



**REQUEST FOR PROPOSALS (RFP) NO. 302 – Diversity, Equity, and Inclusion (DEI)
Roadmap Update**

Pre-Bid Questions and Answers

Deadline for Proposal Submissions: Friday, October 11, 2024 at 3:00 p.m. CT

Questions received by CMAP and the corresponding answers are provided below:

Submittal and evaluation questions

1. Are there budgets or not to exceed amounts established for Request for Proposals?

Is there a budget or not to exceed amount for the scope of work and, if so, what is that amount/estimation? Are there any budget guidelines for this RFP and can they be shared?

What approximate budget would you like proposals to fall within? There are many different ways we can structure this partnership to meet your needs, so providing a budget will help us understand a good starting point for scoping our potential work together.

Budgets and not-to-exceed amounts are typically not issued for individual requests for proposals, with the goal of fostering innovative solutions, allowing for flexibility in pricing depending on the quality of proposals, and discouraging vendors from potentially inflating prices to match the stated budget.

However, there are occasions when a not-to-exceed amount may be applicable due to the restrictions/limitations of a particular grant that will fund the work. If this is the case, that amount will be disclosed in the RFP publication. This is not the case for this particular RFP.

2. Do vendors have to submit to both RFPs?

No. Vendors need not submit to both RFPs (302 and 314) for their proposals to be considered. Additionally, the fact that a potential vendor responds to both or only one of the RFPs will have no effect on the over-all scoring of a specific response.

3. The Proposal Submittal Form excel sheet contains a "Project Examples" and "Client Examples." Tab, which should be used?

The Proposal Submittal Form includes two tabs, Project Examples and Client Examples, yet the scope only indicates Client Examples as a part of the submission. Are the Project Examples and Client Examples on the form the same or different? Can be filled in with same details?

Vendors that will be providing a professional service towards a project are required to fill out the "Project Examples" tab, vendors that will be providing products (data, software) or general services or completing tasks as assigned (maintenance, augmented staff, audit services etc.) are required to fill out "Client Examples". References can include the same clients or additional individuals you wish to use as a reference.

For this particular RFP the Client Example tab is required.

4. How is the Past performance evaluation criteria evaluated?

Can you share more about the past performance piece? What should we include in the submission on this piece? How will past performance criteria be evaluated if a vendor does not have previous experience with CMAP?

This evaluation criteria is based on the prior performance of a Vendor on previous CMAP contracts. Those who are or have been seriously deficient in current or recent contract performance, in the absence of evidence to the contrary or circumstances properly beyond the control of the Vendor, shall be presumed to be unable to meet these requirements. Past unsatisfactory performance is sufficient to justify a finding of non-responsibility. Vendors who do not have a previous relationship with CMAP, or have a positive relationship, will not have their scoring affected.

5. Will CMAP accept proposals from firms located outside Illinois?

All firms are invited to respond provided they can meet all the submittal requirements outlined in the RFP and are able to demonstrate through the submittal that they are able to successfully perform the scope of work requirements, including the in-person requirements.

6. Is there an ability to negotiate any of the contract terms?

Will you accept redlines?

Can we do a legal review after the project is awarded?

Would you consider completing the work in less than 12 months?

CMAP will consider proposed exceptions or amendments to the scope, or general terms and conditions, outlined in the RFP and depending on their reasonableness and applicability to the project at hand, may include them as amendments in the executed contract. Proposers **must** use the available space in the Proposal Submission Form to detail any requested exceptions to the scope and/or general terms and conditions in order to be considered. Therefore, any legal review should be conducted by the proposer prior to submitting their proposal so that any proposed exceptions or amendments can be included in the proposal. Failure to disclose exceptions until after an award may result in a rescinded award.

Exceptions will not necessarily affect final evaluation scores, but they need to be taken into consideration by the evaluation committee to accurately review all submissions.

Scope questions

7. Can you please provide some clarify around in-person vs virtual requirements and expectations?

The scope document states, "some in-person is required". How many meetings are you anticipating roughly?

Will you accept primarily virtual?

Would engagement, interviews, or facilitation occur all in person or is there a possibility for remote hybrid engagement? What level of access will be given to staff?

As stated in the RFP, some in-person engagement will be required. However, CMAP has not yet determined the exact number of on-site and in-person visits, meetings, and/or interviews that might be needed to successfully carry out the activities identified. Over the anticipated 24-month engagement term, CMAP expects the selected consultant may participate in at least one quarterly staff meeting per year and engage in-person with agency leadership and members of the DEI implementation team. However, CMAP is open to working with the selected consultant regarding industry best practices for staff engagement needed to update the DEI Roadmap. CMAP invites respondents to propose a desired and/or recommended number of sessions as a part of their larger engagement strategy.

Per the terms laid out in the scope, we ask that vendors list exceptions to the scope that you require in the "Submission Form" tab of the Proposal Submittal Form Excel document. If you are unable to provide services in-person, we ask that you fully lay out the exception you are requesting, and all proposed variables to it, in the "Requested exceptions to RFP Scope of Work*" section. Failure to disclose exceptions until after an award may result in a rescinded award.

8. Can travel be included in the proposal budget?

For the Diversity, Equity, and Inclusion (DEI) Roadmap Update work, anticipated travel expenses should be included in the proposed budget, as submitted in the "Price Proposal Form" tab of the Proposal Submittal Form.

9. Is it a requirement for CMAP to own the IP of this project?

CMAP refers vendors to the RFP's Attachment 4 (General Terms and Condition), Section 22 (Ownership of Documents, Intellectual Property, and Confidential Information). Proposed exceptions to the General Terms and Conditions can be noted in response to the RFP.

10. Can you please provide some clarity around the agency's general structure?

How do you communicate internally with staff and stakeholders?

Do you have a department that handles communication with all stakeholders?

Does everyone have a company email address? If the answer is no, what is the percentage of employees who do not have a company email address? What types of positions don't have access to company email addresses?

What is the current total headcount for your staff?

Do you currently collect demographic data from your staff?

The total headcount of the agency is 120, all employees have an agency email address, CMAP currently collects demographic data from staff.

CMAP has a Communication and Engagement division which handles communication with all stakeholders – internal and external. Internally, CMAP’s communication methods include newsletters, emails, regular meetings, as well as a staff member dedicated exclusively to internal communications.

11. Can you please provide some clarity around the current DEI activities and initiatives at the agency?

Do you have an organizational strategic plan to which we can align the DE&I (or other consulting work)?

Can CMAP provide the existing DEI Roadmap to inform the proposals?

In the RFP, it states that the Roadmap implementation team consist of the DEI Council, three working groups (Workforce, Workplace and Community), and four project teams. Can you clarify the project teams noted and if these are the core audiences for activity 2?

How many staff members, managers, agency executives, implementation teams, etc. would be engaged through this work?

How many stakeholders will be involved?

Will the consultant be expected to engage external stakeholders, and if so, what type and how many external stakeholders groups/organizations?

Has the organization ever done a community survey?

Has the organization ever done an organization-wide culture or DEI assessment prior to this project?

Have you in the past conducted any engagement or inclusion surveys, or other type of employee feedback efforts? If so, will you be able to provide summaries of these results as part of the context gathering process of the roadmap update?

What types of reports and data are available?

If applicable, when was the last Inclusion Survey conducted?

Please provide a sample of the roles & levels of your team members that make up your Council and the 3 implementation working groups.

What involvement will your top leadership (i.e., executive team) play in this partnership?

What are the key performance indicators (KPIs) you are using to define success in that plan?

What are the quantitative and/or qualitative variables you will use to define success for this project?

Do you currently have a people analytics report associated with the body of you work you desire? If so, what are the most current results associated with the current/on-going work?

Are there any considerations or insights we should be aware of?

[ON TO 2050](#), the region's comprehensive plan, guides regional priorities and guides all CMAP work. CMAP also has an adopted [five-year strategic direction](#) to guide the agency's efforts to implement ON TO 2050.

Internally, the DEI Roadmap serves as a primary framework for implementing equity-informed policies and programs, tracking agency progress, and achieving measurable results in the identified focus areas: workforce, workplace, and community. For reference, a copy of the DEI Roadmap is available under RFP 302 at <https://cmap.illinois.gov/procurement>.

In addition to the DEI Council and the working groups, the DEI implementation teams' work includes three projects — identifying recommendations and next steps related to equitable hiring practices, onboarding, and mentorship. These projects were identified based on the goals and objectives outlined in the existing DEI Roadmap.

While these are critical audiences for building knowledge and awareness, this is an agency-wide initiative with varying levels of engagement. Not all staff will be as deeply involved in the project as those engaged in the Roadmap's implementation team, but the DEI Roadmap update effort will need to allow for engagement with larger portions of the CMAP staff including other affinity groups across the agency. CMAP is open to working with the selected consultant regarding industry best practices in staff engagement to update the DEI Roadmap.

No external stakeholders will be engaged, this is an internal initiative.

In addition to the efforts supporting the creation of the existing DEI Roadmap, CMAP conducts internal surveys on a regular, rolling cadence. These surveys include a biannual inclusion survey (conducted internally) and a biannual employee engagement survey (conducted by a third-party firm). Qualitative staff feedback has also been collected through listening sessions with executive leadership, Human Resources and consultants in recent years. These materials can be shared with the successful consultant to aid their efforts.

The last inclusion survey was conducted in 2023. The employee engagement survey is currently underway.

The DEI Roadmap implementation efforts are intentionally comprised of CMAP staff of all levels. Although the DEI Roadmap implementation efforts are primarily staff-led, and include

staff representatives from across the agency, executive leadership sponsors these activities and is actively involved in this project/partnership.

When it was created, the DEI Roadmap assessed and identified the following indicators: applicants by gender and race compared to national demographics, hiring sources by gender and race, staff demographics and representation by race and gender across grade and tenure, annual performance evaluation by gender and race, and attrition by gender and race. CMAP intends for the DEI Roadmap update to consider revisions to its current indicators.

Others measures of success have consisted of completing objectives identified in the DEI Roadmap and moving projects through the DEI Roadmap implementation process.

CMAP does not currently have a people analytics report associated with the DEI initiative not beyond the indicators noted in the previous response.

The scope for *RFP 314: Augmented staff – People and culture program lead* includes coordinating and supporting ongoing DEI implementation efforts.

CMAP refers potential bidders to the RFPs and the pre-bid presentation for additional clarity. These resources are available at <https://cmap.illinois.gov/procurement>.

12. Can you please clarify how the consultant will coordinate with the CMAP staff?

How will the augmented People & Culture Program Lead will work with the DEI Roadmap consultants?

Who specifically will the DEI Roadmap consultants work with in terms of project governance? Head of People & Culture? If a team of senior leaders, which leader roles?

What are the roles of your team members who will be most directly involved in this partnership?

As articulated in RFP 314 (Augmented Staff: People and Culture Program Lead), the People and Culture Program Lead will serve as an in-house staff consultant to assist with overall coordination and project management for DEI-related activities. The augmented staff role will provide support to CMAP by providing guidance on best practices in workplace belonging, diversity, equity, and inclusion; by providing coordination and oversight to the DEI Roadmap implementation team (including the DEI Council, working groups, and ongoing projects), and by recommending ways to integrate identified principles into CMAP operations, projects, and services. The consultant will work closely with leadership of the agency and the DEI Council to ensure projects and activities are meeting agency goals and needs.

Accordingly, CMAP anticipates that the People and Culture Program Lead will be an important partner to the Consultant leading the DEI Roadmap update by serving as a liaison between the Consultant and CMAP.

The Consultant will primarily work with CMAP’s Deputy Executive Director of People and Operations as well as the People and Culture Program Lead.

13. Can you please clarify the expectations around agency training?

Are you expecting training on DEI topics to be a part of the staff engagement with your consulting partner? If so, is this a “nice to have” or a “must have” in your approach?

Per the RFP, consultants are expected to update the existing DEI Roadmap (Deliverables 5 and 6), engage with CMAP staff (Deliverable 2), and chart a path forward to maximize Roadmap implementation (Deliverables 3, 4 and 7). Bidders can propose their own approach to this project, and CMAP can envision a scenario where staff trainings can support these efforts. Trainings on DEI topics are ongoing at the agency. If the selected consultant proposes trainings as a part of their bid, these efforts can be coordinated to best support the desired outcomes of the engagement.

RECORDING AND ATTENDANCE SHEET FOR PRE-BID INFORMATIONAL MEETING. A joint pre-bid informational meeting was held on September 25, 2024, for RFP 302 and RFP 314. A recording can be found by using this link: [RFP 302 & 314 Pre-Bid Meeting](#). Please note that this link will expire after 90 days.

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