

**REQUEST FOR PROPOSALS FOR**

**Diversity Inclusion Assessment**

**ISSUING OFFICE**

**PENNSYLVANIA TURNPIKE COMMISSION**

**ADMINISTRATION DEPARTMENT**

**RFP NUMBER**

09-10310-2258

**DATE OF ISSUANCE**

November 5, 2009

**REQUEST FOR PROPOSALS FOR  
DIVERSITY INCLUSION ASSESSMENT**

**TABLE OF CONTENTS**

<b>Part I</b>	<b>- GENERAL INFORMATION FOR PROPOSERS</b>	<b>1</b>
<b>Part II</b>	<b>- INFORMATION REQUIRED FROM PROPOSERS</b>	<b>7</b>
<b>Part III</b>	<b>- CRITERIA FOR SELECTION</b>	<b>10</b>
<b>Part IV</b>	<b>- WORK STATEMENT</b>	<b>11</b>

## PART I

### GENERAL INFORMATION FOR PROPOSERS

**I-1. Purpose.** This request for proposals (RFP) provides interested Proposers with sufficient information to enable them to prepare and submit proposals for consideration by the Pennsylvania Turnpike Commission (Commission) to satisfy a need for a **Diversity Inclusion Assessment**.

**I-2. Issuing Office.** This RFP is issued for the Commission by the Administration Department. Contact information is as follows:

Valerie J. Payne  
Director of Policy & Administration  
Pennsylvania Turnpike Commission  
Physical Address:  
700 South Eisenhower Boulevard  
Middletown, PA 17057  
U.S. Mail Address:  
P.O. Box 67676  
Harrisburg, PA 17106-7676  
E-mail to: [vpayne@paturndpike.com](mailto:vpayne@paturndpike.com)  
Phone: 717-939-9551, extension 4271  
Fax: 717-986-8714

The Issuing Office is the sole point of contact in the Commission for this RFP.

**I-3. Scope.** This RFP contains instructions governing the proposals to be submitted and the material to be included therein; a description of the service to be provided; requirements which must be met to be eligible for consideration; general evaluation criteria; and other requirements to be met by each proposal.

**I-4. Problem Statement.** The Pennsylvania Turnpike Commission seeks to strengthen diversity principles in the organizational culture and link them to organizational goals and objectives. The Commission plans to develop an enterprise-wide diversity management strategy that promotes diversity and the culture of inclusion within the Commission workforce, with vendors and suppliers, and integrates inclusion of diverse firms and diversity principles in all Commission contracting, including procurement, professional services and all other types of contracting.

**I-5. Type of Contract.** It is proposed that if a contract is entered into as a result of this RFP, it will be a fixed fee contract. The Commission may in its sole discretion undertake negotiations with Proposers whose proposals as to price and other factors show them to be qualified, responsible, and capable of performing the work.

**I-6. Rejection of Proposals.** The Commission reserves the right to reject any and all proposals received as a result of this request, or to negotiate separately with competing Proposers.

**I-7. Subcontracting.** Any use of subcontractors by a Proposer must be identified in the proposal. During the contract period use of any subcontractors by the selected Proposer, that were not previously identified in the proposal, must be approved in advance in writing by the Commission.

A firm that responds to this solicitation as a prime may not be included as a designated subcontractor to another firm that responds to the same solicitation. **Multiple responses under any of the foregoing situations may cause the rejection of all responses of the firm or firms involved.** This does not preclude a firm from being set forth as a designated subcontractor to more than one prime contractor responding to the project advertisement.

**I-8. Incurring Costs.** The Commission is not liable for any costs the Proposer incurs in preparation and submission of its proposal, in participating in the RFP process or in anticipation of award of contract.

**I.9. Questions and Answers.** Written questions may be submitted to clarify any points in the RFP which may not have been clearly understood. Written questions should be submitted to the Issuing Office at the address indicated above or emailed to [ypayne@paturndpike.com](mailto:ypayne@paturndpike.com) to be received no later than **4:00 PM, local time, November 20, 2009.** All questions and written answers will be issued as an addendum to and become part of this RFP.

**I-10. Addenda to the RFP.** If it becomes necessary to revise any part of this RFP before the proposal response date, addenda will be posted to the Commission's website under the original RFP document. It is the responsibility of the Proposer to periodically check the website for any new information or addenda to the RFP.

The Commission may revise a published advertisement. If the Commission revises a published advertisement less than ten days before the RFP due date, the due date will be extended to maintain the minimum ten-day advertisement duration if the revision alters the project scope or selection criteria. Firms are responsible to monitor advertisements/addenda to ensure the submitted proposal complies with any changes in the published advertisement.

**I-11. Response.** To be considered, proposals must be delivered to the Pennsylvania Turnpike Commission's **Contracts Administration Department, Attention Fran Furjanic**, on or before **12:00 Noon, local time, Thursday, December 10, 2009.** The Pennsylvania Turnpike Commission is located at 700 South Eisenhower Blvd., Middletown, PA 17057. Please note that use of **U.S. Mail delivery does not guarantee delivery to this address by the above-listed time for submission. Proposers mailing proposals should allow sufficient delivery time to ensure timely receipt of their proposals.** If the Commission office location to which proposals are to be delivered is closed on the proposal response date, due to inclement weather, natural disaster, or any other cause, the deadline for submission shall be automatically extended until the next Commission business day on which the office is open. Unless the Proposers are otherwise notified by the Commission, the time for submission of proposals shall remain the same.

**I-12. Proposals.** To be considered, Proposers should submit a complete response to this RFP, using the format provided in PART II. Each proposal should be submitted in **six (6) paper copies and one CD-ROM** to the Contracts Administration Department. No other distribution of proposals will be made by the Proposer. Each proposal page should be numbered for ease of reference. **Proposals must be signed by an official authorized to bind the Proposer to its provisions** and include the Proposer's Federal Identification Number. For this RFP, the proposal must remain valid for at least **90 days.**

Moreover, the contents of the proposal of the selected Proposer will become contractual obligations if a contract is entered into.

Each and every Proposer submitting a proposal specifically waives any right to withdraw or modify it, except as hereinafter provided. Proposals may be withdrawn by written or telefax notice received at the Commission's address for proposal delivery prior to the exact hour and date specified for proposal receipt. However, if the Proposer chooses to attempt to provide such written notice by telefax transmission, the Commission shall not be responsible or liable for errors in telefax transmission. A proposal may also be withdrawn in person by a Proposer or its authorized representative, provided its identity is made known and it signs a receipt for the proposal, but only if the withdrawal is made prior to the exact hour and date set for proposal receipt. A proposal may only be modified by the submission of a new sealed proposal or submission of a sealed modification which complies with the requirements of this RFP.

**I-13. Economy of Preparation.** Proposals should be prepared simply and economically, providing a straightforward, concise description of the Proposer's ability to meet the requirements of the RFP

**I-14. Discussions for Clarification.** Proposers who submit proposals may be required to make an oral or written clarification of their proposals to the Issuing Office to ensure thorough mutual understanding and Proposer responsiveness to the solicitation requirements. The Issuing Office will initiate requests for clarification.

**I-15. Best and Final Offers.** The Issuing Office reserves the right to conduct discussions with Proposers for the purpose of obtaining "best and final offers." To obtain best and final offers from Proposers, the Issuing Office may do one or more of the following: a) enter into pre-selection negotiations; b) schedule oral presentations; and c) request revised proposals. The Issuing Office will limit any discussions to responsible Proposers whose proposals the Issuing Office has determined to be reasonably susceptible of being selected for award.

**I-16. Prime Proposer Responsibilities.** The selected Proposer will be required to assume responsibility for all services offered in its proposal whether or not it produces them. Further, the Commission will consider the selected Proposer to be the sole point of contact with regard to contractual matters.

**I-17. Proposal Contents.** Proposals will be held in confidence and will not be revealed or discussed with competitors, unless disclosure is required to be made (i) under the provisions of any Commonwealth or United States statute or regulation; or (ii) by rule or order of any court of competent jurisdiction. If a contract is executed, however, the successful proposal submitted in response to this RFP shall be subject to disclosure. All material submitted with the proposal becomes the property of the Pennsylvania Turnpike Commission and may be returned only at the Commission's option. Proposals submitted to the Commission may be reviewed and evaluated by any person other than competing Proposers at the discretion of the Commission. The Commission has the right to use any or all ideas presented in any proposal. Selection or rejection of the proposal does not affect this right.

In accordance with the Pennsylvania Right-to-Know Law (RTKL), 65 P.S. § 67.707 (Production of Certain Records), Proposers shall identify any and all portions of their Proposal that contains confidential proprietary information or is protected by a trade secret. Proposals shall include a written statement signed by a representative of the company/firm identifying the specific portion(s) of the Proposal that contains the trade secret or confidential proprietary information.

Proposers should note that “trade secrets” and “confidential proprietary information” are exempt from access under Section 708(b)(11) of the RTKL. Section 102 defines both “trade secrets” and “confidential proprietary information” as follows:

Confidential proprietary information: Commercial or financial information received by an agency: (1) which is privileged or confidential; **and** (2) the disclosure of which would cause substantial harm to the competitive position of the person that submitted the information.

Trade secret: Information, including a formula, drawing, pattern, compilation, including a customer list, program, device, method, technique or process that: (1) derives independent economic value, actual or potential, from not being generally known to and not being readily ascertainable by proper means by other persons who can obtain economic value from its disclosure or use; **and** (2) is the subject of efforts that are reasonable under the circumstances to maintain its secrecy. The term includes data processing software by an agency under a licensing agreement prohibiting disclosure.

65 P.S. §67.102 (emphasis added).

The Office of Open Records has determined that a third party must establish a trade secret based upon factors established by the appellate courts, which include the following:

- the extent to which the information is known outside of his business;
- the extent to which the information is known by employees and others in the business;
- the extent of measures taken to guard the secrecy of the information;
- the value of the information to his business and to competitors;
- the amount of effort or money expended in developing the information; and
- the ease of difficulty with which the information could be properly acquired or duplicated by others.

*See Crum v. Bridgestone/Firestone North Amer. Tire.*, 907 A.2d 578, 585 (Pa. Super. 2006).

The Office of Open Records also notes that with regard to “confidential proprietary information the standard is equally high and may only be established when the party asserting protection shows that the information at issue is either ‘commercial’ or ‘financial’ and is privileged or confidential, and the disclosure **would** cause substantial competitive harm.” (emphasis in original).

For more information regarding the RTKL, visit the Office of Open Records’ website at [www.openrecords.state.pa.us](http://www.openrecords.state.pa.us).

**I-18. Debriefing Conferences.** Proposers whose proposals are not selected will be notified of the name of the selected Proposer and given the opportunity to be debriefed, at the Proposer’s request. The Issuing Office will schedule the time and location of the debriefing. The Proposer will not be compared with other Proposers, other than the position of its proposal in relation to all other proposals.

**I-19. News Releases.** News releases pertaining to this project will not be made without prior Commission approval, and then only in coordination with the Issuing Office.

**I-20. Commission Participation.** Unless specifically noted in this section, Proposers must provide all services to complete the identified work. The Commission will make on-site facilities available for training purposes. Telephone(s) will be provided for work related use. A Commission representative will be available to assist in the scheduling (via Microsoft Outlook) of Commission personnel and conference rooms for training, if necessary. Personal computers (PCs) will not be provided.

**I-21. Cost Submittal.** The cost submittal shall be placed in a separately sealed envelope within the sealed proposal and kept separate from the technical submittal. **Failure to meet this requirement may result in disqualification of the proposal.**

**I-22. Term of Contract.** The term of the contract will commence on the Effective Date (as defined below) and will end six months after the effective date with two six month renewal options. The Commission shall fix the Effective Date after the contract has been fully executed by the Contractor and by the Commission and all approvals required by Commission contracting procedures have been obtained.

**I-23. Proposer's Representations and Authorizations.** Each Proposer by submitting its proposal understands, represents, and acknowledges that:

- a. All information provided by, and representations made by, the Proposer in the proposal are material and important and will be relied upon by the Issuing Office in awarding the contract(s). Any misstatement, omission or misrepresentation shall be treated as fraudulent concealment from the Issuing Office of the true facts relating to the submission of this proposal. A misrepresentation shall be punishable under 18 Pa. C.S. 4904.
- b. The price(s) and amount of this proposal have been arrived at independently and without consultation, communication or agreement with any other Proposer or potential Proposer.
- c. Neither the price(s) nor the amount of the proposal, and neither the approximate price(s) nor the approximate amount of this proposal, have been disclosed to any other firm or person who is a Proposer or potential Proposer, and they will not be disclosed on or before the proposal submission deadline specified in the cover letter to this RFP.
- d. No attempt has been made or will be made to induce any firm or person to refrain from submitting a proposal on this contract, or to submit a proposal higher than this proposal, or to submit any intentionally high or noncompetitive proposal or other form of complementary proposal.
- e. The proposal is made in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive proposal.
- f. To the best knowledge of the person signing the proposal for the Proposer, the Proposer, its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any governmental agency and have not in the last four (4) years been convicted or found liable for any act prohibited by State or Federal law in any jurisdiction, involving conspiracy or collusion with respect to bidding or proposing on any public contract, except as disclosed by the Proposer in its proposal.
- g. To the best of the knowledge of the person signing the proposal for the Proposer and except as otherwise disclosed by the Proposer in its proposal, the Proposer has no outstanding, delinquent obligations to the Commonwealth including, but not limited to,

any state tax liability not being contested on appeal or other obligation of the Proposer that is owed to the Commonwealth.

- h. The Proposer is not currently under suspension or debarment by the Commonwealth, or any other state, or the federal government, and if the Proposer cannot certify, then it shall submit along with the proposal a written explanation of why such certification cannot be made.
- i. The Proposer has not, under separate contract with the Issuing Office, made any recommendations to the Issuing Office concerning the need for the services described in the proposal or the specifications for the services described in the proposal.
- j. Each Proposer, by submitting its proposal, authorizes all Commonwealth agencies to release to the Commission information related to liabilities to the Commonwealth including, but not limited to, taxes, unemployment compensation, and workers' compensation liabilities.

## PART II

### INFORMATION REQUIRED FROM PROPOSERS

Proposals must be submitted in the format, including heading descriptions, outlined below. To be considered, the proposal must respond to all requirements in this part of the RFP. Any other information thought to be relevant, but not applicable to the enumerated categories, should be provided as an appendix to the proposal. Each proposal shall consist of two (2) separately sealed submittals. The submittals are as follows: (i) Technical Submittal, in response to Sections II-1 through II-7 hereof; (ii) Cost Submittal, in response to Section II-8 hereof.

The Commission reserves the right to request additional information which, in the Commission's opinion, is necessary to assure that the Proposer's competence, number of qualified employees, business organization, and financial resources are adequate to perform according to the RFP.

The Commission may make such investigations as deemed necessary to determine the ability of the Proposer to perform the work, and the Proposer shall furnish to the Issuing Office all such information and data for this purpose as requested by the Commission. The Commission reserves the right to reject any proposal if the evidence submitted by, or investigation of, such Proposer fails to satisfy the Commission that such Proposer is properly qualified to carry out the obligations of the agreement and to complete the work specified.

**II-1. Statement of the Problem.** State in succinct terms your understanding of the problem presented or the service required by this RFP.

**II-2. Management Summary.** Include a narrative description of the proposed effort and a list of the items to be delivered or services to be provided.

**II-3. Work Plan.** Describe in narrative form your technical plan for accomplishing the work. Use the task descriptions in Part IV of this RFP as your reference point. Modifications of the task descriptions are permitted; however, reasons for changes should be fully explained. Indicate the number of personhours allocated to each task.

**II-4. Prior Experience.** Include experience in assessing, analyzing and developing Diversity Performance standards for high inclusion environments, employment law, equal opportunity, affirmative action, workplace equity, and review of barriers to inclusion of diverse firms in contracting opportunities. Experience shown should be work done by individuals who will be assigned to this project as well as that of your company. Detail any experience in implementing and or monitoring system-wide initiatives and structures and related outputs and outcomes to measure the progress of Diversity Inclusion initiatives and efforts. Studies or projects referred to should be identified and the name of the customer shown, including the name, address, and telephone number of the responsible official of the customer, company, or agency who may be contacted. Experience shown should be work done by individuals who will be assigned to this project as well as that of your company.

**II-5. Personnel.** Include the number, and names where practicable, of executive and professional personnel, analysts, auditors, researchers, programmers, consultants, etc., who will be engaged in the work. Show where these personnel will be physically located during the time they are engaged in the work. Include through a resume or similar document education and experience in Diversity Inclusion

Assessment. Indicate the responsibilities each will have in this project and how long each has been with your company. Identify subcontractors you intend to use and the services they will perform.

**II-6. Training.** Indicate *recommended* education and training of Commission personnel in the concepts of diversity inclusion, strategic focus, diversity management challenges, implementation plans, and performance diversity measurement indices. Include *recommendation* on the personnel to be trained, curricula, training materials to be used, number and frequency of sessions, and number and level of instructors.

**II-7. DBE/MBE/WBE Participation.** The Turnpike Commission is committed to the inclusion of disadvantaged, minority, and woman firms in subcontracting opportunities. Responding firms shall clearly identify DBE/MBE/WBE firms, expected to participate in this contract, in their Proposal. Proposed DBE/MBE/WBE firms should be certified by one of the following entities:

1. PA Unified Certification Program Certification [www.paucp.com](http://www.paucp.com)
2. PA Department of General Services (DGS) Certification and any reciprocity given to firms by DGS. <http://www.dgs.state.pa.us/> (Click on link to Bureau of Minority and Woman Business Opportunities for database of Small, Disadvantaged Firms (SDF Database), and Minority and Woman Firms, (M/WBE Database))
3. National Minority Supplier Development Council (NMSDC) certified firms. <http://www.nmsdcus.org/>
4. Women Business Enterprise National Council (WBENC) <http://www.wbenc.org/>
5. Firms certified by the United States Small Business Administration-certified small disadvantaged businesses or 8(a) small disadvantaged business concerns.

Prime contractors should include the certifying agency and proof of certification of the small, disadvantaged, minority or woman business as part of their proposal.

The Turnpike reserves the right to amend this list and maintains sole decision-making authority on the acceptance of certifying agencies and designations.

While D/M/WBE participation is not a requirement for this RFP, inclusion of D/M/WBEs will be a factor in the evaluation determination.

**If further information is desired concerning DBE/MBE/WBE participation,** direct inquiries to the Pennsylvania Turnpike Commission's Contract Administration Department by calling (717) 939-9551 Ext. 4241.

**II-8. Cost Submittal.** The information requested in this section shall constitute your cost submittal. **The Cost Submittal shall be placed in a separate sealed envelope within the sealed proposal, separate from the technical submittal.**

Proposers should **not** include any assumptions in their cost submittals. If the proposer includes assumptions in its cost submittal, the Issuing Office may reject the proposal

Proposers should direct in writing to the Issuing Office pursuant to Part I-9 of this RFP any questions about whether a cost or other component is included or applies. All Proposers will then have the benefit of the Issuing Office's written answer so that all proposals are submitted on the same basis.

The total cost you are proposing must be broken down into the following components:

- a. **Direct Labor Costs.** Itemize to show the following for each category of personnel with a different rate per hour:
  - (1) Category: e.g., partner, project manager, analyst, senior auditor, research associate.
  - (2) Estimated hours.
  - (3) Rate per hour.
  - (4) Total cost for each category and for all direct labor costs.
- b. **Labor Overhead.** Specify what is included and rate used. If there is no labor overhead rate in your proposal, so state.
- c. **Travel and Subsistence.** Itemize transportation, lodging and meals per diem costs separately. Travel and subsistence costs must conform to the requirements of the most current version of the Commission's Travel Guidelines.
- d. **Subcontract Costs.** Itemize as in (a) above. If there are no subcontract costs in your proposal, so state.
- e. **Cost of Supplies and Materials.** Itemize. If there are no supplies and materials in your proposal, so state.
- f. **Other Direct Costs.** Itemize. If there are no other direct costs in your proposal, so state.
- g. **Fee or Profit.**
- h. **Total Cost.**

**Any costs not provided in the cost proposal will be assumed as no charge to the Commission.**

**The selected Proposer shall only perform work on this contract after the Effective Date is affixed and the fully-executed contract sent to the selected Proposer. The Commission shall issue a written Notice to Proceed to the selected Proposer authorizing the work to begin on a date which is on or after the Effective Date. The selected Proposer shall not start the performance of any work prior to the date set forth in the Notice of Proceed and the Commission shall not be liable to pay the selected Proposer for any service or work performed or expenses incurred before the date set forth in the Notice to Proceed. No Commission employee has the authority to verbally direct the commencement of any work under this Contract.**

## PART III

### CRITERIA FOR SELECTION

**III-1. Mandatory Responsiveness Requirements.** To be eligible for selection, a proposal should be (a) timely received from a Proposer; (b) properly signed by the Proposer; and (c) formatted such that all cost data is kept separate from and not included in the Technical Submittal.

**III-2. Evaluations.** Proposals will be reviewed and evaluated by a committee of qualified personnel selected by the Commission. This committee will recommend for selection the proposal that most closely meets the requirements of the RFP and satisfies Commission needs. Award will only be made to a Proposer determined to be responsive and responsible in accordance with Commonwealth Management Directive 215.9, Contractor Responsibility Program.

**III-3. Criteria.** The following criteria will be used, in order of relative importance from the highest to the lowest, in evaluating each proposal:

**a. Understanding the Problem.** This refers to the Proposer's understanding of the Commission needs that generated the RFP, of the Commission's objectives in asking for the services or undertaking the study, and of the nature and scope of the work involved.

**b. Personnel Qualifications.** This refers to the competence of professional personnel who would be assigned to the job by the Proposer. Qualifications of professional personnel will be measured by experience and education, with particular reference to experience on studies/services similar to that described in the RFP. Particular emphasis is placed on the qualifications of the project manager.

**c. Soundness of Approach.** Emphasis here is on the techniques for collecting and analyzing data, sequence and relationships of major steps, and methods for managing the service/project. Of equal importance is whether the technical approach is completely responsive to all written specifications and requirements contained in the RFP and if it appears to meet Commission objectives.

**d. Proposer Qualifications.** This refers to the ability of the Proposer to meet the terms of the RFP, especially the time constraint and the quality, relevancy, and recency of studies and projects completed by the Proposer. This also includes the Proposer's financial ability to undertake a project of this size.

**e. Cost.** While this area may be weighted heavily, it will not normally be the deciding factor in the selection process. The Commission reserves the right to select a proposal based upon all the factors listed above, and will not necessarily choose the firm offering the best price. The Commission will select the firm with the proposal that best meets its needs, at the sole discretion of the Commission.

**f. DBE/MBE/WBE Participation.** This refers to the inclusion of D/M/WBE firms, as described in Part II-7, and the extent to which they are expected to participate in this contract. Participation will be measured in terms of total dollars committed to certified D/M/WBE firms.

## **PART IV**

### **WORK STATEMENT**

#### **IV-1. Background.**

The Pennsylvania Turnpike Commission is committed to creating a culture of inclusion that values and promotes diversity and equal opportunity in all aspects of Commission employment, with vendors and suppliers, and integrates inclusion of diverse firms and diversity principles in all Commission contracting, including procurement, professional services and all other types of contracting.

The Commission is an independent agency of the Commonwealth of Pennsylvania. The Pennsylvania Turnpike Commission is a key transportation route within the state of Pennsylvania and a vital link in the network of the eastern United States. The Turnpike is 536 miles in length with 60 fare collection facilities, 20 service plazas and two welcome centers, 21 maintenance buildings, 8 police barracks and 5 tunnels ([www.paturndpike.com](http://www.paturndpike.com)).

Currently there are over 2,200 active employees of the Commission who work in over 110 locations including three administrative offices: the Central Administration Office in Middletown, PA, the Eastern Regional Office in King of Prussia, PA and the Western Regional Office in New Stanton, PA.

#### **IV-2. Objectives.**

The Commission is considering the establishment of an Office of Diversity and is seeking assistance in developing best practices to define the methodology to strengthen diversity principles in its organizational culture and link them to organizational goals and objectives.

The Pennsylvania Turnpike Commission wants to develop an enterprise-wide diversity strategy that would include work related high performance diversity management and inclusion policies and practices.

The successful contractor will help identify and address any barriers to equal and fair access to diverse groups to Commission opportunities in employment, hiring, recruitment, retention, and workforce development and provide corrective recommendations. The contractor will be required to identify and train members of a Diversity Council of senior level staff to review opportunities for diversity inclusion and adherence to programs and objectives.

The successful contractor will also support the effort to establish and institutionalize diversity programs and practices on an enterprise-wide basis. .

#### **IV-3 Tasks – Deliverables.**

The successful contractor will conduct a Diversity Inclusion Assessment of the Commission's policies, procedures, strategic focus, workforce, and contracting and develop a Diversity Inclusion Plan. This assessment should include a focus on diversity and inclusion efforts at all levels of the organization and make recommendations on the establishment of an Office of Diversity.

Develop Diversity Management Strategy, benchmark areas for improvements, provide best practices models, and transfer subject matter expertise to internal groups.

The Diversity Plan must include implementation plans, calendars, and timelines for roll out of the diversity initiative.

The Diversity Plan must include a plan to coach executives and managers in addressing diversity management challenges and cultural competency.

The response must include a methodology to incorporate Diversity Inclusion principles into all Commission Policies and Procedures.

The Diversity Plan must include a methodology for including Diversity Inclusion principles in Commission hiring, recruitment, retention, and workforce development.

The Diversity Plan must include a plan to identify and train members of a Diversity Council of senior level staff to review opportunities for diversity inclusion and adherence to programs and objectives

The Diversity Plan should recognize our geographic locations and address a methodology to ensure appropriate staff, those in the Central Office as well as our satellite offices and field locations, acquire the necessary knowledge and skills to be competent in diversity matters.

The plan must include a methodology for inclusion of diverse firms in all Commission contracting, including procurement, professional services and all other contracting, including a review of existing contracting language in Requests for Proposals, and all other types of contract lettings.

The plan must include a review of evaluation procedures in Commission lettings related to the inclusion of minority, women, and disadvantaged businesses. The plan should also include diversity review standards for contractors and vendors doing business with the Commission.

The plan should include staffing recommendations for the Diversity Office.

The plan must include Diversity Inclusion performance measurement indices.

The plan must include a methodology to include and integrate diversity as a strategic organizational objective as well as identify the following:

1. Structures and strategies to build diversity in employment, procurement, communications, and customer service;
2. Identify the components of high inclusion work climates and environments and design and implement appropriate operating and management policies;
3. Conduct a review of public and private sector diversity metric applications and identify measurement models or systems that might be applicable to the Commission.
4. Recommend appropriate templates for use by agency executives and managers to measure progress of strategies and activities against long term performance objectives by incorporating diversity as community of practice group responsibility and methodology to hold agency leadership and managers accountable for including planning for diversity in practice group and agency performance measures;
5. Identify standards for the Commission to establish benchmarks for recruitment, hiring, retention, and other diversity management performance objectives.

#### **IV-4. Reports and Project Control**

**a. Task Plan.** A work plan for each task that identifies the work elements of each task, the resources assigned to the task, and the time allotted to each element and the deliverable items to be produced.

**b. Status Report.** A periodic monthly progress report covering activities, problems, and recommendations; the report should be keyed to the work plan developed by the Proposer in its proposal, as amended or approved by the Commission.

**c. Problem Identification Report.** An “as required” report, identifying problem areas. The report should describe the problem and its impact on the overall project and on each affected task. It should list possible courses of action with advantages and disadvantages of each, and include Proposer recommendations with supporting rationale.

**d. Final Report.** All findings shall be treated as confidential and remain the exclusive property of the Pennsylvania Turnpike Commission.

(1) **Abstract or summarize the result of the study or service in terminology that will be meaningful to management and others generally familiar with the subject areas.**

(2) **Describe data collection and analytical and other techniques used during the study.**

(3) **Summarize findings, conclusions, and recommendations developed in each task.**

(4) **Include all supporting documentation; e.g., flow charts, forms, questionnaires, etc.**

(5) **Recommend a time-phased work plan for implementing the recommendations.**

# Addendum No. 1

## Diversity Inclusion Assessment RFP # 09-10310-2258

### Questions and Responses:

Following are the responses to questions submitted in response to the above referenced RFP as of Friday, November 20, 2009. All of the questions have been listed verbatim, as received by the Pennsylvania Turnpike Commission.

1. Could point in the right direction of finding, or share with me the fixed cost of this particular opportunity?

**This information will not be provided.**

2. Has there been an estimated budget established for this project?

**Yes, however, this information will not be provided.**

3. Is there a current incumbent? If so, what is the current value of that contract?

**No.**

4. Is there an on-site personnel requirement?

**It is incumbent on the respondent to determine necessary onsite staffing to complete the scope of work in the RFP.**

5. Is a full time staff person required?

**It is incumbent on the respondent to determine necessary work assignments to complete the scope of work in the RFP.**

6. What might be the start date of this contract?

**It is anticipated that the work will begin in the first quarter 2010.**

7. Is there software associated with this contract and if so, what would be the preferred software?

**Any work product should be provided using Microsoft Office compatible software.**

8. What is the impetus for this innovative goal set by the PA Turnpike commission?

**As stated in the RFP, the Pennsylvania Turnpike Commission seeks to strengthen diversity principles in the organizational culture and link them to organizational goals and objectives.**

9. In consideration of the scope of this project, what is the time frame the Commission envisions for implementation (from start to finish)?

**The Commission will review the time line for the project with the awarded vendor. The initial timeframe, as stated, in the RFP, is six months.**

10. What is the current demographic information of the 2,200 employees (race/age/disability)?

**This information will be provided to the awarded vendor.**

11. What is the organization structure? May we have access to an organizational chart?

**This information will be provided to the awarded vendor.**

12. Are the services to be performed primarily at Middletown, in the Central Administration offices? How much travel to: fare collection facilities, service plazas, welcome centers, maintenance buildings, police barracks and tunnels is expected?

**Yes. In addition to the Central Office, some senior level staff persons are located at the Western Regional Office and the Eastern Regional Office. It is up to the responding vendor to determine if there are other locations within the Turnpike that they wish to visit for purposes of fulfilling the requirement of the scope of work.**

13. At the PA Turnpike Commission, to what extent is the Hiring process & other HR functions centralized?

**All hiring is centralized at the Central HR Office.**

14. Should the information on D/M/WBE Participation be included in the Technical Proposal as mentioned on Page 7?

**Yes.**

15. II-6 - page 8. Training. The word *recommended* appears several times in italics. Should we assume that this Section is referring to Training that the chosen consultant will provide as part of this project, or is this additional training from outside or a separate project?

**The following sections of the RFP indicate the required training:**

**Section IV-2. Objectives. The contractor will be required to identify and train members of a Diversity Council of senior level staff to review opportunities for diversity inclusion and adherence to programs and objectives. Section IV-3. Deliverables. The Diversity Plan must include a plan to identify and train members of a Diversity Council of senior level staff to review opportunities for diversity inclusion and adherence to programs and objectives.**

**Section II-6 – Training refers to any additional training the contractor may recommend.**

16. Is there a particular event or events that are driving this assessment? If so, please describe.

**As stated in the RFP, the Pennsylvania Turnpike Commission seeks to strengthen diversity principles in the organizational culture and link them to organizational goals and objectives**

17. Has the Commission conducted any diversity assessments or similar efforts within the past several years? If so, can you provide information on the nature, scope and results of those efforts to potential bidders for this RFP?

**No training has been conducted.**

18. The RFP indicates that “The Commission is considering the establishment of an Office of Diversity”. What is the current organizational construct for planning and managing diversity programs/initiatives?

**The Commission does not have an Office of Diversity. The awarded vendor will be provided with the current structure for planning and managing diversity programs within the Commission.**

19. Does the Commission have a Diversity Plan? Can that plan be made available to potential bidders for this RFP?

**The Commission does not have a formal written Diversity Plan that addresses the requirements of the RFP.**

20. To what extent has diversity training been conducted for Commission management and staff? What has been the outcome of that training?

**No training has been conducted.**

21. The Work Statement references a Diversity Council. To what extent does this council, or similar organization, exist today – and for how long has it been operating? Who sits on this council? What is the diversity composition of these members?

**The Commission does not have a Diversity Council at this time.**

22. What is the demographic/diversity composition of the overall Commission staff?

**This information will be provided to the awarded contractor.**

23. What is the ratio of management-level employees to non-management level employees in the Commission?

**Management employees (non-union): 453**

**Union employees: 1,722**

24. To what extent is this contract expected to address diversity with regard to contract awards and suppliers to the Commission?

**As noted in the RFP the vendor work plan must include a methodology for inclusion of diverse firms in all Commission contracting, including procurement, professional services and all other contracting, including a review of existing contracting language in Requests for Proposals, and all other types of contract lettings. The plan must include a review of evaluation procedures in Commission lettings related to the inclusion of minority, women, and disadvantaged businesses. The plan should also include diversity review standards for contractors and vendors doing business with the Commission.**

25. What demographic information can you share about the Commission's 2,200 employees? How many of the 2,200 active employees are executive level? Managers? Supervisors? How many of these executives, managers and supervisors are women and minority group members? What is the overall break-down of the workforce by gender and race? Are there unions?

**Directors/Chiefs: 26. Managers/Supervisors: 181. Information on the composition of women and minority workforce members will be provided to the awarded vendor. Yes, there are unions. See answer to Question 23 for union/management breakdown.**

26. Has the Commission ever conducted an employee satisfaction or employee engagement survey? If yes, how current is the data and will it be available to the consulting team?

**There is no current data to share. Any relevant historical data will be provided to the awarded contractor.**

27. Do employees have access to complete on on-line diversity assessment tool? If yes, is the Commission willing to pay for on-line tools?

**The Turnpike does not have an on-line diversity assessment tool. Any recommendations by the vendor for such a system should be addressed in their response.**

28. What, if any, diversity and inclusion change initiatives have been implemented in the past?

**There is no current information on diversity and inclusion initiatives. Any relevant historical data will be provided to the awarded contractor**

29. Are any of the jobs Civil Service?

**No.**

30. Has the Commission had an increase in the number of workplace discrimination charges in the last several years? If yes, in what areas and what are the trends?

**The awarded contractor will be provided with any relevant information in this area.**

31. What does “proposers should not include any assumptions in their cost submittals” mean?

**Cost submittals must include all proposed costs; the Commission will not be responsible to pay for any costs not included (assumed) in the cost submittal.**

32. Please elaborate on the Problem Identification Report.

**This is self-explanatory.**

33. Do you want submission of examples of the plans/reports list in IV-4-a-c or are you letting us know that these reports are part of the requirement?

**This refers to reports that are part of the requirement.**

34. Is it possible to receive an organizational chart to highlight the structure of the PA Turnpike Commission? (Names can be omitted)

**This information will be provided to the awarded contractor.**

35. Does a Diversity Council exist? If so, what role does it perform?

**No. See answer to Question 21.**

36. What diversity training has senior level staff received? If so, what were the finding and results of this training effort?

**No training has been provided. See answer to Question 20.**

37. How is diversity assessed on the current performance evaluation system?

**This information will be provided to the awarded contractor.**

38. How are diversity goals communicated within current policies and procedures?

**This information will be provided to the awarded contractor.**

39. What are the details of the PA Turnpike Commission current Diversity Plan?

**The Commission does not have a formal written Diversity Plan that addresses the requirements of the RFP.**

40. If a written plan exists, is it possible to receive a copy?

**See response to Question 39.**

41. What are the organizations current diversity statistics and metrics in the following staffing, contracting and within other operating principles and practices.

**This information will be provided to the awarded contractor.**

42. What diversity training assessment has the PA Turnpike Commission conducted?

**No training has been conducted. See answer to Question 20.**

43. What are the reported findings and results from previous diversity training efforts at the staff level?

**There is no current data to share. Any relevant historical data will be provided to the awarded contractor**

44. What is the start date for this project?

**It is anticipated that the work will begin in the first quarter 2010. See response to Question 6.**

45. Have you set aside a budget for 2010 for this engagement, and if so will you share that amount with us?

**This information will not be provided.**

46. Have you used another firm for diversity and inclusion work prior to this, and if so, will you still consider working with them?

**There is no current vendor.**

47. Has any diversity training been conducted before?

**No training has been provided. See answer to Question 20.**

48. Have there been any diversity/inclusion-related law suits at the Turnpike Commission?

**The awarded contractor will be provided with any relevant information in this area.**

49. What is driving this initiative now?

**As stated in the RFP, the Pennsylvania Turnpike Commission seeks to strengthen diversity principles in the organizational culture and link them to organizational goals and objectives**

50. How many of the 2200 employees are executives, managers and individual contributors, and how does that breakdown at each location?

**See response to Question 23 and 25.**

51. Does the Turnpike Commission keep archival records of employee demographics, promotions, turnover, etc?

**Yes, some archival records are available.**

52. The response is the same for each of the following three questions:

1. Is there any mechanism in operation that will allow subcontractors and primes to meet and exchange information?
2. Would you be able to provide me with a list of firms who have received the RFP or who you know will be submitting proposals so that I may contact them for a possible subcontract opportunity?
3. Can you please publish names of the companies who received the RFPs and contact information to enable subcontracting opportunities?

**Prime vendors are responsible for identifying DBE/MBE/WBE firms they intend to include with their response using the criteria identified in the RFP. There will not be a preproposal conference for this RFP so the Commission will not have available the names of the prospective vendors who may be submitting a proposal.**

**All other terms, conditions and requirements of the original RFP dated November 5, 2009 remain unchanged unless modified by this Addendum.**