

**October 23, 2018**

TO: ALL RESPONDERS UNDER REQUEST FOR PROPOSALS NO. **18-500503**

FROM: Department of Purchasing and Contracting, DeKalb County, Georgia

**ADDENDUM NO. 2**

Request for Proposals (RFP) No. 18-500503, *Customer Service Training Program Design and Implementation*, is hereby amended as follows:

1. **The proposal due date has been extended to Tuesday, November 6, 2018, 3:00 p.m. EST.**
2. We have received questions pertaining to this RFP. The questions and their resulting answers appear below:

1.	Question:	<i>“Can a vendor bid on only a portion of the RFP 18-500503. If I only wanted to do instructional design, could I?”</i>
	Answer:	No, vendors cannot bid on a portion of the RFP. Only proposals that are submitted in response to the entire <i>Scope of Services</i> will be considered.
2.	Question:	<i>“Of the targeted departments for training, approximately how many staff members are supervisors or managers and how many are front-line staff?”</i>
	Answer:	Of the targeted departments for training, approximately sixty-five percent (65%) are frontline employees and thirty-five percent (35%) are supervisors/managers.
3.	Question:	<i>“What percentage, if any, of staff in targeted departments utilize telephone, email or chat as their primary communication method with external clients?”</i>
	Answer:	Approximately fifty percent (50%) in targeted departments utilize telephone, email or chat as their primary communication method with external clients.
4.	Question:	<i>“Would you be able to provide any additional information on the content of the customer service training that was initiated in 2012?”</i>
	Answer:	The previous Comprehensive Customer Service Training does not meet the County’s current needs; therefore, it will not be provided. The County prefers the respondent provide new innovative training under the resulting contract.
5.	Question:	<i>“Are insurance requirements, specifically the \$5mm Umbrella requirement, firm for this project and scope of work?”</i>

# RFP 18-500503 Customer Service Training Program Design and Implementation

	Answer:	The County will accept a lower Umbrella limit of \$2 million. All other requirements are firm.
6.	Question:	<i>“Is teaming allowed?”</i>
	Answer:	“Teaming” is allowed in the form of a joint venture or prime-subcontractor relationship. However, the team must be formed prior to the submittal of a proposal and, therefore, reflected in the proposal response.
7.	Question:	<i>“When is the last time the voice of the customer was captured (county-wide)? How was it captured and can we have access to this data?”</i>
	Answer:	To HR’s knowledge there has been no formal countywide external customer service survey. Various departments periodically solicit feedback from their respective customers. For example, approximately four years ago, the COO’s office strategically placed kiosks for customers to provide feedback on services rendered. In 2014, Finance performed a survey of water billing satisfaction for external customers. Also, IT, Facilities, and HR conduct surveys to obtain internal customer feedback to improve service delivery. However, HR does not have the feedback data from other departments. HR does not recommend using previously obtained survey information as it was collected prior to the current administration.
8.	Question:	<i>“When is the last time an employee satisfaction survey was conducted? Can we have access to this data?”</i>
	Answer:	The last survey conducted by an administration was in 2014. It is not recommended to use this data since the information is outdated and not commissioned by the current administration.
9.	Question:	<i>“For the training that was delivered in 2012:</i> <ul style="list-style-type: none"> <li>○ <i>Were each module 6 to 8 hours in length?</i></li> <li>○ <i>Approximately how many received the training and how long did it take to deliver to this audience?</i></li> <li>○ <i>Did you use a train-the-trainer approach?”</i></li> </ul>
	Answer:	<ul style="list-style-type: none"> <li>○ The last comprehensive customer service training initiative was undertaken in 2012, which included organization-wide implementation of eight (8) behavior standards to foster consistency and change in the organizational culture. Training included six (6) customized modules, six (6) to eight (8) hours in length, designed to educate and develop soft skills that supported the approved standards, See Pg. 3, <i>Introduction A. Background</i>. In addition, approximately 100 front-line employees and supervisors were provided forty (40) hours of training.</li> <li>○ Approximately 2643 employees received the six (6) to eight (8) hour training. The time commitment was from July 2012 through December 2013.</li> <li>○ The train-the-trainer approach was not used in the 2012 training delivery.</li> </ul>

RFP 18-500503 Customer Service Training Program Design and Implementation

10.	Question:	<i>“Is there an expectation of the number of modules and length of each module for this RFP? If so, please explain.”</i>
	Answer:	No. The County is requesting the vendor to recommend the appropriate number and required length for each module sufficient enough to impact employee behavior.
11.	Question:	<i>“Who is the incumbent or last contractor that have performed this type of work for DeKalb County?”</i>
	Answer:	There is no current incumbent. Intellectual Capital Consultants, Peak Performance Solutions, and Durant Consulting Services were the last contractors to perform this service for DeKalb County.
12.	Question:	<i>“Just for clarification, the county is expecting up to 650 employees (30 of which are trainers and 4 HR personnel) to be trained within the 6 to 12 month period?”</i>
	Answer:	Yes.
13.	Question:	<i>“Will the individuals who will receive the train-the-trainer training be required to have training experience?”</i>
	Answer:	The HR trainers have training experience. The goal is to have individuals with previous training experience participate in the train-the-trainer training. The targeted departmental trainers have not been identified.
14.	Question:	<i>“Will the individuals who will receive the train-the-training be required to shadow or assist with the training for the initial impact group?”</i>
	Answer:	Yes, the train-the-trainer participants will be requested to shadow and/or assist with the training for the initial impact group as availability permits.
15.	Question:	<i>“Approximately how many individuals were trained during the customer service initiative in 2012 and how long did it take?”</i>
	Answer:	See the response to Question #9.
16.	Question:	<i>“Will the DeKalb please modify the due date of the RFP to allow at least two weeks from the time they provide answers to our questions?”</i>
	Answer:	The proposal due date has been extended to November 6, 2018, 3:00 p.m. EST.
17.	Question:	<i>“Are any tools are used today to measure the current level of customer service and/or customer satisfaction? If so, what are they and what are the current and past metrics? Are these the same metrics you would like to measure going forward or would you be open to other measurement options?”</i>

## RFP 18-500503 Customer Service Training Program Design and Implementation

	Answer:	<p>There are no countywide tools or metrics used to measure the current level of customer service and/or customer satisfaction. However, individual departments may have a system in place.</p> <p>The County's expectation is the vendor will:</p> <ol style="list-style-type: none"> <li>1. Develop a comprehensive customized customer satisfaction measurement system to determine levels of employee and customer satisfaction to establish a baseline for comparison.</li> <li>2. Develop and implement an annual review process that identifies and monitors County strengths and opportunities for improvement, and measures progress against the baseline and established standards for governments.</li> </ol> <p><i>Reference pg. 13 of RFP, Customer Service Assessment</i></p>
18.	Question:	<i>"At the end of this project, what outcomes would you want to see in order to call this training project successful? For example, if you already have a customer satisfaction score in place, is there a goal you want to reach through this program?"</i>
	Answer:	<p>In addition to the desired outcomes stated in the RFP pages 3-4, B. Objectives #1 - #3, the County's desire is:</p> <ol style="list-style-type: none"> <li>1. Citizen perception that DeKalb employees are courteous, professional, and provide rapid response</li> <li>2. Employees take ownership in addressing customer needs</li> <li>3. County is considered a leader in internal and external government services</li> </ol>
19.	Question:	<i>"Could you provide a breakdown by department and roll (frontline, supervisor, manager) of the 650 employees to be trained?"</i>
	Answer:	See the attached Summary Table-Targeted Employees by Department
20.	Question:	<i>"Are you considering that one program would be developed for all departments to go through or are you anticipating that there is a core program with department specific focus. For example, management and budget may have less customer focus than recreation, parks, and cultural affairs."</i>
	Answer:	<p>The contractor will develop a countywide core training curriculum based on standards established by the CEO. In addition, respondent will work with COO, and Deputy COOs to help customize training as needed to address specific issues based on large groups such as administrative, public safety, infrastructure, development, etc. Additionally, other stakeholders such as the courts will need to be consulted.</p> <p><i>See pg.14, F. Customized Customer Service Training Curriculum and Delivery; pg. 15, G. Rollout, Train-the-Trainer</i></p>

# RFP 18-500503 Customer Service Training Program Design and Implementation

21.	Question:	<i>“Which LMS are you currently using? Do you have a training program for design contractors so they can learn how to build specifically into that LMS?”</i>
	Answer:	The County is currently using PeopleSoft for administrative tracking and will be purchasing a Learning Management System for rollout in 2019. The successful contractor will receive this information when available.
22.	Question:	<i>“Page 17 details Branding Products under the section of Deliverables. The last bullet lists “customized webpage banner, etc.”. Can you help us understand how many items falls under “etc.” and what they might be?”</i>
	Answer:	The County requests other implementation strategies to brand customer service via the webpage such as fonts, photos, color schemes, inclusions of County specific items (i.e., seal, logo, etc.) and any enhancements and customization for internal and external customers. We are providing latitude for the respondent to recommend innovative and creative approaches within the cost parameters as submitted in the respondent’s Cost Proposal. The approach should address both the County’s intranet and internet sites.
23.	Question:	<i>“Page 9, Section VI.B. Submittal instructions, instructs that a compact disc be submitted. Can a USB be submitted instead of a compact disc?”</i>
	Answer:	Yes.
24.	Question:	<i>“Do you have a timeline that you can share with us regarding the decision making, implementation and rollout process you are targeting?”</i>
	Answer:	It is the County’s goal to have a contract and commence the design phase of the project within the first quarter of 2019; however, a firm timeline is not currently available.
25.	Question:	<i>“Could the County clarify the mapping of the items in the Statement of Services and deliverables to the contract pricing sheet?”</i>
	Answer:	Sections I.B. – I.F. of the Scope of Services explain the County’s expectations for the Design and Development Phases of the Customer Service Training Program. The Design Phase should be inclusive of the costs to design the program and meet with executive leadership for review and acceptance of the training plan. Once acceptance/approval has been received, the Development Phase for the approved product will begin, followed by the Rollout, Phase I & II. Vendors should provide pricing that reflects all costs associated with the concept design (Line Item No. 1) developing the materials, curriculum, etc. for the approved concept (Line Item No. 2), training-the-trainer and impact group (Line Item No. 3), and county-wide rollout (Line Item No. 4).
26.	Question:	<i>“What date does the County anticipate work on this initiative to begin?”</i>
	Answer:	It is the County’s goal to have a contract and commence the design phase of the project within the first quarter of 2019; however, a firm timeline is not currently available.
27.	Question:	<i>“Is the County expecting Responders to include the following services in their Price Proposal? If so, which line item should include these costs? a. Page 15,</i>

RFP 18-500503 Customer Service Training Program Design and Implementation

		<i>Section G: Rollout, Phase 1. Train-the-Trainer/Impact Group – Provide ad-hoc follow-up training, for a period up to one year, to address issues identified by HR post-rollout.”</i>
	Answer:	Yes. The cost for these services should be included in the price for Line Item No. 3 of the Cost Proposal.
28.	Question:	<i>“Does the County have an existing Learning Management System? If so, what integration does the County expect responders to provide with the training curriculum created as part of this initiative?”</i>
	Answer:	The County does not have an existing Learning Management System. HR is in the process of purchasing a cloud-based LMS. The County expects the responders to provide upload-able customer service e-learning modules compatible with the purchased system upon implementation in 2019.
29.	Question:	<i>“Would the County consider moving the proposal due date to November 13, 2018?”</i>
	Answer:	The proposal due date has been extended to November 6, 2018, 3:00 p.m. EST.
30.	Question:	<i>“Clarifying questions under Section IV - Proposal Format, subsection A - Cost proposal, items 1 and 2, Item 1 states that the cost proposal should be in a "...separate, sealed envelope" and item 2 states that the "...sealed envelope containing the cost proposal for each option".</i> <ol style="list-style-type: none"> <li><i>1. Is there a limit to the number of Cost Proposal Forms (Options) which can be submitted?</i></li> <li><i>2. Based on the instructions of what to include on the outside of the sealed envelope, is there a specific denotation which should be included on the envelope or inside the sealed envelope for each Option proposed?”</i></li> </ol>
	Answer:	Responders are to submit one Cost Proposal per proposal submitted for this RFP. This RFP does not have multiple options to propose.
31.	Question:	<i>“Technical Approach</i> <ol style="list-style-type: none"> <li><i>1. If the previous customer service programs have been performed by the Contracting firm, is it required to include references on both the "Contractor Reference and Release Form" and the "Subcontractor Reference and Release Form".”</i></li> </ol>
	Answer:	Yes. The Contractor Reference and Release Form shall be completed by the contractor with references for projects similar in scope for this project. The Subcontractor Reference and Release Form shall be completed by the subcontractor for projects similar to the scope of services it will provide to the prime contractor, which may or may not be customer service training/programs.
32.	Question:	<i>“Organizational Qualifications</i> <ol style="list-style-type: none"> <li><i>1. Can acquisition and/or partnership count towards the three (3) years of implementation?</i></li> <li><i>2. The company's entity structure has changed and the suffix is different; is the company start date from the name change, or can we use the original business start date?</i></li> <li><i>3. Do the three (3) years of program implementation need to be consecutive?</i></li> </ol>



RFP 18-500503 Customer Service Training Program Design and Implementation

		<i>4. Can a sub's three (3) years of program implementation count towards the entire proposal?"</i>
	Answer:	<ol style="list-style-type: none"> <li>1. Yes, as long as the responding firm operated under its current name and provided services comparable to the <i>Scope of Services</i> for this RFP.</li> <li>2. The company's start date should be from the name change.</li> <li>3. No.</li> <li>4. No.</li> </ol>
33.	Question:	<i>"What were the measures and/or success criteria for the 2012 implementation of the training? How were the measures collected?"</i>
	Answer:	Follow-up calls were made to the departments; however, there is no documented information available of the results. There was a change in executive branch leadership and the priority of the customer service initiative changed.
34.	Question:	<i>"Who is the audience for the Customer Service Program? Is the audience only the front-line personnel/supervisors as described in the 2012 implementation?"</i>
	Answer:	<i>Targeted Departments</i> include the "up to 650 employees frontline personnel, supervisors and managers, including those referenced under Train-the-Trainer" See RFP pg. 15, <i>Rollout</i> and pg. 19, <i>Summary Table -Targeted Employees by Department</i> .
35.	Question:	<i>"Approximately how many people will need training?"</i>
	Answer:	The vendor is responsible for the initial 650 identified employees in the request for proposal. The County is also asking for a proposed cost to provide customer service training for the remainder of the approximate 5,500 County employees.
36.	Question:	<i>"Is there a training department within DeKalb County?"</i>
	Answer:	No. Organization and Employee Development is the training division within the Human Resources Department.
37.	Question:	<i>"Has a requested, necessary, or desired length of time been determined for the implementation of the program?"</i>
	Answer:	Upon notice to proceed, we expect all services to be completed within twelve (12) months.
38.	Question:	<i>"What mechanisms were used to identify "problems" with Customer Service in DeKalb County? Are the results of these mechanisms available to the respondents and/or the public?"</i>
	Answer:	See the response to Question # 7 above.
39.	Question:	<i>"How much money was spent on 2012 Customer Service Initiative referenced in the Introduction/Background?"</i>
	Answer:	\$133,291.00 was spent on the 2012 Customer Service Initiative referenced in the Introduction/Background.

RFP 18-500503 Customer Service Training Program Design and Implementation

40.	Question:	<i>“In Technical Proposal – References (8A): Is it asking for references for the projects mentioned in “Technical Approach (3B)” or “Organizational Qualifications (6C)?”</i>
	Answer:	References for projects mentioned in the Technical Approach shall be provided on the Contract Reference Release Form. One reference from each entity should be provided according to the number of project samples provided. If the minimum of two (2) samples are provided, at least one more reference must be provided to achieve the required three (3) references. The client list requested under Organizational Qualifications shall be separate from the reference requirements.
41.	Question:	<i>“Does the County currently use an LMS system? If so, would the Training Program be hosted there, or will you desire the vendor to create an e-platform?”</i>
	Answer:	See the response to Question # 28 above.
42.	Question:	<i>“Is there a not to exceed amount for phase 1[?]”</i>
	Answer:	The County seeks to award using the best value method. Responders shall submit proposals that meet the County’s requirements and provide pricing in line with market rates for this type of project.
43.	Question:	<i>“Please provide an electronic copy of the 2012 Comprehensive Customer Service Training and any evaluation of it.”</i>
	Answer:	The previous Comprehensive Customer Service Training does not meet the County’s current needs; therefore, it will not be provided. The County prefers the respondent provide new innovative training under the resulting contract.
44.	Question:	<i>“How does the DeKalb First Work Force Georgia work for RFP #18-500-503?”</i>
	Answer:	The awardee of the contract should adhere to the First Source Ordinance. If they are adding on staff for this project, then a “good faith effort” to hire DeKalb residents utilizing the First Source Registry for at least fifty percent (50%) of new hires. If they are not adding on staff, then they would need to indicate so on the First Source acknowledgement page (Exhibit 1).
45.	Question:	<i>“Specifically, how does the “good faith” attempt to hire and what type of roles does that pertain to?”</i>
	Answer:	Similar to the answer above in that the First Source Registry which is housed by WorkSource DeKalb. The “good faith effort” would include reaching out to WorkSource DeKalb, considering qualified candidates that have been referred, etc. An interview session at our facility is another example of a documented “good faith effort”.
46.	Question:	<i>“Is there a link to find a list of the registered workers to reach out to?”</i>
	Answer:	The First Source Registry is WorkSource DeKalb’s in-house database. We would get the job requirements from the awardee, post the position and reach out to the individuals in the database. The resumes who meet the minimum requirements will be sent electronically to the awardee point-of-contact.



RFP 18-500503 Customer Service Training Program Design and Implementation

3. It is the responsibility of each responder to ensure that he or she is aware of all addenda issued under this RFP. Please sign and return this addendum. You may call Crystal Creekmore, Procurement Agent, at (404) 371-2710 before the bids are due to confirm the number of addenda issued.
4. All other conditions remain in full force and effect.

A handwritten signature in black ink that reads "Crystal Creekmore". The signature is written in a cursive, flowing style.

---

Crystal Creekmore, MBA, CPPB  
Procurement Agent, Senior  
Department of Purchasing and Contracting

**ACKNOWLEDGEMENT**

Date: \_\_\_\_\_

Addendum No. 2 is hereby acknowledged:

\_\_\_\_\_  
(Company Name)

\_\_\_\_\_  
(Printed Name of Responder's Authorized Signer)

\_\_\_\_\_  
(Signature of Responder's Authorized Signer)

\_\_\_\_\_  
(Title)

Summary Table  
*Targeted Employees by Department*

Targeted Audience	Frontline Employees	Frontline Supervisors	Frontline Managers & Department Heads
Animal Services	16	3	1
Beautification	9	2	1
Code Enforcement	27	4	1
Community Development	3	2	1
Extension Services	9	1	1
Fire Rescue	12	3	1
GIS Department	8	3	1
HR & Merit System Department	5	2	1
Human Services	10	2	1
Juvenile Court	10	3	1
Medical Examiner	2	1	1
Planning and Sustainability	18	4	2
Police Services (Central Records)	22	4	2
Property Appraisal & Assessment	16	9	2
PW-Sanitation	19	4	3
PW-Roads and Drainage	5	4	3
Recreation, Parks, and Cultural Affairs	20	5	3
Voter Registration & Elections	6	1	1
Watershed	40	8	5
WorkSource Development	5	2	2
311/Citizen Call Center	0	1	1
Board of Commissioners	7	0	1
CEO Staff and Department Heads	1	1	50
Child Advocacy	6	2	1
DeKalb –Peachtree Airport	3	1	1
Facilities Management	10	7	4
Finance	19	7	1
Innovation & Technology	10	4	1
Law Department	1	1	2
Library	30	14	8
Office of Management & Budget	7	0	2
Purchasing & Contract	10	4	2

Judicial Agencies (other stakeholders such as the courts, District Attorney, Solicitor, Public Defender, etc.), Sheriff and Tax Commissioner	57	5	5
Total Count	423	114	113
Grand Total: 650			

\*The numbers in the categories may change, but the grand total will not exceed 650 employees.