

CONTRA COSTA COUNTY  
EMPLOYMENT AND HUMAN SERVICES DEPARTMENT  
ADMINISTRATIVE SUPPORT SERVICES BUREAU

REQUEST FOR QUALIFICATIONS RFQ # 1000  
*Organizational Development Support*

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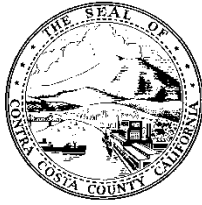
**Question and Answer Document**

***Published on ehsd.org on April 30, 2024***

The opportunity to submit questions pertaining to this RFP was made available up until April 4, 2024.

**PROGRAM**

1. (Page 8) Referencing page 8 of the RFQ, can the County provide further clarification for the intended scope of the service item titled “d) closure” for each service area? Is this asking the Bidder to define how completion of a service area engagement would be determined, a final report or summary of work provided at the completion of each service scope, or some other specific deliverable? ***This includes documenting lessons learned, celebrating achievements, and ensuring a smooth transition. Ensuring that loose ends are tied up, stakeholders are informed, and resources are released. Final step formally closing the requested service life cycle.***
2. (Page 8) Page 8 of the RFQ requests that the Bidder provide (3) references for similar work. Pages 19 and 20 refer to providing “Letters of Recommendation”. Can the County confirm if letters of recommendation or simple references are desired? ***Letters of recommendation/ references are used interchangeable with examples from other engagements.***
3. What is the typical team size? ***Depends on the engagement.***
4. Will dedicated client-side stakeholders be supporting any engagements or will we have to schedule regular client contact around their work schedules? ***Client-side stakeholders will be supporting and scheduling will be collaborative.***
5.
  - a. What is the expectation to be on-site during an engagement? ***Combination of in-person and virtual meetings.***
  - b. Can this be done in combination of in-person and virtual? ***Yes***
  - c. If so, is there a minimum of in-person engagement that is typically required? ***No***
6. What is the typical or expected duration of a staff morale / engagement assessment? ***Dependent on proposed scope of work.***
7. Are there any specific metrics that the County would like to track in an assessment? ***We welcome recommendations based on industry standards.***

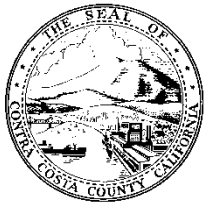


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8. Will this work include commissioning new employee assessments, or facilitating analysis and action plans against existing assessment data? ***Facilitating analysis and action plans against existing assessment data and include commissioning new assessments.***
9. What are the most significant employee morale challenges you currently face; have you already attempted initiatives to address them? If so, to what extent have they worked/failed?  
***Assessment 2023 – Employee Engagement Survey administered August 2023 with a survey response rate of 51% (882/1,726). The lowest rated questions were related to “my opinion counts”, “training” and “inclusion”.***
10. How many employees would be involved in a staff morale/engagement assessment (i.e., how many employees would the assessment cover)? ***All EHSD employees, 1937.5 FTEHSD Executive Team Senior Management.***
11. Were any prior staff morale/engagement assessments performed in the past for the County? What were some of the things that went well during that assessment? What are some things from the previous effort that the County would like to see performed better in this next assessment? ***See above for 2023 assessment. Would like to improve response rate and implement improvements.***
12. Has Contra Costa County already collected any data on staff morale outside of past assessments? ***Some individual bureaus have conducted assessments.***
13. Would the County be looking for implementation of an action plan following the assessments? ***Yes.***
14. What is the typical or expected duration of a strategic planning engagement? ***We do not have a currently have a strategy plan. We welcome recommendations.***
15. Does the county already have a strategic plan? Do they need to create a new strategic plan or update the current one? ***We do not have a strategic plan. We would like to create one.***
16. Describe your organization's current strategic planning maturity.  
***EHSD does not have a strategic plan.***
17. How many employees would be involved in a strategic planning engagement?  
***We would like to include broad representation for employees, County and community partners.***
18. What level of strategic planning would be involved (executive level, program level, team level, etc.)? ***EHSD***



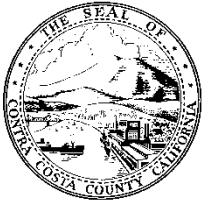
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19. How far into the future would the strategic plan be accounting for? **5 - 10 years.**
20. Are there any current issues the County is facing in their strategic planning?  
***The FY 24-25 EHSD budget has a good summary of EHSD strengths and challenges.***  
<https://county-contra-costa-ca-budget-book.cleargov.com/16183/introduction/transmittal-letter>
21. What groups and stakeholders would be involved in a strategic planning engagement?  
***All levels of staff, county, and community collaborators.***
22. Would a strategic planning engagement also include plan execution? **Yes.**
23. Is there a preferred timeline/budget range for this contract?  
***The list will be maintained for 5 years, beginning July 1, 2024. There is no budget range.***
24. What was the motivating factor to begin this RFQ process now, if any?  
***To assist EHSD to achieve continuous organizational development and improvement.***
25. Is there currently an internal DEI workgroup anywhere in the bureau? **Yes. EHSD has a DEI core team, and the county has an Office of Racial Equity and Social Justice.**
- a. What, if any, DEI activities have bureau employees engaged in? ***See EHSD budget for example.***  
<https://county-contra-costa-ca-budget-book.cleargov.com/16183/introduction/transmittal-letter>
26. Would you like us to include potential next steps above and beyond the RFQ's scope of work? **Yes.**
27. (Page 8) Does the County intend that bidders should describe their approach to providing the defined services, including assessing need, developing, and executing plans to meet the need, evaluating success for each service area, and closure? **Yes.**
28. (Page 8) Referencing 2.1 Statement of Qualifications, “In each area, services will include a) assessment of need, b) development and execution of plans to meet the need, c) evaluation of success, d) closure and e) at least one example of similar prior work.”

The activity identified as item d) closure may be interpreted differently by different bidders. For example, some may interpret it as project closeout vs. others may interpret it as knowledge transfer from the vendor to the county.



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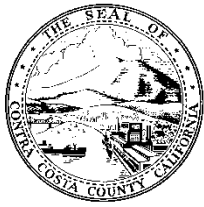
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Will you please expand on item d) closure so that bidders have clarity on what is expected to be addressed in this section?

***This includes documenting lessons learned, celebrating achievements, and ensuring a smooth transition. Ensuring that loose ends are tied up, stakeholders are informed, and resources are released. Final step formally closing the requested service life cycle – deliverables.***

29. (Page 19) On the rating sheet, there is a weight of 3.5% tied to letters of recommendation, and the total possible score for letters of recommendation and references is 13. However, there is no weight tied to references. How will references be scored? ***Letters of recommendations and references are given the same weight.***



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**FISCAL**

1. In Section 9 of the RFQ “Rating Sheet”, a “Fee Schedule Narrative” is referenced, and is weighted at 4% of the overall scoring calculation. Page 15 and 20 of the RFQ reference a fee schedule in the list required attachments, but no reference is made to a fee schedule narrative. Can the County clarify whether a fee schedule narrative is required in addition to the fee schedule, and if so, please elaborate on what the desired contents of the narrative would be?

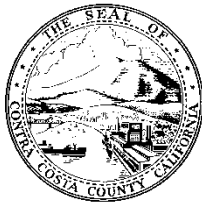
*The narrative should be written so that someone not familiar with the requested service can conceptually understand the rationale, purpose, and calculation of the estimated fees. There must be enough specific fee details included in the narrative to enable raters to: (1) clearly understand why the costs are essential to meeting the projects objectives; (2) verify the reasonableness and allowability of the cost; and (3) ensure the appropriate application of direct and indirect cost rates, if applicable.*

*The fee narrative must be concrete and specific, provide a justification for the basis of each proposed cost, and an explanation for how that cost was calculated. Examples to consider when justifying the basis of your estimates can be ongoing activities, market rates, quotations received from vendors, or historical records. The narrative must demonstrate that costs are allowable. Costs must be necessary and reasonable for the services provided. (See attached “Example Fee Narrative”)*

2. What is the typical budget for a staff morale / engagement assessment? *We do not have a typical budget. It will depend on need.*
3. (Page 16 and Page 19) The Rating Sheet indicates a score for the “Accuracy & Completeness of Fee Schedule.” As such, we request that the County please define what specific information should be included in the fee schedule, other than hourly compensation rates.

<i>Description</i>	<i>Quantity</i>	<i>Unit of Measure</i>	<i>Per Item Cost</i>	<i>Total</i>
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4. (Page 19) The Rating Sheet indicates a score for the “Fee Schedule Narrative.” As such, we request that the County please define what specific information should be included in the Fee Schedule Narrative. *See response to question #3 above.*



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**Example Fee Narrative**

**Organization Name:** ABC Corporation

**Area of Service:** Change Management

**Prepared by: (name, title)** John Smith, CFO

**A. PERSONNEL (identify number, title of staff and proposed duties, if applicable)**

The basis of estimate identifies the hourly rates, total hours, and total project costs proposed.

**B. TRAVEL (if applicable)**

All travel costs including airfare, per diem,

lodging, transportation, and miscellaneous travel expenses. The purpose of the proposed travel and how it contributes to accomplishing the project objectives is described below.

**Domestic Travel**

§ **Trip 1:** The Project Manager will travel for two days to Denver from Washington D.C. for the required project presentation. Costs are budgeted based on estimates for economy airfare, lodging and per diem at GSA locality rates, and other miscellaneous expenses such as baggage fees, parking, airport shuttles, rental car.

§ **Trip 2:**

**C. SUPPLIES**

The purpose of the supplies and how they assist with accomplishing the project objectives is described below.

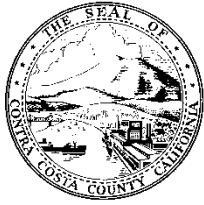
**D. CONTRACTUAL**

The purpose of the contract/subaward/consultant and how it assists with accomplishing the project objectives is described below.

**Consultant**

§ We need to hire a consultant to assist with facilitation, technical assessments, and preplanning activities as needed. We have conducted preliminary price analysis and found average fees for facilitation consultants in the area are \$150 per hour. The estimate would provide 75 hours of facilitation work focused on the development of the strategic plan, for a total cost of \$X.

Our procurement policies require that we obtain at least three quotes for services and the selection will be based on best value (qualifications and price).



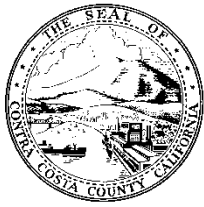
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**ADMINISTRATIVE**

1. (Page 1 and Page 5) The RFQ lists three different due dates/times for questions (re: RFP page 1 and 5 in two places). Please clarify if this due date can be extended to 4 PM on April 4, 2024. This would allow bidders time to submit follow-up questions after the Bidders' Conference. ***The question submission period ended on April 4, 2024.***
2. Please confirm how the naming of the submitted bidder files should be handled if a bidder proposes multiple service areas. For example, if a Bidder proposes on all nine service areas, does the County want 9 files titled "RFQ #1000 – Bidder Name – Qualifications submission packet", each submitted through the website? Will this cause problems with duplicate file names? Should the name of the service area be added to the file name as well?  
***Bidders submitting proposals for more than one area can identify each separate proposal by naming the files accordingly. "RFQ 1000 – Bidder Name – Qualifications – Subject Area".***
3. My company will submit an RFQ for more than one service area. Please clarify if bidders need to either a) provide **separate RFQ's** per service area *OR b)* provide **one RFQ** with a breakdown of each service area. ***A separate proposal must be submitted for EACH service area under which the bidder wishes to be considered for the RFQ Vendor List.***
4. Two signatures of the bidder's Board of Directors President and Executive Director, or the equivalent for for-profit organizations, are required. Does this disqualify single-owner LLCs from applying? If not, how should single-owner LLCs proceed? Assume one employee and a contractor model. ***Single-owner LLCs may apply for this RFQ. In such circumstances, a single signature is sufficient.***
5. (Page 8) The RFQ states: "*Submissions must be separated into two (2) files – the first file contains the bidder's qualifications and proposal; the second file contains the bidder's fee information documents. Separate response submissions are required for each service area for which the respondent is interested. Duplicate enclosed forms as necessary.*"  
Can you please clarify what you're asking for? Do firms need to submit a separate proposal for each service area we're submitting qualifications for? For example, submit files 1 and 2 for change management, submit files 1 and 2 for strategic planning, etc. for a total of 8 files submitted (assuming we're apply for 4 service areas). ***A separate proposal must be submitted for EACH service area under which the bidder wishes to be considered for the RFQ Vendor List.***



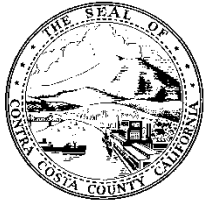
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6. (Page 8) Please confirm if bidders must submit different files for each service area, vs. submitting one file, separated by Response Cover Sheets for each service area?  
***A separate proposal must be submitted for EACH service area under which the bidder wishes to be considered for the RFQ Vendor List.***
  
7. (Page 8 and Page 19) In the RFQ, bidders are asked to provide, for each service area, references for similar work on page 8. However, on page 19, the County asks for letters of recommendation from other engagements. These two types of documents are typically structured differently. Will you please clarify the format in which references and / or letters of recommendation should be provided? ***References and letters of recommendation are being used interchangeably. Examples from other engagements should be included.***





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If a bidder has process related questions, e.g. how to submit the bid, such questions can be submitted via e-mail or phone as follows:

- *Phone:* Employment and Human Services Department Contracts Unit,  
925-608-4969
- *E-mail:* [contractbid@ehsd.cccounty.us](mailto:contractbid@ehsd.cccounty.us)

**Final proposal submission will be due via submission on [ehsd.org](http://ehsd.org)  
by 12 pm on May 15, 2024.**

**Thank you for your interest in RFQ 1000.**