



June 10, 2021

AFFILIATED AGENCIES

*Orange County
Transit District*

*Local Transportation
Authority*

*Service Authority for
Freeway Emergencies*

*Consolidated Transportation
Service Agency*

*Congestion Management
Agency*

*Service Authority for
Abandoned Vehicles*

**SUBJECT: Request for Proposals (RFP) 1-3519
“Diversity, Equity and Inclusion Strategy”**

Offerors:

This letter shall serve as Addendum No. 1 to the above RFP issued by the Orange County Transportation Authority (Authority). Offerors are reminded that the proposal submittal date is at or before **2:00 p.m., June 22, 2021.**

The following questions were submitted by the deadline:

1. Q – How many employees does OCTA have?

A – OCTA has 1,313 employees. 522 administrative employees and 791 operations employees (coach operators, maintenance, service workers and parts clerks).

2. The proposal format calls for “double spaced.” Is that correct? If the proposals were to be printed, that would be a considerable waste of paper.

A – Correct. Proposals are to be submitted electronically. Hard copy proposal submissions will not be accepted for this RFP. Please review Section E, Submission of Proposals on page 4 of the RFP.

3. Q – Has the Authority engaged any outside consultants or firms, currently or in the past, for help, training or advice with diversity, equity, inclusion matters or with racial concerns? If so, please identify the party(ies) involved and the service(s) they performed.

A – Yes, OCTA’s Diversity Outreach and Inclusion team in the External Affairs Division has a consultant on board to help its efforts to continue with community engagement with the scope of work of building relationships of trust with Spanish- and Vietnamese-speakers that have been traditionally difficult to reach. Previous work from approximately six (6) years ago included the consultant team helping OCTA with creating a proactive diversity engagement plan headed by OCTA’s Diversity Outreach and Inclusion team.

4. **Q** – If a previous contractor existed, is there any reason for you to believe that this contractor would not be bidding on this RFP?

A – OCTA has no knowledge who may or may not be proposing on this RFP or any other RFP until submission of proposals.

5. **Q** – Given the varied identities and differences in the definition of diversity, do you have data available showcasing who amongst your management, staff and board members identifies under the diversity categories?

A – Yes.

6. **Q** – Likewise, is there similar data available for the community members served by OCTA?

A – Yes.

7. **Q** – Has any diversity or related training been provided to your employees or management? If so, please describe what training has been provided (e.g., length of class, topics covered, number attending, etc.)

A – Over the past year, Franklin Covey's Unconscious Bias training has been rolled out to OCTA's administrative staff and is required to be completed by all employees.

8. **Q** – What is your budget for this project?

A – Per the RFP, the budget is \$200,000 for a one-year term.

9. **Q** – Will this work effort, specifically the survey, include the under-represented communities that you serve? If so, have you identified those communities? Please explain.

A – The survey, as detailed in the RFP, is an internal one for OCTA employees only. A community survey is not planned.

10. **Q** – Can you provide information on the make-up, progress and reporting of the two internal task forces: The Equity Task Force and the Diversity, Equity and Inclusion (DEI) and Belonging Task Force?

A – The Equity Task Force is comprised of 10 employees representing OCTA's eight divisions: Executive Office, Planning, Human Resources and Organizational Development, External Affairs, Finance and Administration, Operations, Capital Programs, and Government Relations. The ETF was created at the request of the CEO to act as an

organization-wide resource on issues related to DEI, develop and implement DEI-related CEO goals, inventory existing policies, programs and practices, serve as a sounding board for DEI-related issues. The DEIB Task Force is also a cross-divisional team comprised of 10 members. While the Equity Task Force has a broader agency-wide focus, the DEIB Task Force is focused on OCTA's Human Resources and Organizational Development division functions, including developing and implementing practices to ensure diversity and inclusivity in the recruitment and hiring process and in implementing employee programs that focus on creating a diverse and inclusive environment, which creates a sense of belonging for all OCTA employees.

11.Q – Have your internal DEI committees developed any baseline data or metrics as a basis for measuring progress towards goals? If so, please describe.

A – The Equity Task Force has developed an inventory of DEI-related policies, programs and practices that is intended to serve as baseline data for the consultant to utilize as a starting point for analysis.

12.Q – What is your current situation on having virtual, on-site or hybrid meetings?

A – OCTA is currently closely following all of California's workplace safety regulations and protocols. As of Sept. 7, OCTA expects that all employees will return to the workplace with any required safety measures in place. Once OCTA employees have returned to the workplace, OCTA is open to on-site meetings and have the capabilities and open to virtual and/or hybrid meetings.

13.Q – The RFP states that we will conduct interviews of "various OCTA staff." How many individuals will we be interviewing?

A – Interviews may be performed in a group format. At a minimum, interviews should include the CEO and Deputy CEO, seven division leads, Equity Task Force members, and DEIB Task Force members.

14.Q – The RFP states that we will conduct a survey of "all OCTA administrative and operations employees." How many is that?

A – See answer to question 1.

15.Q – Will your administrative and operations employees be able to participate in an on-line survey? If not, how many employees will not be able to participate in an on-line survey?

A – A portion of the 791 operations employees may not be able to participate in an on-line survey and a paper survey may be required.

16.Q – Will DEI training be considered part of this work effort? If so, please explain your intentions towards training.

A – No. Training is not part of this effort.

17.Q – Do you want all requirements to be submitted in one document, or do you want the Cost and Price Proposal submitted as a separate document? Likewise, for the Forms?

A – Please submit all documents together.

18.Q – For the purposes of preparing the project schedule, what is the expected start date we should use in the proposal?

A – Within two weeks of contract execution, which is expected to be August 1, 2021.

19.Q – Appendices - Although proposals are allowed to include appendices not specifically solicited, the RFP also says, “Offerors are cautioned, however, that this does not constitute an invitation to submit large amounts of extraneous materials.” Does this mean that samples of full strategic plans or reports should NOT be included?

A – Offeror may include information considered pertinent to this project as a part of an appendix section.

20.Q – For Task 3: DEI Assessment, in addition to reviewing organizational policy, programs, and projects, does OCTA have existing disaggregated data (by race/ethnicity/gender/geography/disability, etc.) on employees, operations and programs, contracting, etc. that would be made available to the firms to form part of the analysis of the baseline for the equity assessment.

A – Yes.

21.Q – In addition to the employee interviews and surveys in Task 3.2, does the Scope of Services include the consultant doing any of the following: design and implementation of community outreach and/or engagement? (including outreach in other languages, meetings and interviews with external stakeholders, etc.).

A – No.

22.Q – In addition to the employee interviews and surveys in Task 3.2, could firms propose to organize group meetings or focus groups with employees?

A – Yes.

23.Q – Should the technical proposal and cost proposal be submitted together as one document through the online portal?

A – Proposals must be submitted electronically. Please see Page 4 of the RFP, Section E, Part 1.

24.Q – For the Cost/Price Proposal, besides Exhibit B and the narrative, should proposals include a more detailed proposed budget breakdown of person hours by task and schedule in a spreadsheet format?

A – Please review Section II. Proposal Content, starting on page 7 of the RFP.

25.Q – Is OCTA giving preference to local firms in awarding the contract for this RFP?

A – OCTA has no geographical preference.

26.Q – Are the project kickoff and regular meetings, and employee interviews expected to be done in person or remotely?

A – OCTA is open to considering any combination of in-person, remote and/or hybrid meetings and interviews.

27.Q – For non-local firms, can the budget include travel costs?

A – Yes. Per Exhibit B, entitled “Price Summary Sheet”, please enter the proposed price for each of the work phases described in the Scope of Work, Exhibit A. Prices shall include direct costs, indirect costs, and profits.

28.Q – What is your desired milestone schedule, corresponding to key dates for task completion within the 12 month performance period?

A – It’s expected that the work in various tasks will occur concurrently and there is no pre-determined milestone schedule within the 12-month period.

29.Q – What is the anticipated start date of the project?

A – Please see answer to question 18.

30.Q – Can you provide examples of OCTA's current approach to DEI (referenced in Exhibit A, Background, pg.1)

A – Please see Attachment A.

31.Q – How does OCTA's Equity Task Force and DEI and Belonging Task Force coordinate efforts, if at all.

A –The Equity Task Force is charged with helping guide the OCTA's overall approach to DEI and the DEIB Task Force is primarily focused on Human Resources and Organizational Development efforts. There are cross-over members on both task forces to help coordinate efforts and provide informational updates. Additionally, both task forces provide updates to OCTA's executive management team.

32.Q – For the agency-wide DEI assessment — what are the primary OCTA departments we may include in the assessment (If it is not all departments)?

A – All departments are expected to be included in the assessment

33.Q – Does OCTA have examples of any agencies they would like, or believe may be a good fit, to include in the Best Practices (Task 2) report?

A – OCTA does not have any specific agency for comparison purposes to be included in the Best Practices report and will rely upon the consultant to provide their expertise in this area. As noted in the RFP, it's expected the consultant shall use their expertise to review other transportation agencies, government agencies and private-sector companies. As also noted, it would be advisable to examine agencies in California to ensure OCTA's approach to DEI is in alignment with transportation funding and delivery requirements.

34.Q – Can you share information about the OCTA Project Manager, or department, that will be the Project Manager for this project?

A – The Project Manager is OCTA's communications manager, the department manager of the Public Information Office. The Public Information Office is within the Chief Executive Office division and the project manager reports to the CEO. The purpose of managing this project through the Executive Office is to ensure an agencywide approach to developing and implementing a DEI strategy.

35.Q – How does OCTA anticipate conducting the RFP interview (e.g., face-to-face, or via Internet)?

A – Interviews for this RFP will be held remotely via Microsoft Teams.

36.Q – How does OCTA anticipate conducting project meetings and presentations over the duration of the project (e.g., face-to-face, or via Internet)?

A – OCTA is open to considering any combination of in-person, remote and/or hybrid meetings and interviews.

37.Q – What role will OCTA play in helping coordinate Employee Interviews and Surveys (Task 3.2)?

A – OCTA expects to help schedule employee interviews and assist in the distribution and collection of surveys and/or provide IS support for an online employee survey.

Offerors are reminded to acknowledge receipt of this Addendum No. 1 in their transmittal letters and Exhibit B, "Price Summary Sheet." All changes addressed in this Addendum No. 1 shall be incorporated into the final Agreement.

Questions regarding this Addendum No. 1 should be directed to the undersigned at lmartinez1@octa.net.

Sincerely,

A handwritten signature in cursive script that reads "Luis Martinez".

Luis Martinez
Associate Contract Administrator
Contracts Administration and Materials Management

**ADDENDUM NO. 1 TO
RFP 1-3519
ATTACHMENT A**

OCTA embeds diversity, equity and inclusion into everything we do. Our (5) five pathways – people, programs, projects, partnerships, and policies – lead to reliable, accessible and balanced transportation choices for everyone in Orange County. In 2021, through the Board Initiatives and CEO Action Plan, OCTA committed to continue engaging with diverse and disadvantaged communities, highlight diversity, equity and inclusion, and develop additional plans to ensure systemic equity. Our efforts are ongoing, and we are proud of our accomplishments. Here are some of the highlights.

People

We're committed to communication, training and representation so that everyone –passengers, public, community partners, and employees – is along for the ride.

- Prior to any major project, from construction to service changes to planning studies, we seek input from diverse communities in multiple languages.
- Targeted communications, from websites to fliers to customer support, are provided in multiple languages.
- In addition to offering professional employee development at all levels, we provide standardized interview training to ensure unbiased hiring practices and all employees take unconscious bias training and workplace harassment prevention training.
- More than 70% of our workforce comes from underrepresented groups.
- Two internal task forces address diversity, equity, inclusion and belonging.

Programs

We develop, fund and manage programs that address the diverse travel needs of Orange County's residents and preserve the unique character of our communities.

- [OC Bus 360°](#) has reallocated transit service from suburban, unproductive routes to communities with transit-dependent riders.
- Our [zero-emission buses](#) travel through the county's disadvantaged communities, providing cleaner air to residents.
- The [Community College Pass Program](#) partners with community colleges to provide bus passes to students at low or no cost, ensuring that transportation does not present a barrier to education.
- [OC ACCESS](#) provides rides to people unable to use the regular OC Bus system because of functional limitations caused by a disability.
- The [OC Flex](#) pilot is an app-based on-demand microtransit service that delivers an innovative solution to those short neighborhood trips.
- [OC Vanpool](#) and [OC Rideshare](#) promote ways to remove vehicles from the road, leading to cleaner air and healthier communities.
- The [Freeway Environmental Mitigation Program](#) offsets the environmental impacts of freeway projects by purchasing open space and funding habitat restoration projects, some of which [sponsor at-risk youth](#), while the

[Environmental Cleanup Program](#) helps keep waterways and the ocean free from transportation-generated pollution.

Projects

We develop, fund and manage efforts that improve access to transportation throughout the county.

- [OC Streetcar](#) will provide safe, reliable, high-frequency transit service in one of the most densely populated areas in the U.S.
- The [Rail Infrastructure Defense Against Climate Change Plan](#) addresses climate change stressors in several disadvantaged communities and low-income census tracts.
- The [Long-Range Transportation Plan](#) focuses on expanding transportation options.
- [Safe Routes to Schools](#) aims to make it safer and easier for students at every school district across the county to walk and bike to school.
- [OC Active](#) identifies bikeway and pedestrian needs for local communities, and provides grant funding to cities and the county to improve pedestrian and bicycle facilities.

Partnerships

We collaborate with those who have similar goals to broaden understanding, diversify resources and build momentum.

- Equity partnerships include the Southern California Association of Governments' Equity Task Force, L.A. Metro's Office of Race and Diversity, and Caltrans.
- We work closely with diverse chambers of commerce and other organizations to provide [business opportunities](#) in diverse communities.
- We partner with small- and minority-owned businesses to ensure their needs are being met and they are informed and able to communicate with OCTA during ongoing [construction](#) projects.
- We host quarterly meetings with [Diverse Community Leaders](#) group representing business, community, civic, faith, education and nonprofits, to gain feedback and provide updates related to OCTA's projects and programs.
- We are affiliated with several local, regional and national organizations focused on advocating for a more diverse, inclusive and equitable transportation industry, including among others, the [Conference of Minority Transportation Officials](#), [Women's Transportation Seminar](#), and [Latino Health Access](#).

**ADDENDUM NO. 1 TO
RFP 1-3519
ATTACHMENT A**

Policies

Developed in accordance with all [federally mandated](#), equity-related requirements, our policies consider transportation impacts and effects on communities, ensure that major changes to bus service will not disproportionately impact low-income and minority neighborhoods, give communities a voice in future transportation improvements, and help keep the OCTA workplace free of harassment and discrimination.