

**RFP 2210 Organizational Development
Responses to Written Questions: November 26, 2024**

| No. | Question | Response |
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| 1 | To plan for Steps 4–6 in the Strategic Plan, are there specific outputs or frameworks from Steps 1–3 that we will have to build upon, such as role clarification documents, workflow maps, or current team language practices, or will we be creating these documents from scratch? | Those types of documents do not currently exist. The consultant would be expected to create those documents if recommended by the consultant’s approach and included in the scope of services. |
| 2 | In planning to align the outcomes of Steps 1–3 and the goals of Steps 4–6? Are there any gaps or challenges you anticipate addressing in this transition? | There has been a gap in time since our previous Executive Director, who was leading the organizational development process, retired about a year ago. There has been some staff turn-over since we began the organizational assessment and development process so the needs and desires may have slightly changed. We are also filling up to 5 new positions, which we hope to have filled by April/May 2025 timeframe. |
| 3 | What level of engagement do you envision for RTC staff and leadership throughout the project, particularly in clarifying roles (Step 4) and implementing organizational changes (Step 6)? Are there specific stakeholders or groups that should be prioritized? | For every step in the organizational development process, it is expected that we would have a high level of staff engagement. There are a few leadership positions that are currently vacant (Director of Internal Services and Director of Capital Projects) which are anticipated to be filled by April/May 2025. It is expected that the organizational development process is an internal process, so outside stakeholders or groups are not anticipated to participate. |

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| 4 | The RFP emphasizes professional facilitation and human resource services. Could you clarify whether the consultant is expected to provide direct training to staff, or if the focus is more on creating frameworks and tools for internal teams to implement? | It would be expected that the training programs would be developed that included recommendations for specific trainings, and if the consultant had internal capabilities to conduct some of the trainings that would be a possibility. Training for Directors and Managers to assist staff in navigating change and identification of unmet employment needs could be helpful. |
| 5 | Does RTC anticipate awarding the contract to multiple firms? | Not at this time, but RTC reserves the right to do so. |
| 6 | Our process also includes a requirement to sign an annual engagement letter on commercially reasonable terms. Is RTC amendable to signing that? Should we include a sample engagement letter in our response? | Respondents are allowed to include a sample engagement letter as an attachment to their proposal. The RTC included a sample contract in the RFP which will be used to formalize the agreements. |