

November 24, 2021

TO: ALL RESPONDERS UNDER REQUEST FOR PROPOSALS NO. 21-500597  
FROM: Board of Commissioners Central Staff, DeKalb County, Georgia

**ADDENDUM NO. 3**

Request for Proposals (RFP) No. 21-500597, *DeKalb County Board of Commissioners Comprehensive Equity Strategy*, is hereby amended as follows:

1. The RFP Schedule has been updated as follows:  
***RFP Schedule***  
September 27, 2021: Issue RFP  
October 15, 2021: Pre-Proposal conference  
**November 19, 2021:** Deadline for submitting additional questions  
**November 26, 2021:** County Response to additional questions  
**December 3, 2021:** Proposal due date  
**December 21, 2021:** Proposal evaluation completed  
**December 28, 2021:** Notice of intent to award
2. Please note that there will be no scheduled virtual presentations for finalist(s) at the Planning, Economic Development, and Community Services (PECS) committee meetings of the Board of Commissioners. Finalist(s) will be selected by the RFP evaluation committee.
3. Emailed proposals are acceptable forms of submission for this RFP. If so desired, please provide all emailed proposal documentation to [jwmanson@dekalbcountyga.gov](mailto:jwmanson@dekalbcountyga.gov). Mail-in copies of any proposals are also acceptable at the County's offices listed on page 1 of the original Request for Proposals document. *The proposal deadline for emailed and/or mail-in proposals is 12:00PM EST, Friday, December 3, 2021 (per addendum #2).*
4. We have received questions pertaining to this RFP. The questions and their resulting answers appear below:

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| 1. | <b>Question:</b> | <b><i>“Do you anticipate oral presentations will be given in person or is it possible to present virtually?”</i></b>   |
|    | Answer:          | Please note that there will be no scheduled virtual presentations for finalist(s) at the Planning, Economic Development, and Community Services (PECS) committee meetings of the Board of Commissioners. Finalist(s) will be selected by the RFP evaluation committee. |
| 2. | <b>Question:</b> | <b><i>“Regarding the scope of assessment for phase 2, could you provide an expectation for the number of departments the County has and the scope you all want to assess?”</i></b>   |

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|    | Answer:          | <p>The Commissioners want to ensure this is a comprehensive look across the County. Currently the County has 30+ departments. One of the main goals of the Equity Task Force will be to determine which departments will need review and are forward-facing.</p> <p>A focus will also be on departments that have historically had issues. What we are looking at is the County as a whole in terms of our operations and, despite the diversity in our County, we are factoring in equity in our hiring processes as well as how we do business in general. The main focus starting off is to look internally at how we're ensuring that there is equity in our policies; not just hiring and retention but also if we can develop tools and assess our own policies to ensure that whether it's a zoning policy or public safety policy, equity is factored in. For example, in some cases, historically the northern portion of the County has received more services relative to the southern part of the County. We are looking to correct policies that preceded this and ensure that policies passed by Commissioners are through an equity lens, while distributing County resources equitably across the County.</p> |
| 3. | <b>Question:</b> | <b><i>“Regarding selection criteria, what type of experience are you looking for? Are you looking for someone with experience in the equity and inclusion area, or are you looking for firms that do compliance type of work or have a variety of types of experiences?”</i></b>  |
|    | Answer:          | Please note that Section IV of the RFP document provides the stated Criteria for Evaluation that will be used in the selection of the finalist(s) for this proposal. There is also a corresponding "point structure" comprised of a total of 100 points. Of that, 40 points maximum are allotted for "vendor qualifications and experience".  |
| 4. | <b>Question:</b> | <b><i>“The RFP alludes that the County is looking for a diverse group of vendor(s) to participate; is there going to be any notion of subcontractors or LSBE participation wanted or desired in this contract?”</i></b>   |
|    | Answer:          | LSBE requirements are not a part of this solicitation. Services to elected officials can be considered exempt from the standard Board of Commissioners process, per the Purchasing policy. These services are exempt per Part 1, Section II, K. (Training, advisory consulting and related activities, facilitators for meetings, travel, lodging or meal expenses covered by other County policies and regulations) of the County's Purchasing Policy.   |
| 5. | <b>Question:</b> | <b><i>“Is the proposal required to be a hard copy delivered to the Board of Commissioners' office?”</i></b>   |
|    | Answer:          | Emailed proposals are acceptable forms of submission for this RFP. If so desired, please provide all emailed proposal documentation to <a href="mailto:jwmanson@dekalbcountyga.gov">jwmanson@dekalbcountyga.gov</a> . Mail-in copies of any proposals are also acceptable at the County's offices listed on page 1 of the original Request for Proposals document. The proposal deadline for emailed and/or mail-in proposals is 12:00PM EST, Friday, December 3, 2021.   |
| 6. | <b>Question:</b> | <b><i>“Can you provide the list of today's (pre-proposal conference) vendors?”</i></b>  |
|    | Answer:          | The pre-proposal conference attendance sheet is attached to this addendum. Please also be sure to acknowledge addenda via signature and return via email to <a href="mailto:jwmanson@dekalbcountyga.gov">jwmanson@dekalbcountyga.gov</a> . Per section 5E of the RFP document, Failure to properly acknowledge any mandatory addendum will result in the proposed Proposal being deemed non-responsive. Responder may call John Manson at   |

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|     |                  | (404) 449-3322 or email him at <a href="mailto:jwmanson@dekalbcountyga.gov">jwmanson@dekalbcountyga.gov</a> to verify the number of addenda prior to submission. All addenda issued for this Project may be found on DeKalb County's website, <a href="https://www.dekalbcountyga.gov/purchasingcontracting/bids-itb-rfps">https://www.dekalbcountyga.gov/purchasingcontracting/bids-itb-rfps</a> .  |
| 7.  | <b>Question:</b> | <i>“Are vendors to interpret “Failure of a proposer to attend the preproposal video conference, may be cause for rejection of proposal” as not being a disqualifier for proposal submission but a potential reason for proposal rejection?”</i>  |
|     | Answer:          | Failure for a vendor to not attend the pre-proposal conference is not an automatic means of disqualification from consideration in the bid.  |
| 8.  | <b>Question:</b> | <i>“The RFP specifies Dekalb's desire for three examples of the same scope of work responding firms are currently doing for other public agencies. If a vendor has limited equity work for public agencies, is that a cause for disqualification in applying?”</i>   |
|     | Answer:          | Please note that Section IV of the RFP document provides the stated Criteria for Evaluation that will be used in the selection of the finalist(s) for this proposal. There is also a corresponding "point structure" comprised of a total of 100 points. Of that, 40 points maximum are allotted for "vendor qualifications and experience". 25 points maximum are allotted of "project understanding and timeline", 25 points maximum are allotted for "innovative, ambitious, equitable, and data-driven approach", 10 points maximum are allotted for "proposed cost and value".  |
| 9.  | <b>Question:</b> | <i>Is there a public budget for this engagement?</i>   |
|     | Answer:          | While there is currently not a budgeted line-item in the County budget for this project, Attachment A does state the total amount not to exceed when prospective vendors submit a bid for this project.  |
| 10. | <b>Question:</b> | <i>As the Executive over the County departments, support of the County CEO's office may be critical to execution and buy-in of County staff. How much interaction, if any, will the selected consultant be expected to have with the County CEO's office?</i>  |
|     | Answer:          | The comprehensive equity strategy will include collaboration from internal staff, department heads, as well as interaction with the office of the Chief Executive. The selected consultant(s), in development of the workshop meetings and Equity Task Force will likely collaborate with the CEO's office in the development of these efforts, as well as beyond into Phase 2 and 3.  |
| 11. | <b>Question:</b> | <i>If the selected consultant is expected to have significant interaction with the CEO's office, is the CEO's office supportive of the development of this Equity Strategy?</i>  |
|     | Answer:          | DeKalb County is committed to this type of work. On June 15, 2020, the Governing Authority of DeKalb County passed a resolution declaring racism as a public health crisis. Under this resolution, the County has committed to progress as an equity and justice-oriented organization and support, promote, and advocate for policies that improve health in communities of color. The Governing Authority will also capitalize on opportunities to further advance racial equity; this project is a prime example of the County seeking to move forward with regard to this opportunity to become a more equitable organization and community. |
| 12. | <b>Question:</b> | <i>What electronic data systems are currently used by the County?</i>  |

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|     | Answer:          | There are several data systems in use by the County. Further inquiry to internal departments, such as Innovation & Technology (IT) and Geographic Information Systems (GIS), may be needed to provide the exact list of systems, if necessary for the project.  |
| 13. | <b>Question:</b> | <b><i>Will the selected consultant have access to all necessary data sources in development of the County's equity strategy?</i></b>  |
|     | Answer:          | The consultant(s) will work with County departments to collaboratively determine the data necessary to carry out this work. It is imperative to the success of this project that the right data is made available for the consultant(s) to effectively provide this service.  |
| 14. | <b>Question:</b> | <b><i>Does the County maintain data related to diverse business participation (prime and subcontracting) in County purchasing?</i></b>  |
|     | Answer:          | The County Purchasing and Contracting department does maintain data on the county LSBE program.   |
| 15. | <b>Question:</b> | <b><i>Under Section II. Scope of Work, it is noted that the equity strategy will have a sunset time horizon of June 15, 2023. Is this in reference to the delivery date of the equity strategy or is this intended to convey a projected sunset provision of any strategy and resulting programming for the County?</i></b>   |
|     | Answer:          | This date is in reference to the sunset of the project in which all work within this contract is set to be complete. The delivery date of the equity strategy can certainly be provided earlier than the sunset.  |
| 16. | <b>Question:</b> | <b><i>Under Section II. Scope of Work, Phase 2, it details the expectation that the selected consultant will conduct interviews with County Departments. Is the consultant expected to interview only the departments under the County CEO's discretion or also representatives from Independent and Constitutionally Elected offices?</i></b>  |
|     | Answer:          | The consultant is expected to interview departments under the purview of the CEO. If deemed appropriate, the consultant may reach out to Constitutional offices for inclusion; however this is not a necessary provision within the scope.  |
| 17. | <b>Question:</b> | <b><i>Can a definitive list of departments included in this scope be provided?</i></b>  |
|     | Answer:          | The definitive list of departments will be determined upon discussions with the CEO's office as well as in the formation of the Equity Task Force, allowing for the optimal amount of stakeholder input throughout the process.   |
| 18. | <b>Question:</b> | <b><i>With the significant socioeconomic, political, and demographic differences between North and South County (along with immigrant and non-immigrant communities) likely informing the County's overall equity approach, is the County open to a consultant including resident engagement as part of its proposed project approach?</i></b>  |
|     | Answer:          | At this time, resident engagement is not included in this scope of work. This strategy is focused on providing an internal review of County practices and establishing language and a framework for measuring equity across departments within DeKalb County. Part of this work is the creation of the internal Equity Task Force, which will be constructed to study and evaluate existing county policies, services, and programs from a race and equity perspective. |
| 19. | <b>Question:</b> | <b><i>How will the work of the departments who have outward facing services and programs be able to assess their practices with an equity lens, without engaging the community/residents in some way?</i></b>   |

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|     | Answer:          | Phase 2 of this project includes the conducting of in-depth interviews for all departments deemed necessary by Staff and Vendor, and for the Vendor’s review of departmental policies and practices with an equity lens. It is anticipated that through these conversations, review of practices, and honest and open communication, areas of opportunity will be discovered by these internal stakeholders.   |
| 20. | <b>Question:</b> | <b><i>Does the County anticipate that the Welcoming DeKalb Immigrant and Refugee Affairs Office Feasibility Study be included as an addendum to the Equity Strategy or within one full report?</i></b>   |
|     | Answer:          | The Comprehensive Equity Report will include a feasibility analysis that explores the creation of a Welcoming DeKalb Immigrant and Refugee Affairs Office. This analysis will be included as part of the full report.  |
| 21. | <b>Question:</b> | <b><i>Under Section IV.f.1, it is noted that proposers should provide “the names of three clients for whom your business currently provides the same scope of services.” Can these references include past clients, clients for whom the proposer has conducted similar types of work, or completed pieces of the County’s full scope and approach?</i></b>  |
|     | Answer:          | These references may include past clients and clients for whom the proposer has conducted similar types of work.   |
| 22. | <b>Question:</b> | <b><i>While price is a part of the scoring of this solicitation, can you elaborate on how the County intends to assess whether a higher cost proposal also provides “best value” (Section IV.3)?</i></b>   |
|     | Answer:          | The County will review submissions based on the overall quality of the proposal. This includes the scoring structure of the Criteria for Evaluation, listed on page 5 of the document.   |
| 23. | <b>Question:</b> | <b><i>During the pre-proposal conference, it was noted that this solicitation does not contain LSBE subcontractor requirements. Is this solicitation also exempt from Good Faith Efforts related to the First Source hiring ordinance? (Section V.J First Source Jobs Ordinance)</i></b>   |
|     | Answer:          | This project is not exempt from the Good Faith Efforts requirement.  |
| 24. | <b>Question:</b> | <b><i>How will you determine the size of the Equity Steering Committee?</i></b>  |
|     | Answer:          | The size of the Equity Task Force will be determined upon collaborative discussions with parties including, but not limited to, the CEO’s office, county departments, and the Board of Commissioners.  |
| 25. | <b>Question:</b> | <b><i>What is the scope of the feasibility study for the Immigrant and Refugee Affairs Office?</i></b>   |
|     | Answer:          | The Comprehensive Equity Report will include a feasibility analysis that explores the creation of a Welcoming DeKalb Immigrant and Refugee Affairs Office to provide an inclusive resource for DeKalb County residents – in one of the most diverse counties in America. “Certified Welcoming” is a formal designation for cities and counties in the Welcoming America initiative that have created policies and programs reflecting their values and commitment to immigrant inclusion.<br><br>The vendor will be tasked with determining if the creation of this office in DeKalb is beneficial towards expanding equity in the County. Discussions with internal departments may be necessary for this analysis. |

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| 26. | <b>Question:</b> | <i>Is the internal Equity Task Force meant to be permanent or will it be dissolved after the final deliverable in 2023?</i>   |
|     | Answer:          | The continuation of the Equity Task Force will be determined after deliberations from the selected consultant(s), the Board of Commissioners, and the CEO's office. |

5. It is the responsibility of each responder to ensure that he or she is aware of all addenda issued under this RFP. Please sign and return this addendum. You may email John W. Manson, IV, Senior Policy Analyst, at [jwmanson@dekalbcountyga.gov](mailto:jwmanson@dekalbcountyga.gov) before the bids are due to confirm the number of addenda issued.
  
6. All other conditions remain in full force and effect.



Crystal Creekmore, MBA, CPPB  
 Procurement Manager, Team A  
 Department of Purchasing and Contracting

**ACKNOWLEDGEMENT**

Date: \_\_\_\_\_

Addendum No. 3 is hereby acknowledged:

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 (Company Name)

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 (Printed Name of Responder's Authorized Signer)

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 (Signature of Responder's Authorized Signer)

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 (Title)