

RFP Addendum # 1

Request for Proposals for ON CALL TRAINING AND COACHING SERVICES (Solicitation # 6199)

Date of Addendum # 1: May 14, 2026

The Request for Proposals (RFP) for the above-named project is amended as noted in this Addendum. This Addendum consists of 14 pages.

Item 1. The following is a list of questions received and SHA's responses to those questions.

Question 1: For this RFP's scope, is a Washington contractor license required, or is that field not applicable for professional services providers?

Answer: A contractor license is not needed for training and coaching services.

Question 2: For an out-of-state firm, is it acceptable to obtain a Washington business registration/UBI (and any required City of Seattle business licensing) after selection/award, or must those be in place at the time of proposal submission?

Answer: You can obtain these afterward.

Question 3: Does SHA's expectation change if services are delivered virtually versus in-person/hybrid?

Answer: Whether the services in a work order can be provided virtually vs. in person will be determined by the nature of the project. We provide most trainings to SHA staff in person. However, planning meetings could certainly happen virtually. Each work order will stand alone and have unique scope of work, schedule, and cost proposal.

Question 4: If SHA awards multiple contracts, how will individual work orders be assigned among selected consultants?

Answer: Human Resources will share information about each of the firms selected from this RFP to SHA's directors and administrators at the time of contract execution and annually, so that they can understand the unique expertise and strengths of the different firms that are in this on-call bench and identify the firm(s) that would be the best fit for different work orders that arise. When the need for a work order arises, the project manager will look at which firm(s) could bring the strongest expertise on the work order and make a recommendation to the requesting director. We will aim to spread the work available across the firms for this on-call bench as much as possible. However, the decision about which firm to bring in for a specific work order will be made by the requesting department in consultation with Human Resources.

Question 5: Will future work orders be directly assigned, competed among selected consultants, or matched based on topic area and consultant expertise?

Answer: Please see #4 above.

Question 6: What is the anticipated annual budget or estimated spend for this on-call contract?

Answer: The amount that SHA is likely to spend through this RFP will vary based on the different needs for external training and coaching that emerge for SHA departments over the next five years. In our last round of on-call contracts, SHA spent \$300,000; however, future spending could be higher or lower depending on agency needs. Each work order will stand alone and have a scope of work, schedule, and cost proposal.

Question 7: How many training sessions, coaching engagements, or work orders does SHA anticipate issuing during the first contract year?

Answer: At this time, we do not know how many work orders SHA will need to execute through this bench of on-call consultants in year 1 or in subsequent years. Each work order will stand alone and have a scope of work, schedule, and cost proposal.

Question 8: What are the estimated participant counts by audience group, including senior leaders, supervisors, frontline supervisors, teams, and staff?

Answer: SHA's departments and teams vary in size. Consultants might be brought in to work with a team of 15 to 20 people, or smaller groups. They might also be brought in to provide training or facilitation to groups of 100 or more staff, at times, depending on agency need. Currently, SHA has 873 employees, of which 162 are supervisors. Approximately one third of SHA's staff work in the trades. For descriptions of SHA's housing programs and participants, please see SHA's website. Each work order will stand alone and have a scope of work, schedule and cost proposal.

Question 9: What is the typical class size for SHA training sessions?

Answer: Please see answer to question #8 above.

Question 10: How many individual coaching clients, team coaching groups, or group coaching cohorts does SHA anticipate during the first year?

Answer: Please see our answer to question #7 above.

Question 11: What are SHA's highest-priority training and coaching topics for the first year of the contract?

Answer: This RFP was created to build a bench of on-call consultants who can be available to emergent needs for training and coaching for our agency. At this time, we do not know the content of the work orders SHA will need to execute through this bench of on-call consultants in year 1 or in subsequent years. Each work order will stand alone and have a scope of work, schedule, and cost proposal. However, in past years, work orders ranged from coaching for frontline supervisors to executive leaders, and training for SHA teams on a wide array of topics related to customer service and embodying our agency's values. Each work order will stand alone and have a scope of work, schedule, and cost proposal.

Question 12: Are leadership development, trauma-informed customer service, culturally responsive customer service, and community engagement equally important, or should proposers emphasize certain areas more strongly?

Answer: At this time, we do not know the content of the work orders SHA will need to execute through this bench of on-call consultants in year 1 or in subsequent years. Each work order will stand alone and have a scope of work, schedule, and cost proposal.

Question 13: Can SHA provide the current Strategic Plan and Points of Advocacy referenced in the RFP?

Answer: SHA's Strategic Plan is linked in the RFP and is posted at: <https://www.seattlehousing.org/about-us/reports/strategic-plan>

Question 14: How does SHA define "Points of Advocacy" in the context of leadership development and daily supervision?

Answer: By Points of Advocacy, we mean the feedback received by SHA participants, staff, and other stakeholders in SHA's 2025 to 2030 Strategic Planning process about areas to focus on to advance SHA's four Strategic Priorities: Communication, Staff Development, Supportive Services, and Housing Quality. Some work orders executed under this RFP may be used to help SHA departments implement the values and priorities of SHA's Strategic Plan. However, work orders executed under this RFP will not be limited to that scope.

Question 15: Is SHA seeking executive coaching, supervisor coaching, team coaching, group coaching, or a combination of these services?

Answer: Work orders executed under this RFP could address any number of these services. Each work order will stand alone and have a scope of work, schedule, and cost proposal.

Question 16: What confidentiality, reporting, and documentation expectations does SHA have for coaching engagements?

Answer: Consultants are expected to maintain confidentiality. Specific expectations for reporting and documentation will be determined within the scope of work for the specific work order.

Question 17: What deliverables does SHA expect after each engagement, such as slide decks, participant handouts, facilitator guides, action plans, summary reports, or evaluation results?

Answer: This will depend on the work order.

Question 18: Should the required training rates include only preparation and facilitation, or should they also include customization, materials, project management, and post-session reporting?

Answer: If your rate for providing training is different from your rates for other activities that support the planning for, project management of, creation of, or customization of curriculum, please let us know. Providing as much detail about your pricing is helpful for us to understand the cost of working with your firm.

Question 19: Should travel, lodging, parking, and meals for in-person sessions be included in the listed rates or billed separately by work order?

Answer: Please include the cost of any travel, lodging, parking, and meals for in-person sessions within your rates for pricing.

Question 20: Should assessment costs, such as DiSC, Five Behaviors, 360 feedback, or other tools, be included in the training/coaching rates or listed separately?

Answer: If this would be part of the services that you offer, please provide this detail in your answer about pricing.

Question 21: The RFP states that documents and products created under the contract become the exclusive property of SHA. Does this apply only to custom materials created specifically for SHA, and can consultants retain ownership of pre-existing frameworks, tools, assessments, models, and proprietary content?

Answer: Yes, consultants retain ownership of pre-existing frameworks, tools, assessments, models, and proprietary content. Work product produced for SHA will become the property of SHA. If consultant's pre-existing tools were used to prepare such content, those underlying tools remain the property of the consultant.

Question 22: Does SHA's expectation change if services are delivered virtually versus in-person/hybrid?

Answer: Please see Question #3 above.

Question 23: What are the anticipated start and end dates for this contract?

Answer: These one-year contracts will be executed as early as possible in 2026. At SHA's option, a change order may be executed extending the contract(s) up to four additional one-year periods, along with appropriate adjustments in the scope of work and compensation. The contracts shall not exceed five years.

Question 24: Based on previous contracts, is there any guidance on the frequency of use that awardees might expect?

Answer: Please see Questions #6 and #7 above.

Question 25: Are we required to include the following documents as attachments along with our proposal submission: Consultant Registration Form, Vendor Fact Sheet, Suspension and Debarment Compliance Certificate, Section 3 Business Concern Certification for Contracting

Answer: All proposals must include Vendor Fact Sheet and Suspension and Debarment Compliance Certificate. The Consultant Registration Form is optional. The Section 3 Business Concern Certification for Contracting only needs to be included if Section 3 is applicable to proposer. If it's not applicable, no need to include it.

Question 26: Should the Section 3 Business Concern Certification for Contracting and the Section 3 Worker and Targeted Section 3 Worker Self-Certification Form be submitted as separate attachments or combined into a single document?

Answer: SHA has no preference if the forms are separate attachments or combined into a single document.

Question 27: Could you please provide guidance on the expected or typical cohort size (number of participants) for each training session under this RFP?

Answer: Please see our answer to Question #8 above.

Question 28: While the Scope of work includes both training facilitation and coaching services, the pricing section primarily outlines rates for training/facilitation. Could you please clarify how proposers should submit pricing for coaching services? Should coaching be billed under the hourly rates provided, or is a separate pricing structure expected?

Answer: Please provide as much detail about your firm's pricing as possible, including any differences in your rates for coaching vs. training.

Question 29: Could you clarify whether the \$50,000 figure discussed during the pre-submission conference represents the annual budget per awarded firm, the total annual budget distributed across all awarded firms, or is an estimated cap per individual work order?

Answer: There is no annual budget tied to this solicitation or a specific vendor that will be awarded a contract. Work orders will be issued when the need for training and coaching arises. There is also no cap per individual work order. We encourage every vendor interested in providing the services outlined in the RFP to submit a proposal.

Question 30: Is SHA's intent to renew contracts with the awarded firms through the full four-option-year extension period, or will there be open re-competition at each renewal point?

Answer: In past cycles, we have renewed these contracts annually without a re-competition. We anticipate doing the same with these new contracts.

Question 31: Will SHA claim any ownership rights to proprietary frameworks, curriculum, or training materials developed by the consultant prior to or independent of this contract? Specifically, will consultants retain ownership of their intellectual property used in delivering services under work orders?

Answer: See Question 21 above.

Question 32: What is SHA's anticipated timeline from proposal submission on May 21 to contract award notification?

Answer: We anticipate reviewing proposals in June, interviewing finalists in June or July, and entering into contracts by September.

Question 33: Under Criterion 2: (Reserved), there are no questions. If you can, please advise on the meaning of this.

Answer: SHA removed Criterion 2 and replaced it with "Reserved" in the template so that it can be added back in the future if SHA deems it necessary. Proposers do nothing with Criterion 2.

Question 34: How many consultants will you select for this bench?

Answer: It would be helpful to have more than one or two firms. The last contract had four to five firms. We will do a rigorous selection process, including reviewing, scoring, and maybe interviewing.

Question 35: What are buckets for scoring?

Answer: Please see Sections D and E of the RFP which detail the criteria that we have asked for you to address in your proposal and the weights we will use for scoring. Please note that the rates we are able to establish in your contract for year one cannot exceed the amounts you listed in the Pricing section of your proposal.

Question 36: There was no request for coaching pricing or assessments. Will that be something that we could incorporate? Four categories they have pricing which aren't represented in RFP, is this something that they can add as additional line items.

Answer: Yes, please provide as much detail about your pricing structure as possible to understand any differences in the cost of training vs. coaching from your firm.

Question 37: Is it something that you want local or more agnostic where firms are located?

Answer: Please see Question #3 above. Typically, most of the firms that we have contracted with have been local. However, that is not a requirement for this RFP. It often just helps to keep pricing lower for in-person training and facilitation.

Question 38: Would you recommend disclosing travel fees in proposal?

Answer: If there are travel fees, please provide this in the Pricing section of your proposal.

Question 39: How many departments does SHA have?

Answer: SHA has nine departments, and the majority of our 900 staff work in our three largest departments. Our largest department, Housing Operations, includes property management, maintenance, and social service support. The other two large departments include Housing Choice Voucher and Asset Management/Development. The rest of our staff work in the departments that support our operations: Finance/Administration; Human Resources; IT; Legal; Communications; Intergovernmental Affairs; and Office of Policy and Strategic Initiatives/Continuous Improvement. For a list of our executive staff and Departments, go to: <https://www.seattlehousing.org/about-us/departments>

Question 40: How will work orders be distributed?

Answer: Please see question #4 above.

Question 41: Has SHA done any co-governance or participatory policy-making/ decision-making work with residents or staff? If so, what kind of work have you done? This might be part of community engagement

Answer: To see SHA's past work and goals for participatory decision making, please refer to SHA's website and Strategic Plan at <https://www.seattlehousing.org/about-us/reports/strategic-plan>.

Question 42: Are you looking for firms with prior experience with public housing? E.g., if a vendor does NOT have experience directly with housing programs, will that be seen as a detriment, or a benefit?

Answer: It is certainly helpful to have knowledge of the skill sets, issues, and challenges involved in providing low-income or public housing. However, it is not required for this set of contracts. In the past, our consultants for leadership and customer service training and coaching services have not been subject matter experts in public housing.

Question 43: Is there an in-person training rate per person? It would be helpful to know if there was a difference in cost based on size of group.

Answer: If there is a difference in your pricing for in-person vs. virtual or size of group, please provide this in your answer to the question about your firm's pricing.

Question 44: What are the specific challenges driving this RFP? Are you facing retention issues, team conflict, strategic misalignment? Do you have existing climate and culture survey data? Do you use a Leadership 360 tool to support leadership development and strengthen your leadership bench? Do you utilize a specific leadership framework?

Answer: This RFP is to help SHA be more prepared to address needs for leadership and customer service training and coaching that are likely to emerge across SHA departments over the next five years. The challenges and issues in our agency vary across departments and teams. Our Strategic Plan shares our aspirational values and four Strategic Priorities that we will be working toward from 2025 to 2030. We are proud that SHA was recently recognized as one of our region's Top Work Places: <https://topworkplaces.com/award/seattle/2026/500-plus/4811/>. We want to continue and build on that success in the years to come.

Question 45: Is it okay for proposal to include subconsultants?
Answer: Yes.

Question 46: Will you post addendums to WEBS? If not, what is the link on the SHA website where we can find those updates?
Answer: The addendum will be posted on WEBS and also on SHA's website. [On-Call Training and Coaching Services | Seattle Housing Authority](#)

Question 47: Will classes be virtual vs in person?
Answer: It depends on the team and the body of work in that work order.

Question 48: Is SHA open to proposals submitted by joint teams or partnerships between multiple firms that bring complementary capacities and expertise? If so, are there any specific requirements or preferences for prime/subcontractor roles or partnership structure?
Answer: We need to contract with a specific firm. It would be helpful to know if a proposer has subconsultants that they would like to list in their proposal that expands the breadth of their services.

Question 49: What would be considered strengths on approach to training?
Answer: Approach and experience are similar. What makes you a strong coach and trainer? What's unique and special about you as a trainer? What's special about the way you go about your work to make you a good fit for SHA? We have asked for your experience, but we are also asking about your approach to training and/or coaching because we want to know what makes you particularly skilled and a good fit to support our agency. In other words, what are you known for and why do your clients value working with you?

Question 50: Is there a proposal page limit? Preference on submitting with in WORD or PDF?
Answer: Please keep your proposal to a maximum of 10 pages single sided, or 5 pages double sided, in no smaller than 12-point font on 8½" by 11" sheets. PDF or Word is fine.

Question 51: Is there a document to review to understand resident demographics?
Answer: To learn more about the communities served by SHA, see SHA's website. In particular, you may find this page of stories about SHA participants helpful for understanding our agency's work: <https://www.seattlehousing.org/stories>

Question 52: Can proposals include other materials not asked for in RFP?

Answer: Other materials can be included in proposals, but the evaluation panel will not take them into consideration unless they are included as part of an answer to one of the criteria. The evaluation panel only reviews and scores answers to the criteria.

Question 53: How much lead time for workshop?

Answer: Timelines for work orders vary. Some projects may be very urgent with immediate timelines and others might be planned out many months in advance. We recognize that the consultants on bench may have times when they are busy with other work, so the first question we ask when we reach out is your availability within the time period needed.

Question 54: What outcomes will show success?

Answer: We measure success in these contracts by whether the scope of work in each work order was achieved.

Question 55: How is additional information evaluated and how does it influence scoring?

Answer: Any additional information submitted beyond the requirements outlined in the RFP will not be evaluated and part of the scoring.

Question 56: What are Affinity groups?

Answer: SHA's has 11 active employee resource groups to support employee growth and development which staff can participate in during work time. An Affinity Group is an employee-led group formed around shared interests, issues, and backgrounds. They exist to help foster employee engagement, give a sense of community and belonging within the organization, help enhance employees' personal and professional growth, and help ensure an environment where all are valued and empowered to succeed. Our Affinity Groups are often key thought partners to our agency in how to keep improving the quality of our workplace and services.

Question 57: Is this a Section 3 project?

Answer: Section 3 requirements will apply to federally funded work orders issued under awarded contracts.

Question 58: Per a DOR requirement starting in July, consultant must collect sales tax on live presentations. Can firms waive this because we're tax exempt.

Answer: Seattle Housing Authority, a public corporation of the State of Washington created in 1939 under the provisions of chapter 35.82 RCW, is exempt from all taxes and special assessments of the city, county, the State of Washington, or any other political subdivisions of the State in accordance with the provisions of State law, RCW 35.82.210.

Question 59: In Criteria section 4 for rates, what is your definition of "facilitation" ?

Answer: By "facilitation" (vs. prep), we mean actually providing training, facilitating a team meeting, or 1:1 coaching.

Question 60: What kind of information will you need from vendors in response to the individual work orders?

Answer: The process to develop work orders is often very collaborative, particularly if the scope of work is something that the consultant is a subject matter expert in. When

we reach out to firms in our bench, we say: “Here’s the problem the requesting department is trying to solve, the scope of work they *think* they need to address it, the timeline they need this work done, and the budget limitations. Would you be interested in working on this work order for us, and if so, what would you propose for the scope of work/approach, deliverables, and pricing (keeping within the pricing rates that have been set in your contract) for this work order?”

Question 61: Will a local vendor be preferred or is location not a weighted consideration?

Answer: Please see Question #3 above.

Question 62: How much of the work do you anticipate will be virtual meetings vs. in person?

Answer: Please see Question #3 above.

Question 63: Will the panel consist solely of SHA staff, residents or will it include reviewers from diverse backgrounds, including community representatives, refugees, and immigrants?

Answer: The evaluation panel for this RFP will be made up of a group of SHA employees who were selected for their focus on SHA’s values and the role that they play within SHA department relevant to this contract.

Question 64: Do you prefer single consultant or teams?

Answer: In past years, we have contracted with firms that are both single consultants and teams.

Question 65: Can we include curriculums or learning resources as an appendix to the proposal?

Answer: Other materials can be included in proposals, but the evaluation panel will not take them into consideration unless they are included as part of an answer to one of the criteria. The evaluation panel only reviews and scores answers as it relates to the Criteria.

Question 66: If a page limit applies, are consultant resumes counted within that limit?

Answer: Resumes are not counted as part of the page limit.

Question 67: What outcomes would signal success for you? Are you focused on particular behavioral changes or measurable KPIs?

Answer: Outcomes will depend on the specific work order.

Question 68: If you are allowing consultants to include additional info as an appendix, how will that additional information as an appendix be evaluated and influence scoring?

Answer: Other materials can be included in proposals, but the evaluation panel will not take them into consideration unless they are included as part of an answer to one of the criteria. The evaluation panel only reviews and scores answers as it relates to the criteria.

Question 69: Are we supposed to provide our strengths as a consultant or our approach to training and coaching under Criteria 3?

Answer: The purpose of the question about your approach is that your experience does not always tell the full story of your strengths as a consultant. We've added the questions about approach to help us understand what sets you apart in how you provide training and/or coaching (what skills and strengths you are known for) that would make you a particularly good partner to SHA.

Question 70: Do we submit section 3 HUD if it doesn't apply to us? Or do we need to state that it doesn't apply?

Answer: The Section 3 Business Concert Certification for Contracting only needs to be included if Section 3 is applicable to proposer. If it's not applicable, no need to include it.

Question 71: Do I need to file for a Seattle business license before submission, or can I do that upon award? I do have a Washington State business license.

Answer: You can apply for a Seattle business license after submission. A contractor license is not needed for training and coaching services.

Question 72: Has a budget been allocated for this work?

Answer: Please see Question #6 above. The budgets for each work order come out of a department's operating budget for the year.

Question 73: Must the proposer/consultant provide all types of training as listed in the Scope of work or can certain types of training in the Scope of work be selected for delivery?

Answer: Your firm does not need to provide every service listed in the scope of work that is allowable under this RFP. However, your ability to respond to a broad array of needs is valuable to SHA and would strengthen your points under Approach.

Question 74: Section H-6 states "All documents and products created by the Consultant and their sub-consultants shall become the exclusive property of SHA." Some of the products and materials we use in our practice are licensed for our use and we do not have legal authority to extend those rights to SHA. Would SHA please consider revising that language so that it clearly limits this?

Answer: Please see #21 above. To the extent a document was not created as work product for SHA, but a copy was given to SHA (e.g., a standard workbook for a course), only the actual physical copies delivered to SHA would remain the property of SHA.

Question 75: In Section H-6, the term "exclusive property" poses a problem in that materials we use for this engagement may have been (or will be) used with other engagements. Would SHA please change that language so that it doesn't prohibit vendors from using materials for other similar engagements?

Answer: Please see #21 above. For example, a standard workbook delivered to SHA would not be considered work product for SHA. A custom workbook reflecting SHA's practices and procedures and other custom content would be considered work product for SHA.

Question 76: Are you looking for firms that have prior experience with SHA or housing programs? E.g., if a vendor does NOT have experience directly with housing programs, will that be seen as a detriment, or a benefit?

Answer: See Question #42 above.

Question 77: What kind of information will SHA request from vendors in response to the work orders? E.g., will it be an estimate on hours, a description of approach, etc.? (Trying to understand if there will essentially be a 2nd level of competition that vendors will engage in to be awarded a Work order.)

Answer: We usually reach out to a specific firm within the bench rather than have a second level of competition for work orders.

Question 78: How much advance notice does SHA City anticipate providing to selected vendors when project support is needed?

Answer: Please see Question #53 above.

Question 79: What ratio of in-person versus virtual engagement support does SHA anticipate?

Answer: We anticipate that most engagement will be in-person. However, planning meetings are likely to be virtual and departments may occasionally want to hold virtual meetings or trainings with their group.

Question 80: Does SHA anticipate requiring multilingual engagement (written translation or interpreters)? If so, is it appropriate to assume SHA will be responsible for arranging and paying for those services?

Answer: The focus of this RFP is on leadership and customer service training and/or coaching services for our staff and departments. We do not usually need translation or interpreters for communication with our staff.

Question 81: For individual engagements, will there typically be a designated SHA staff sponsor or project? I.e., where will decision-making authority land?

Answer: Human Resource's Strategic Advisor, Tera Oglesby, manages this set of on-call contracts for Human Resources and works with a designated representative in the requesting department when work orders need to be created or invoices need to be reviewed.

Question 82: What are the lessons learned or best practices SHA has identified from prior similar work with vendors?

Answer: SHA has learned a tremendous amount to improve our work for the public from our leadership consultants over past years. If your question is what have we learned about how to go about building and using on-call bench, we have learned: 1) It is important that leaders from each department meet the members of this bench early so they can understand the services that are available to them from this bench. 2) It is important that the requesting department adhere carefully to the scope, timeline, and pricing establish in the work order, so Human Resources has set up a system to ensure that the work that is done by members of this bench stays aligned to the work order that was executed; otherwise, a formal change order is done on that work order before changes are made to the project.

Question 83: Understanding that each PO cannot exceed \$50k, is there an overall maximum budget for the next couple of years for the Scope of work described in this RFP?

Answer: Please see Question #6 above.

Question 84: Is there a maximum number of work orders allowed per vendor, and if so, what is that maximum?

Answer: There is not a maximum number of work orders that can be done per firm or amount that can be spent within a work order.

Question 85: What inspired the release and/or need of this RFP?

Answer: This RFP is for SHA to build a bench of on-call training and coaching services consultants to meet emergent needs that may arise in SHA departments over the next five years. Human Resources has held RFPs for these contracts for many years to support departments in having a bench of consultants they can turn to for various training and coaching needs that may arise.

Question 88: What is the desired duration for on-call training and coaching services (e.g., one year, three years, five years)?

Answer: We execute the contract for one year with the option for SHA to renew for up to five years.

Question 86: Has SHA previously utilized these services from other agencies? If so, how long were these services utilized? Why is SHA interested in soliciting for new agencies/services?

Answer: Human Resources has held RFPs for leadership training and coaching services contracts for many years. We are conducting this 2026 RFP because our last round of contracts met the five-year limit and can no longer be renewed. A new RFP is required.

Question 87: Is SHA looking for a single organization or multiple organizations to provide these services?

Answer: Because firms may vary in their availability from month to month and bring different strengths, it is helpful to have a bench of several firms.

Question 88: Value alignment is important to our company when partnering with organizations. What are some of the key operating and cultural values held by SHA?

Answer: Please see SHA's Strategic Plan to get a sense of our core values and organizational priorities. <https://www.seattlehousing.org/about-us/reports/strategic-plan>

Question 89: What are the desired outcomes for coaching?

Answer: Desired outcomes are established within the specific work order.

Question 90: Does SHA have a preferred coaching engagement duration per individual (e.g., 3 months, 6 months, 12 months), or is it intended to be on an as-needed, case-by-case basis?

Answer: The duration will be as needed on a case-by-case basis.

Question 91: Are there any known desired outcomes for training? If so, what are the known topics and desired outcomes?

Answer: When we execute work orders for training, they include specific learning outcomes that we wish for participants to achieve. After the training, we also ask participants to rate the content of the training that was provided.

Question 92: What is the estimated frequency of use of these services?

Answer: The frequency will vary based on the different needs for external training and coaching that emerge for SHA departments over the next five years. We spent approximately \$300,000.00 on the previous contracts in place for these services, however, future spending could be higher or lower depending on agency needs.

Question 93: What is the budget for these services?

Answer: Please see Question #6 above.

Question 94: Should travel expenses be included within the pricing section?

Answer: Please see Question #19 above.

Question 95: Is there a desired maximum page limit for this RFP?

Answer: Please see Question #50 above.

Question 96: Does SHA have, or be able to provide, space for any in-person training or coaching, tech support if needed for in-person training, participant meals, etc.?

Answer: We have conference rooms in our building that can be used for trainings and meetings. Departments will also plan for any food that needs to be provided to support full day trainings or meetings.

Question 97: Would SHA identify and communicate with participants, or would that be the job of the consulting agency?

Answer: SHA's communication with participants would depend on the scope of the work order.

Question 98: How will participants be identified or should it be assumed that all SHA may be a participant?

Answer: SHA's departments and teams vary in size. Consultants might be brought in to work with a team of 15 to 20 people, or smaller groups. At times, they might also be brought in to provide training or facilitation to groups of 100 or more staff depending on agency's needs

Question 99: Will an addendum be shared with answers to questions from all potential vendors?

Answer: The addendum will be emailed to all who submitted a Consultant Registration Form. Otherwise, the addendum will be posted on WEBS and also on SHA's website.

[On-Call Training and Coaching Services | Seattle Housing Authority](#)

Questions 100: Does SHA have a preference for proposals submitted by individual firms, or are teaming arrangements and sub-consultant partnerships encouraged, particularly those that include certified MWBE or Section 3 businesses?

Answer: In past years, we have contracted with firms that are both single consultants and teams.

Question 101: How does SHA currently assess leadership effectiveness and growth?

Answer: We have a set of competencies for all staff performance evaluations including supervisory staff. Departments also have plans for developing their senior teams that are specific to their area of work.

Question 102: Are there existing leadership models or frameworks (e.g., competency models) that coaching should align with?

Answer: SHA has a set of competencies for staff performance evaluations which we would share with contracted firms. We would also share any relevant curricula that we already use at SHA that we'd like consultants to align with or build upon.

Question 103: Are there required evaluation tools, reporting formats, or KPIs?

Answer: This will depend on the work order.

Question 104: Are there existing training curricula or frameworks that SHA wants consultants to align with or build upon?

Answer: This will depend on the work order. When approaching each project, we would share any relevant curricula or frameworks that we already use at SHA that we'd like consultants to align with or build upon. For example, several classes in our supervisory series and Foundation Training for New Employees help SHA staff understand our mission and values.

Question 105: Are there internal equity frameworks, policies, or guiding principles that consultants should integrate?

Answer: SHA's Strategic Plan is linked in the RFP and is posted at: <https://www.seattlehousing.org/about-us/reports/strategic-plan>

Question 106: How does SHA define "trauma-informed" in the context of its work?

Answer: By trauma informed, we mean providing customer service in a way that is healing centered. We strive to provide customer service in a way that recognizes the trauma that people have experienced and gives them the support they need to succeed. For example, please see <https://www.samhsa.gov/mental-health/trauma-violence/trauma-informed-approaches-programs>.

Question 107: Are there existing wellness or burnout prevention initiatives that coaching should complement?

Answer: Seattle Housing Authority offers a comprehensive Employee Assistance Program through ComPsych: <https://www.seattlehousing.org/work-sha/employee-benefits/employee-assistance-program>.

Question 108: Among the listed topics (e.g., culturally responsive service, trauma-informed care, community engagement), are there priority areas?

Answer: We've provided some examples of topics where there *may* be requests for work orders; however, there are no priority areas in this RFP.

Question 109: Will there be an opportunity to add additional rates to Criterion 4? (e.g. Assessment rates, individual coaching rates, etc.)

Answer: If there is additional detail that will help us understand your pricing, please provide it

END OF RFP ADDENDUM #1