve as the primary guiding document for the county to identify and address long-standing policies, systemic inequities, and develop a roadmap that will build a more just and inclusive community. Through the EIB Plan, the county aims to identify and remove barriers to the quality of life for La Crosse County residents. The consultant will lead the creation and facilitate the implementation of strategies to identify and close the equity gaps for people from diverse backgrounds. The consultant will engage county leaders, community members, and partner organizations, focusing particularly on listening to and reflecting the needs of traditionally underrepresented populations. The steps to develop an EIB Plan include:

1. In collaboration with La Crosse County Human Resources, conduct an assessment of the internal policy and procedures to identify existing disparities in La Crosse County and developing strategies that ensure racial equity is a core element of La Crosse County’s practice. Assist in the development or modification of policies that improve the wellbeing of all residents, advance social justice and eliminate systemic racism.
2. In collaboration with La Crosse County leadership, develop a roadmap, process, or mechanism for all La Crosse County employees to be able to view processes or policies through a lens that focuses on inclusivity. The EIB Plan will identify metrics, milestones or targets of success within the plan. Train staff on how to apply the Equity, Inclusion, and Belonging framework to policies, programs, and services.
3. Work with La Crosse County to build alliances and partnerships to improve wellbeing and increase success rates in communities of color, women, immigrants and refugees, and other marginalized communities. Primary areas of focus are human services, health, criminal justice, economic development, neighborhood development and parks. Utilize the roadmap, process, or mechanism in #2, to aid in building alliances and partnerships. Identify available metrics in each area to establish the baseline and to measure progress and success towards achieving the strategies include gathering relevant data and disaggregating data to identify disproportionate impacts by racial, ethnic, and economic demographics.

Deliverables & Meetings:

* + - La Crosse County EIB Plan to include elements listed above and others as suggested by the Consultant or identified through community engagement and agreed to by the County's Steering Committee/Implementation Team.
    - Presentations to the county administrator, county board chair, and La Crosse County Board of Supervisors, and other groups as determined through the EIB Plan creation process.
      * Public meetings to present the EIB Plan to the county and communities.
    - Format deliverables must be compatible with DemandStar.

Task 4. Build Staff Capacity to Implement the Equity, Inclusion and Belonging (EIB) Plan

As part of the EIB Plan, the Consultant shall make recommendations to build La Crosse County capacity to implement the Equity, Inclusion and Belonging Plan. The Consultant will work with the Human Resources Department and the Implementation Team to help ensure the County is best prepared to implement the EIB Plan. This may include:

* + - Recommendations of actionable steps to help ensure the County is prepared to implement the EIB Plan, including recommendations for building County staff capacity for implementation.
    - Examination of how the County could best use existing or new staff positions, whether in generally dedicated to equity or a specific type of equity such as disability and accessibility.
    - Recommendations for specific types of trainings or accreditations to improve staff's equity foundations and actions.
    - Best practices to increase employee diversity and equitable opportunities for employment with the County.

Deliverables & Meetings

* Consultant shall have the ability and discipline to produce written documents in the form of PowerPoint presentations; training materials; summarizing documents that articulate key take-aways from meetings, trainings and convenings; recommendations to inform future strategic decision-making; among other materials which are high quality, easy to understand, and professionally presented. Written materials should reflect the following:
  + - * 1. Rigor: Driven by thoughtful, quality, and detail-oriented processes, project output, and reflect client/team interactions.
        2. Ethical: Demonstrates strong ethics - high ethical and moral standards; communicates clearly.
        3. Action-orientation: Documents should communicate in a way that help others see opportunities, navigate barriers, and problem solve solutions that enhance La Crosse County’s deliverables, processes, and practices.
        4. Professional: Materials shared with the La Crosse County should be clear, easy to understand, and reflect a high standard of communication and professionalism.
        5. Timely: Documents should be prepared and ready to share within the timeline specified in this Agreement. If additional time is needed, the request should be communicated in writing with advanced notice (at least 3 weeks).
    1. Hours and Location of Work.

Services shall occur both in-person and remotely.

* + 1. Monitoring/Security.

Consultant agrees that it will comply with all contract monitoring and evaluation activities undertaken by the county, and with all security policies and requirements of La Crosse County.

* + 1. Reporting Requirements

Consultant shall report to the County Administrator and Human Resources Director (Project Leadership Team) on a regular basis regarding the status of the project and its progress in providing the contracted services and/or products. At a minimum, Consultant shall submit a monthly invoice to the Human Resources Director detailing the services and/or products provided, the goals/tasks accomplished, and the associated costs. If hourly rates are charged, the invoice must also detail the number of hours, the hourly rate, and the individual who performed the service.

D. DELIVERABLES

The data used in compiling, and the results of, any tests, surveys, or inspections, as well as all photographs, drawings, renderings, schedules, data processing output, computations, studies, audits, reports, models, and other items of like kind prepared by consultant, its employees, and consultants, shall be the property of County on which County shall own the copyright. Consultant may retain reproducible copies of all the foregoing documents for information and reference and customary marketing and public relations. The originals of all the foregoing documents shall be delivered to County upon completion of the work and before final payment is made. This provision may be enforced by an order of specific performance and is independent of any other provision of this Agreement.

E. DISCLOSURE OF COUNTY RECORDS

Because County shall own the documents generated by consultant pursuant to this Agreement, consultant shall not, without written approval by La Crosse County, disclose publicly said records. Consultant understands that the information obtained in the performance of this Agreement is confidential and may be shared with employees of County or others only on a need-to-know basis.

**Section 2: Proposal Submission**

I. Proposal Submission

All proposals shall be submitted in complete original form using the Oniva Demand Star Network as the automatic procurement information notification and document distribution system. Demand Star will also serve as the proposal collection destination.

La Crosse County will no longer accept ppoposals that are mailed, (UPS, Fed EX, U.S.P.S.) faxed or dropped off in person. Vendors must register on-line

II. How Candidates Should Submit Their Proposals/Deadline

Proposals shall be submitted in complete original form. No faxed or emailed proposals will be accepted. Interested consultants shall submit their proposal via **DemandStar** procurement website beginning June 14, 2022.

The DemandStar website is a procurement notification, document distribution and proposal collection website. Consultants must register on-line at:

<https://network.demandstar.com/>

Please call DemandStar at 1-866-273-1863 with questions.

After registering with DemandStar consultants should locate “La Crosse County” and this specific RFP titled “Racial Equity Consultant and Team leader”.

Proposals shall be uploaded to DemandStar no later than

**10 am, CST, July 8th, 2022, to:**

**Racial Equity Consultant and Team Leader**

DemandStar will not accept proposals after the time and date above.

**Section 3: Consultant Experience and Qualifications**

1. Introduction

Candidate shall provide a personal and professional introduction illustrating in what ways and why the scope of work on this RFP is desired, relatable, and motivational

1. Qualifications
2. DEGREES
   * List and provide evidence of degrees acquired
3. CERTIFICATIONS
   * List and provide evidence of any/all certifications related and needed to execute the RPP scope of work
4. LEADERSHIP COMPETENCIES
   * List and provide candidate leadership competency strengths and development needs needed to lead and execute this scope of work
5. Experience
6. WORK EXPERIENCE –
   * List and provide evidence of previous roles including job title, length of time served in each role, job responsibilities for each previous role, scope, breath, and depth of each role, and size of organizations and size of direct reports\ i.e., what size teams candidate has led?
7. PROJECTS LED/PARTICIPATED
   * Provide an overview and evidence of prior project experience as a leader and participant in projects. Describe how this experience prepares candidate for current role.

IV. Referrals/Recommendations

Each Consultant must include in their proposal, a list of organizations, including points of contact (name, address, and telephone number), with similar scope of work and/or governmental engagements which can be used as references for work performed in service required. Selected organizations may be contacted to determine the quality of work performed. The results of the references will be provided to the evaluation team and used in scoring the written proposals.

**Section 4: Consultant Approach**

1. Their Proposed Approach

Candidate provides a detailed and robust overview of how to approach the full scope of work referenced in the RFP including, but not limited to, consulting the Project Leadership Team, and leading an external core team to drive the work.

1. Their Proposed Fees

Candidate will provide a detailed, specific, and itemized list of proposed fees for the full scope of the project.

**Section 5: Openings/Interviews and Evaluations**

1. Proposal Openings

Proposals received in compliance with this RFP will be publicly opened via the DemandStar website at 10:05 am, CST, July 8th, 2022, in the following location:  
  
 La Crosse County Administrative Center

212 6th St N, Room 2501

La Crosse, WI 54601

At that time, the names of consultants who submitted a proposal will be announced. Announcement of the names of the consultants who submitted a proposal is not a guarantee that the proposal otherwise complied with the specifications of this RFP.

Consultants wanting to participate in the proposal opening thru ZOOM or TEAMs should contact:

Bryan Jostad, Purchasing and Insurance Manager

608-785-5879

[bjostad@lacrossecounty.org](mailto:bjostad@lacrossecounty.org)

Please contact Bryan Jostad a minimum of 24 hours in advance to make virtual arrangements.

II. Ownership of Proposals

All proposals submitted on time become the property of the County upon submission, and the proposals will not be returned to the Consultants. By submitting a proposal, the Responder agrees that the County may copy the proposal for purposes of facilitating the evaluation.

III. Initial Evaluations

Each proposal shall receive a review by an evaluation team. The highest evaluated Consultant; up to 3; shall be requested to meet with the evaluation team for an interview. Consultants will be notified of their interview status no later than 4 pm, July 22nd, 2022. Consultants advancing to the interview stage will receive an interview agenda.

|  |  |
| --- | --- |
| Category | Points |
| Experience and Qualifications | 100 |
| Scope of Work | 100 |
| Cost Proposal | 100 |
| Initial Evaluation Total | 300 |
| Interview | 300 |
| Grand Total | 600 |

IV. Consultant Interviews

Consultant interviews are scheduled for July 2022. Interviews will be 60 minutes in length. Interviews can be in-person or virtual. Vendors participating in this process shall explain and support their written proposal through a presentation, and question/answer forum.

**Section 6: Terms and Conditions**

I. Terms and Conditions:

1. La Crosse County reserves the right to accept or reject any or all proposals or portions thereof without stated cause.
2. La Crosse County reserves the right to re-issue any requests for proposals.
3. Upon the selection of a finalist vendor, the County by its proper officials, employees, or agents shall attempt to negotiate and reach a final agreement with this vendor. If the County, for any reason, is unable to reach a final agreement with this vendor, the County reserves the right to reject such vendor and negotiate a final agreement with the vendor who has the next most viable proposal or bid. The County may also elect to reject all proposals and re-issue a request for proposal.
4. Clarification of proposals: La Crosse County reserves the right to obtain clarification of any point in a vendor’s proposal or obtain additional information. Please provide an email address or contact/phone number for this.
5. La Crosse County is not bound to accept the proposal with the lowest cost but may accept the proposal that demonstrates the best ability to meet the needs of La Crosse County.
6. The County reserves the right to waive any formalities, defects, or irregularities in any proposal, response, and/or submittal where the acceptance, rejection, or waiving of such is in its best interests.
7. The County reserves the right to disqualify any proposal, before or after opening, upon evidence of collusion, intent to defraud, or any other illegal practice on the part of the vendor.
8. The vendor agrees to the fullest extent permitted by law, to indemnify, defend and hold harmless, the County, and its agents, officers and employees, from and against all loss or expense including costs and attorney fees by reason of liability for damages including suits at law or in equity, caused by any wrongful, intentional, or negligent act or omission of the vendor, or its (their) agents and / or subcontractors which may arise out of or connected with activities covered by this contract.
9. Insurance:
   1. Vendor agrees that to protect itself as well as La Crosse County, its officers, Boards, and employees under the indemnity provisions set forth in the paragraph above, vendor will always, during the terms of this contract, keep in force insurance policies issued by an insurance company authorized to do business and licensed in the State of Wisconsin. Unless otherwise specified in WI Statutes, the types of insurance coverage and minimum amounts shall be as follows:
      1. Workers’ Compensation: minimum amount statutory
      2. Comprehensive General Liability: $1,000,000 per occurrence and in aggregate for bodily injury and property damage
10. La Crosse County shall be given thirty (30) days advanced written notice of any cancellation or non-renewal of insurance during the term of this contract. Upon execution of this contract, the vendor will furnish the County with written verification of the existence of such insurance. In the event of any action, suit, or proceedings against the County upon any matter herein indemnified against, the County shall within five (5) working days cause notice in writing thereof to be given to the vendor by certified mail, addressed to its post office address. The County shall cooperate with the vendor and its attorneys in defense of any action, suit or other proceedings.
11. Termination of contract. The contract shall include the following language: “without cause termination of contract with 90 days’ notice by either party”.