

City and County of San Francisco

Sourcing Event ID ADM-DS 2020-05

Response to Questions for Racial Equity Facilitation and Consultancy Support RFP

All documents related to this Informal Solicitation can be found on the Digital Services website at digitalservices.sfgov.org/rfp



Date Issued:	December 1, 2020
Pre-proposal conference date:	December 10, 2020 Register in advance to attend the pre-proposal conference: https://zoom.us/webinar/register/WN_fhRhy5yJTjeGpKA_-om-Ww
Deadline for RFP questions:	January 8, 2021
Deadline for RFP answers:	January 13, 2021
Deadline for RFP responses:	January 31, 2021
Buyer:	Name: Jane Gong Title: Deputy Chief Digital Services Officer Agency: Digital Services, Office of the City Administrator Address: 1275 Mission Street, San Francisco, CA 94103 Phone: 415-261-8032 Email: jane.gong@sfgov.org

1. How much more progress have you made on the racial equity plan since December 10, 2020, when the Q&A session was held? If it is completed, can you share a copy?

The Office of the City Administrator's (ADM) Racial Equity plan has been recently completed, and can be found here:

https://sfgsa.org/sites/default/files/Document/Office%20of%20the%20City%20Administrator%20Racial%20Equity%20Action%20Plan_V1_12.30.2020.pdf

2. **The RFP requests conducting an assessment which is an excellent idea. You also indicate that this project aims to affect change in the culture. Interviews and focus groups are excellent for uncovering barriers to inclusion and otherwise unheard voices in the organization. Using the data for measuring success is a bit more complicated. Surveys are best for establishing baseline data from which to measure progress towards change over time. Will you be open to a three-part assessment that includes individual interviews, focus group interviews, and a survey? Our approach allows the results to converge. The result is that we can pinpoint where the organization presently is on a change continuum and capture the rich voices and experiences needed for a richer understanding of the survey results.**

Digital Services does not have a specific approach for the assessment in mind. If the vendor has a proposed approach for the assessment in Phase 1 (such as a three-part assessment suggested above), please tell us how this approach would be implemented. What materials will the vendor use, and to what end? Why does the vendor think that this is the best approach?

3. **What are the demographics of your organization?**

The Office of the City Administrator's Racial Equity plan includes the organization's racial demographics. Digital Services' demographics are included in the City Administrator's (ADM) organization-wide demographics.

4. **Is the organization diverse across the organizational chart?**

The Racial Equity Plan also discusses ADM's demographics across different classes of employment and in leadership positions.

5. **You want us to develop a proposal for Phase 1 & 2, correct? If so, are you envisioning a train-the-trainer component to sustain the training beyond the contract? New employees will need to be trained, for example.**

Yes, different approaches are needed for Phase 1 and Phase 2.

Phase 1:

Training-the-trainer is a potentially useful component of sustaining the training, but we do not want to confine sustainability to a one-time training that we do with new employees. The ideal vendor will help Digital Services continuously incorporate racial equity work in a way that is informal and self-perpetuating. When new employees learn about our work, they will learn about racial equity considerations in each aspect of our work.

Phase 2:

ADM envisions vendor development of a set of materials and resources that can be used after the end of the contract. Phase 2 will employ a train-the-trainer model to ensure that both existing and new staff are familiar with racial equity frameworks. ADM believes that a strong train-the-trainer model will be the most effective way of disseminating information to employees and sharing best practices.

6. **When you indicate that you are seeking the vendor's support in the various areas listed, does this mean that your team will do the majority of the work with our guidance, receive progress reports as we proceed for feedback, something in between? If the latter, what might that look like?**

Phase 1:

We would like the vendor to propose the best approach to doing racial equity work within our team. We expect the vendor to take the lead in doing racial equity work, with some feedback from Digital Services. This work will be an ongoing conversation between the vendor and Digital Services, and we can refine the approach as needed.

Phase 2:

Similar to Phase 1, we anticipate that the vendor will inform the ADM Racial Equity Executive Committee, providing best practices, suggesting strategies, and providing implementable action steps. The work is intended to be collaborative and draw on lessons learned and priorities developed in Phase 1.

7. Have you rolled out a full organization training before? If so, what are some lessons learned from that for us to take into consideration?

Phase 1:

Digital Services has completed Agile training (with an Agile coach). We've also been working through an equity education series. We've found the following components to lead to stronger teamwide engagement:

- Finding ways to identify practical application for our work
- Interactive activities (for example, workshopping ideas on a virtual whiteboard, such as Mural)
- Consuming materials synchronously as a group, rather than assigning homework in advance

Phase 2:

During Phase 2, the vendor will work with a much wider variety of departments, divisions, and programs. The Office of the City Administrator has 25 departments, divisions, and programs, all of which have received different kinds of trainings.

8. What has been gained from the racial equity work in the organization as of date?

Phase 1:

The Digital Services team has been self-organizing and meeting on a weekly basis to discuss topics related on racial equity. We've found that these discussions led to our team being more likely to apply an equity lens on our work, even when speaking about past projects. We conducted a survey on our weekly discussions in December. The survey revealed that:

- The conversations are valuable since they allow us space to consider these topics with our colleagues and build a shared foundation.
- Due to time constraints, these conversations also often feel shallow.

Phase 2:

The development of the ADM Racial Equity Action Plan required the participation and collaboration of ADM senior staff. Senior leadership has raised awareness around racial equity and emphasized the need for continued action. The ADM Racial Equity Executive Committee convened weekly for a period of approximately three months to gather relevant information, structure presentations and discussion questions, and strategize facilitation techniques for meetings with sub-working groups. In addition, ADM's Executive Committee created and administered a department-wide internal survey, emphasizing the importance of racial equity. Based on user feedback, the City Administrator's Office administered the survey, and numerous privacy measures were taken to protect the anonymity of respondents, of which employees were made aware. In total, 531 ADM employees responded to this survey, constituting 52% of ADM's 1,017 employees. This is a very robust response rate for a mostly online survey, and the survey respondents were generally representative of the ADM population as a whole. The resulting confidence interval meets the standards of an academic paper or professional poll. The survey results have been used to establish a baseline for employee attitudes regarding racial equity within the division.

9. Can we have copies from the Q&A of

- **Overview outline covered**
- **LBE PowerPoint**

The outline that the overview covered is in the Racial Equity RFP, on pages 9-10.

We are adding the LBE PowerPoint to the website. However, vendors should not rely solely on the information contained in the PowerPoint. Instead, they should refer to Attachment 2, which is posted on the website.

10. Do you have a Checklist of the items vendors must include in the proposal?

The checklist of required materials is listed in the RFP, on page 12, under Required Proposal Forms.