

Town of Lincoln
Planning and Land Use Department

REQUEST FOR PROPOSALS
MVP 2.0 Vendor
8/31/23

Contents:

- [Overview of Opportunity](#)
- [MVP 2.0 Summary](#)
- [Experience & Skill Sets Required of the Primary Vendor/ Vendor Team](#)
- [Resources & Support](#)
- [Scope of Work & Checkpoints](#)
- [Roles & Responsibilities](#)
- [Reporting & Final Deliverables](#)
- [Details on Materials that Result from this Contract](#)
- [Budget](#)
- [Submittal Requirements](#)
- [Evaluation of Proposals](#)

Overview of Opportunity

Cities, towns, and Tribes throughout Massachusetts are identifying climate vulnerabilities and investing in community resilience. The MVP 2.0 program, run by the Massachusetts Executive Office of Energy and Environmental Affairs, expands on the work communities have done to date and supports communities with new methods, tools, and resources for building climate resilience. MVP 2.0 is a way for grantees to revisit their community resilience priorities with a focus on equity and translate those priorities into action through project development and implementation.

The Town of Lincoln seeks proposals from qualified individuals or firms to expand the bandwidth and the capacity of the community, as well as bring skill sets that will benefit the MVP 2.0 process.

The selected Vendor shall have demonstrated previous experience in providing specified services to municipalities. A complete RFP may be obtained, without charge, at 16 Lincoln Road, Lincoln MA or by contacting Jennifer Curtin, Assistant Director of Planning and Land Use, curtinj@lincolntown.org 781-259-2610 or on the web at <https://www.lincolntown.org/bids.aspx>.

Documents will be available after August 31, 2023 through to submission deadline on September 15, 2023. Vendors must submit a proposal, project team, budget, scope, and timeline. It is recommended that respondents to this request thoroughly review the vendor qualifications and the MVP 2.0 Process Guide available here: <https://www.mass.gov/doc/mvp-20-process-guide/download>.

MVP 2.0 Summary

The MVP 2.0 program expands on the climate resilience work communities have done to date and supports them with new methods, tools, and resources for building climate resilience. In particular, the vendor will support the Grantee in revisiting their community resilience priorities

with a focus on equity and translating those priorities into action through project development and implementation. The MVP 2.0 program does this through:

- Convening a community team to lead equitable climate resilience work;
- Providing training on strategies for building climate resilience, equity, and climate justice;
- Revisiting resilience priorities with the involvement of the wider community and a stronger assessment of social vulnerability and resilience;
- Helping the municipality and community to co-develop and implement a project that builds community resilience, with guaranteed funding for implementation; and
- Providing a process that can be replicated for future, competitive MVP Action Grants.

This work will be different than the original MVP Planning Grant (MVP 1.0) approach that you may be familiar with. It focuses less on understanding how extreme weather events will impact infrastructural and environmental assets in the community, and more on building social resilience. This includes exploring the factors that create vulnerability or resilience for people living or working in the community. It involves digging deeper into issues like food security and housing affordability and understanding how those factors shape what is needed for building resilience to climate change. The MVP 2.0 process calls on a Core Team with strong connections to communities that will be most impacted by climate change, and vendors that bring different skill sets than in MVP 1.0 (see skill sets detailed in evaluation section below). Together this team will focus on connecting with and collaborating with community members, and expanding the voices who are involved in climate resilience efforts.

The MVP 2.0 process is broken down into three phases. It's designed to be completed over two years, knowing that it takes time to build new relationships, expand the involvement of the broader community, and work together to develop and implement a project. Grantees may also continue to apply for Action Grants while participating in MVP 2.0. The primary vendor will be involved in all phases to support and guide the process, with the exception of implementing the Seed Project. You will be responsible for helping the community implement Steps 1–7 and Step 9 in the [MVP 2.0 Process Guide](#).

Phase 1 - Develop a Core Team. The Core Team is a team of municipal staff/volunteers and community members who will lead the MVP 2.0 process. Half of the Core Team members will be **community liaisons** – members of the community or region who have strong connections with Environmental Justice (EJ)¹ and other priority populations² who will lead outreach to these communities throughout the process and who will be compensated for their time with grant funding. As part of Phase 1, the Grantee and primary vendor will investigate lived expertise in the community to identify perspectives that will be important to include on your Core Team. The full Core Team will receive training to lead climate resilience work and support climate justice in their community and region. It's expected that Phase 1 will take about five months (August – December of Year 1).

¹ Environmental Justice (EJ) Populations are defined in the [2021 EJ Policy](#) and can be viewed in the [MA EJ viewer](#).

² Other priority populations are people or communities in addition to mapped EJ populations who may be disproportionately impacted by climate change due to life circumstances that systematically increase their exposure to climate hazards or make it harder to respond. In addition to factors that contribute to EJ status (i.e., income, race, and language), other factors like physical ability, access to transportation, health status, and age shape whether someone or their community will be disproportionately affected by climate change.

Phase 2 - Revisit resilience priorities. Building on MVP 1.0 and any climate resilience planning since, the Core Team facilitated by the primary vendor, will dig deeper into the factors that contribute to social vulnerability and resilience for people who live and work in the community. This step will involve connecting with EJ and other priority populations in the community or region and investigating community and climate data to identify community resilience needs. Then, the Core Team will revisit their community resilience priorities from MVP Planning 1.0 to make sure they reflect any progress, new information, as well as updated understanding of community resilience needs. It's expected that Phase 2 will take about five months (January – May of Year 1).

Phase 3 - Develop and implement a Seed Project. A Seed Project is a project selected by the Core Team that will advance the community's resilience priorities, and that can be completed in 9-10 months. In Phase 3, the Core Team will develop a project idea, vet that idea with the community, develop an implementation plan, and implement the Seed Project. The MVP 2.0 process finishes by reflecting on what went well and how it will adjust the approach for future Action Grants or other resilience efforts. The actual implementation of the Seed Project will be covered under separate procurement and will be allotted \$50,000 of grant funding per community with no local match required. The responsibility of the primary vendor being hired through this RFP will be to help the community select a Seed Project, build out the implementation plan, and complete the reflection at the end. It does not include actual implementation of the Seed Project unless specified by the Grantee. It's expected that Phase 3 will take about thirteen months (May - June of the following year).



Experience & Skill Sets Required of the Primary Vendor/ Vendor Team

The primary vendor or vendor team will need to bring capability and experience in the following three areas:

1. Equity-Centered Project Facilitation – This skill set is important for managing the process, guiding and facilitating decision-making within the Core Team, and serving as

an “equity coach” and facilitator for the Core Team Training. Equity-centered project facilitation requires skills and experience in consensus building, equitable community processes, managing various types of power dynamics, anti-racism education, cultural sensitivity, project management, and organizational development to support diversity, equity, and inclusion. Ideally, the person or team bringing this experience would be a neutral entity without prior stake in the issues.

2. Community-Driven Processes – This skill set is important for supporting municipal staff in recruiting a Core Team, and for guiding and supporting the Core Team in community outreach and engagement. This area requires experience and expertise in developing and implementing equitable and inclusive approaches to outreach, engagement, and community-led processes, and particularly processes designed with and for EJ and other priority populations. Strong local knowledge and connections within the community are a significant asset. This role could be filled by someone who has strong relationships with communities throughout the town, city, or region.
3. Climate and Community Resilience – This skill set is important for supporting the Core Team in identifying the root causes of climate and social vulnerability, developing actions for building community resilience, and in designing a Seed Project. This area requires experience and expertise in climate and community data, assessing climate and social vulnerability, approaches to building climate resilience, equity and climate justice, and project design and development. Strong local climate data and impacts knowledge is a significant asset. This role should be filled by someone that has strong experience with climate-related work.

Additional Experience

In addition to the qualifications listed above, the vendor/ vendor team should have demonstrated experience in the following areas:

- Experience with facilitation or consensus building.
- Experience working in multi-racial, multicultural, or socially vulnerable groups.
- Experience managing projects.
- Local expertise.

Resources & Support

The Grantee will work with the vendor to help manage and facilitate the process and will be provided with a set of guidance documents and tools for completing the process. Additionally, the project team will use the [Guides for Equitable and Actionable Resilience \(GEAR\)](#) online tool which provides access to community data, downscaled climate projections, and guidance for investigating and understanding local climate vulnerability. The MVP Program’s team of Regional Coordinators (RCs) will also provide support and guidance in the process (see list of MVP checkpoints below).

Scope of Work & Checkpoints

The vendor will work with the Grantee to conduct the following tasks to complete the MVP 2.0 process.

Phase 1: Developing a Core Team

Step 1: Groundwork
One month (August - September of Year 1)

<p>Actions:</p> <ul style="list-style-type: none"> • Use the Social Resilience Roadmap to dig deeper into understanding who lives and works in your community and who will likely be disproportionately affected by climate change. • Identify perspectives and lived experience within your community that will be important to include in your Core Team. 	<p>MVP Checkpoints:</p> <ul style="list-style-type: none"> • Upon completion - Email Part A of your Social Resilience Roadmap to your MVP Regional Coordinator before moving on to step two.
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Step 2: Recruiting Your Core Team
One to three months (September - November of Year 1)

<p>Actions:</p> <ul style="list-style-type: none"> • Build out a group of municipal staff and community members (i.e., community liaisons) to lead equitable climate resilience work in the community. • Ensure approximately half the Core Team members are from and/or with strong relationships with EJ or other priority populations who live and work in your community. Use “Resources for Core Team Recruitment” as needed. 	<p>MVP Checkpoints:</p> <ul style="list-style-type: none"> • Upon completion- Email a list of your Core Team members to your MVP Regional Coordinator before moving on to step three. Note which members are community liaisons, the community(ies) they are connected to, and the compensation amount.
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Step 3: Core Team Training
One to two months (November - December of Year 1)

<p>Actions:</p> <ul style="list-style-type: none"> • Participate in the Climate Resilience Training and Discussion Modules to build skills and capability that will help in assessing community vulnerability and in developing a resilience project. • Participate in the Equity and Climate Justice Learning Series to build skills and capability to work together in ways that center equity and climate justice. 	<p>MVP Checkpoints:</p> <ul style="list-style-type: none"> • Upon completion- Email your completed discussion guides for the Climate Resilience Video Modules to your MVP Regional Coordinator before moving on to step four.
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Phase 2: Revisiting Resilience Priorities

Step 4: Uncovering Social Resilience
Three months (January - March of Year 1)

<p>Actions:</p> <ul style="list-style-type: none"> • Use the Engagement Plan to design and lead community outreach and engagement activities, focused on connecting with and understanding the needs and priorities of EJ and other priority populations who are 	<p>MVP Checkpoints:</p> <ul style="list-style-type: none"> • Midway - Check in with your MVP Regional Coordinator once you have completed the Engagement Plan, before getting started on your engagement activities.
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<p>disproportionately impacted by climate change.</p> <ul style="list-style-type: none"> • Use the Social Resilience Roadmap to identify factors that contribute to vulnerability and resilience for people who live and work in the community and region, and to inform your approach to building community resilience in ways that simultaneously address root causes of vulnerability. 	<ul style="list-style-type: none"> • Upon completion- Email your completed Social Resilience Roadmap (Part B) to your MVP Regional Coordinator before moving on to step five.
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Step 5: Resetting Resilience Priorities
Two to three months (March - May of Year 1)

<p>Actions:</p> <ul style="list-style-type: none"> • Use the Resilience Priorities Guide to review and update your resilience priorities based on wider community input about factors that influence vulnerability and resilience for people in your community. • Vet the updated priorities with community members, and specifically people who will be most impacted by climate change, to create shared understanding, transparency, and accountability around community resilience priorities. 	<p>MVP Checkpoints:</p> <ul style="list-style-type: none"> • Upon completion- Email your completed Resilience Priorities Guide to your MVP Regional Coordinator before moving on to step six.
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Phase 3: Implementing a Seed Project

Step 6: Selecting a Seed Project
Two months (May- June of Year 1)

<p>Actions:</p> <ul style="list-style-type: none"> • Use the Seed Project Plan to collaborate on the development of a project that will jump-start or advance the updated community resilience priorities. • Vet the project with community members, to ensure that people who will be most impacted by climate change inform decisions related to the project. 	<p>MVP Checkpoints:</p> <ul style="list-style-type: none"> • Upon completion- Email your completed Seed Project Plan (Part A) to your MVP Regional Coordinator by June 15. Submitting Part A will unlock funding for Seed Project implementation.
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Step 7: Seed Project Implementation Plan
One to two months (July – August of Year 2)

<p>Actions:</p> <ul style="list-style-type: none"> • Use the Seed Project Plan to collaborate on the development of an implementation plan for your Seed Project that will help translate the idea into action. 	<p>MVP Checkpoints:</p> <ul style="list-style-type: none"> • Upon completion- Email your completed Seed Project Plan (Part B) to your MVP Regional Coordinator before moving on to Step 8.
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<ul style="list-style-type: none"> Coordinate with a Seed Project advisor to help develop the plan 	
<p>Step 8: Implementing the Seed Project- TO BE LED BY SEPARATE VENDOR UNLESS OTHERWISE SPECIFIED BY THE GRANTEE Nine to ten months (September - June of Year 2)</p>	
<p>Actions:</p> <ul style="list-style-type: none"> Implement a Seed Project that will set the groundwork for future Action Grants and/or contribute to building community resilience in your community or region. 	<p>MVP Checkpoints:</p> <ul style="list-style-type: none"> Midway- Halfway through the implementation of your Seed Project, email or set up a call with your MVP Regional Coordinator to provide a progress update.
<p>Step 9: Reflecting, Adjusting, and Next Steps Less than one month (June of Year 2)</p>	
<p>Actions:</p> <ul style="list-style-type: none"> Use the Reflection Roadmap to reflect on the process in order to evolve and improve it for future resilience building efforts. 	<p>MVP Checkpoints:</p> <ul style="list-style-type: none"> Upon completion- Submit the MVP 2.0 Final Submission Form to the MVP Program, including deliverables, photos, and invoices showing all grant funds were spent to close out the MVP 2.0 project.

Roles & Responsibilities

Primary Vendor/Vendor Team

- Working with the municipal staff lead or point person to manage the project, including scheduling meetings or events, overseeing logistics, and monitoring the completion of deliverables and submissions for completing the grant process
- Providing guidance and support to municipal staff in completing the Groundwork process (Step 1) and in recruiting the Core Team (Step 2)
- Participating in the Core Team training and facilitating the three guided discussions for the Climate Resilience Modules (Step 3)
- Providing guidance and support to the Core Team in completing the Uncovering Social Resilience process, including guidance on outreach and engagement approaches and information collection (Step 4)
- Facilitating workshops or meetings with the Core Team to reset priorities (Step 5), select a Seed Project (Step 6), and to draft and revise the Seed Project Implementation Plan (Step 7)
- Coordinating or contracting with a subject matter advisor to support the development of the Seed Project Implementation Plan (Step 7)
- Coordinating with an implementation vendor to lead or support the implementation of the Seed Project (Step 8)
- Facilitating a workshop or meeting with the Core Team to complete the reflecting and adjusting process (Step 9)

Grantee/Municipal Staff

The Grantee must provide sufficient staff time to assure completion of this grant, which will include the following activities:

- Complete a contract with the Commonwealth and maintain all necessary reporting;
- Procure a primary vendor based on the provided vendor qualifications;
- Complete Part A of the Social Resilience Roadmap to identify perspectives and lived experience within your community that will be important to include in your Core Team (Step 1);
- Recruit a Core Team, with at least half the members being community liaisons with strong connections to EJ and other priority populations in the community (Step 2);
- Participate in the Core Team training (Step 3);
- Work with community liaisons on your Core Team to lead inclusive and equitable community outreach and engagement activities to gather insight on sources of vulnerability and resilience in the community and complete Part B of the Social Resilience Roadmap (step 4);
- Participate in discussions with your Core Team to revisit and update your community resilience priorities; vet the updated priorities with the community (Step 5);
- Participate in discussions with your Core Team to identify a Seed Project idea; vet the Seed Project idea with the community (Step 6);
- Participate in discussions with your Core Team to develop a Seed Project Implementation Plan; identify a subject matter advisor(s) to support this process (Step 7);
- Identify an implementation vendor to lead or support the implementation of the Seed Project; work with the implementation vendor and community stakeholders to implement the Seed Project (Step 8);
- Reflect on the MVP 2.0 process, and submit the MVP 2.0 Final Submission form with all associated deliverables to the MVP team (Step 9).

Community Liaison

Community liaisons will make up approximately half of the members on your Core Team, be compensated for their time through the grant funding, and play an important role in making sure the insight, needs, and priorities of those most impacted by climate change inform decisions throughout the process. Community liaisons (approximately five) will help the vendor implement the MVP 2.0 process. Community Liaisons will be paid out of the grant funding and responsibilities will include the following activities:

- Work closely with the other members of the Core Team (other Community Liaisons and Grantee staff) for unified project coordination;
- Participate in a Core Team training focused on building climate resilience and equity and climate justice;
- Attend and participate in regular team meetings;
- Organize, promote, and facilitate engagement activities with members of the community;
- Gather insight from the community about community needs and factors that contribute to social vulnerability;
- Work with other Core Team members to update the community's priorities for building climate resilience;
- Work with other Core Team members to identify, develop, and implement a project that supports community resilience
- Develop and maintain trusting relationships in the community.

Reporting & Final Deliverables

To close out the MVP 2.0 process, the Grantee is required to provide EEA with the following materials. These materials will be submitted as attachments to the [MVP 2.0 Final Submission Form](#).

Completed MVP Checkpoints listed under each step above

Completed materials:

- Discussion Guide for the Climate Resilience Video Modules (will be available on [MVP 2.0 website](#))
- [Engagement Plan](#)
- [Social Resilience Roadmap](#) (Parts A + B)
- [Resilience Priorities Guide](#)
- [Seed Project Plan](#) (Parts A + B)
- [Reflection Roadmap](#)
- [Final Submission Form](#)

Other close-out materials:

- Final invoice(s) demonstrating all grant funding was spent according to the contract scope of work. (If multiple invoices, please compile into one PDF.)
- Final deliverables from the Seed Project. (If multiple or too big to upload, please email to your MVP Regional Coordinator.)
- Slide(s) with photos or images from the process and/or your Seed Project. (We may share these publicly so please only upload photos or images with any necessary permissions to share secured.)

Details on Materials that Result from this Contract

All materials, software, maps, reports, and other products produced through the grant program shall be considered in the public domain and thus available at the cost of production. All materials created through this opportunity and as a result of this award should credit the Executive Office of Energy and Environmental Affairs Municipal Vulnerability Preparedness (MVP) program.

Budget

Upon admittance to the MVP 2.0 Program the Grantee was awarded a funding amount of \$45,000. Below is a **sample budget** for the completion of the MVP 2.0 Process. The budget below provides a sample breakdown of this grant funding across Community Liaisons, the primary vendor, a subject matter expert, and engagement. The vendor will work with the community to determine the means of distribution of funding to the Community Liaisons or any additional project components the community may want to pay for directly from the budget. The vendor and Grantee may decide the vendor will pay the Community Liaisons as sub-contractors or that they will be paid directly by the Grantee. An [Excel version of this budget](#) is available here with additional details.

Sample MVP 2.0 Process Budget (Steps 1-7 & Step 9)			
Task	Community Liaisons (+ municipal volunteers)	Primary Vendor	Total Task Cost

PROJECT TEAM	\$40			\$150		Total
	# People	Hours per person	Total	Hour	Total	
Step 1: Groundwork (August-September of Year 1)	0	0	\$0	12	\$1,800	\$1,800
Step 2: Recruiting Core Team (September-November of Year 1)	0	0	\$0	20	\$3,000	\$3,000
Step 3: Core Team Training (November-December of Year 1)	5	10	\$2,000	15	\$2,250	\$4,250
Step 4: Uncovering Social Resilience (January-March of Year 1)	5	35	\$7,000	45	\$6,750	\$13,750
Step 5: Revisiting Resilience Priorities (March-May of Year 1)	5	14	\$2,800	25	\$3,750	\$6,550
Step 6: Selecting Seed Project (May-June of Year 1)	5	12	\$2,400	20	\$3,000	\$5,400
Step 7: Seed Project Implementation Plan (July-August of Year 2)	5	7	\$1,400	20	\$3,000	\$4,400
Step 8: Implementing Seed Project (September-June of Year 2)	(all costs to be covered by the Seed Project funding)					
Step 9: Reflecting, Adjusting, and Next Steps (June of Year 2)	5	2	\$400	5	\$750	\$1,150
Total	-	80	\$16,000	162	\$24,300	\$40,300

DIRECT COSTS	
Subject Matter Advisor(s)	\$800
Step 4 Engagement (Uncovering Social Resilience)	\$2,000
Step 5 Engagement (Vetting Resilience Priorities)	\$950
Step 6 Engagement (Vetting Seed Project)	\$950
Total DIRECT COSTS	\$4,700

TOTAL PROJECT COST	\$45,000
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Submittal Requirements

Please submit an email with all required attachments to curtinj@lincolntown.org. Proposals shall include the following and shall be organized using each of the elements listed below as section headings:

- A. Vendor and/or sub-Vendor Description: Provide a brief description of the firm/organization including size and area of specialization, location of headquarters, and location of office proposed to handle this project.
- B. Project Team: Provide names, contact information, resumes, and office locations of key staff who will be assigned to the project. Each team member's education and qualifications shall be listed. The project manager shall be clearly identified. If different consultants will be teaming together, indicate who will be the day-to-day contact person/team.
- C. Qualifications: Provide a description of how the vendor team meets the three areas of required experience and skill sets described above: Equity-Centered Project Facilitation, Community-Driven Processes, and Climate and Community Resilience. See how this will be evaluated below for the types of information to include here.
- D. Additional Experience: Provide a description of the following:
 - a. Experience with facilitation or consensus building. Describe the vendor team's experience with facilitation and consensus building within a group or project team. Provide details on one or more projects or initiatives where members of the vendor team were responsible for playing a facilitation or consensus building role.
 - b. Experience working in multi-racial, multicultural, or socially vulnerable groups. Describe the vendor team's experience with working on projects that involved integrating marginalized racial, cultural, or socially vulnerable groups in decision-making processes. Provide details on one or more projects or initiatives where members of the vendor team implemented meaningful inclusionary practices, fostered social connections, and managed power dynamics that centered social equity or building resilience.
 - c. Experience managing projects. Describe the vendor team's experience with managing projects, including coordinating a project team and tracking a budget and deliverables. Provide details on one or more projects or initiatives where members of the vendor team were responsible for project management.
 - d. Local expertise. Describe the vendor team's familiarity with the municipality or the region, including experience living and/or working in the municipality or region, and experience collaborating with local partners.
- E. Project Understanding: Provide a statement summarizing how the vendor team is particularly qualified for this project.
- F. Scope of Services: Describe the vendor team's approach and plan for accomplishing the work listed herein and in the MVP 2.0 Process Guide. The vendor shall not delete any requested scope tasks.
- G. Project Schedule, Budget, and Commitment: The vendor shall submit acknowledgment and commitment for the responsibilities, timeline, and budget of the proposed work described above and familiarity with the [Process Guide](#). The proposed budget should be included here. Any proposed changes to the budget above should be provided with an explanation.
- H. References: Collectively the references should be able to speak to the vendor team's qualifications listed above. Ideally, at least one reference would be a representative of a community-based organization or community group that serves EJ and other priority populations and can speak to the vendor team's ability to lead equity-centered processes. For each reference, list the contact name, their title and/or affiliation, a brief description of the project or initiative they'd be able to speak to, and their contact information (phone number and email address).

Evaluation of Proposals

Bids will be evaluated based on vendor qualifications (see criteria below), additional experience, references, budget and timeline, and completeness and clarity of the proposal, including adherence to MVP 2.0 requirements outlined in the [Process Guide](#).

Evaluation of Qualifications of the Vendor/ Vendor Team

Baseline	Exceptional
<p>At least three years of experience in leading or facilitating equity-centered projects or initiatives; OR Experience leading or facilitating at least two equity-centered projects or initiatives.</p> <p>For each project or initiative, describe how equity goals shaped who was involved, the process, and the desired outcomes. Specify where the project or initiative took place, who it served, and the start and finish dates. Specify who on the vendor team was involved in the process and their role.</p> <p>Note: It is not necessary for the vendor to have led the full project or initiative as long as they led or played a substantial role in centering equity in the project.</p>	<p>At least five years of experience in leading or facilitating equity-centered projects or initiatives; OR Experience leading or facilitating at least three equity-centered projects or initiatives.</p> <p>For each project or initiative, describe how equity goals shaped who was involved, the process, and the desired outcomes. Specify where the project or initiative took place, who it served, and the start and finish dates. Specify who on the vendor team was involved in the process and their role.</p> <p>Note: It is not necessary for the vendor to have led the full project or initiative as long as they led or played a substantial role in centering equity in the project.</p>
<p>One or more members of the vendor team has received training in advancing equity in governmental processes, undoing racism, and/or diversity, equity, and inclusion (DEI).</p> <p>For each team member, list the training(s) they have participated in. Include links to information on the trainings.</p>	<p>One or more members of the vendor team has received extensive training (i.e., multiple trainings or learning opportunities) in advancing equity in governmental processes, undoing racism, and/or diversity, equity, and inclusion (DEI); OR Has developed and/or led trainings on the topics listed above.</p> <p>For each team member, list the training(s) they have participated in, developed, or led. Include links to information on the trainings.</p>
<p>At least three years of experience in leading or facilitating inclusive and equitable outreach and engagement with residents from historically underrepresented groups; OR Experience co-designing or facilitating an initiative or planning process where decisions</p>	<p>At least five years of experience in leading or facilitating inclusive and equitable outreach and engagement with residents from historically underrepresented groups; OR More than one experience co-designing or facilitating an initiative or planning process</p>

<p>were led or substantially shaped by community members, and specifically residents from historically underrepresented groups.</p> <p>For each project or initiative, describe how you approached inclusive and equitable outreach and engagement or the process of collaborating with community members. Specify where the project or initiative took place, who it served, and the start and finish dates. Specify who on the vendor team was involved in the process and their role.</p>	<p>where decisions were led or substantially shaped by community members, and specifically residents from historically underrepresented groups.</p> <p>For each project or initiative, describe how you approached inclusive and equitable outreach and engagement or the process of collaborating with community members. Specify where the project or initiative took place, who it served, and the start and finish dates. Specify who on the vendor team was involved in the process and their role.</p>
<p>At least two years of experience working on projects or initiatives focused on addressing climate change or building resilience to climate hazards;</p> <p>OR</p> <p>Experience working on one or more projects or initiatives focused on addressing climate change or building resilience to climate hazards.</p> <p>For each project or initiative, describe the approach taken, the climate impacts that were being considered, and how the project addressed social vulnerability. Specify where the project or initiative took place, who it served, and the start and finish dates. Specify who on the vendor team was involved in the process and their role.</p>	<p>At least four years of experience working on projects or initiatives focused on addressing climate change or building resilience to climate hazards;</p> <p>OR</p> <p>Experience working on three or more projects or initiatives focused on addressing climate change or building resilience to climate hazards.</p> <p>For each project or initiative, describe the approach taken, the climate impacts that were being considered, and how the project addressed social vulnerability. Specify where the project or initiative took place, who it served, and the start and finish dates. Specify who on the vendor team was involved in the process and their role.</p>