



## REQUEST FOR PROPOSALS

For

**PROFESSIONAL SERVICES FOR EQUITY, DIVERSITY, INCLUSION AND BELONGING  
(EDIB): CONSULTING, EXECUTIVE COACHING, AND STRATEGIC PLANNING  
#EDIB202301**

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### King County Housing Authority

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<b>Request for Proposal Issued:</b>	<b>February 1, 2023</b>
<b>Virtual Pre-Bid Conference:</b>	<b>February 8, 2023</b>
<b>Proposal Due:</b>	<b>March 1, 2023, 4:00 PM (Pacific Standard Time)</b>

This RFP includes the following documents:

1. Proposal
2. Exhibit A—Consultant Fee Schedule
3. Exhibit B—Q&A

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**Request for Proposals**  
**Professional Services for Equity, Diversity, Inclusion and Belonging (EDIB)**  
**Consulting, Executive Coaching and Strategic Planning**

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The King County Housing Authority (KCHA) is issuing a competitive Request for Proposal (RFP) from qualified consulting firms (the Firm) to provide professional human capital consulting services in support of KCHA's mission.

**Questions:** Any questions or requests for further information or clarification must be directed to Office of Equity, Diversity, Inclusion and Belonging (EDIB), in writing, either through US mail (must be sent using certified mail) or email ([OfficeofEDI@kcha.org](mailto:OfficeofEDI@kcha.org)) and received no later than February 10, 2023 4:00 PM PST

**Submission Deadline:** Proposals, in accordance with conditions defined in the RFP, must be received **no later than 4:00 pm Pacific time on March, 1, 2023**. **Proposals and any attachments should be submitted electronically via e-mail to [OfficeofEDI@kcha.org](mailto:OfficeofEDI@kcha.org)**. **Women-Owned and Minority and Women's Business Enterprises are strongly encourage d to submit a proposal.**

**Submission Instructions:** No proposals will be reviewed before the submission deadline. If a respondent(s) has submitted a proposal in error, it may be resubmitted before the submission deadline. Submissions will not be publicly reviewed.

**Evaluation:** KCHA expects to select the respondent(s) best qualified to provide the services described in this RFP based upon the evaluation criteria set forth in the RFP. KCHA reserves the right to waive any information or irregularities in submittals, or to reject any and/or all proposals. KCHA reserves the right to award contracts to multiple firms.

# Request for Proposals

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## Introduction

### **King County Housing Authority Background:**

KCHA is a municipal corporation that was created in 1939 in order to provide housing assistance to low-income residents. KCHA operates in King County outside the Cities of Seattle and Renton, and administers over 22,000 apartment units which provide housing for low income households, including families, the elderly and the disabled. KCHA owns and directly manages approximately 4,300 federally assisted multifamily housing units and administers Housing Choice Vouchers to another 14,160 households. Governed by a 5-person Board of Commissioners that is appointed by the King County Council, KCHA has 490<sup>1</sup> employees and an annual operating budget of \$440,000,000.

Like many organizations, KCHA is experiencing challenges revolving around numerous human capital topics, including appropriate staffing levels, key personnel retirements, organizational structure, employee burnout, and change management.

## Scope of Work

Respondent(s) must submit one (1) proposal when responding for one (1) or more of the six (6) sections of the Scope of Work. However, the proposal should clearly outline each Section of the Scope of Work and indicate how the Respondent(s) is proposing to provide the services (or not). KCHA will evaluate each section independently and may select different vendor(s) to fully execute the Scope of Work. KCHA strongly encourages submitting in collaboration with other vendor(s).

- Section A 1: Training and Coaching
- Section A 2: Professional Development Workshops
- Section B 1: Consulting
- Section B 2: Strategic Planning
- Section B 3: Internal and External Engagement Activities
- Section B 4: Annual Survey and other ad-hoc Services and Activities

### **Section A: Human Resources**

Using a systematic process, assist the Human Resource department curate learning experiences to develop curriculums, learning communities, and coaching to accelerate inclusive transformation across the organization.

1. Training and Professional Development Consulting and Strategic Planning Services that include Executive/Senior Management Coaching and leadership assessments.
2. Design and facilitation of inclusive leadership workshops in alignment with KCHA's supervisory training and development programming.

### **Section B: Office of Equity, Diversity, Inclusion and Belonging (EDIB)**

Provide full-services to support KCHA's EDIB efforts that include but are not limited to:

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<sup>1</sup> Data as of December 2022

1. EDIB Consulting Services
  - a. Provide expertise and/or strategic advice for KCHA's consideration related to the following topics:
    - i. EDIB branding and communication strategy
    - ii. EDIB research and evaluation
    - iii. EDIB needs assessment and decision-making
2. EDIB Strategy Planning Services
  - a. Provide expertise, strategic advice and technical support in the development and implementation of the EDIB strategy that includes research, evaluation and enhancement of current EDIB practices.
3. EDIB Facilitation Services
  - a. Design and facilitate workshops and retreats that provide a safe space for KCHA Board, employees, residents and/or the community at-large to express their thoughts, feelings and beliefs related to key EDIB areas.
  - b. Lead in the planning and execution of events and other employee resource/affinity group activities hosted by KCHA's Office of EDIB, as needed.
4. Other EDIB advisor services as requested, including but not limited to, administering an annual agency-wide engagement/culture survey.

## **Information to be Submitted with the Proposal**

KCHA reserves the right to request additional information in order to complete the evaluation and selection process. The Statement of Qualifications must present the firm's experience and qualifications to undertake the professional services specified above. Respondents may incorporate additional relevant collateral information such as Firm brochures, consultant profiles, etc. If so included, such material should be in a separate section of the response.

### **Letter of Interest**

- 1) The letter of interest should briefly summarize the Firm's qualifications, experience, availability, and possible capacity constraints for the proposed work and list the individual consultant(s) that will be assigned to the category of services.
- 2) An officer of the firm authorized to execute contracts or other similar agreements must sign the letter.

### **General Qualifications, Experience and Fee**

- 1) Provide a copy of resume(s) and professional credential(s) for the consultant(s) and other personnel who will be responsible for and assigned to work on this specified category of services. Clearly identify the consultant(s) in charge, who will lead and perform key elements of the work and roles or services provided by each.
- 2) Provide a brief description of the organization, history, and other general information that describes the firm's recent qualifications and capacity to undertake this work. List projects or work for other clients undertaken similar to the services described above and qualifies the firm to provide these services for KCHA.

- 3) Provide references, with contact information, from at least three recent (within four years) clients for work that is similar to the services described above.
- 4) Provide a fee schedule of the firm's hourly and standard fees and expenses. All fees for professional services shall be submitted on the attached Exhibit A. Such hourly fees would be used should KCHA and the Firm agree on a change in the Scope of Work beyond what is listed in this RFP, or if KCHA and the Firm agree that there has been a change in conditions that will cause the fixed-fee proposal to be exceeded

# Evaluation Criteria

## Scoring

All responses to this RFP that are received on or before the stated deadline will be evaluated by a review panel according to the criteria listed below:

- 1) 25 Points-Experience and professional qualifications of assigned personnel in carryout the requirements listed in the Scope of Work
- 2) 15 Points-Fee Structure and billing
- 3) 10 Points-Interview

KCHA reserves the option to interview only those firms that score highest based on the first two criteria listed directly above, or to not perform interviews. If interviews are performed, KCHA reserves the right to adjust the score of the first two criteria above based on the results of the interviews.

## Reference Checks

Although no points will be explicitly assigned to this evaluation criterion, past performance on other projects will be used, among other considerations, to evaluate both the firm's and the project team's capacity and capability to perform the requested services and to assess:

1. The risk of poor performance or nonperformance
2. How timely and thorough the firm has been when performing past professional services
3. The transparency and accuracy of billing

## Contract Negotiations

The initial term of the contract is three (3) years and will include one (1) one-year extension options for a total maximum term of four (4) years.

The review panel will rate all Proposals according to the evaluation criteria set forth above. KCHA will commence negotiations with the highest-rated firm on pricing, terms, and conditions of a professional services contract. KCHA reserves the right to modify the scope of work, expand or modify the terms and conditions specifically set forth in this RFP. In the event KCHA and the highest rated firm cannot agree on contract terms and conditions acceptable to both parties, KCHA reserves the right, at its sole discretion, to enter into negotiations with the next highest ranked firm and will be relieved of any obligation to negotiate with or contract for services with the highest ranked firm.

## General Conditions

- 1) **Addenda:** In the event there are changes or clarifications to this RFP, KCHA shall issue an addendum. Addenda will only be sent to those firms who have registered with KCHA as having received an official copy of the RFP from KCHA. It is the responsibility of the respondent(s) to check with KCHA by calling the KCHA contact named in this RFP prior to submittal deadline to ensure that all addenda issued by KCHA have been received.

- 2) **Rights reserved by KCHA:** KCHA reserves the right to engage other professional services if, at KCHA's sole discretion, part(s) of the contract could be better fulfilled by another firm. KCHA reserves the right to waive any irregularities or informalities in the RFP and to reject any and/or all Statements of Qualification. KCHA will generally not disclose the number of responses received, the names of the respondents, or the status of negotiations until the Executive Director (or assignee) has approved the award of the contract.
- 3) **Basic Eligibility:** The successful Firm must be licensed to do business in the State of Washington, must have a state UBI number, be properly authorized and be licensed and in good standing to perform the services proposed. The successful respondent(s) must not be debarred, suspended or otherwise ineligible to contract with KCHA, and must not be included on the General Services Administration's (GSA) "List of Parties Excluded From Federal Procurement and Non-procurement Programs" or HUD's "Limited Denial of Participation" list. KCHA expects the firm to adhere fully and at all times to the ethical standards expressed in the Rules of Professional Conduct.
- 4) **Payment Requirements:** Respondents should be aware that KCHA will only make payments on the contract issued under this RFP after the work being billed has been completed, and will pay reimbursable expenses to the Firm only upon receipt of an invoice for the reimbursable expenses. No advance payments will be made to the awarded Firm, who must have the capacity to meet all expenses in advance of payments by KCHA.
- 5) **Records Made Public:** All documents submitted to KCHA will become public record, as per RCW 42.56. Do not submit information as part of this RFP which you think is "confidential" or "proprietary" to your firm. KCHA cannot guarantee that type of information will be withheld from a public disclosure request.
- 6) **Conflict of Interest:** The selected Firm must fully advise KCHA of any potential conflicts of interest and seek a written waiver in advance of commencing work.

## **Indemnification and Insurance**

- 1) The Firm, at its sole cost and expense, hereby releases and shall indemnify, defend, and hold harmless the Owner, its affiliates, officers, agents, partners, employees, successors, assigns and authorized representatives of all of the foregoing from and against all suits, actions, legal or administrative proceedings, claims, demands, damages, liabilities, interest, attorney fees, costs, and expenses of any kind or nature, including those arising out of injury to or death of the Firm's employees, whether arising before or after completion of the work thereunder, and in any manner directly or indirectly caused, occasioned, or contributed to in whole or in part, by reason of any act, omission, fault, or negligence of the Firm, its agents or of anyone acting under its direction or control, or on its behalf in connection with or incidental to the performance of this Contract. The Firm's aforesaid release, indemnity, and hold harmless obligations, or portions or applications thereof, shall apply even in the event of the fault, negligence, or strict liability of the parties released, indemnified, or held harmless to the fullest extent permitted by law. However, in no event shall the release, indemnity, and hold harmless obligations apply to liability caused by the sole negligence of the parties released, indemnified, or held harmless. The foregoing indemnity is specifically and expressly intended to



constitute a waiver of the Firm's immunity under Washington's Industrial Insurance act, RCW Title 51. The parties acknowledge that these provisions were specifically negotiated and agreed upon by them. If any portion of this indemnity clause is invalid or unenforceable, it shall be deemed excised and the remaining portions of the clause shall be given full force and effect.

- 2) The Firm hereby agrees to require all its Subfirms or anyone acting under its direction or control or on its behalf in connection with or incidental to the performance of this Contract to execute an indemnity clause identical to the preceding clause, specifically naming the Owner as indemnity, and failure to do so shall constitute a material breach of this Contract by the Firm.

**General Requirements for Insurance:** The Firm shall procure and maintain for the duration of the Contract insurance against claims for injuries to persons or damages to property, which may arise from (i) the Firm's performance or non-performance under the Contract, or (ii) any basis in connection with the Contract. All insurance shall be carried with companies that are financially responsible and admitted to do business in the State of Washington, and carrying an A-VII rating, according to A.M. Best's Insurance Rating Guide, most recent edition. The cost of such insurance shall be borne solely by the Firm.

### **Minimum Required Insurance Coverage and Limits:**

*Commercial General Liability:* Commercial General Liability coverage with a minimum limit of \$1,000,000 per occurrence and \$2 million aggregate covering bodily injury, personal injury and property damage. Coverage shall be on an "occurrence basis".

*Commercial Automobile Liability:* Commercial Automobile Liability coverage with a minimum limit of \$1,000,000 bodily injury and property damage liability - combined single-limit. Coverage shall be on an "occurrence basis".

*Professional Liability Insurance:* The Firm shall maintain professional liability insurance for itself and its professional employees, and shall ensure that its contractors maintain professional liability insurance, in the event that services delivered pursuant to this Contract, either directly or indirectly, involve providing professional services. Such professional liability insurance shall be (i) appropriate to the Firm, its services and operation, and the profession of its employees and contractors, and (ii) maintained in an amount not less than \$1,000,000 per claim.

*Worker's Compensation (Washington statutory) and Employer's Liability:* \$1,000,000 per accident for Bodily Injury or Disease.

### **Deductibles and Self-Insured Retentions**

Any deductibles or self-insured retentions must be declared to and approved by Owner. At the option of Owner, either the insurer shall reduce or eliminate such deductibles or self-insured retentions as respect to Owner, its officers, officials, employees and volunteers; or the Firm shall provide a financial guarantee satisfactory to Owner guaranteeing payment of losses and related investigations, claim administration and defense expenses.

### **Other Insurance Provisions**

All policies except Errors and Omissions (Professional Liability) are to contain, or be endorsed to contain, the following provisions:

- 1) Owner, its officers, officials, employees, agents, partners, and volunteers are to be covered as additional insureds as respect to products and services of the Firm on a primary/non-contributory basis using form CG 20 10 11/85 or CG 2010 10 1 or equivalent. Additional Insured status shall be for all limits carried, not limited to the minimum acceptable as required herein.
- 2) Firm's subcontractors will name Owner, its officers, officials, employers, agents, partners, and volunteers as additional insured as required in the previous sections.
- 3) Coverages for sexual molestation, abuse, and misconduct are required.
- 4) The Firm's insurance coverage shall be primary insurance as respect to Owner, its officers, officials, employees, agents, partners, and volunteers. Any insurance or self-insurance maintained or expired by Owner, its officers, officials, employees, agents, partners, or volunteers shall be in excess of the Firm's insurance and shall not contribute with it.
- 5) Each insurance policy required by this clause shall be endorsed to state that coverage shall not be canceled or materially changed, except after **thirty (30) days [Ten (10) days** for non-payment of premium] prior written notice by certified mail, return receipt requested, has been given to the Owner.
- 6) Maintenance of the proper insurance for the duration of the contract is a material element of the contract. Material changes in the required coverage or cancellation of the coverage shall constitute a material breach of the contract. Each insurance policy required by this clause shall be endorsed to state that coverage shall not be canceled or materially changed, except after **Thirty (30) days [Ten (10) days** for non-payment of premium] prior written notice by certified mail, return receipt requested, has been given to Owner.

**Acceptability of Insurers:** Insurance is to be placed with insurers with a current A.M. Best rating of no less than **A:VII**. Firm must provide written verification of their insurer's rating.

**Verification of Coverage:** The Firm shall furnish Owner with original certificates and amendatory endorsements affecting coverage required by this clause. All certificates and endorsements are to be received and approved by Owner before Firm commences delivery of products or services. Owner reserves the right to require complete, certified copies, or pertinent parts thereof, of all required insurance policies, including endorsements affecting the coverage required by these specifications at any time.

**Subfirms:** Any subfirm shall include Firm and Owner as Additional Insured under its policies. Firm shall be responsible for subfirms complying with such requirement, and failure to confirm compliance shall constitute breach of contract by the Firm. All coverage for subfirms shall be subject to all of the requirements stated herein.

### **Claim Made Policies**

In the event that the professional liability insurance required by this contract is written on a claims-made basis, Firm warrants that any retroactive date under the policy shall precede the effective date of this contract and that either continuous coverage will be maintained or an extended discovery period will be exercised for a period of three (3) years beginning at the time work under this contract is completed.

The Firm shall furnish such Certificate of Insurance and Additional Insured Endorsements to:

King County Housing Authority  
Attn: Office of EDIB  
600 Andover Park West

Tukwila, WA 98188

Or emailed to: [officeofedi@KCHA.org](mailto:officeofedi@KCHA.org)

## **Cooperative Purchase**

This bid and contract may be anticipated for use by other government agencies. The host agency of this bid and contract has entered into intergovernmental (Interlocal) purchasing agreements pursuant to RCW 39.34 with other government agencies. Interlocal purchasing agreements allow either party to make purchases at the other party's accepted bid price. By submitting an Offer, the Consultant agrees to make the same bid terms and price, exclusive of freight and transportation fees, available to other such governmental agencies. The host agency will in no way whatsoever incur any liability in relation to specifications, delivery, payment, or any other aspect of purchases by such agencies.

# EXHIBIT A

## Fee Schedule

Firms should keep in mind that KCHA reserves the right to negotiate the proposed rates. For this submission, firms should include a two-year projection of rates, with the understanding that rates after the second year may be re-negotiated.

### HOURLY BILLING RATES:

Name	Title	Service Provided	Hourly Rate

### PRODUCT RATES:

System/Product	Description	Individual Rate	Bundle Rate

### TRAVEL EXPENSE REIMBURSEMENT:

### CONSULTANT BILLING RATES DURING TRAVEL:

## EXHIBIT B

#	Questions to RFP #202301	KCHA Response
1	Could you share more about the timeline for the various services requested?	See RFP Timeline included in Pre-Bid Presentation
2	Has the King County Housing Authority contracted with a consultant to provide these services in the past? Is there any information about prior work that the Housing Authority has undertaken related to EDIB that you could share?	Yes, we have engaged multiple contractors including GreatHeart Consulting, Archbright, Pacific Educational Group
3	Does the Housing Authority have a budget estimate or cap for these services? Please share more information about the budget for this RFP. Is there a budget maximum?	Due to HUD regulations, we are unable to disclose the budget or cost estimates for this RFP per the policy in the HUD Procurement Handbook (pg. 30 Section 4.5 C).
4	How does King County Housing Authority envision consultant collaboration with existing Equity, Diversity & Inclusion (EDI)-focused staff?	See Who We Are slide included in Pre-Bid Presentation
5	If we collaborate with other vendors to satisfy the whole contract, can the contract be signed by the separate vendors? Or does one vendor need to be prime for the entire contract with the others as subcontractors?	Both are possible options – (1) One vendor could be the prime contractor with designated subcontractors. (2) KCHA can sign with contractors with separate vendors who are collaborating, provided that their work under each contract is distinct and can be tracked and billed separately.
6	Do all vendors have to be based in King County?	No
7	Who is the training and coaching for? Who will be receiving those services?	We envision training workshops and coaching for senior/exec leaders and above (30 plus staff). Workshops for all supervisors of people (an additional 65 supervisors). And, potentially all staff workshops.
8	Any chance of meeting any of the attendees in this call to see if we can collaborate with them	We will release the registration roster to all attendees

9	Is it an all or nothing? If you like one vendor in the contract but not the others, can you choose to go with one vendor but not the other?	We will evaluate each section of the scope of work individually and may select different vendors to perform the full scope of work
10	What will impact the score associated with the cost proposal(s)?	Award of a contract is based on the criteria set forth in the solicitation and bid documents. Award is usually made under the following conditions: a. To the lowest responsible and responsive bidder, as determined by price, delivery, quantity, quality of goods or services offered, performance record, adequate financial resources, business ethics, compliance with public policy, no suspensions or debarments, bid is not unbalanced, and ability to complete the procurement.
11	Are the insurance requirements needed for subconsultants?	We do not need to see certificates of insurance for each and every subcontractor (or "subconsultant") who may provide services under KCHA's contract with the vendor. We will, however, expect that all subcontractors maintain the same coverage amounts and types as specified in that contract. Our contract language will reflect this requirement.
12	Will there be an opportunity to have a conversation with any KCHA before submitting a proposal? Since we have many different offerings, we'd like to hone in on what will be the best match.	No
13	You mentioned providing a copy of professional credentials. Can you clarify what tis means? Are copies of degrees required?	No, please see page 6 of the RFP "General Qualifications, Experience, and Fee"
14	For "Design and facilitation of inclusive leadership workshops in alignment with KCHA's supervisory training and development programming." — Where might we find the existing supervisory training & development programming info?	KCHA is currently developing a supervisor fundamental training with technical aspects of essential functions but it has not been fully developed yet.. Inclusive leadership would compliment this training.
15	Are you anticipating seperate training for employees, managers and supervisors and directors?	It likely makes sense to provide senior/director training and coaching, something similar for all supervisors, and then a separate non-supervisory workshop for staff. We are open to evaluating different approaches.

16	so is the contract submitter seen as a general contractor and then other vendors are subcontractors? or are they seen as separate vendors and will be paid as such?	See question 5 above. If KCHA enters into separate contracts with each entity, then each will be separate vendors. If KCHA enters into a single contract, then one contractor will be treated as a general contractor, with obligations to pay their subcontractors.
17	Could you speak more to the expectations for Professional Development?	Training performed under this contract would be a component of KCHA's overall professional development offerings. Most specifically for leaders of people.
18	What are KCHA's existing EDIB vision and objectives, that we can align our proposal towards?	They are currently under development
19	Do you need any referral letters from past completed project sponsors?	No, please see page 6 of the RFP "General Qualifications, Experience, and Fee"
20	Is the expectation that the cost proposal approved will be a "final" cost and number of hours involved?	Fees will be finalized during contract negotiations
21	For "Section B 3: Internal and External Engagement Activities" — what are some examples of External Engagement? Who are your external stakeholders?	External stakeholder include but not limited to: community based/advocacy organizations, community members, third party vendors, chambers of commerce, local and state organizations for example the King County Office of Equity, Office of Minority and Womens Business Enterprises, etc.
22	OMBWE is encouraged, but are more points given to those with OMBWE status? i	No, see pg. 8 Evaluation Criteria of the RFP.
23	Can you please talk a bit about the difference between training and professional development? Does training require a certificate be provided at the end for participants?	Training offerings will be part of a larger professional development pathway. A certificate is not required.
24	Will Leadership Development Training be a component for Residents?	No, HR's leadership development training will be for staff only.
25	I have audio issue. Could you please send the presentation? Thank you.	The presentation will be released with the Q&A as well as the recording

26	Is it ok to only have pricing by deliverable (by workshop) and not an hourly rate?	Yes, see pg. 13 Fee Schedule
27	Are you able to share the results of last month's culture survey?	No
28	What will impact the score associated with the cost proposal(s)?	See pg. 8 Evaluation Criteria of the RFP.
29	are you able to share who the current vendors are?	Yes, we have engaged multiple contractors including GreatHeart Consulting, Archbright, Pacific Educational Group
30	Have you considered a length of training	No -we are open to differing training approaches. Training may be different durations via different modalities for different populations of staff.
31	are you able to share who the current vendors are?	Yes, we have engaged multiple contractors including GreatHeart Consulting, Archbright, Pacific Educational Group
32	do you have the questions that were send in advance of this meeting?	The presentation will be released with the Q&A as well as the recording
33	Are you possibly hiring a different consultant for each section?	We will evaluate each section of the scope of work individually and may select different vendors to perform the full scope of work
34	Does the budget of the include expenses, i.e	Yes, see pg. 13 Fee Schedule
35	Will the slide deck you just showed be available	The presentation will be released with the Q&A as well as the recording
36	We are a firm located in Washington DC but serve the entire country, do you need to be a firm in Washington state?	No
37	What is a typical \$ Range?	Due to HUD regulations, we are unable to disclose the budget or cost estimates for this RFP per the policy in the HUD Procurement Handbook (pg. 30 Section 4.5 C).
38	is there a budget estimate or cap for these services?	Due to HUD regulations, we are unable to disclose the budget or cost estimates for this RFP per the policy in the HUD Procurement Handbook (pg. 30 Section 4.5 C).
39	What would be the timeline for engagement for each of these services?	See RFP Timeline included in Pre-Bid Presentation
40	Does the budget include expenses, i.e. – is the contract	Yes, see pg. 13 Fee Schedule



	Inclusive or Exclusive as far as expenses?	
41	Could you share more about the research and evaluation component of Section B Consulting Services?	As part of the EDIB Consulting Services, we expect to receive expertise and/or strategic advice for KCHA's consideration when developing EDIB research and evolution criteria. The use of qualitative and quantitative data will be taken under consideration in every EDIB project
42	You mentioned a survey and assessment, are those questions already pre-determined for benchmarking or will a new survey need to be designed?	Yes. The inaugural Culture/EDIB definitions was administered by Greatheart Consulting. We expect to continue to outsource this service as part of ongoing evaluation of KCHA's culture and EDIB Definitions
43	Has KCHA engaged an equity-focused consultant in the past?	Yes, we have engaged multiple contractors including GreatHeart Consulting, Archbright, Pacific Educational Group
44	Are your survey needs to support the design or the delivery of the survey ( technology to deliver the survey) or both.	Both
45	Would work start immediately upon awarding contract, or will work happen sporadically across the 3 year period?	Work would start immediately after the execution of the contract
46	For training, are you hoping for the facilitator to conduct all trainings in person or virtually?	Both, virtual and in person. In person will be a required component. E-learning or self paced coursework may also be an added component.
47	Is this project based on incidents or strategic initiatives?	This project is the result of the Discovery and Research phase of the inaugural staff of the Office of EDIB
48	Are there specific meetings you are looking for Section B Facilitation Services, or will the meetings be scheduled sporadically over the course of the 3 year contract?	The content and frequency of the workshops, retreats, and resource/affinity group activities will be dependent on the completion of the development of the new strategy 2024-2027
49	Is this project grant based?	No
50	I'm so sorry, but I missed what was said about the HUD forms...Did I hear that those forms are no longer needed?	Yes, the HUD forms included in the exhibits of the RFP are not required
51	Do you already have GIS in your technology portfolio?	Yes

52	Are you open to consultants forming teams with different team members having specialty areas that relate to different sections/components?	Yes
53	when was the current EDIB office started at KCHA?	July of 2021
54	Some scope elements are fairly general (for example, no set number of workshops or specific affinity group activities in section B3). Does KCHA have a clear sense of the specific activities included in each scope element, or is it open-ended?	The content and frequency of the workshops, retreats, and resource/affinity group activities will be dependent on the completion of the development of the new strategy 2024-2027
55	Will the needs assessment lead to organizational development work?	No
56	Part of our process includes examining all organizational policies and procedures for bias and inequities. Is this something of interest and should be included in our proposal?	Yes
57	What is the framework you are using for the the strategic planning process?	See Annual Report
58	I missed the name of the consulting firm you currently work with?	Yes, we have engaged multiple contractors including GreatHeart Consulting, Archbright, Pacific Educational Group
59	Could proposals outline the cost per workshop rather than guessing at how many workshops total would be implemented?	Yes, see pg. 13 Fee Schedule
60	is there overlap between the trainings and workshops under A1 and A2 and B3? could you help me understand their different purposes?	A1 & A2 (HR) KCHA has a newer executive leadership team and restructured senior leadership team so recalibrating/defining of Agency culture and what it means to be a leader at KCHA is occurring. Workshops and coaching would apply for both senior and executive leaders. This is still in the works but would likely be part of an all staff workshop communicating the principles and values. B3: (EDIB) Internal and external engagement activities relate to the need for us to have open lines of communication with key stakeholders to

		help develop, implement and evaluate any activities that are designed as part of our strategy and are separate from training and development offered to KCHA employees.
61	Have the training needs been determined or need to be determined once the contract has begun?	Full training needs will be determined in partnership with the selected vendor(s). As a backdrop, 75% of the Exec Team is new (either to the team or KCHA). 50% of all staff have been on board for 5 years or less, and about 30% of supervisors have less than 2 years in position. Technical training is being developed in house; this partner would help shape the training on inclusive leadership practices. While there is a vision, how we pull it all together is yet to be determined.
62	Will we need to take into account the type LMS system you have already?	KCHA does not have an LMS in place. We do have the ability to launch training through LinkedIn Learning and are open to other systems.
63	what is the EDIB office currently working on in the organization? is there documentation of what work the organization has already done related to equity?	We will be releasing the 2022 Annual Report this year
64	Are there anticipated barriers from your experience that would create challenges to execution for this scope of work that would be helpful for applicants to be aware of or plan to address in the proposal?	Flexibility and being comfortable with uncertainty in this space will be key to the success of the selected respondents
65	Is there a specific section in the proposal where consultants should indicate if they are Women and/or Minority Owned Business Enterprises?	No, see pg. 8 Evaluation Criteria of the RFP.
66	Will you be open to online modules for training and workshops?	Yes, KCHA is open to multiple training modalities for different populations and situations.
67	Will KCHA share the list of people who attended this session?	We will release the registration roster to all attendees

68	how many employees are there at KCHA? approximate numbers at each level: executive leadership, supervisors, individual contributors?	KCHA has approx. 470 employees with 9 on the executive team, 25 at the senior leadership level, and 100 supervisors of people.
69	you mentioned ERGs. Is there a model that is already in use or does this need to be designed?	KCHA currently has a number of active committees, including the Race Equity Diversity and Inclusion committee
70	What is your EDIB Framework that you are using presently?	It is based on inclusive planning processes and capacity building
71	reminder of when q&a responses will be sent?	We will release as soon as possible but no later than February 15th
72	We would like to confirm that we do not need to create any specific content for each component if we would like to bid on all the areas of the Scope of Work?	No. Respondent(s) must submit one (1) proposal when responding for one (1) or more of the six (6) sections of the Scope of Work. However, the proposal should clearly outline each Section of the Scope of Work and indicate how the Respondent(s) is proposing to provide the services (or not). KCHA will evaluate each section independently and may select different vendor(s) to fully execute the Scope of Work. KCHA strongly encourages submitting in collaboration with other vendor(s)
73	Will this webinar be recorded?	The presentation will be released with the Q&A as well as the recording
74	Does KCHA have an expectation of how much time the consultants would be engaged for weekly/monthly?	Engagement will vary depending on the project. At a minimum, KCHA expects to collaborate with Selected Vendor(s) at least 2 -5 hours per week.
75	Are all of the sections expected to last across all three years of the contract? Or is there an engagement timeline for each section?	All sections are expected to remain active throughout the duration of the contract.
76	1. How many staff would be included in the leadership coaching?	Likely 25 to 30 but could be expanded.
77	2. Does KCHA already use a leadership assessment provider or would costs associated with this technology need to be included in the proposal?	KCHA is currently using an assessment provider but are open to other options. Consultants should provide type and cost if proposing a specific leadership assessment tool.

78	How many people do you envision would be attending the coaching and workshops/retreats?	We envision training workshops and coaching for senior/exec leaders and above (30 plus staff). Training for all supervisors of people (an additional 65 supervisors).
79	Are you open to working with consultants that complete work both remotely and in-person? If so, which aspects of the proposal do you require to be completed on-site?	Remote and in-person. This is open for discussion but at minimum some coaching and training engagement, and sessions should be in person.
80	1. If you have received other questions, are you able to share the questions and answers?	The presentation will be released with the Q&A as well as the recording
81	Are all of the forms included in the solicitation required to be submitted with our proposal response? (Forms Exhibit B – HUD Form 50071; Exhibit C— HUD Form SF-LLL Instructions ; Exhibit D— HUD Form SF-LLL ; Exhibit E— HUD Form 5370-C	HUD forms included in the exhibits of the RFP are not required
82	Also, what is the anticipated budget for this contract?	Due to HUD regulations, we are unable to disclose the budget or cost estimates for this RFP per the policy in the HUD Procurement Handbook (pg. 30 Section 4.5 C).
83	How do you interpret section B – specifically parts B2 (research and evaluation) and B3 (assessment)? And, how are those two sections different from section B part 2A, which also includes research and evaluation?	Please see page 6 "Scope of Work" which outlines the activities to be performed under each section.
84	Is there a separate deadline for the LOI? Or should that be the opening document of the proposal?	A letter of intent is <del>not</del> required with same deadline (3/1/2023)
85	What platform will it be released onto? will you send it via email?	It will be released via email to anyone who registered for the pre-bid conference and/or provided their email to download the RFP on our website.