

**SMALL PURCHASE<sup>1</sup> CONTRACT OPPORTUNITY  
REQUEST FOR BIDS**

<b>Opportunity name</b>	<i>Resident-Led Council and Commission Strategic Planning and Facilitation Services</i>
<b>Department Seeking Services</b>	<p>The Philadelphia City Fund (the Fund) works in close partnership with the City of Philadelphia and private sector partners to develop and run initiatives that reflect City priorities and seek to improve the quality of life for all Philadelphians.</p> <p>The Fund will serve as the fiscal administrator for this contract opportunity. The Office of Sustainability will serve as the project manager for this effort on behalf of the Fund.</p> <p>The Office of Sustainability (OOS) works with partners around the city to improve quality of life in all of Philadelphia neighborhoods through addressing environmental justice, reducing the city’s carbon emissions, and preparing Philadelphia for a hotter and wetter future. OOS manages the Food Policy Advisory Council (FPAC) and serves as the partner City agency for the Philadelphia Environmental Justice Advisory Commission (PEJAC).</p> <p>The Philadelphia Food Policy Advisory Council (FPAC) operates to move from a system of food apartheid to food sovereignty, where all people in Philadelphia have the power and resources to access and control our food, land, and labor, and in which the people who produce, distribute, and consume food also control the mechanisms and policies of food production, distribution, and consumption. FPAC convenes a coalition of consumers and workers across the food system (especially those impacted by food apartheid and labor exploitation), values-aligned organizations, community groups, and other stakeholders committed to food justice. FPAC’s work falls in three areas: 1) providing all Philadelphians with nutritious, culturally appropriate food; 2) collectively constructing knowledge to build a shared analysis of the food system and move toward community self-determination, and 3) organizing to reorient ourselves in relation to power: resisting it, redirecting it, and reclaiming it to move decisively toward our</p>

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<sup>1</sup> The Philadelphia City Fund considers a “Small Purchase” to be between \$501 and \$83,999.

	<p>vision of food sovereignty via policy, direct action, and material support.</p> <p>The Philadelphia Environmental Justice Advisory Commission (PEJAC) established by Executive Order 2-23 strives to empower and resource Philadelphia communities experiencing significant and inequitable environmental burdens, especially communities of color. PEJAC advocates for effective environmental policies, programs, and projects to remediate past and current environmental harms and build resilience against future injustices. PEJAC emphasizes leadership and input by those most affected by environmental injustice, like lower-wealth communities and communities of color.</p>
<b>Budget/Compensation</b>	<i>OOS expects this scope of work to require \$40,000 – 80,000.</i>
<b>Summary of Services</b>	<p>Through this Request for Bids, the Fund and the Office of Sustainability (OOS) are seeking a consultant to perform a variety of services for the resident-led Philadelphia Environmental Justice Advisory Commission (PEJAC) and Food Policy Advisory Council (FPAC) including strategic planning, stakeholder engagement, mediation support services, and meeting/workshop planning and facilitation.</p> <p>A successful Applicant will have the following qualifications:</p> <ul style="list-style-type: none"> <li>• Experience with strategic planning (for grassroots orgs, nonprofits, etc.)</li> <li>• Experience with meeting facilitation and conflict resolution</li> <li>• Experience with in-person and online facilitation</li> <li>• Experience facilitating intergenerational spaces</li> <li>• Familiarity with equitable public engagement principles</li> <li>• Experience working with communities of color and low-income residents in Philadelphia</li> <li>• Meeting summary and reporting skills</li> </ul>
<b>Response Deadline</b>	Please submit the bid materials outlined in the Submission Requirements section by 5 PM local time Friday, January 26, 2024. All submissions should be addressed to Genevieve LaMarr LeMee at <a href="mailto:Genevieve.LaMarrLeMee@phila.gov">Genevieve.LaMarrLeMee@phila.gov</a> .

**OPPORTUNITY DETAILS:**

**A. Background:**

**FPAC:** Established through the [Philadelphia Food Charter](#) in 2008, the Food Policy Advisory Council comprises a maximum of 34 members from across the food system who advise the Mayor and local government to create a more just food system;

however, FPAC's member capacity has been impacted since 2020 due to the COVID-19 pandemic. In the past year, FPAC has prioritized expanding membership around justice and joy for individuals and organizations and will host an Orientation in January of 2024 to ultimately 1) Build and Strengthen relationships within, and between FPAC and local communities and 2) Formalize how we work in 2024, specifically in relation to implementing the Philadelphia Urban Agriculture Plan. Balancing this with FPAC's history and recent strategic pivot, the incoming launches of working groups and committees, and the release of Philadelphia first-ever Urban Ag Plan, the Council has reached a place where Strategic Planning support is necessary to identify and advance FPAC's policy and programmatic outcomes, including:

- 1) Co-implement the Philadelphia Urban Agriculture Plan
- 2) Collectively build and socialize a shared analysis of the food system and increase public understanding of the shared analysis.

**PEJAC:** Convened in 2022 and formally established by Executive Order 2-23, the Philadelphia Environmental Justice Advisory Commission is charged with:

- A. Advising on criteria for identifying locations within the city that experience disproportionate environmental effects and inequitable access to environmental benefits.
- B. Reviewing existing and proposed government programs, policies, activities, and processes to identify environmental justice concerns and propose alternative solutions.
- C. Advising the City on the adoption of policies and procedures to equitably engage frontline communities in civic decision-making processes related to environmental justice.
- D. Recommending a vision and action plan for an environmentally just Philadelphia led by the expertise of those most impacted by environmental injustice.
- E. Working to build the capacity of frontline communities on issues of environmental justice.

In the spirit of allowing these residents to come together to choose their own governance style and strategic approach to advance environmental justice, the body has been spending their first term navigating internal dynamics and approaches. Balancing this with communication requests, requests for support, and requests for engagement, the Commission has reached a place where Strategic Planning support is necessary to 1) help them align on a collective strategy and 2) set a plan for engagement and action around this strategy. Consultant support for Strategic Planning would follow a retreat facilitated by the OOS Program Strategist around relationship building, so all Commissioners can enter the strategic space with a base level of understanding for what lived and professional experiences each other bring to the table and how they individually envision a response to environmental injustice in the city.

## **B. Scope of Work:**

OOS is seeking support from a consultant to provide engagement and strategic planning support, facilitation, and meeting management for building and supporting community power in environmental decision making, and conducting outreach and analysis to better understand challenges to climate resilience and environmental justice. We work with a range of stakeholders, from community-based organizations,

resident leaders, large institutions and research centers, and business owners small and large. We are seeking a consultant who has experience in a range of settings, and in adapting facilitation techniques to a range of participants.

A successful Applicant will have the following qualifications:

- Experience with strategic planning (for grassroots orgs, nonprofits, etc.)
- Experience with meeting facilitation and conflict resolution
- Experience with in-person and online facilitation
- Experience facilitating intergenerational spaces
- Familiarity with equitable public engagement principles
- Experience working with communities of color and low-income residents in Philadelphia
- Meeting summary and reporting skills

FPAC Objectives:

- Assess Philadelphia Urban Ag Plan (UAP) to identify, establish, and define FPAC's role in implementation, including 1) consolidating overlap in FPAC's 2023 Policy Recommendations and 2) synthesizing Philadelphia UAP in partnership with FPAC Members to identify priority objectives
- Co-design and co-develop intervention plan of feasible FPAC/UAP objectives, aligning with individual & council capacity
- Outline short-term, medium-term, and long-term goals and milestones and design roadmap defining FPAC's scope of work (including UAP objectives and policy recommendations) that integrates justice and joy
- Support the capacity of the Council in developing community conversations with partner organizations and community groups with the goal of building coalition working in or impacted by food apartheid

PEJAC Objectives:

- Establish and troubleshoot governance structure, decision making processes, working groups, and communications frameworks centered in principles of racial equity and absent characteristics of white supremacy culture.
- Identify priority environmental justice issues through qualitative and quantitative scoping mechanisms.
- Support the capacity of the Commission in developing relationships with impacted communities and community groups with the goal of building in communities and policy and decision-making structures within City government.
- Define the Commission's scope and establish its priorities for the next four years
- Prepare an annual public report to be delivered to the Mayor and City Council with recommendations related to the Commission's duties

FPAC x PEJAC Objectives:

- Increase intra-council/commission coordination, alignment, and integration around food and environmental justice strategy and planning
- Define scope/roles of PEJAC / FPAC to determine boundaries and overlaps of the two bodies of work

### C. Project Term:

<b>Timeline/Milestone</b>	<b>Date</b>
Opportunity Posted	December 22, 2023
Deadline for submissions	January 26, 2024
Interviews	1/29/24 - 2/9/24
Final Selection	February 9, 2024
Anticipated contract start date	February 12, 2024
Briefing Meetings (OOS)	February 12-16, 2024
Introductory Meetings (FPAC/PEJAC)	3 <sup>rd</sup> Thursday – Feb 15th 4 <sup>th</sup> Tuesday – Feb 27th
Individual Membership Meetings	March 2024
Facilitated Strategic Planning Sessions	March – April 2024
Session Note Sharing	(within 2 weeks of session closings, up to June 2024)
Share Draft Reports with Bodies + OOS	June 2024
Final Report	July 1, 2024
PEJAC EOY Report	December 18, 2024
Anticipated contract end date	January 31, 2025

OOS anticipates that the work required under this RFB will be completed by January 31, 2025.

### D. Goals and Objectives:

#### Services

OOS requires the services listed below including the specific tasks and work activities described. Applicant's proposed scope of work should state in detail how it will carry out each task, including the personnel/job titles responsible for completing the task. For each service specified, the Applicant should propose criteria to determine when the tasks comprising the service are satisfactorily completed. Applicants may propose additional or revised tasks and activities but should explain why each is necessary to achieve the project objectives.

FPAC:

- COORDINATION:
  - Review of select meeting notes, recordings, and FPAC guiding documents for relevant context setting

- Meetings with full Council and individual Council members to set Strategic Planning Goals and Agenda (e.g. planning to consolidate overlap in FPAC's 2023 Policy Recommendations and UAP Objectives)
- Meetings with FPAC/OOS Staff to provide updates and stay in alignment with City Operations
- FACILITATION:
  - Collaborate with FPAC members/community stakeholder experts to develop a shared analysis and comprehension of Philadelphia's food system (e.g. discuss challenges and opportunities related to food insecurity and food sovereignty within urban agriculture)
  - Facilitate up to four (4) UAP/FPAC strategic planning sessions with the full Council and subsequent working groups to identify/prioritize feasible UAP objectives aligning with individual & council capacity
  - Facilitate member discussions and workshops to outline short-term, medium-term, and long-term goals/milestones to codesign a roadmap defining FPAC's UAP scope of work
  - Support community-led educational initiatives that empower residents to take charge of their own learning and shared experiences within the food system (e.g. Identify specific accessibility needs of community members and ensure all programs and materials in urban agriculture spaces are language accessible, translation, sign language interpretation, co-creating materials in multiple languages, including zine pamphlets, info graphs, and brochures)
    - Collaboratively plan various meeting types including, but not limited to - community visioning or mapping sessions - equitable engagement for public input - multi-stakeholder strategic planning sessions - collaborative problem-solving and decision making - conflict resolution / neutral third-party mediation
  - Securing of compensation for participation in community engagement activities (e.g. purchasing of gift cards) and food/beverages, etc. To increase meeting accessibility.
  - Ability to arrange for childcare is beneficial but not required
- REPORTING:
  - Craft visual documentation of FPAC's shared analysis of the Philadelphia food system
  - Provide visual summaries of urban agriculture planning session takeaways
  - Provide short, medium, and long-term roadmap defining FPAC's scope of work (based on meeting reflections) to actualize FPAC's role in advancing food sovereignty and the Urban Ag Plan implementation

PEJAC:

- COORDINATION / CONTEXT:
  - Meetings with full Commission and individual Commissioners to set Strategic Planning Goals and agenda
  - Review of select meeting notes, recordings, and Commission publications for relevant context
  - Meeting with OOS Staff to provide updates and stay in alignment with City operations

- FACILITATION:
  - Facilitate up to four (4) strategic planning sessions with the full Commission and subsequent working groups
  - Securing of compensation for participation in community engagement activities (e.g. purchasing of gift cards) and food/beverages, etc. To increase meeting accessibility.
  - Ability to arrange for childcare is beneficial but not required
- REPORTING:
  - Provide visual summaries of the strategic planning session takeaways
  - Provide a short, medium, and long term roadmap for the Commission to follow (based on retreat discussions) to actualize their goals and strategy

FPAC x PEJAC:

- Facilitate a meeting to introduce the two bodies to each other
- Facilitate a meeting to scope boundaries and overlaps of the two bodies' work and potentials for collaboration

**Tangible Work Products**

The Office of Sustainability requires completion and delivery of the tangible work products listed below. The proposed scope of work should state in detail how the Applicant will produce each work product, including the personnel/job titles that will be responsible for delivering the work product. For each work product, the Applicant should propose criteria for satisfactory completion and delivery. Applicants may propose additional or revised tangible work products but, should explain why each is necessary to achieve the project objectives.

FPAC:

- Provide visual summaries of FPAC/UAP strategic session takeaways
- Provide short, medium, and long-term roadmap for the Council to follow (based on meeting reflections) to actualize FPAC's scope of Urban Ag Plan implementation, (e.g. a community member and community stakeholder-led a shared analysis and comprehension of Philadelphia's food system)
- Provide strategic framework for community training and workshops (e.g. on conflict resolution, equity, power and positionality within the food system that addresses issues such as racial bias, sexual, harassment, ageism, gender-based oppression, homophobia, and trauma in the context of community gardening and farming, incorporating PAR, Causal Mapping and role-playing exercises)

PEJAC:

- Provide visual summaries of the strategic planning session takeaways
- Provide a short, medium, and long term roadmap for the Commission to follow (based on retreat discussions) to actualize their goals and strategy including:
  - A governance and best practices framework considering the Commission's position within City government. This should process documentation for decision making, internal and external communications, and workflows.
  - A visual outline of the Commission's scope of work

- A strategic outreach framework around collaborative partnerships that includes community members, natural stakeholders, academic institutions, industry, and government (local, state, and national) at minimum.
- An interagency framework identifying environmental justice leveraging from a municipal, state, and federal level.
- A memo including a list of priority environmental justice issues (looking at all neighborhoods) informed by community experience and science based research, with recommended next steps.

FPAC x PEJAC:

- Determine a schedule of follow-up collaborative meetings with tentative discussion topics for 12 months following facilitated gatherings

**E. Tasks, Milestones and Deliverables:**

The Fund and OOS reserve the right to condition payments on the satisfactory completion of the specified milestones, tasks, services and/or work products listed below. In addition to describing how each proposed milestone will be accomplished, the scope of work proposed by Applicant should identify the milestones the Applicant proposes as payment milestones and the amount it proposes for each milestone payment. Applicants may propose alternative means of payment, but should explain their reasons for the alternative and how it will facilitate completion of the work.

FPAC:

- Brief Meeting with FPAC Staff / OOS Staff
- Introductory Meeting with FPAC Steering Committee / Council
- Meeting with individual members for context
- Hosting Urban Ag Strategic Planning Session (1-4)
  - Share Session Notes
- Share short, medium, and long-term FPAC/UAP implementation roadmap
- Provide strategic framework for community training and workshops

PEJAC:

- Briefing Meeting with OOS –
- Introductory Meeting with PEJAC –
- Meeting with individual commissioners for context
- Hosting Strategic Planning Session (2-4)
  - Sharing Session Notes
- Sharing short, medium, and long term Road Map

FPAC x PEJAC:

- Hosting 2 facilitated meetings for the two bodies
- Sharing 12-month collaborative meeting schedule for the two bodies

**Budget:**

OOS has budgeted \$40,000-80,000 for this scope of work.

FPAC / PEJAC:

- Briefing Meeting - 3 hours (*incl. meeting w FPAC & PEJAC Staff, and prep/notes*)



- Introductory Meetings – 10 hours (*incl. meeting w FPAC Members, PEJAC Commissioners, and prep/notes*)
- Individual Meetings – 40 hours (*incl. Prep meetings, follow ups, notes, etc*)
- 10 Strat Planning Session – 70 hours (including 1 hour prep/post meetings)
  - FPAC: 4, 4 hour sessions
  - PEJAC: up to 4, 4-hour sessions
  - FPAC x PEJAC: up to 2, 4-hour sessions
  - Final Reports/Notes: 10 hours
- Final Report Meetings – 10 hours (3, 2 hour meetings + final edits)
- Team Meetings – 10 hours March–June biweekly meetings with OOS staff
- Meeting supplies (\$300 per meeting, 12 meetings) - \$3,600
- PEJAC EOY Report – 15 hours
- **Total Estimated Hours: 158**
- **Total Projected Amount: \$43,100+**

## F. Organization and Personnel Requirements:

### OOS' Required Competencies, Knowledge, Skills and Abilities:

- Experience with strategic planning (for grassroots orgs, nonprofits, etc.)
- Experience with meeting facilitation and conflict resolution
- Experience with in-person and online facilitation
- Experience facilitating intergenerational spaces
- Familiarity with equitable public engagement principles
- Experience working with communities of color and low-income residents in Philadelphia
- Meeting summary and reporting skills
- **Relationship cultivation and management** - Relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences; Demonstrated experience (professional or non-professional) executing projects involving multiple constituencies.
- **Deep connection and lived experience with the Philadelphia food system, food injustice, environmental injustice and/or food/environmental movements for change** - Lived experience navigating food injustices, e.g., experiencing hunger, relying on school/prison food, working in the food industry, etc. and organizing community solutions, e.g., feeding neighbors, running a food business, growing food, etc. Lived experience with environmental injustice including air quality, water access, green space access, pollutants, etc. Familiarity with food sovereignty, environmental justice movements, and grassroots initiatives in Philadelphia. Understanding of the root causes of environmental injustice including all people not being able to access and control our food, land, and labor.
- **Communications experience** - Experience developing a communications strategy and using a variety of tools to tell compelling stories and make information accessible. Strong oral and written communication skills with experience tailoring messages based on the audience and nature of the information.
- **Administrative management** - Experience managing multiple projects at once, providing administrative support, and creating systems that help people of various abilities to collaborate with ease. Well-practiced in connecting day-to-day work with long-term goals and finding balance between responding to immediate needs and addressing root causes.

**Qualifications:**

- At least five years of demonstrated experience (professional or non-professional) in strategic planning, facilitation, developing communications strategies and/or managing projects
- We welcome and encourage applicants with non-traditional career paths. If you don't exactly meet the qualifications outlined here, please apply and describe in your cover letter how your own experiences equip you to excel in this position.

Because this work involves engagement with residents and community-based organizations, some of the work will be performed on evenings and weekends. Project meetings will occur during regular work hours between 8am and 5pm Monday through Friday.

**GENERAL DISCLAIMER**

This Request for Bids does not commit the Fund or the City of Philadelphia to award a contract. This opportunity and the process it describes are proprietary to the Fund and the City and are for the sole and exclusive benefit of the Fund/City. No other party, including any Applicant, is intended to be granted any rights hereunder. Any response, including written documents and verbal communication, by any Applicant to this Request for Bids shall become the property of the Fund/City and may be subject to public disclosure by the Fund/City, or any authorized agent of the Fund/City, at the discretion of the Fund or City.

**SUBMISSION INSTRUCTIONS:**

**A. Submission Deadline:** All Bids for this opportunity must be submitted by January 26, 2024 at 5 PM local time. All submission materials must be sent to Genevieve LaMarr LeMee at [Genevieve.LaMarrLeMee@phila.gov](mailto:Genevieve.LaMarrLeMee@phila.gov). Proposal should be submitted as a single PDF document.

**B. Submission Requirements:** To be considered for this opportunity, you must submit the following information:

1. **Introduction**
2. **Company Profile**
3. **Company contact information**
4. **Proposed Scope of Work**, addressing all items in stated in the "Scope of Work Sought" and describing how the Applicant will meet project requirements. The scope of work proposed by Applicant should include a general project schedule that identifies all tasks, activities, deliverables, and milestones the Applicant proposes to carry out for the project and a time of completion (measured from project start date) for each. Applicant should include language on which facilitation methods they would use to carry out the strategic planning sessions with respective bodies. Timelines should include the delivery of notes to respective bodies, post meetings and

*facilitations. The Applicant should state the number of days following the Fund's authorization to proceed by which it will be ready to start the work, including any mobilization time. If the Applicant proposes a different overall time of performance, it should state its reasons.*

5. **Detailed Cost Proposal.** Applicants must provide a detailed cost proposal, which must include 1) a line-item breakdown of the costs for specific services and work products proposed, and 2) a statement of staff hourly rates. In the proposal, applicants should demonstrate how they're arriving at their proposed amount based on hours of number of people involved. The proposed price must include all costs that will be charged to the City for the services and tangible work products the Applicant proposes to perform and deliver to complete the project. Any contract resulting from this Opportunity will provide for a not-to-exceed amount in the compensation section of the contract.
6. **Project Personnel Statement of Applicant's Qualifications/Relevant Experience.** Provide a statement of qualifications and capability to perform the services sought by this RFB, including a description of relevant experience with projects that are similar in nature, size and scope to that which is the subject of this Opportunity. The proposal must identify the applicant's qualifications by skill set (described in detail), experience level, and job title. Resumes of all personnel so identified should be included in Applicant's proposal. Experience with "like" projects should be cited.
7. **References.** Include contact information for a minimum of (2) references who can speak to the applicant or firm's experience with similar types of work as that described in this RFB.

## **REVIEW AND SELECTION PROCESS**

It is expected that proposals will be reviewed and a limited number of virtual interviews will be held during the weeks of January 29<sup>th</sup> and February 5<sup>th</sup>.

The successful candidate will be the person/firm who demonstrates the knowledge, experience and ability to perform the work effectively.

OOS anticipates the work outlined in this Opportunity will take up to 160 hours to execute. OOS has an allotted budget of \$40,000 to \$80,000 to execute the scope of work.