

## RFP Addendum # 2

Request for Proposals for  
On-Demand Staffing Services  
Solicitation # 6159

### Date of Addendum # 2: May 1, 2026

The Request for Proposals (RFP) for the above named project is amended as noted in this Addendum. This Addendum consists of 17 page(s).

This Addendum list questions received and SHA's responses (see Item 1 below)

**Item 1.** The Due Date for 6159 On-Demand Staffing Services is extended to 4:00PM, Friday, May 15, 2026.

**Item 2.** Adding: Attachment C Fee Structure

**Item 3.** The following is a list of questions received and SHA's responses to those questions.

1. To meet your MWBE goal of 12%, if we are Woman-Owned how many points does that count for?  
WMBE goal in criterion #1 and scoring is based on the overall Inclusion Plan to provide meaningful opportunities to WMBE subconsultants. No points are given if the Prime Vendor is a WMBE firm.
2. If we partner with a local company that is minority, how many points will that total?  
Proposers may receive up to the maximum points allocated for criterion WMBE goal in criterion #1 and scoring is based on the overall Inclusion Plan to provide meaningful opportunities to WMBE subconsultants. No points are given if the Prime Vendor is a WMBE firm. Criterion #1 Women and Minority Business (WMBE) Inclusion Plan is evaluated by demonstrating meaningful and substantive involvement of WMBE subconsultants in the direct performance of commercially useful functions as part of the proposed project team. The level of participation, and overall integration into the proposed approach will be considered during evaluation and scoring of this criterion.
3. Who are previous incumbents on this project?  
The previous incumbent vendors are AppleOne, Molly Brown, SHEA Staffing, and Parker Staffing Services LLC,.
4. What was the annual spend for the previous year on this Project?  
\$380,000.00
5. If this is a new contract, what is the anticipated budget for this contract?  
This is a new contract. The anticipated total budget over the five (5) year term is \$3,400,000.00; however, actual expenditures may vary based on operational needs, and funding may be allocated through one or multiple contracts.
6. Can vendors propose for specific categories (e.g., Information Technology only), or is it required to cover all listed categories?  
Yes. Proposers may propose for one or more categories aligned with their qualifications and capacity. It is not required to propose for all job positions.
7. Could you please clarify the specific Information Technology (IT) positions anticipated under this contract? If not predefined, is it acceptable for vendors to propose a range of IT roles based on their expertise and SHA's requirements? -Network Technician  
IT Project Coordinator

ACAM Administrator  
Quality Analyst Lead  
Data Migration Consultant  
IT Support Mobile Device Management

8. Is the 14% MWBE participation goal mandatory for this solicitation, or is it considered a target? If mandatory, what are the consequences of not meeting the stated goal?  
The 14% WMBE participation goal is aspirational and is not a mandatory requirement. Proposers will not be deemed non-responsive for not meeting the goal; however, Proposers are encouraged to demonstrate good faith efforts towards meeting or supporting the goal described in criterion #1
9. As a prime vendor that is not MWBE-certified in the State of Washington, can we meet the 14% MWBE participation goal through partnerships with certified MWBE subcontractors?  
WMBE goal in criterion #1 and scoring is based on the overall Inclusion Plan to provide meaningful opportunities to WMBE subconsultants. No points are given if the Prime Vendor is a WMBE firm.
10. Under Section D, the RFP requests a resume for key personnel. Could you please clarify what types of roles or positions SHA expects vendors to include, particularly since specific roles are not defined in the RFP?  
Key Personnel refers to individuals proposed by the vendor who will play a significant role in contract performance, including oversight, coordination, and service delivery. This may include, but is not limited to, a dedicated account representative, program managers, recruiters, or other lead staff. Proposers should include resumes highlighting relevant experience and qualifications.
11. Since specific roles and quantities are not defined in the RFP, could you please clarify how vendors are expected to structure the pricing? Should pricing be provided based on standard hourly rates by category (e.g., IT roles), or will SHA provide estimated roles and volumes for reference?  
For non-IT roles, SHA typically provides the hourly pay rate for each role at the time of each temporary staffing request. Vendors should provide the markup percentages or bill rate, fee details, cost inclusions, and conversion terms that will apply by category. For reference on the type of roles we have at SHA, vendors can visit our class specifications page.  
  
IT roles can be highly specialized, and we do not always have an established pay range available upfront. Vendors may provide their proposed bill rates, fee details, cost inclusions, and conversion terms for the roles listed in question #7, as well as for any additional roles they wish to propose based on their expertise and SHA's requirements.
12. Could you please share the incumbent vendor's name, their previous response, and associated pricing for a similar contract?  
SHA may disclose the name of the incumbent vendor(s). However, prior proposals and associate pricing are not being provided. Such information may be requested through public disclosure processes, as applicable. The incumbent vendors are AppleOne, Molly Brown, SHEA Staffing, and Parker Staffing Services LLC.
13. Could you please provide the annual spending details for similar contracts from the past three years?  
2025= \$378,730.47  
2024= \$554,562.45  
2023= \$814,075.24  
  
2023-2024 spend was across four (4) vendors reflects a period of increased utilization in response to heightened operational demands. Contributing factors include workload surges, staffing vacancies, and residual impacts from the COVID-19 pandemic, which necessitated supplemental support to ensure continuity of operational and service delivery.
14. Could you please confirm the total number of positions required under this RFP?

The total number of positions is not predetermined. Staffing needs will be on an as-needed basis and may vary based on the operational requirements.

15. We are an MBE firm certified by NMSDC. Please confirm if we still need to do subcontracting to fulfill the goal utilization.  
WMBE goal in criterion #1 and scoring is based on the overall Inclusion Plan to provide meaningful opportunities to WMBE subconsultants. No points are given if the Prime Vendor is a WMBE firm
16. Could you please provide a list of sample job positions or profiles requested under each category, i.e., administrative and technical roles?  
Refer to Question #7 for Information Technology (IT) Positions  
Assistant Property Manager  
Resident Communications Liaison  
Office Assistant  
Housing Specialist  
Payroll Accountant  
Facility Reservation Support  
Administrative Specialist II  
Human Resource Assistant  
Accounting Tech I
17. Is there any local preference associated with this solicitation?  
There is no local preference associated with this solicitation. All proposals will be evaluated in accordance with the criteria set forth in the RFP.
18. Is subcontracting mandatory for this solicitation?  
Subcontracting is not mandatory for this solicitation; proposers may choose to subcontract at their discretion.
19. Is this a new contract or renewal of an existing contract?  
This solicitation is for a new contract.
20. In order to be considered responsive for this solicitation, is it mandatory to bid on all positions?  
Proposers are not required to bid on all positions; proposers may bid on the positions they can accommodate based on their qualifications and capacity, including one or more positions.
21. Could you please provide information on the daily duration of shifts required for the necessary professions? For example, the number of hours per day?  
Positions typically work standard eight (8) hour shifts within normal business hours (e.g. Monday-Friday, 8:00 am to 4:30 pm), which includes a thirty (30) minute unpaid meal period and applicable paid breaks in accordance with state and local labor requirements. Daily schedules may vary based on operational needs and specific assignment requirements.
22. Per the RFP, vendors must be licensed in Washington and provide a UBI number. Kindly confirm whether this can be obtained prior to contract start or if it is mandatory at the time of proposal submission?  
Proposers must be licensed to do business in the State of Washington and provide a UBI number prior to contract execution. It is not required at the time of proposal submission.
23. Over the past 12 months, approximately how many temporary staffing assignments (by role type, if available) have been released under your current on call/on demand staffing arrangements?  
Administrative/Clerical: 1  
Finance/Accounting: 1  
Information Technology (IT): 6
24. Of those assignments, approximately how many were in each of the following categories: Administrative, Information Technology, Accounting, and Clerical?  
Refer to Question #23

25. What is SHA's anticipated number of temporary staffing assignments per year under the new contract(s) over the next 12 months? If possible, please estimate by role type or classification.  
The anticipated number of temporary staffing assignments under this contract is not predetermined. Staffing needs will vary based on organizational demand. Assignments will be requested on an as-need basis through the contract term.
26. Over the past 12 months, what was SHA's approximate total spend on temporary staffing services, and what portion of that spend was for Information Technology roles?  
Refer to Question #4 for total spend the past 12 months. Historically, expenditures have not been tracked at a detailed category level, including IT, a breakdown is not currently available.
27. Does SHA anticipate any significant changes in staffing demand (e.g., projects, new initiatives, or budget changes) that could materially increase or decrease the expected volume of temporary assignments over the term of the contract?  
Seattle Housing Authority does not have any specific changes to staffing demand to report at this time. Staffing needs may vary based on operational requirements, projects, and available funding over the term of the contract.
28. How many vendors does SHA currently use for on call/on demand staffing services, and are these vendors engaged under a similar RFP based panel arrangement?  
Seattle Housing Authority currently has three (3) contracts in place for similar services. However, this solicitation is for a new contract and is not structured as a continuation of those agreements or as a formal panel arrangement.
29. For this Solicitation No. 6159, does SHA anticipate making a single award or multiple awards, and if multiple, is there an expected range or cap on the number of vendors to be selected?  
This solicitation is intended to result in multiple contract awards; however, Seattle Housing Authority reserves the right to make awards in the best interest of the agency. There is no predetermined cap on the number of contracts awarded.
30. If multiple vendors are selected, does SHA intend to allocate work through a primary/secondary ranking, rotational assignment process, or another mechanism?  
Work will not be distributed equally among awarded Vendors. Assignment will be issued based on SHA's operational needs, with priority given to the highest-ranked proposer, as well as factors such as performance, availability, and responsiveness.
31. Are there any performance or usage thresholds (e.g., minimum fill rate, time to submit, or response time) that will influence how assignments are distributed among awarded vendors?  
SHA follows a standard rotation system when reaching out to awarded vendors. As outlined in 1. Staffing Services, Section D & E of the RFP, consultants are expected to refer qualified candidates within two (2) business days, unless otherwise agreed upon. SHA may require a one (1) business day turnaround in certain circumstances. For hard-to-fill positions, consultants may be provided up to five (5) business days to identify suitable candidates. If a consultant is unable to provide qualified candidates within the applicable timeframe, SHA may cancel the request or engage another awarded consultant to meet staffing needs.
32. Is SHA currently using one or more vendors to provide similar on call/on demand staffing services, and if so, what aspects of the current arrangement work well that you would like to preserve?  
SHA is currently using more than one vendor. It is helpful to have more than one vendor to fall back on should one vendor have greater availability to fill a role over another.
33. Beyond what is stated in the RFP, are there any particular performance metrics or service level expectations (e.g., time to submit, time to start, fill ratios, retention) that are especially important to SHA's evaluation of vendor performance?  
Refer to Question #31 for fill time. No additional performance metrics or service level expectations are defined beyond those outlined in the RFP. Proposers should refer to the Scope of Work and evaluation criteria for requirements.

34. The RFP notes an initial one year contract term with options for up to four additional one year extensions, not to exceed five years. Under what conditions does SHA typically exercise these extension options (e.g., based on performance, budget, or strategic review)?  
Contract extension options may be exercised at the discretion of Seattle Housing Authority based on satisfactory contractor performance, continued need for services, availability of funding, and overall contract compliance.
35. Regarding the cooperative purchasing language, does SHA have any current interlocal partners that are likely to utilize this staffing contract, and if so, can you indicate the potential scope or volume of such usage?  
Seattle Housing Authority does not currently have any interlocal or cooperative purchasing partners identified that are anticipated to utilize this contract. Accordingly, no specific scope or volume of usage can be projected at this time.
36. The Scope of Work states that experience placing staff in the Seattle metropolitan area is required and that a local office is "highly preferred." Would SHA consider a vendor without a physical Seattle office if the vendor can demonstrate strong Seattle area delivery capability (e.g., local recruiters, active clients, and a proven track record in the region)?  
Yes. Consultants without a physical Seattle office will be considered if they can demonstrate a strong experience and capability in delivering services within the Seattle metropolitan area.
37. Is there any minimum expectation regarding on site presence or in person engagement (e.g., candidate interviews at SHA facilities, vendor meetings, or onboarding support) that vendors should plan for?  
Any interviews will predominantly be held remotely. Once started, agency temporary staff are required to work in office at all times. Acceptations are made very rarely.
38. For Information Technology roles, can SHA provide examples of typical job titles or skill sets (e.g., help desk, systems administration, business analysis, software development) that have been requested historically or are expected going forward?  
Refer to Question # 7. Help Desk support is our most regular need.
39. For non IT positions (Administrative, Accounting, Clerical), are there any certifications, systems, or specialized experience that are particularly valued (e.g., public sector finance systems)?  
Preferences are based on specific position and business need, but typically public sector or low-income housing experience (e.g. finance systems, reporting requirements, compliance experience, or trauma-informed care) are often most helpful.
40. We are not a MWBE company, and our legal team cannot commit to specific percentages to MWBE spend. However, we do work with many MWBE businesses, and our goal is to be inclusive to this community when seeking opportunities. That said, I was curious if this was non-negotiable for SHA?  
The criterion #1 Women and Minority Business (MWBE) Inclusion Plan is an aspirational goal, and proposers will be evaluated based on their plan demonstrating meaningful and substantive involvement of WMBE subconsultants in the direct performance of commercially useful functions as part of the proposed project team. The level of participation and overall integration into the proposed approach will be considered during evaluation and scoring of this criterion
41. Will our NMSDC certification be recognized toward meeting the goal, or is Washington State OMWBE certification specifically required? Please clarify.  
WMBE goal in criterion #1 and scoring is based on the overall Inclusion Plan to provide meaningful opportunities to WMBE subconsultants. No points are given if the Prime Vendor is a WMBE firm

For the purposes of meeting SHA's WMBE subconsultants participation goals, SHA recognizes certifications by the Washington state Office of Minority and Women's Business Enterprises (OMWBE) at <https://omwbe.diversitycompliance.com/FrontEnd/SearchCertifiedDirectory.asp> or self-

certifications via WMBE Self-Identification Form available at:

<https://www.seattlehousing.org/sites/default/files/WMBE%20Business%20Self%20Identification%20Form.pdf>

42. If our firm intends to self-perform the majority of the work without subcontractors, will this approach still be considered compliant with the aspirational WMBE goal? Please clarify.  
Yes. The WMBE Inclusion Plan is an aspirational goal, and proposers are encouraged to demonstrate good faith efforts.
43. Is it mandatory to subcontract with WMBE firms in order to achieve the 14% aspirational goal, or will a narrative description good-faith efforts be considered sufficient if subcontracting is not part of our proposed approach? Please clarify  
It is not mandatory to subcontract WMBE subconsultant firms, the 14% WMBE goal is aspirational. Proposers will be evaluated on criterion #1 Women and Minority Business (WMBE) Inclusion Plan by demonstrating meaningful and substantive involvement of WMBE subconsultants in the direct performance of commercially useful functions as part of the proposed project team. The level of participation, and overall integration into the proposed approach will be considered during evaluation and scoring of this criterion.
44. Is there a specific list of firms provided by the agency, or are we expected to identify WMBE certified firms within Washington state and reach out to firms independently? Please confirm.  
Proposers are responsible for identifying and reaching out to certified WMBE firms. For the purpose of meeting SHA's WMBE subconsultants participation goals, SHA recognizes certifications by the Washington State Office of Minority and Women's Business Enterprises (OWMBE) at <https://omwbe.diversitycompliance.com/FrontEnd/SearchCertifiedDirectory.asp> or self-certifications via WMBE Self-Identification Form available at: <https://www.seattlehousing.org/sites/default/files/WMBE%20Business%20Self%20Identification%20Form.pdf>. A self-identified WMBE list is available on the Seattle Housing Authority's website at <https://www.seattlehousing.org/do-business-us/forms-and-policies>.
45. If subcontracting is not required, how will prime contractors who intend to self-perform the work be evaluated against the aspirational goal? Please clarify.  
Proposers will be evaluated on criterion #1 Women and Minority Business (WMBE) Inclusion Plan by demonstrating meaningful and substantive involvement of WMBE subconsultants in the direct performance of commercially useful functions as part of the proposed project team. The level of participation, and overall integration into the proposed approach will be considered during evaluation and scoring of this criterion.
46. Could you please confirm if there is any preference for Section 3 firms?  
No, there is no preference for Section 3 firms under this solicitation
47. For firms intending to self-perform most of the work, how should Section 3 Worker participation be documented?  
Section 3 participation should be documented and submitted on the "Section 3 Reporting Form For SHA Projects" attached as Exhibit A to this Addendum #2.
48. Could you please clarify if 25% benchmark for Section 3 Workers is a mandatory requirement? Additionally, if the benchmark is not met, what documentation of good faith efforts will be considered acceptable under Section 3 compliance?  
The 25% benchmark for Section 3 Workers is a HUD-established benchmark. Vendors are expected to make good faith efforts to meet or exceed this benchmark.
- Examples of Good Faith Efforts include, but are not limited to the following (see 24 CFR Part 75.15 for more):
- Outreach efforts to identify Section 3 Workers and Targeted Section 3 Workers
  - Provided training or apprenticeship opportunities
  - Connected S3 Workers with job placement services, assisted with resume preparation, interview techniques, etc.

- Held job fair, posted job openings at worksite, on HUD Opportunity Portal
- Provided assistance to apply for or attend community college, vocational/technical school

49. Is it acceptable to submit either private or public references? Please confirm.  
Yes. Proposers may submit references from either private or public sector clients, provided the references demonstrate relevant experience in similar services.
50. Do we need to prepare our own price sheet with few titles under administrative, IT, accounting and clerical categories in the fee structure evaluation criteria? Please confirm.  
Proposers should refer to the attached fee structure for pricing instructions and required format
51. Could you please confirm pricing related information (Relating to Criterion 5. Fee Structure) should be prepared as a separate file, along with the other forms?  
The fee structure (Criterion 5) is part of the proposal and should be included within the proposer's submission, not as a separate file. Please refer to Question #53 for fee structure format.
52. How many employees currently work under (or will be anticipated to work under) this contract?  
We currently have 6 active agency temps working with SHA. The total number of positions is not predetermined. Staffing needs will be on an as-needed basis and may vary based on the operational requirements.
53. What are the current billable hourly rates or percentage mark-up rates?  
Our current billable hourly rates for non-IT roles are between \$42-\$55. Bill rates for IT roles varied significantly based on how specialized the role is, between \$60-\$150.
54. What were the hourly bill rates or percentage mark-up rates at the time of award?  
At the time of award, the contract stated bill rates are subject to negotiations based on the assignment requirements and candidate's qualifications. Vendors also include a list of positions they frequently recruit for and their bill rates.
55. How much was spent (dollar value) on this service last year?  
Refer to Question #4
56. Is there a Prevailing/Living wage requirement associated with this project?  
Prevailing wage requirements are not anticipated for this contract. However, if applicable, contractors will be required to comply with all federal, state, and local prevailing wage laws.
57. May we attend the bid opening meeting in-person?  
There is no in-person bid opening meeting.
58. What is the tentative start date for this engagement?  
The tentative start date for this engagement will be determined upon completion of the procurement process and contract execution.
59. What is the work location of the proposed candidates?  
We have several worksites across Seattle, but work primarily takes place at our Central Office at 101 Elliot Ave W. Other common worksites include 800 MLK Jr. Way S and 1300 N 130th St. Additional offices can be found here: <https://www.seattlehousing.org/contact-us/additional-seattle-housing-authority-offices> .
60. Is this a new contract, or are there any incumbents? If there is an incumbent, please provide the incumbent's name and pricing and confirm whether the incumbent is eligible to resubmit the proposal.  
This is a new Contract. SHA may have existing or prior contracts for similar services. However, prior proposals and associate pricing are not being provided. Such information may be requested through public disclosure processes, as applicable. The incumbent vendors are AppleOne, Molly Brown, SHEA Staffing, and Parker Staffing Services LLC,.

Yes, Incumbent vendors are eligible to submit proposals. All proposals will be evaluated in accordance with the criteria outlined in the RFP.

61. Are there any pain points or issues with the current vendor(s)?  
No issues or pain points have been identified for any of the current vendor(s).
62. Could you please share the previous spending on this contract, if any?  
Refer to Question #4
63. Can we submit good faith efforts if we are unable to find a subcontractor?  
Refer to Question #46
64. How many positions were used in the previous contract (approximate)?  
Refer to Question #23
65. How many positions will be required per year or throughout the contract term?  
Refer to Question #25
66. If the resources we provide at the time of proposal submission are unavailable at the time of a potential contract award, could vendors replace them with equally qualified resources?  
Yes. Substitutions are permitted with equally or more qualified resources, subject to SHA approval.
67. Can we provide hourly rate ranges in the price proposal?  
Proposers should provide rates accordance to the fee structure. Please refer to the fee structure for pricing requirements under Question #11.
68. Will the County allow mid-contract price adjustments (e.g., for agency fees or wage rates), and if so, under what conditions?  
Pricing is expected to remain firm for the initial contract term. Any adjustments may be considered at the time of contract renewal or through a formal contract amendment, subject to SHA approval.
69. If adjustments are permitted, is there a specified mechanism (e.g., annual review, CPI-based increase, or mutual negotiation) that governs such changes?  
Any pricing adjustments, if permitted, will be subject to SHA's review and approval and processed through a formal contract amendment in accordance with the terms of the contract.
70. Should the initial proposal reflect fixed pricing for the entire term, or can adjustments be proposed in advance as part of the contract?  
Proposers should submit their proposed pricing as part of their initial proposal. SHA will enter negotiations with the highest ranked consultant(s) in an effort to execute a Contract. Pricing may be adjusted during negotiations prior to contract execution. Any future adjustments may be proposed; however, they are subject to SHA's review and approval and must be consistent with the terms of the contract.
71. What are the invoice/payment terms (NET 30, NET 45, etc.) and required invoice fields?  
Invoices shall be paid within thirty (30) days of receipt of a complete and approved invoice, in accordance with the terms of the contract. Please refer to Section 5, Reporting Requirements, for required invoice field.
72. What are the reporting requirements?  
Please refer to Section 5, Reporting Requirements, of the RFP for detailed reporting requirements.
73. Is the work entirely onsite, or is there a possibility for remote operations and performance?  
Refer to Question #37

74. Are resumes required at the time of proposal submission? If yes, do we need to submit the actual resumes for proposed candidates, or can we submit the sample resumes?  
Refer to Question #10
75. Could you please provide the list of holidays? Are there any mandated Paid Time Off, Vacation, etc.?  
1/1/26, 1/19/26, 2/16/26, 4/17/26, 5/25/26, 6/19/26, 7/3/26, 9/7/26, 10/5/26, 11/11/26, 11/26/26, 11/27/26, 12/25/26, 12/28/26.
- New Year's Day  
Martin Luther King, Jr.'s Birthday  
Presidents Day  
Memorial Day  
Juneteenth  
Independence Day  
Labor Day  
Indigenous Peoples Day  
Veterans Day  
Thanksgiving Day  
Day following Thanksgiving Day (Friday after Thanksgiving)  
Christmas Day
- SHA has two Wellness Days that shall be determined at the beginning of the year. The offices will be closed. Agency Temps are not eligible for this paid time off, so they will need to either coordinate make-up time with their manager during the same week or take the day unpaid.
- No paid time off will be granted.
76. Our firm was a certified minority-owned small business enterprise. However, in Feb 2025 we were acquired by a parent company that is not diversity certified. How much of a disadvantage are we in the selection process compared to other firms that are WMBE diversity certified?  
Proposers will be evaluated on criterion #1 Women and Minority Business (WMBE) Inclusion Plan by demonstrating meaningful and substantive involvement of WMBE subconsultants in the direct performance of commercially useful functions as part of the proposed project team. The level of participation, and overall integration into the proposed approach will be considered during evaluation and scoring of this criterion. No points are given if the Prime Vendor is a WMBE firm.
77. What staffing categories or positions are supported under this program?  
Refer to Question(s) #38 and #39
78. What is the forecasted annual spend on temp staffing services?  
\$680,000.00, however, actual expenditures may vary based on operational needs, and funding may be allocated through one or multiple contracts.
79. How many consultants (suppliers) were invited to participate and will be awarded a contract from this RFP?  
This solicitation was publicly advertised and made available through multiple platforms to encourage broad participation and competition. As such, no specific number of consultants were directly invited.
- SHA anticipates awarding contract to one or more qualified proposers, however, the number of awards will be determined based on the evaluation of the proposals and the needs of the agency.
80. What is the date for selections to be announced?  
The anticipated date of selection is the end of June 2026.
81. How many vendors do you anticipate awarding for this engagement?

Refer to Question #29

82. Is there an existing contract currently providing these services?  
Yes, SHA currently has an existing contract for similar services.
83. If so, who are the incumbent vendors?  
Incumbent vendors are AppleOne, SHEA Staffing, and Parker Staffing Services LLC.
84. Is historical spend data available for review?  
Refer to questions 13 on the annual spent for the last three years.
85. Is there any projected or anticipated spend associated with this engagement?  
Refer to Question #5
86. Are there specific job titles or roles that should be included in the pricing structure?  
Refer to Question(s) #38 and #39 for job roles  
Refer to Question #53 for fee structure
87. Could you please clarify if prior experience placing temporary staff specifically within the Seattle metropolitan area is a mandatory requirement for this engagement?  
Please refer to RFP Criterion #2: Staffing Experience:
88. Could you please provide a detailed list of roles, job classifications, and expected skill levels for which staffing services will be required, so that we can accurately develop a competitive pricing structure?  
Refer to Question(s) #38 and #39 for job roles  
  
Expected skill levels will vary depending on the position and assignment. SHA anticipates the need for a range of candidates, from entry level administrative support to specialized and technical roles. Specific qualifications will be provided at the time of each request.
89. Since no pricing sheet has been provided, should vendors use their own standard pricing structure, or will a price sheet be issued in a future addendum?  
Proposers should provide rates accordance to the fee structure. Please refer to the fee structure for pricing requirements under Question # 11
90. How many documents are required as part of the proposal submission, and what are they?  
The required proposal documents and submission requirements are outlined in the solicitation. Proposers are encouraged to review the RFP in its entirety and ensure all required materials are included in their submission.
91. We are choosing an MBE-certified firm in the State of Washington. Could you please confirm if we qualify for the MWBE (14%) participation goal?  
Proposers partnering with an MBE firm should also include a detailed inclusion plan as outlined in criterion #1.
92. How often do they take direct hires after 520 hours?  
In the past year, one (1) was hired into the role they were in
93. If we are a WOSB, do we still need to have an inclusion plan with other firms that align with WMBE compliance?  
WMBE goal in criterion #1 and scoring is based on the overall Inclusion Plan to provide meaningful opportunities to WMBE subconsultants. No points are given if the Prime Vendor is a WMBE firm
94. We do not see the job titles or job descriptions; will SHA provide the job titles and job descriptions?  
Refer to Question(s) #38 and #39 for job roles

95. If an Offeror does not agree with the Fee structure, is this something that the Offeror can negotiate with SHA?  
Yes, pricing and fee structure may be subject to negotiation. As outlined in the RFP, SHA will negotiate with the highest-ranked proposer(s) prior to contract execution. If an agreement cannot be reached, SHA may proceed to negotiate with the next highest-ranked firm.
96. Is this a re-compete of a previous contract? If so, could you kindly provide:
- Historical usage data (e.g., number of positions filled, total hours billed)?  
Refer to Question # 67 for positions filled & # 26 for billed hours
  - The previous contract budget?  
Refer to question #13
  - The names of the incumbent vendors?  
Refer to question #12
97. Are Resumes required at the time of proposal submission if so:
- Are live (actual) resumes required at the time of proposal submission? If yes, how many?  
Refer to question(s) #10
  - Are sample resumes required at the time of proposal submission? If so, how many should be provided?  
No sample resumes are not required at the time of proposal submission.
98. Is there an estimated budget or cost range associated with this contract?  
Refer to Question #5
99. Could the agency please clarify whether it is mandatory for proposers to maintain a physical office in Washington as part of the eligibility requirements?  
Refer to Question #36
100. For the highest-weight evaluation criteria, can SHA share what evaluators will be most focused on when scoring these sections?  
Evaluators will focus on how well proposals demonstrate alignment with the Scope of Work, relevant experience, and a clear, practical approach to delivering services. Emphasis will be placed on the proposer's ability to meet SHA's needs through well-organized, responsive, and feasible solutions. Proposers should provide a clear and detailed information directly addressing each criterion.
101. When evaluating staffing experience, does SHA place greater emphasis on
- Years and volume of experience
  - Similarity of prior clients/engagements
  - Demonstrated outcomes and performance metrics
- SHA does not place greater emphasis on any single factor. Greater weight typically given to how well the proposer's experience is relevant to the Scope of Work and supported by clear examples of successful performance.
102. Are there specific aspects of the recruitment process that SHA considers most critical to success under this contract?  
SHA does not prioritize a single aspect of the recruitment process; however, evaluators will focus on the proposer's ability to consistently deliver qualified candidates in a timely manner.
103. Are there common gaps or issues that SHA frequently observes with staffing that proposers should be mindful to avoid when responding to this RFP?  
SHA does not identify specific common gaps. Proposers should ensure their responses are complete and address all requirements outlined in the RFP.

104. What are the most critical staffing needs SHA is looking to address through this contract?  
SHA is seeking to address ongoing and as needed staffing needs across a range of positions to support operational continuity. This includes the ability to provide qualified candidates in a timely manner, and accommodate varying levels of demand.
105. Does SHA anticipate awarding this contract to a single vendor or multiple vendors?  
Refer to Question #29
106. Does SHA currently track and evaluate attrition and retention performance among existing or prior vendors?  
Refer to Question #33
107. Can SHA provide estimated annual spend ranges by service category?  
a. If so, what was the 2024 or 2025 year-end spend for these services?  
Refer to Question #13 and Question #26
108. From SHA's perspective, what would an ideal partnership look like after the first 90-180 days of contract performance?  
a. How does SHA define success for this contract beyond stated KPIs or SLAs?  
Success is primarily measured based on the requirements and expectations outlined in the performance standards. In addition, SHA may consider overall service quality, responsiveness, and the proposer's ability to effectively meet operational needs.
109. Is this a net-new requirement or a rebid of an existing or prior contract?  
a. If a rebid, what aspects of past vendor performance were most successful, and what qualities are most important to SHA when evaluating vendors for this engagement?  
Refer to #19 and #63
110. Can SHA provide estimated annual volume by staffing request type, including approximate number of temporary requisitions, direct hire requisitions, and temp-to-perm conversions expected under this contract?  
Of the 16 agency temps who started in 2024-2026, ~19% converted.
111. Can SHA provide an estimated breakdown of historical or anticipated demand by job family (administrative, IT, accounting, clerical, and other expected classifications)?  
Refer to Question(s) #23, #24, and #25
112. For the stated 15% direct hire fee, can SHA confirm whether the fee is fixed and non-negotiable, or whether proposers may offer alternate or discounted direct hire pricing?  
The state 15% direct hire fee represents the standard rate. Proposers may offer a lower (discounted) rate as part of their proposal. Final direct hire fee may be further discussed and negotiated during the contract negotiation process prior to execution.
113. Will SHA consider housing-authority staffing experience more favorably than general staffing experience, or are all comparable local staffing references weighted equally?  
This depends heavily on the role/context. For roles involving housing work (i.e. property management assistance), affordable housing experience is typically favorable. For roles in IT or HR, this would not typically be a consideration.
114. Is a City of Seattle business license required at proposal submission or at contract award?  
Refer to Question #22
115. Can SHA share Incumbent details and their pricing?  
Refer to Question #12
116. Can SHA provide approximate annual historical spend for temporary staffing, temp-to-perm, and direct hire services over the last 1-3 years?  
Refer to Question #113 and Question # 13

117. Has SHA established an estimated annual budget, funding range, or not-to-exceed value for this contract?  
Refer to #5 for funding range. SHA has not established a fixed annual budget and there no not-to-exceed value established for this contract.
118. In Page 6, under section C. Scope of Work, there were 4 categories mentioned like Administrative, Information Technology, Accounting and Clerical. Is it mandatory for all the vendors to bid for all the 4 categories?  
Refer to Question #6
119. In Page 9, under section D Information to be provided in your proposal- Relating to Criterion 1: Women and Minority Business (WMBE) Inclusion Plan, we are an MBE firm and is this open only to WMBE firms? Even if we participate, will we still lose 10 points allocated for WMBE firms?  
This solicitation is open to all eligible firms and is not limited to WMBE-certified firms. WMBE goal in criterion #1 and scoring is based on the overall Inclusion Plan to provide meaningful opportunities to WMBE subconsultants. No points are given if the Prime Vendor is a Women and / or a Minority owned business.
120. If selected, will the resources need to be at onsite in Seattle or can they support from remote within US? Also, can we support from offshore locations like India?  
See question 37. Work location requirements will be dependent on the needs of each assignment. Proposers should outline their approach to staffing, including any remote or offshore considerations, for SHA's review.
121. What is the total budget allocated for this project?  
Refer to Question #5
122. In reference to Section C (Scope of Work), which states services are on an "as-needed basis with no guaranteed volume," can SHA provide an estimated annual volume or historical usage by role category?  
Refer to Question(s) #23, #24, and #25
123. In reference to Section G (Contract Award), can SHA clarify how work will be distributed among multiple awarded vendors (e.g., equal distribution, rotation, or performance-based allocation)?  
Refer to Question #30
124. In reference to Section C.1.d–e (Candidate Submission Timelines), are the stated timelines (1–2 business days) mandatory SLAs, and how will vendor performance be measured (e.g., fill rate, time-to-fill)?  
Refer to Question # 33. Stated timelines are strongly preferred but not mandatory, but SHA may engage with secondary or tertiary vendors if standard timelines are not met.
125. In reference to Section D and Section C.6 (Fee Structure), are vendors allowed to propose job category-based pricing/markup variations?  
Refer to Question #53
126. In reference to Section C.5 (Billing & Invoicing), can SHA confirm the payment terms (e.g., Net 30) and whether there are any payment processing constraints or requirements?  
Refer to Question #74. Payment requirements and terms will be outlined in the contract. Proposers should be prepared to comply with SHA's standard invoicing and payment procedures.
127. In reference to Section C.7 (Temp-to-Perm Conversion), can SHA clarify the conversion fee structure applicable before the 520-hour threshold?  
The 520-hour threshold represents our proposed standard. Vendors are encouraged to submit their most competitive offer within the fee structure template, and all submissions will be duly considered.

128. In reference to Section A.3 and Section D (WMBE Inclusion Plan), how will SHA evaluate and enforce the 14% aspirational WMBE goal, and what level of participation is considered competitive?  
Please refer to Question(s) #1 and #2
129. In reference to Section E (Evaluation Criteria), beyond pricing and experience, what are the key differentiators that will drive final vendor selection?  
Proposals will be evaluated in accordance with the criteria outlined in Section E. Please also refer to question #113.
130. In reference to Section B (Submittal Requirements), can SHA confirm whether the 6-page limit applies only to the technical proposal and clarify exactly which documents are excluded?  
The 6-page limit applies to the proposal only. The following documents are not included in the page limit and are separated: cover letter, vendor fact sheet, resumes, Suspension and Debarment Certificate, and any applicable Section 3 forms.  
  
Additionally, the fee (Price/Rates) associated with Criterion 5 may be included with the proposal; however, it will not count toward the required proposal page limit. The fee structure will be evaluated and scored in accordance with Criterion 5 as outlined in the RFP.
131. In reference to Section B.1 (Submission Requirements), can SHA confirm that pricing must be submitted separately and not included in the technical proposal?  
Pricing is not included in the 6-page proposal limit. The fee structure is part of the overall submission and does not need to be submitted as a separate file.
132. In reference to Section D (Proposal Content), should vendors strictly follow the evaluation criteria order?  
Proposers are encouraged to follow the order of the evaluation criteria to facilitate an efficient and consistent review process.
133. In reference to Section D (Evaluation Criteria), should responses be separately labeled per criterion for scoring purposes?  
While not required, proposers are encouraged to organize and clearly label their responses in alignment with each evaluation criterion to facilitate the review and the scoring process.
134. In reference to Section B (Submittal Instructions), can SHA confirm whether supporting documents (e.g., samples, workflows) should be included within the 6-page limit or submitted as separate attachments?  
All materials should fit within the 6 page requirement. The vendor should include any materials they feel would be helpful in determining appropriate fit for the agency per the RFP.
135. In reference to Section D (Information to be Provided in Proposal), which requires submission of references for similar work, can SHA confirm whether commercial/private sector references will be accepted?  
Refer to Question #52
136. In reference to Section C.6 (Fee Structure), it is not clearly specified whether vendors should submit markup percentage, bill rates, or both, can SHA clarify the expected pricing format?  
Refer to Question #11
137. In reference to Section C.7 (Temporary to Permanent Conversion), while the waiver after 520 hours is defined, can SHA clarify the conversion fee structure applicable prior to 520 hours?  
Refer to Question #130
138. In reference to Section C (Scope of Work), which includes staffing across Administrative, Information Technology, Accounting, and Clerical roles, can SHA confirm whether vendors are permitted to submit different markup rates for each job category, or if a single uniform markup is expected across all categories?

Refer to Question #11

139. Is it mandatory to provide services across all categories, or may we restrict our proposal to IT staffing only?

Refer to Question #6

140. Are resumes required, and if so, should we submit sample resumes or actual candidate resumes?

Refer to Question #10 and #100 b.

141. Where can we access job descriptions for the positions covered under this RFP?

<https://www.governmentjobs.com/careers/seattlehousing/classspecs>

SHA does not maintain a comprehensive set of standardized job description for each role under this solicitation. Proposers should refer to the job postings available on the SHA website, which provide representative duties, qualifications, and expectations for similar positions. Actual assignments may vary based on business needs.

142. May we propose hourly rate ranges (all-inclusive) instead of fixed rates?

Refer to Question #11

143. As a Texas-based MBE, are we eligible to participate in this solicitation?

Firms are eligible to participate in this solicitation regardless of their location.

144. Is it mandatory to include a plan describing good-faith efforts to meet the aspirational WMBE goal?

WMBE goal is an aspirational goal. Proposers seeking to receive points under criteria #1 should include a detailed Inclusion Plan as outlined in the RFP.

145. Is there a specific percentage target allocated for the WMBE goal?

Refer to Question #1 and #2

146. Are references from private/commercial clients acceptable, or must they be public sector references?

Refer to Question #52

147. Our admin team has flagged that they are unable to agree to Terms and Conditions that are referenced only via an external link, rather than included directly in the document being signed. Would Seattle Housing Authority be willing to incorporate the full T&Cs text directly within the Vendor Fact Sheet? Having the language included in the document itself would allow our team to review and sign with confidence.

For reference, the full Terms and Conditions are provided in the General Consulting Contract document included with Addendum 1.

148. What is the budget of this contract? Are there any incumbents of this please share their details?

Refer to Question(s) #5, #12, #13

149. Regarding the Women and Minority Business Enterprise (WMBE) requirement, should the participation be fulfilled through two separate certified entities (one Women-owned and one Minority-owned), or is a single entity with both certifications acceptable and are there any specific certification agencies or authorities whose certification is required for eligibility?

WMBE: Minority and women-owned business enterprises must either be self-identified or certified by the Washington State Office of Women's and Minority Business Enterprises (OMWBE) to be at least fifty-one percent owned by women and/or minority group members. For self-identification as WMBE, refer to Minority/Women Owned Business Enterprise Self-Identification Form for Work Performed on Seattle Housing Authority Projects [Minority/Women Owned Business Enterprise Self-Identification Form for Work Performed on Seattle Housing Authority Projects](#)

150. Is Local office in WA required for this contract?

Refer to Question #36

151. What is the format of Pricing?  
Refer to Question #11
152. Is it possible to extend the current 6-page response limit, as additional space would help us provide a more comprehensive and complete response to the requirements?  
The 6 page response limit will remain as a stated in the RFP. Proposers are encouraged to provide clear and concise response within the established limit
153. In the 'Required Number of Copies' section, for the separate file that includes the Price/Rate information, could you please clarify which specific positions or roles pricing should be provided for? Additionally, should the 'Relating to Criterion 5: Fee Structure' section be addressed within this Price /Rate section , or is it expected to be included in the main technical proposal?  
Please refer to #11 for fee structure/positions.
- The fee structure (Price/Rate) associated with Criterion 5 may be included with the proposal; however, it will not count toward the required proposal page limit. The fee structure will be evaluated and scored in accordance with Criterion 5 outlined in the RFP.
154. Within the 6-page limit for the Technical Proposal, are we required to address all sections from Criterion 1 through Criterion 5, or should certain criteria (such as Fee Structure under Criterion 5) be excluded and provided separately?  
Refer to Question # 156
155. Is this a single award or multiple award?  
Refer to Question #29
156. If a proposer is not a certified WMBE but includes a WMBE subcontractor as part of the project team, will that be considered sufficient to meet the intent of the 14% aspirational WMBE participation goal? Additionally, is there any preference or added consideration given to proposers who also include other categories such as small, disadvantaged, or veteran-owned businesses, or is the evaluation primarily focused on WMBE participation and the Inclusion Plan?  
Refer to question #9
157. Is it mandatory for vendors to engage a Section 3 subcontractor to meet Section 3 requirements, or can compliance be achieved through hiring Section 3 workers directly?  
Section 3 requirements can be achieved through hiring Section 3 workers directly.
158. If a vendor does not include a Section 3 subcontractor, will fulfilling Section 3 requirements through hiring and reporting still be considered compliant?  
Refer to question 157.
159. Are vendors expected to allocate a specific percentage of work to Section 3 businesses, or is there no fixed requirement for subcontracting?  
Please refer to Section 3 Information attached to the proposal.
160. In the Vendor Fact Sheet, under 'Ownership Status,' what option should be selected if the firm does not qualify for any of the listed categories (e.g., not Women-owned, Minority-owned, or other specified classifications)?  
If a firm does not qualify for any of the listed ownership categories, leave the section blank.
161. We are a Minority Woman Owned Business certified by WBENC & NMSDC. Does this allow us to self-perform SHA's participation goal?  
Refer to Question #15
162. Is subcontracting mandatory?  
Refer to Question #18
163. Could SHA provide detailed job descriptions for the positions sought in this contract?

Refer to Question #144

164. What are SHA's current rates and mark-ups for the positions sought in the solicitation?

Refer to Question #11

165. How many awards does SHA anticipate making?

Refer to Question #29

166. Who is the incumbent for these services and for how long have they served SHA in this capacity?

AppleOne, Molly Brown, SHEA Staffing, and Parker Staffing Services LLC,. All have served SHA for approximately 7 years. Molly Brown has worked with SHA for over 15 years before closing.

167. What is the anticipated annual and total spend for this contract?

Refer to Question #5

168. What specific background checks and/or drug screens are required of the placed staff?

Seattle Housing Authority requires role-appropriate background checks for placed temporary staff, which may include a criminal history review conducted in compliance with federal, state, and local laws, including Seattle's Fair Chance Employment Ordinance. Criminal background findings are evaluated solely for job-related relevance and safety considerations by HR, Risk Management, and Legal. SHA does not require drug testing for these positions unless a specific assignment or regulatory requirement explicitly calls for it.

169. To ensure FCRA compliance, is it our company's policy to provide Clients with an attestation of completion of background check pursuant to Clients' requirements, but not the actual results.

Will SHA accept letters of attestation in lieu of actual background check results for any temporary staff placed . Will respondents be allowed to pass through the costs for background checks and drug screens (at no additional markup) to SHA?

SHA accepts letters of attestation in lieu of actual background check results. With regards to how the background check fees are covered, please submit your best offer for review.

170. Will respondents be disqualified or adversely impacted during the evaluation process if they were to submit exceptions to SHA?

The Question is unclear.

171. With respect to Affordable Care Act (ACA) costs, would SHA prefer these charges as a separate line item on the invoices, or instead incorporated directly into each respondent's proposed rates

SHA would like the cost associated with the ACA be incorporated directly into the respondents' proposed rates.

172. If government-mandated costs or expenses are enacted during the contract term, will respondents be allowed to request rate increases to cover these higher rates?

Yes, respondents may request a price adjustment if new government-mandated cost or expenses are enacted during the contract term that directly impact the cost of performance. Requests must be supported by documentation, and adjustments will be subject to review and approval by SHA.

173. Will the Living Wage Ordinance (LWO), Federal Funding, SCA, or the Davis Bacon Act be applicable to this contract?

This contract is anticipated to be service-based contract; therefore, the Davis-Bacon Act is not expected to apply. Respondents should be prepared to comply with all applicable federal, state, and local requirements.

Responses to all questions will be addressed in accordance with Addendum 2.

END OF RFP ADDENDUM # 2

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