



**CITY OF ROCKVILLE  
ROCKVILLE, MARYLAND**

**Addendum #1  
Request For Proposal (RFP) No. 29-25  
City of Rockville JEDI Strategic Plan  
August 11, 2025**

**ATTENTION ALL BIDDERS:**

The following addendum is being issued to amend and clarify certain information contained in the above named RFP. All information contained herein is binding on all Bidders who respond to this RFP. Specific parts of the RFP have been amended. Bidders are required to acknowledge receipt of the addendum by signing in the appropriate space at the end of the addendum. Failure to do so may subject your bid to disqualification. No provided answer to a question may in and of itself change any requirement of the RFP. The following revisions /deletions / additions are listed below; new language has been double underlined and marked in red bold (ex: **new language**) and language deleted has been marked with a double strikeout (ex. ~~language deleted~~).

**QUESTIONS RECEIVED**

**BY DUE DATE WEDNESDAY, JULY 30, 2025 BY 4:00 PM**

**QUESTION 1:** Section II, Scope of Work Section (p11), table in Section C: The last row in the table states November for initial plan and approach. Is there a specific date for November and will it be due before the draft comprehensive assessment report?

**RESPONSE:** No specific date, however, this may be included in a staff report to the board as an update on progress. Not yet determined.

**QUESTION 2:** Section II, Scope of Work, table in Section C (p11): There are only six business days between the completion of the comprehensive assessment and delivery of the report? Is there any willingness to consider extended the deadline for the draft report until at least 10 days after the completion of the comprehensive assessment?

**RESPONSE:** Yes, final dates can be modified with approval from city senior leadership.

**QUESTION 3:** Section II, Scope of Work, table in Section C: Please clarify if we are supposed include recommended additional services in the proposal response or if the government only wants a rate for any potential additional services that may be required.

**RESPONSE:** Additional services may become evident during the analysis of assessment data. Should that happen, a proposal with scope and cost should be submitted.

**QUESTION 4:** Section II, Scope of work, letter A (p11): The Assessment and Analysis section states that the assessment should include assessment of core partners. Will the government provide the complete list of core partners?

**RESPONSE:** Yes. Internal partners include all sectors of the city government (6 public facing departments including CPDS, HCD, RCPD, DPW and Recreation and Parks as well as 5 internal departments including CCE, Finance, Procurement, IT and HR). Core external partners boards and commissions including HRC, Landlord-Tenant Affairs Commission, Community Policing Advisory Board, Human Services Advisory Commission, etc.

**QUESTION 5:** The RFP states that “Proposers must list sub-contractors that shall be used to accomplish the scope of services. “What constitutes a sub-contractor for these purposes? Is it limited to sub-contracted firms or individual consultants?

**RESPONSE:** The subcontractor would be considered for their specific knowledge or skill. For instance, a strategic consulting firm might subcontract with a specialist in market research or a specific industry sector to support a client’s market strategy.

A subcontractor can be either an individual or a company/business entity.

**QUESTION 6:** What format (modality) and length are expected for the final presentation(s) to the City Manager, Senior Leadership Team, Mayor and Council?

**RESPONSE:** Verbal presentation with supplemental materials (e.g. PowerPoint deck or Word documents). They presentation (20 minutes with additional 10 minutes for questions) will include a virtual option for presentation if requested. Presentation to Mayor and Council is to be determined and not currently required.

**QUESTION 7:** The timeline shows assessment completion by November 1, 2026, but the draft report is due November 10, 2025. The former appears to be a typo. Can you confirm which year is correct?

**RESPONSE:** Interviews/surveys/forums of partners should be completed by November 1st and reports drafted by November 10<sup>th</sup>. The timing allows for analysis of results and the drafting of a report of findings between November 1st and November 10<sup>th</sup>.

**QUESTION 8:** Should the five (5) required references be exclusively for municipal or governmental clients, or can nonprofit and private sector work be included if comparable in scale and complexity?

**RESPONSE:** RESPONSE: Doesn’t matter to me? Please include the non-profit and private work, if it is comparable in scale and complexity.

**QUESTION 9:** What parameters can you provide that would inform the "Impact and Inclusion" budgetary structure recommendations?

**RESPONSE:** The Impact and Inclusion structure should be designed to assist in the development of clear, data-informed, intentional statement of the equity impact of proposed projects or actions submitted to Mayor and Council for funding. The goal is for proposals to identify and consider actions that remediate any systemic barriers that have led to unequal outcomes. Equity impact statements should describe expected impacts that demonstrate sustained improved access to services or results. Drop in hours or support sessions should be provided (are expected to be necessary) to monitor progress and/or identify the need for “just in time” modifications.

**QUESTION 10:** Are there any existing JEDI-related plans, policies, or assessment data that the City expects the consultant to build upon?

**RESPONSE:** There is a preliminary plan available.

**QUESTION 11:** Can you clarify what constitutes "core external partners" for this activity?

**RESPONSE:** Internal partners include all sectors of the city government (6 public facing departments including Community Planning & Development Services (CPDS), Housing & Community Development (HCD), Rockville City Police Department (RCPD), Department of Public Works (DPW) and Recreation and Parks (RP) as well as 5 internal departments including Communications & Community Engagement (CCE), Finance, Procurement, Information Technology (IT) and Human Resource (HR)). Core external partners boards and commissions including Human Rights Commission (HRC), Landlord-Tenant Affairs Commission, Community Policing Advisory Board, Human Services Advisory Commission, etc.

**QUESTION 12:** What is the expected time commitment for bidders to conduct the interviews, surveys, and feedback sessions?

**RESPONSE:** To be determined by bidders but should allow for adequate analysis of results when planning for the development of a strategic plan and communication to partners.

**QUESTION 13:** Are there preferred or required methods for the mixed approach in conducting the assessments (e.g., surveys, focus groups, interviews)?

**RESPONSE:** No preference however consideration of accessibility should be demonstrated.

**QUESTION 14:** How many internal staff and external partners are expected to be surveyed/interviewed?

**RESPONSE:** There are approximately 530 employees, and 25% participation would indicate successful outreach. While it is hard to quantify external partners, generally participation of up to 20% of those contacted through public outreach indicates a successful outreach campaign.

**QUESTION 15:** Are there existing equity indicators or data systems the City uses to track outcomes?

**RESPONSE:** Newly defined equity impact statements for capital improvement budget proposals are being implemented for FY27 submissions. The results of data gathering will inform organization wide strategies for tracking outcomes in a consistent, equity informed way.

**QUESTIONS 16:** Can the City provide details about the size and type of the internal and core external partners?

**RESPONSE:** See response to question 11.

**QUESTION 17:** Will the City and its strategic partners assist in outreach efforts to publicize the study and enlist participation?

**RESPONSE:** The city will coordinate the outreach efforts through the internal communication processes.

**QUESTION 18:** As a trusted, whitelisted source, is the City willing to use its CRM tool to broadcast email invitations to potential respondents?

**RESPONSE:** The city will coordinate the outreach efforts through the internal communication processes.

**QUESTION 19:** For each study population of interest, please specify what contact information the City can provide (e.g., email, mobile phone, address)?

**RESPONSE:** The city will coordinate the outreach efforts through the internal communication processes.

**QUESTION 20:** For each study population to be included in the assessment, please specify:

- For employees/staff: the number of employees/staff in each service area, and any core service areas of particular interest and/or that may need specialized/focused assessment.
- For residents: any subgroups or areas of particular interest.
- For businesses: any verticals of special interest.
- For external stakeholders: key community partners to include in the research

**RESPONSE:**

- For employees/staff: the number of employees/staff in each service area, and any core service areas of particular interest and/or that may need specialized/focused assessment. [Approximately 525 employees across 10 Departments](#)
- For residents: any subgroups or areas of particular interest. [Subgroups could include geographic neighborhoods as well as communities centering faith, identity and ability.](#)
- For businesses: any verticals of special interest. [Nonprofit agencies connected to geographic neighborhoods as well as communities centering faith, identity and ability.](#)
- For external stakeholders: key community partners to include in the research [see above](#)

**QUESTION 21:** Does the city have an established internal or external JEDI team that the contractor would collaborate with for brainstorming and feedback? If so, can you provide the positions/roles of team members?

**RESPONSE:** Jeanne Booth, Director of JEDI, 12 members of employee Equity Champion committee

**QUESTION 22:** To appropriately scale the assessment effort, please provide a desired budget or budget range for the project.

**RESPONSE:** Up to and not exceeding \$80,000

**QUESTION 23:** What factors led to the city's decision to develop this JEDI Strategic Plan, and has there been any previous JEDI-related work completed to date (e.g., training and development programs, staff and community surveys, assessments, etc.)?

**RESPONSE:** The JEDI work was repositioned within the organization and elevated to an Office of Justice, Equity, Diversity and Inclusion as part of the ongoing prioritization of equity, diversity and inclusion in all sectors of public service. Resolution 10-21 was adopted by the Mayor and Council on July 12, 2021 to endorse and commit to the establishment of government policies and practices that promote racial and ethnic equity and social justice. There have also been additional resolutions, 12-21, Hate Has No Place Here, 16-23, A Resolution Against Antisemitism, and 17-23, Rejecting Anti-Palestinian, Anti-Israeli, Anti-Arab, Antisemitism, Anti-Jewish, and Anti-Muslim Hate in the City of Rockville. All these resolutions signal efforts aiming at closing disparities.

**QUESTION 24:** Is this JEDI Strategic Plan work expected to supplement or complement the work done by the city in the 2040 Comprehensive Plan?

**RESPONSE:** The JEDI plan more closely aligns with the Guiding Principles and areas of focus and commitments outlined by Mayor and Council: **Public Safety, Economic Development, Housing, Effective and Efficient Service Delivery, and Stewardship of the Environment and Infrastructure.**

**QUESTION 25:** What is the budget range for this effort?

**RESPONSE:** See response to question 22.

**QUESTION 26:** If this is an existing contract, is it posted on EMMA? What is the contract number?

**RESPONSE:** There is no existing contract.

**QUESTION 27:** Is there an incumbent for this opportunity?

**RESPONSE:** There is no incumbent

**QUESTION 28:** What format and expected length (e.g., page count) should the final Strategic Plan adhere to?

**RESPONSE:** The final report should be comprehensive to include core components of standard strategic plans (requirements) and formatted to clearly communicate findings and recommendations. Typically, a word document with supporting tables and graphic representation of results would be provided. Additionally, a powerpoint slide deck would be provided for reporting out to senior leadership and Mayor and Council as required.

**QUESTION 29:**

Is the City expecting any branding or communications deliverables beyond the strategic plan—such as

- visual toolkits
- executive summaries
- media for public release

**RESPONSE:**

Is the City expecting any branding or communications deliverables beyond the strategic plan—such as

- visual toolkits (not required but will accept)
- executive summaries (yes)
- media for public release (no)

**QUESTION 30:** How many feedback cycles or review rounds should we assume for each deliverable (e.g., assessment report, strategic plan)?

**RESPONSE:** Two (initial and follow up if necessary)

**QUESTION 31:** What level of specificity is expected in the “community partnership structure and schedule”? Should this include named organizations, MOU recommendations, or simply a framework?

**RESPONSE:** Detailed framework (recommended sectors, focus and timing as needed)

**QUESTION 32:** How is “capacity building” defined in the context of this project? Are you referring to internal training, infrastructure, cross-departmental collaboration, or something else?

**RESPONSE:** Training/development. Initial focus will be on employees, scalable topics as required for public partners/commissions etc.

**QUESTION 33:** Will the City assist with internal coordination, stakeholder scheduling, or community outreach (e.g., distribution of surveys or recruitment for focus groups)?

**RESPONSE:** We will assist as able and participate as appropriate.

**QUESTION 34:** Which specific departments, community partners, or stakeholder groups are expected to be included in the needs assessment and engagement process?

**RESPONSE:** Internal partners include all sectors of the city government (6 public facing departments including Community Planning & Development Services (CPDS), Housing & Community Development (HCD), Rockville City Police Department (RCPD), Department of Public Works (DPW) and Recreation and Parks (RP) as well as 5 internal departments including Communications & Community Engagement (CCE), Finance, Procurement, Information Technology (IT) and Human Resource (HR)). Core external partners boards and commissions including Human Rights Commission (HRC), Landlord-Tenant Affairs Commission, Community Policing Advisory Board, Human Services Advisory Commission, etc.

**QUESTION 35:** For submission of questions, do we upload a question file here? Or submit each question separately in the portal?

**RESPONSE:** All questions are to be submitted via the Collaboration Portal. Ideally, all questions submitted in one file.

**QUESTION 36:** Scope Clarification: Can you clarify whether the desired final deliverable is a full strategic plan document or a more concise roadmap with key initiatives, metrics, and implementation timelines?

**RESPONSE:** Comprehensive roadmap with key initiatives, metrics, and implementation timelines is acceptable.

**QUESTION 37:** Community Engagement Expectations: What level of direct community outreach is expected (e.g., number of public meetings, focus groups, or surveys)?

**RESPONSE:** Internal partners include all sectors of the city government (6 public facing departments including CPDS, HCD, RCPD, DPW and Recreation and Parks as well as 5 internal departments including CCE, Finance, Procurement, IT and HR). Core external partners boards and commissions including HRC, Landlord-Tenant Affairs Commission, Community Policing Advisory Board, Human Services Advisory Commission, etc. Given this reality and the availability based on workdays/shift schedules, it's not possible to quantify the number of public meetings or surveys expected. Participation of \_\_% of public outreach indicates a successful campaign.

**QUESTION 38:** Staff Collaboration: How many internal staff/stakeholders are expected to participate in interviews, workshops, or strategy sessions?

**RESPONSE:** Internal partners include all sectors of the city government (6 public facing departments including CPDS, HCD, RCPD, DPW and Recreation and Parks as well as 5 internal departments including CCE, Finance, Procurement, IT and HR). There are approximately 530 employees and 25% participation would indicate successful outreach.

**QUESTION 39:** Access to Existing Materials: Will the City provide prior DEI assessments, internal surveys, or past initiatives to inform the planning process?

**RESPONSE:** There has not been a standard survey completed yet.

**QUESTION 40:** Is there a defined or estimated budget range the City has in mind for this engagement?

**RESPONSE:** See response to question 22.

**ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME IN THE REQUEST FOR PROPOSAL (RFP).**

**Additionally, please be sure to submit all required forms with your proposal per this addendum and the solicitation instructions.**

**ACKNOWLEDGE RECEIPT OF ADDENDUM NO. 1 BY SIGNING BELOW AND RETURNING A COPY OF THE ADDENDUM WITH YOUR PROPOSAL OR ACKNOWLEDGING IN YOUR PROPOSAL.**



ISSUED BY: GINA WASHINGTON, SENIOR BUYER, 8/11/2025.

NAME OF BIDDER: \_\_\_\_\_

BID DUE DATE: 2:00PM (ET), WEDNESDAY, AUGUST 20, 2025