



REQUEST FOR QUALIFICATIONS: COLLABORATIVE DIVERSITY, EQUITY, AND INCLUSION CONSULTANT

Village of Glencoe
675 Village Court
Glencoe, IL 60022

City of Highland Park
1707 St Johns Avenue
Highland Park, IL 60035

Village of Wilmette
1200 Wilmette Avenue
Wilmette, IL 60091

IMPORTANT DATES:

Issued:	Friday, February 23, 2024
Questions Due:	Monday, March 11, 2024, 12:00 PM
Responses to Questions:	Monday, March 18, 2024 posted at www.cityhpil.com
Response Due:	Monday April 1, 2024 by 5:00 PM
Tentative Interviews:	Week of April 8, 2024
Award Anticipated:	By April 30, 2024

RESPONDENT INFORMATION:

Respondent Business Name: _____

Respondent Primary Contact: _____

Respondent Business Address: _____

Respondent Telephone Number: _____

Respondent Contact Email: _____

Purpose

The Village of Glencoe, City of Highland Park and Village of Wilmette (“Clients”) intend to contract with a consulting service (“Consultant”) to complete a collaborative diversity, equity, and inclusion review of the municipalities’ policies, processes, and initiatives and to provide actionable recommendations, as outlined in the Scope of Work section herein. The Clients believe a holistic review of the organizations is consistent with our respective missions, and will enhance our workplaces and communities as we foster inclusion and equity, and value diversity.

Qualifications and Cost Estimate

Respondents shall include a cost estimate for services in the Scope of Work section of this document. Respondents must note any items which the Respondent cannot perform or intends to subcontract. Respondents must indicate a not-to-exceed cost for service. The not-to-exceed cost shall be all-inclusive of all meetings, telephone calls, presentations, transportation, materials, supplies, labor, equipment, and any other costs required to fulfill the Scope of Work as identified herein.

Additional Information and Questions

Should the Respondent require additional information about this Request for Qualifications, please submit questions via email to Chris O’Neill, City of Highland Park, Management Analyst, chris.oneill@cityhpil.com. Questions are due no later than Noon on Monday, March 11, 2024.

Evaluation/Acceptance of Proposals

The Clients intend to select a Respondent that furnishes satisfactory evidence that it has the requisite experience, ability, resources, and staffing to enable it to perform the Scope of Work successfully. In making the determination as to whether to select a Respondent, the Clients will consider the following factors (listed in no particular order):

- Prior experience performing similar work
- Ability, capacity, and skill to fulfill the services as specified
- References from prior or current clients
- Overall approach to complete the Scope of Work
- Cost and timeline to complete the Scope of Work

Municipality Backgrounds

Glencoe, Highland Park and Wilmette, are located approximately 20-30 miles north of downtown Chicago. They comprise three of the eight communities fronting Lake Michigan collectively referred to as “the North Shore.” Below is a table of population demographics for the Clients based on the 2020 Census.

	Glencoe	Highland Park	Wilmette
Population	8,849	30,163	28,170
Age	>5 years: 5.3 % >18 years: 28.1% <65+ years: 19.8%	>5 years: 6.2% >18 years: 23.7% <65+ years: 25.3%	>5 years: 6.2% >18 years: 29.4% <65+ years: 20.6%
Sex	Female: 51.6%	Female: 51.6%	Females: 51.3%
Race	White: 93.9% Black or African American: 2.1% American Indian & Alaska Native: 0.0% Asian: 2.2% Native Hawaiian and Other Pacific Islander: 0.0% Two or more races: 1.8% Hispanic or Latino: 2.2% White alone, not Hispanic or Latino: 92.2%	White: 86.5% Black or African American: 0.9% American Indian & Alaska Native: 0.4% Asian: 2.9% Native Hawaiian and Other Pacific Islander: 0.1% Two or more races: 6.4% Hispanic or Latino: 10.1% White alone, not Hispanic or Latino: 82.6%	White: 81.8% Black or African American: 0.8% American Indian & Alaska Native: 0.1% Asian: 11.6% Native Hawaiian and Other Pacific Islander: 0% Two or more races: 4.6% Hispanic or Latino: 3.9% White alone, not Hispanic or Latino: 80.1%
>65 with a disability	3.1%	4.0%	4.0%
Median household income	\$228,750	\$159,567	\$183,750
Persons in poverty	1.9%	3.4%	2.9%

Below are tables of employee demographics for each Client.

GLENCOE*	Administration & Finance	Development Services	Golf	Public Safety	Public Works
Total Employees	12	3	6	38	41
White, Not Hispanic	11	3	3	33	29
Black or African American	1	0	0	0	6
Asian	0	0	0	0	1
Hispanic	0	0	3	5	5
Other/Two or More Races	0	0	0	0	0
Age	18-35 years: 3 36-64 years: 9 65+ years: 0	18-35 years: 1 36-64 years: 2 65+ years: 0	18-35 years: 0 36-64 years: 6 65+ years: 0	18-35 years: 15 36-64 years: 22 65+ years: 1	18-35 years: 12 35-64 years: 26 65+ years: 3
Sex	Females: 66.67%	Females: 33.3%	Females: 16.67%	Females: 18.42%	Females: 4.88%

*Glencoe data reflects full-time positions that are currently filled.

HIGHLAND PARK	City Manager's Office	Community Development	Finance	Fire	Police	Public Works
Total Employees	21	27	14	55	70	82
White, Not Hispanic	85.71%	62.96%	64.29%	90.91%	80.00%	50.05%
Black or African American	0.00%	3.70%	0.00%	0.00%	8.57%	15.85%
Asian	0.00%	11.11%	21.43%	0.00%	2.86%	3.66%
Hispanic	14.29%	22.22%	14.29%	9.09%	8.57%	30.49
Other/Two or More Races	0.00%	0.00%	0.00	0.00%	0.00	0.00%
Age	18-35 years: 5 36-64 years: 13 ≥65 years: 3	18-35 years: 6 36-64 years: 18 ≥65 years: 3	18-35 years: 4 36-64 years: 10 ≥65 years: 0	18-35 years: 21 36-64 years: 34 ≥65 years: 0	18-35 years: 27 36-64 years: 41 ≥65 years: 2	18-35 years: 7 36-64 years: 57 ≥65 years: 8
Sex	Females: 80.85%	Females: 40.74.1%	Females: 50.00%	Females: 3.64%	Females: 20.00%	Females: 14.63%

WILMETTE	Administration	Engineering & Public Works	Fire	Police	Water
Total Employees	43	47	46	59	19
White, Not Hispanic	81.40%	89.36%	93.48%	76.27%	89.47%
Black or African American	0.00%	0.00%	2.17%	3.39%	0.00%
Asian	9.30%	0.00%	0.00%	6.78%	5.26%
Hispanic	93.0%	6.38%	4.35%	11.86%	0.00%
Other/Two or More Races	0.00%	4.26%	0.00%	1.69%	5.26%
Age	18-35 years: 3 36-64 years: 35 <65+ years: 5	18-35 years: 14 36-64 years: 30 <65+ years: 3	18-35 years: 15 36-64 years: 31 <65+ years: 0	18-35 years: 20 36-64 years: 36 <65+ years: 3	18-35 years: 4 36-64 years: 14 <65+ years: 1
Sex	Females: 58.1%	Females: 10.64%	Females: 2.17%	Females: 20.34%	Females: 5.26%

Additional details about each Clients' DEI initiatives are described below.

Village of Glencoe

The Village of Glencoe is a non-home rule, special charter municipality that by ordinance operates under the council-manager form of government. The Village is governed by a Village President and six Trustees, all of whom are elected at large and serve overlapping four-year terms. The Village has a long-standing Council for Inclusion and Community, which is a volunteer advisory commission comprised of residents

appointed by the Village Board to work on initiatives, policy recommendations and other measures related to diversity, equity and inclusion within the community. In 2017, the Village Board and its counterparts at the Glencoe Park District, Glencoe Public Library, School District 35 and Family Service of Glencoe adopted the Village's Welcoming and Inclusive Community Pledge, which has been signed by nearly 1,000 residents. The Village's Human Relations Ordinance outlines the Village's strong public policy of being welcoming and inclusive, and rejecting any and all forms of discrimination and acts of hate. The Village currently is participating in the Learning and Operationalizing Racial Equity (LORE) Pilot Project through the University of Illinois at Chicago and the Metropolitan Mayors' Caucus, and staff continue to evaluate the Village's operating processes and procedures with a diversity, equity and inclusion lens, and seeks to continue operationalizing DEI initiatives to support the Village's organizational culture of being a welcoming and inclusive workplace. The Village's CY 2024 Budget provides for 107 full-time employees and numerous part-time and seasonal employees across all departments; as of January 2024, there are seven vacant full-time positions.

City of Highland Park

The City of Highland Park operates under a Council-Manager Form of Government whereby the Mayor and City Council set policy for the City, and appoint a City Manager to oversee the day to day operations of the City, and to carry out the policies that have been enacted. The City employs 273 full time equivalents who, together with the City Council, embrace the organization mission to provide high-quality municipal services in an efficient and fiscally-responsible manner through effective, transparent, collaborative, and inclusive governance. Highland Park is an inclusive and welcoming community that honors and affirms the intrinsic worth and unique perspectives of all who reside, work, study, and visit. The City celebrates the diverse characteristics of persons of every race, ethnicity, nationality, culture, language, religion and faith tradition, gender identity and expression, sexual orientation, ability, age, socioeconomic status, veteran status, and immigration status. We are committed to ensuring that our priorities, policies, and behaviors nurture a sustainable citywide culture of inclusion. Following are varied initiatives that reinforce the City's commitment to diversity, equity and inclusion interwoven as a fabric within our organization:

- The City's Human Relations Advisory Group is composed of adult and student volunteers who work together with a City Council liaison and City staff to support community programs for improving the quality of life in the City of Highland Park. They provide advisory recommendations regarding solutions to social problems and opportunities related to equality and social justice.
- The City of Highland Park Police Department was the first community to adopt and operationalize the '10 Shared Principles of Public Safety' which were developed by the Illinois Association of Chiefs of Police and the Illinois NAACP in an effort to strengthen the partnership between law enforcement and the public, specifically communities of color.
- The City has made a concerted effort to implement strategies for increasing diversity in the recruitment process, with a focus on our principals of respecting diversity, service and integrity.
- Varied training is required and made available to City employees, including but not limited to cultural awareness; human rights training; ethics, cultural sensitivity and hate crime training; de-escalation/use of force training and more.
- The City established a DEI employee committee in 2023 to establish a work plan for improved policies, programs and initiatives.

The City of Highland Park is committed to fostering an inclusive, affirming community for residents and employees. The City aims to continue identifying opportunities to better serve the residents of Highland Park with responsive and anticipatory customer service through extensive community engagement and open channels of communication.

Village of Wilmette

The Village of Wilmette is a Council-Manager form of Government, with seven elected officials and over 70 residents appointed to serve on 13 advisory boards and commissions. The Village's Human Relations Commission was reinvigorated in 2021 with a focus on the external community. Its mission is "to foster and promote an inclusive community where all racial, ethnic, gender, religious, sexual orientation and cultural backgrounds feel safe and welcomed." In 2022, the Village Manager and Assistant Village Manager participated in the Learning and Operationalizing Racial Equity (LORE) Pilot Project through the University of Illinois at Chicago and the Metropolitan Mayors' Caucus. Program concepts covered efforts supporting human resources, public communications, and procurement practices. As an outgrowth of the LORE project, the Village established an internal DEI Committee in 2023 composed of staff members from various departments throughout the organization in order to share ideas to make the Village a more welcoming workplace. The Village considers diversity to be inclusive of a broad range of identity characteristics, including but not limited to race, ethnicity, gender, religion, sexual orientation, and disability. The Village employs 201 full-time individuals and 13 permanent part-time individuals and seeks to improve and operationalize internal DEI initiatives through this project.

Scope of Work

This project requires a Consultant in diversity, equity and inclusion who has experience collaborating with local governments and/or the public sector. The Clients have made initial efforts, but are seeking additional guidance to expand policies and actions with regard to diversity, equity, and inclusion internally to our organizations as workplaces and in certain public-facing administrative processes. In particular, the Clients expect the Consultant to establish baseline organizational DEI needs, review existing policies/practices with an equity lens, identify barriers that may be limiting the organizations from realizing progress, and provide actionable goals and recommendations. The Clients acknowledge that diversity, equity, and inclusion are inherent to all areas of municipal operations, and for the purpose of this scope of work, some operational areas and public policies (such as zoning and land use, infrastructure investment, and policing) are outside of this scope of work, recognizing that such operations and public policies may be studied in the future (or have been studied) through independent processes, recognizing their scales and complexities, and uniqueness to each municipality that may not be suitable to this shared scope of work. Likewise, the Clients also acknowledge the unique and nuanced approach of sharing a Consultant to conduct this work and expects recommendations to be broad enough to be applicable to municipalities in the North Shore area generally rather than a specific community. Below is a specific list of work requirements:

- 1) Conduct a survey of the workplaces to obtain stakeholder feedback
- 2) Review Clients' respective policies impacting employees, such as personnel manuals, department-specific operating procedures, Village/City-wide administrative policies/processes, and DEI initiatives already implemented

- 3) Holistic review of recruitment and hiring processes, including but not limited to:
 - a. Design of job description and requirements, job advertisement, and recruitment efforts
 - b. Application intake
 - c. Application review
 - d. Interview and selection
 - e. Onboarding
 - f. Identify barriers which may limit the opportunities for applicants of diverse backgrounds to apply and/or advance in the hiring process
- 4) Holistic review of support for existing employees, including but not limited to:
 - a. Training
 - b. Professional development and mentoring
 - c. Recognition
 - d. Performance evaluations
 - e. Retention
 - f. Separation process (example: exit interviews)
 - g. Identify barriers which may limit the opportunities for employees of diverse backgrounds to advance in the organization
 - h. Affinity groups and employee engagement groups
 - i. Flexible work policies
 - j. How employees participate in sharing opinions and in decision-making (as relevant/appropriate by position)
- 5) Holistic review of purchasing procedures, including but not limited to:
 - a. Purchasing policies
 - b. Advertisement of procurement processes
 - c. Identify barriers which may limit diversity of suppliers in procurement
- 6) Holistic review of public communications processes, including but not limited to:
 - a. Communication tools and platforms, and ability of such tools and platforms to reach a variety of audiences to share information about the municipality
 - b. Representation of diverse populations in municipal communications
 - c. Identify barriers which may limit the reach of municipal communications in the community
- 7) Provide a written report which includes the costs and timelines to implement and addresses the following:
 - a. Identify opportunities for improvement in current collective practices/policies;
 - b. Provide recommendations for actions the Clients should consider implementing in a consistent manner to support DEI goals;
 - c. Recommendations on how Clients can work together to serve and advance DEI goals,
- 8) Present findings to the Clients' DEI working group (composed of team members from each organization)
- 9) Review Client fines and fees with a DEI lens and make recommendations to better serve the public

Each Client will provide a primary point of contact who will work with the consultant on individual projects and initiatives.

Responses to the request for qualifications must be in writing and include a cost estimate and timeline.

Consultant Selection and Evaluation Process

Evaluation of the qualifications will be made by an Evaluation Committee consisting of representatives from the Clients. The Committee may request interviews of one or more proposers. Upon completion of the evaluation process, the Committee will determine the most qualified individual or organization based on all materials and information presented. The Clients will then begin the negotiations for an agreement with the selected consultant. After selection, the successful proposer and the Clients will enter into a professional services agreement, which will be subject to approval by the corporate authorities of each Client. The Clients may also decide not to award a contract. The Clients shall not be bound or in any way obligated until the parties have executed the Contract. The Clients reserve the right to award the contract to the next most qualified proposer, if the successful proposer does not execute a contract within thirty (30) days after notification of the award of the proposer.

Response Instructions

Each response to this Request for Qualifications shall include the following:

1. Request for Qualification response form (page 1 of this document).
2. Narrative document, which describes the Respondent's interest in performing the work, including qualifications to perform such work.
3. The names and related work experience of each individual who will perform the work, including the project manager. Resume attachment is a suitable response for this requirement.
4. If a firm, a summary describing the firm and nature of the firm's previous and current experience performing similar work for units of local government or the public sector (preferably in Illinois). If an individual, a summary describing the nature of the individual's previous and current experience performing similar work for units of local government or the public sector (preferably in Illinois).
5. A minimum of three references for local government or public sector clients for which the Respondent has or is performing similar work, including client names, telephone number, and brief statement describing the scope of work performed.
6. A statement describing any existing or potential conflicts of interest that might affect the individual or firm's ability to perform the work.
7. Any exceptions taken to this Request for Qualifications must be clearly identified.

Qualification responses may be submitted by email to Chris.oneill@cityhpil.com and are due on Monday, April 1, 2024 at 5:00 PM. Alternatively, Qualification response may be mailed and must be postmarked no later than April 1, 2024 to the following:

City of Highland Park
c/o City Manager's Office
Attention: Chris O'Neill, Management Analyst
1707 St. Johns Avenue
Highland Park, Illinois 60035

Qualification responses received beyond the aforementioned deadline may not be considered.

