

Responses to questions received on City of West Linn DEI audit & program opportunity

(questions have been combined/edited for clarity and efficiency)

- How many staff and how many supervisors are included? What is the breakdown in the Police Department specifically?

A: The City's current budget provides for 129.98 FTE. Given the current COVID situation in the City, and seasonal vacancies that have not been hired at this time, our current FTE numbers are:

- City-wide: 106.14 FTE, 91 Full-Time and 15.14 Part-Time. There are 26 FTE managers and 2.8 FTE confidential employees.
- Police Department (included in the above): 32.5 FTEs in the Police Department as follows: 1 police chief, 2 captains, 6 sergeants, 20 police officers, 1 community service officer, 1 assistant to the chief, 1 assistant to the captain, and 0.5 records specialist.

- How many of these employees is the City interested in training? Is there a focus of particular staff the City would like to be trained? Will this training be for leaders and managers, non-leaders and managers, or for the entirety of the organization?

A: We envision training all staff. Training may include enhanced focus or specialized training for specific groups including leadership, management, or certain outward-facing service departments, as recommended by the consultant team. Note we also seek recommendations for training opportunities for Advisory Groups and Neighborhood Associations although we expect this would be a relatively small component of the work.

- Should our submission be single or double spaced, and is there a preferred font for the document?

A: The City does not have a preference on these items.

- Will the city reimburse the contractor for travel and related expenses?

A: The City will reimburse the contractor for travel and related expenses if necessary but will consider these expenses as part of an overall review of costs and benefits of individual proposals.

- In the 'Selection Process' section of the RFQ, it is stated that the contractor must meet all applicable licensing requirements. Where can we find a list of the requirements and the appropriate forms to fill out and submit?

A: The contractor must apply for any applicable licenses, including a business license. We do not have specific professional licensing requirements in mind, although we assume such licensing exists; documentation of any such licenses and certifications would be welcome in a submittal and verifiable licensing will be taken into consideration when reviewing submittals. The points previously allocated to this question will be folded into "knowledge and expertise of individuals that will work on the projects" which will therefore be allotted 15 points.

- Will this training be in the form of eLearning, facilitation, or a combination of both?

A: We are open to proposals on this. Provided the current pandemic, it is likely that much of the training will need to be available remotely.

- What training, including DEI training, has been done in the past?

A: Recent trainings include:

- All Management Training on Implicit Bias: Making A Difference. April 30, 2019 by Latricia Brand, Portland Community College's Chief Diversity Officer. Summary of training: Tricia led the City of West Linn's management team into a better understanding and awareness of our own implicit biases, and set us on an improved path to providing excellent leadership to our employees and service to the West Linn community.
 - The Library Coordinated Libraries of Clackamas County All Staff Day Training at Clackamas Community College. Oct. 14, 2019; Implicit Bias training again presented by Latricia Brand.
 - The West Linn Police Department conducts a wide variety of training on standard law enforcement topics suitable for the department's professional credentialing and certification needs. Recent Police training related to DEI issues includes:
 - Implicit Bias by Jay Weitman
 - Procedural Justice by Jay Weitman
 - PoliceOne Academy Online Training
 - Ethics Training
 - Cultural Awareness 1
 - Racial Profiling 1
 - Anti-Bias Training for Law Enforcement
 - Law Enforcement and the Transgender Community
 - Other standard training topics, either annually or biannually, for all City staff include: Ethics at Work; Blood Borne Pathogens; Safety (ergonomics, fire extinguisher, first aid, CPR, etc.); Reasonable Suspicion Drug/Alcohol Testing; Active Shooter; Implicit Bias; Respectful Workplace/Anti-harassment; Mandatory Child Abuse Reporting; Succession Planning.
- It is possible that the scope of this project may warrant a larger budget. How flexible is the budget? Would you prefer to work within the stated budget or reduce the scope of the work?

A: There is the possibility of extra funding for this project, however financial realities in the COVID era mean that additional cost will need to be carefully reviewed and justified. As noted in the announcement, we are open to proposals for alternative/additional scope of services. We want to do this project right and ensure it works. We suggest bidders define what is possible given the stated budget and what could be accomplished given more funding.
 - It is possible that the scope of this project may require a longer timeline. How flexible is the timeline? Would you prefer to extend the timeline or reduce the size of the project?

A: This question is answered in the announcement, as follows: "COWL desires this work to be done as quickly as possible, and hopes to have at least the training components underway starting in September 2020. COWL recognizes that other work elements may take more time. COWL recognizes that the current COVID-19 crisis will have implications for timelines. COWL welcomes alternative timelines for completion of work elements proposed by applicants."
 - Will training be primarily English or will the training be in several languages?

A: Training for City staff will be primarily in English.

- Does the City of West Linn have an internal Learning Management System (LMS)?

A: We do not have an LMS, but our insurance provider, CIS, does offer one we could use if there is a need.

- Do all employees have internet access?

A: Yes.

- Are there any tech restrictions such as bandwidth or file size if training is eLearning based?

A: There are no bandwidth restrictions but the City's internet connection could become congested if training or other large bandwidth consumption activities are not scheduled for effective capacity management. We restrict E-mail attachments to 30 megabytes, but file transfers from HTTP(S) & (S)FTP are not size restricted.

- If I want to hire consultants in certain areas of expertise, would I be permitted to bring them in on a case-by-case basis? Are you open to a team performing these services? Or do you prefer to have 1 individual who meets all of the requirements to perform the tasks in the RFP?

A: Yes, teams within one firm or teams from multiple firms are acceptable to the City as long as roles and responsibilities are clearly defined and the agreed-upon budget and rates adhered to.

- I believe that the goals of DEI are long term goals. For meaningful DEI work, the effort will need to be sustained over a long period of time. Does the COWL plan to continue this work after the end of this project?

A: Yes, this is very important to us. As stated in the announcement, we seek "recommendations on steps needed to ensure the program is a part of City culture for the long term."

- What are the specific desired outcomes for this project? How will I know that I have met the needs of the COWL within the scope of this project? What methods do you currently have, or would you recommend we employ, in order to measure outcomes from this project?

A: The City seeks to build the core values of diversity, equity, and inclusion into all of our operations, as well as model those values in service to the community. As stated in the announcement, we are specifically seeking recommendations on the topic of performance measures and outcome delivery from the program team.

- For the audit, what documents do you want reviewed? What format are the documents available in?

A: We seek advice on how to prioritize this review by the program team. There are a large number of public documents available. The key goal here is to develop a functional picture of our organizational climate. Most documents should be available electronically.

- For the data analysis work, how ready is the data for analysis? Will it need to be normalized? What is the magnitude of data available for analysis (to help inform our LOE estimates)?

A: We seek recommendations from the project team on what data should be reviewed to provide a good assessment of organizational culture.

- For the data analysis work, what is the time period to be addressed?

A: Again, we seek recommendations from the project team on this question. The primary goal is to understand the culture and develop recommendations moving forward, as opposed to a comprehensive review of the City's history.

- For the policy review, what is the scope or number of the policies that we need to review (to help inform our LOE estimates)?

A: West Linn's personnel policy manual is [available online](#). Individual departments may have specific procedural policies that are of interest to the program team and will be made available as desired.

- For the policy review, the RFP requests that the vendor review and recommend policy options around land use policies. Do you anticipate that this policy review also include GIS assessment or land use planning activities too?

A: The City hopes that a consultant team will review West Linn's housing, transportation, and economic development conditions and policies at a high level. The idea behind this was to understand how West Linn's overall conditions may impact City service needs and attitudes, and to understand how City policies and investment decisions impact diversity, equity, and inclusion community-wide.

- Is this a RFP or a RFQ? Do you want our response to only include a quote? Or shall we also include our approach, along side the cost estimate and proposal elements listed on page 5?

A: We have requested that a specific work plan be provided as part of the submittal. However, consultant selection will be based on the criteria provided and further discussions on cost, scope and timeline may occur following consultant selection.

- How does this work fit together with the work of the OIR Group and other audits that may be occurring?

A: OIR group is conducting a targeted review of specific actions related to the City's response to an individual tort claim, and evaluating the City's procedures specifically for responding to tort claims. No city-wide DEI program development or audit is being conducted in that contract or any other contract.