



QUESTIONS & RESPONSES #03

RFP / TITLE
 CONTACT
 EMAIL
 PHONE NUMBER
 SUBMITTAL DUE DATE
 Q&A ISSUE DATE

071588-DEI
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Question2	Answer
How many Port of Tacoma staff would require training as requested?	Employee training range between 250 – 300 employees.
Would you like specialized training for both staff AND leaders?	There will be a need for specialized training to assist the DEI workgroup and leaders with the development and transformation of the organization.
The Port of Tacoma has a DEI Office. How much staff is assigned to the office, and what operational support will the Port of Tacoma provide in the execution of RFP-071588?	The Port does not have a DEI office. Staff will be available on a limited basis to support the execution of this RFP.
What budget range is assigned to RFP-071588?	The Port anticipates spending in the range of \$50 - \$100 thousand annually for the next few years associated with the scope of work.
Is there an expectation that this project be done in-person or virtually given the impacts of Covid-19 both now and possibly in the future?	The goal will be to have in person sessions.
Is there a range of budget that has been allocated for this project?	See the above response for question 4.
A deliverable is to develop recommendations for training. Is it also the expectation that we facilitate/provide the agency-wide training. The DEI Committee will receive the initial training. Just confirming that you also want the consultant to facilitate/provide training agency wide as well.	The intent for this project is to training the working group and facilitate the development/identification of training agency wide. This may include providing the actual training.
Any preference for in-person and online training?	See the above response for question 5.
a. For virtual training: Do all employees have access to a computer?	a. Yes.
b. For virtual training: Or are there some groups who will need to assemble as a group to share a computer/technology? If so, do you have the appx numbers of these employees?	b. No
Lastly, can you offer more on the breadth/depth of the community outreach that you are anticipating? Are there any specific groups you would like to target?	Local groups in Pierce County that focus on advancing community equity and job creation.
Did anything (internal and/or external) prompt the need for the RFP?	The development of the Port Strategic plan
What is your budget? And is this a 3-year budget or 1-year budget?	See the above response for question 4.
What have you done so far regarding DEI?	Form a working group and prioritized the advancement of this work in the strategic plan
The contract term is 3 years. Do you, though, have an anticipated or hoped-for timeline for the completion of the services? Or is 3 years the expected/suggested timeline for all services?	It will likely take three years.
What will be the training location?	Potentially a combination of virtual and on-site in Pierce County (Potentially in Port owned buildings)
Can Non-Training deliverables can be done virtually, like meetings, reviewing policies?	Yes. This can be accomplished through a combination of virtual and on-site sessions.
What was the impetus for this RFP? Was there an event(s) or is this proactive as part of a broader DEI plan?	See the above response for question 10.
Are you interested in out of state consultants?	The RFP is open to all members of the public.
What is the total number of employees for the Port of Tacoma?	See the above response for question 1.
What activities has the DEI workgroup engaged in so far?	Initial discussions around the development of a policy and program.
What trainings have been provided to staff in the areas of diversity, equity and inclusion?	We have historically provided DEI training to all employees every two years. In the past, this training has been in-person, in class room size groups with a facilitator that is a member of the HR staff or an outside consultant.
Does the Port of Tacoma currently have definitions of diversity, equity and inclusion?	Yes; our working definitions are as follows: <u>Diversity</u> includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes every individual and every group as part of the overall diversity that we value. This broad definition includes not only race and sex - the characteristics that most often come to mind when the term "diversity" is used - but also age, national origin, religion, disability, sexual orientation, gender identity or expression, socioeconomic status, educational attainment, marital status, language, physical appearance, and more. Diversity also includes different ideas, perspectives, and values. <u>Equity</u> refers to the processes and practices we consistently follow to ensure that people with marginalized identities or characteristics have the full opportunity to grow, contribute, and develop regardless of their identity or characteristics. The principle of equity acknowledges that advantages and barriers exist and, consequently, people don't all start from the same place. Equity requires acknowledging these unequal starting places, and then working to create processes and structures to address and remedy these unbalanced conditions. <u>Inclusion</u> describes the act of creating environments in which the full participation of any individual or group will be and feel welcomed, respected, supported, and valued. <u>Inclusion</u> is not a natural or automatic consequence of diversity. An inclusive and welcoming climate embraces differences and offers respect for all people in words and actions.
Are you interested in "next steps" beyond what is included in the RFP?	Please focal your submittal to the scope of work in the RFP.
Is there a budget for the 3 year contract?	See the above response for question 4.
We are a project based firm. Will it be acceptable to include all of the requested compensation information as a project instead of on an hourly basis?	Yes
Are you interested in virtual as well as in person activities?	See the above response for question 5.

The solicitation states "The Port anticipates this contact length to be for three years with two separate one-year renewal options at the sole discretion of the Port." Does the Port have a timeline in mind for each deliverable to be completed within the three-year contract term?	No
The Port anticipates this contract length to be for three (3) years with two (2) separate one (1) year renewal options at the sole discretion of the Port. Please advise if the expectation that the entire program would be completed in year one and then training would take place during the 2nd and 3rd year? OR what is the expectation?	We expect the development of the program to take longer than one year.
Will you expect the training be provided on-site or virtually?	See the above response for question 5.
How many participants per training day are you expecting?	We do not have a set number.
How many total employees will we train?	See the above response for question 1.
Is there a budget for this RFP? If so, please share.	No
Is there an incumbent? If there is an incumbent, please explain the need for this solicitation?	This RFP is open to all members of the public.
How many consultants will you use on this project?	The Port intend to enter one contract for services. This selected vendor may include additional sub-contractors in their proposal.
Is there a preference for the interviews of key individuals on this project to be held virtually or in person?	See the above response for question 5.
How many members are there in the Port's DEI Workgroup?	Two commissioners and approximately 8-12 staff members
The T&C's require us to have professional liability insurance, including environmental claims. We would like clarification that by "professional liability insurance", the agreement is referring to "errors and omissions" coverage, which is often included in commercial general liability policies (including ours). As you know, business consultants are normally not covered by technical "professional liability" coverage applicable to doctors, lawyers, etc. Also, we do not believe that there would be an instance in the performance of this agreement where an environmental claim would arise, and so would respectfully request that "including environmental claims" be deleted.	See Addendum 1.
The insurance provision in the T&C's also requires us to obtain Jones Act and Maritime Employers Liability, which do not apply to the performance of this agreement. Therefore, we would request that those provisions be deleted.	See Addendum 1.
We have some requested changes and additions to the "Indemnity/Hold Harmless" section of the Terms and Conditions. I note you cannot copy and paste in this box. I was hoping to discuss who I should share our requested changes with as an attachment if possible, so we can discuss prior to submitting our proposal. Thank you!	See Addendum 1.
A deliverable is to develop recommendations for training. Is it also the expectation that we facilitate/provide the agency-wide training. The DEI Committee will receive the initial training. Just confirming that you also want the consultant to facilitate/provide training agency wide as well.	See the above response to question 7.
Any preference for in-person and online training? a. For virtual training: Do all employees have access to a computer? b. For virtual training: Or are there some groups who will need to assemble as a group to share a computer/technology? If so, do you have the appx numbers of these employees?	Preference will be for a combination of virtual and in-person training. a. Approximately 50% of staff have dedicated computers. b. Yes near 150 employees
Lastly, can you offer more on the breadth/depth of the community outreach that you are anticipating? Are there any specific groups you would like to target?	See the above response to question 9.
Did anything (internal and/or external) prompt the need for the RFP?	See the above response to question 10.
What is your budget? And is this a 3-year budget or 1-year budget?	A set budget has not been developed.
What have you done so far regarding DEI?	See the above response to question 19.
The contract term is 3 years. Do you, though, have an anticipated or hoped-for timeline for the completion of the services? Or is 3 years the expected/suggested timeline for all services?	No, we do not have a set timeline.
Numbers are helpful: a. How many employees does the Port have? b. How many are on the Port of Tacoma Commission? c. How many employees are on the internal DEI Workgroup? Do they represent various levels of employees? Or is this group composed of leaders?	a. See the above response for question 1. b. 5 c. between 8-12 employees across various levels and departments in the organization.
The RFP would like the consultant to facilitate the Workgroup's meetings? How often does the DEI Workgroup meet? Or are you relying upon to suggest the frequency of this?	Yes and we will look to the consultant to development the frequency
Who is your Executive Sponsor for this initiative? (I am thinking this is your Board ?)	The Port Commission
What will be the training location? Can Non-Training deliverables can be done virtually, like meetings, reviewing policies?	See the above response to question 14.
The solicitation states "The Port anticipates this contact length to be for three years with two separate one-year renewal options at the sole discretion of the Port." Does the Port have a timeline in mind for each deliverable to be completed within the three-year contract term?	No
In addition to the DEI Workgroup, is the Leadership Team open to being included in a design thinking series alongside Port employees across work types and seniority levels to ideate on solutions to problems, and have Executive Leadership buy-in from the beginning?	Yes
The solicitation lists an assessment as a deliverable for this engagement. Is the Port open to the selected vendor developing quantitative (e.g., surveys) and qualitative (e.g., focus groups, interviews) methods for this deliverable?	Yes
The solicitation includes an attachment (Attachment C) of a rate sheet template. Is this the required submission format proposers should follow for the proposed fee structure?	No, just a template.
Does the proposed fee structure (compensation) have to be in portrait orientation with one (1) inch margins and 11-point or greater font?	No

How many direct employees and contractors (including estimates regarding demographic characteristics such as employee age, race/ethnicity, and tenure) are currently employed by the Port?	At the end of 2021, our workforce is 21% minority.
What is the staff breakout (i.e., leadership, unionized, department managers, IC, etc)?	See the above response for question 1.
Are there stakeholders outside of internal employees and contractors (e.g., consultants, volunteers, board members, elected officials, committee members, partners, etc.) that need to be included in the audience for this engagement? If so, approximately how many stakeholders and what are the roles each stakeholder has with the Port?	Yes. This will be developed during the initial phase with the consultant.
What level of access will the vendor have to data/documents/papers across the Port for this engagement?	The Port is a public entity and as such complies with the state Public Records laws. The Port will work with the consultant
In regards to the 2021-2026 Strategic Plan, what metrics/KPIs were put in place to measure the success of the DEI-focused goal?	Develop a program. More specific KPIs will be developed as part of the program.
Does the Port have process, output, and outcome measures/metrics already in place for this engagement? If so can the Port share?	No
What learning delivery modes/methods are Port workers proficient with?	virtual and in-person
Are there any limitations to web-based learning at any of the Port worksites (e.g., lack of computers, limited internet access, etc.)?	no
What learning technology platforms are part of the learning ecosystem (e.g., LMS, Microlearning, Mobile Learning, etc.)?	none
What technology platforms does the Port already have that we can leverage for this engagement (e.g., Microsoft SharePoint for portal development, a Learning Management System for training enrollment, assessment, and policy access for internal employees and contractors, etc.)?	Sharepoint
Is it possible to assemble a sample of employees from whom to gather feedback during the training development phase? If so, does the Port have in mind the employee groups that can be involved in this phase?	Yes, these groups will be developed by DEI Working group in partnership with the consultant.
How many people are in the DEI work group? -What roles do they hold?	See the above response for question 35.
Whose responsibility is the creation for the DEI workplan?	See the above response for question 48.
What is the DEI training expectation? -How many of them? -What is the timeframe? -For how many people?	This will be developed during the initial phase with the consultant.
When asking for recommendations, does that take the form of a document, advising or consulting?	This will be developed during the initial phase with the consultant.
What is the budget size or cap for the project?	See the above response for question 4.
There are a variety of referenced external stakeholders. Is it possible to more directly enumerate them and the desired level of engagement they'd have in relation to the training activities of the RFP?	This will be developed during the initial phase with the consultant.
How many staff members work for the Port? Is there an organizational chart available?	See the above response for question 1.
How much time is generally being allocated for training of your internal stakeholders? Does the allotment of time vary based on their position with the organization's hierarchy?	This will be developed during the initial phase with the consultant.
Do you have an organizational strategic plan against which we can anchor the DEI work?	Yes, https://www.portoftacoma.com/planning/2021-2026-strategic-plan
What is the impetus for this body of work?	See the above response for question 10.
What are the current metrics you feel will measure success, ie, what is your desired state?	This will be developed during the initial phase with the consultant.
What percentage of learning experiences do you want in-person versus virtual?	See the above response for question 5.
What LMS can we upload with learning content? If you desire online, on-demand DEI content, we can convert, digitize, and upload all of our content to your Learning Management System (LMS). The question is to learn about what system you have, if any?	This will be developed during the initial phase with the consultant.
What are the accountability procedures in place to ensure execution?	This will be developed during the initial phase with the consultant.
What external community groups have you identified to participate?	This will be developed during the initial phase with the consultant.
What have you tried in the past, ie, since training is the last components to a DEI strategic plan and is a part of change management, where is your current DE&I strategic plan?	See the above response for question 20.
What worked and what didn't?	See the above response for question 20.
Under fees, you state that we should quote an hourly rate. We also have full day and half day rates fir training and certain types of consulting such as assessment interviews. Can we also submit daily or half day rates fir some of our services?	Yes
Some training may be delivered in full and hay day sessions. Should we price training in full and half day options both for in-person and virtual training?	Yes
Have you already formed a DEI Workgroup? If so how?	This will be developed during the initial phase with the consultant.
What is your DEI Workgroup Charter?	This will be developed during the initial phase with the consultant.
Who serves on the Workgroup?	See the above response for question 35.
How frequently do they meet?	This will be developed during the initial phase with the consultant.
Can we view the full 2021-2026 Strategy?	See the above response for question 74.
What type of DEI training has already been delivered?	See the above response for question 20.
Who will be responsible, internally, for moving this work forward?	See the above response for question 48.
What would a successful partnership look like?	Suscessful deployment of DEI training and successful staff engagement regarding DEI.
Can deliverables (1-9) be cadenced over multiple years?	See the above response for question 13.
What is the size of the general staff population?	See the above response for question 1.
Is it required to submit consultant hourly rates and deliverable project-based rates?	No, you can submit project-based rates.