



City of Cambridge

PURCHASING DEPARTMENT

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To: All Bidders

From: The City of Cambridge

Date: October 17, 2018

Re: File No. 8148A RFP Diversity, Equity and Inclusion: A Workforce Plan for Recruitment, Hiring and Promotion

The Addendum is comprised of:

Bidder's Questions

The Following Questions were asked and answered.

Question 1: The opening paragraph of the RFP and Section II, part 1, both indicate due date Thursday October 25, 2018 @ 11:00 AM. The opening paragraph on page two indicates a due date and time of Thursday, October 18, 2018 @ 11:00AM. Which is correct?

Answer 1: The due date and time for all responses is on or before 11:00AM, Thursday October 25, 2018.

Question 2: Section V: Scope of Service Specifications: When is the last time the City has collected diversity, equity and Inclusion assessment data (beyond what is on your website)? Would the City be able to provide the successful proposer a copy of all the recent diversity, equity and inclusion data?

Answer 2: The City routinely updates its Equity and Inclusion Dashboard (www.cambridgema.gov/Departments/equityandinclusion/interactiveequityandinclusiondashboard) as well as its Pay Equity Dashboard (<https://www.cambridgema.gov/Departments/citymanagersoffice/payequitydashboard>), and will be able to provide up-to-date diversity data, among other useful information, to the firm hired to perform this work.

Question 3: Section V, 5.2 Plan of Services:

- a. As part of this assessment, would the City of Cambridge be open to having the successful proposer conduct focus groups that would be organized by demographics (either across the Company or broken out by department) as well as administering an online survey for all employees and additional stakeholders.
- b. Would you hope to include all-employees in this assessment? (Meaning benefit eligible/non-eligible and union/non-union, totaling approximately 2,500 employees according to your dashboard.)

- c. Would the City of Cambridge likely want a formal presentation of the assessment findings? If so, who from the City of Cambridge would likely attend this final report-out?

Answer 3:

- a. The City is open to collaborating in whatever way necessary to collect the data needed for a thorough, bottom to top, cross-diagonal assessment of its current practices as they relate to recruitment, hiring and promotion, and that includes surveys and focus groups needed.
- b. We would strongly prefer to gather perspectives from different groups of employees.
- c. The final plan (and possibly any interim reports such as the Trend Analysis Report) must be formally presented to the City Manager who is the Chief Executive of the City for recommended adoption. Others will likely be present at this meeting such as the Deputy City Manager, the Director of Personnel and the Equity and Inclusion Director among other staff.

Question 4: Section V, 5.3 Timeline: The RFP indicates a preference for less than 16 months. Is there an optimal timeline the City would like to see the work completed within?

Answer 4: The City, in recognition that firms may be working on multiple projects simultaneously, wanted to allow ample time for completion of its work. Depending on a firm's capacity and proximity to the City of Cambridge, the work can conceivably be accomplished in less time. Certainly, the City's preferences are for this project to be executed in a continuous, thorough, and comprehensive fashion and for work to be completed as quickly as possible, but will be reasonably flexible within the sixteen (16) months allotted.

Question 5: Section V, 5.4 Outreach and Recruitment Efforts: When is the current scheduled date for Taleo implementation to be completed?

Answer 5: The estimated completion date for Taleo is June 2019.

Question 6: Which positions are represented on the City of Cambridge's senior leadership team? (Total number of people on team?)

Answer 6: The leadership team is comprised of:

- 1) City Manager
- 2) Deputy City Manager
- 3) Assistant City Manager for Fiscal Affairs
- 4) Assistant City Manager for Community Development
- 5) Assistant City Manager for Human Services
- 6) City Solicitor
- 7) Chief Public Health Officer
- 8) Personnel Director
- 9) Budget Director
- 10) Director of Communications and Community Relations
- 11) Director of Equity and Inclusion
- 12) Police Commissioner
- 13) Commissioner of Public Works
- 14) Chief Assessor
- 15) Director of Traffic, Parking & Transportation

Question 7: In Addition to the D&I Director, does the City of Cambridge have some form of a D&I Advisory Council, Employee Resource Groups, etc.?

Answer 7: The City has an Equity and Inclusion Initiative (formerly Cambridge Leadership Initiative) Steering Committee. It also has an Employees' Committee on Diversity. There is no other employee

resource group currently, but some are being discussed. There are also employee resource groups in some departments, i.e. Department of Human Services and the Cambridge Police Department.

Question 8: Do you see this effort as a comprehensive assessment, inclusive of additional/key organizational areas through a D&I Lens (beyond just recruit, hiring, promotion, including areas such as career development, mentoring, performance management, etc.)?

Answer 8: The focus/scope of this RFP is restricted to recruitment, hiring and promotion. We do envision possibly expanding into other areas, such as those mentioned above, at some later point; however, any expansion will be after the successful completion and full implementation of this phase of the City's diversity, equity and inclusion efforts as outlined fully in the RFP and is not included in this RFP.

Question 9: Is a budget or reference range for this work available, which might assist Proposers in the scope development?

Answer 9: The City does want this work to be done in a comprehensive and cost-effective manner. But a specific budget number has not yet been set.

Question 10: With Respect to Section VII-Comparative Evaluation Criteria-If a firm anticipates receiving a **Not Advantageous** rating for any or some of the questions, does that mean that it should not submit a proposal?

Answer 10: A rating of **Not Advantageous** for one or some of the questions in Section VII does not necessarily mean that such a firm will not be chosen. **Not Advantageous**, in this context, means that the firm has a neutral rating, neither a **Highly Advantageous** nor an **Advantageous** rating. It is certainly not a fatal flaw in any submission. We encourage firms to submit proposals even if they feel that their expertise in one area is not as high as they would like.

Question 11: The City's timeline for the completion of this work is generous, provides some cushioning, and that is very appreciated. If a firm can devote itself full-time to this work, will the City be fine with a condensed timeline and is the budget for the project available for quick completion?

Answer 11: Yes

All other details remain the same



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Addendum No. 1