

September 29, 2023

TO: ALL PROPOSERS UNDER RFP NO. 23-500653

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

ADDENDUM NO. 1

Request for Proposal (RFP) No. 23-500653 Leadership Training & Development Program is hereby modified as follows:

- 1. The bid closing date has been extended until Thursday, October 12, 2022, at 3:00 p.m.
- 2. To Modify Section I. INTRODUCTION on page 5, DELETE sub-sections D. REQUIRED DOCUMENT CHECKLIST

Required Documents	Attachment
Cost Proposal Form (1 copy, separate & sealed)*	В
Contractor Affidavit	С
Subcontractor Affidavit	D
Contractor Reference and Release Form	Е
Subcontractor Reference and Release Form (make additional copies as needed)	F
LSBE Documents – Exhibits 1 and 2*	G
First Source Jobs Ordinance Acknowledgement Form*	H, Exhibit 1
New Employee Tracking Form	H, Exhibit 2
Exceptions to the Standard County Contract, if any	J
Proposal Cover Sheet*	K
Business License	-

and REPLACE with the following:

Required Documents	Attachment
Cost Proposal Form (1 copy, separate & sealed)*	В
Contractor Affidavit*	С
Subcontractor Affidavit *	D
Contractor Reference and Release Form*	Е
Subcontractor Reference and Release Form (make additional copies as needed)	F
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Exceptions to the Standard County Contract, if any	J
Proposal Cover Sheet*	K
Business License	-

^{*}Failure to return these attachments with your proposal will render your proposal non-responsive.

- 3. We have received questions pertaining to this RFP. The questions and responses are provided below:
- A. <u>Question</u>: Just want to clarify, is the Contractor and Sub-Contractor affidavits are mandatory to have filled out for the prime and each individual subcontractor?

<u>Answer:</u> The Contractor and Sub-Contractor Affidavits are required documents, and failure to return these attachments with your proposal will render your proposal non-responsive. Please refer to the modification provided in number 2.

B. Question: Is getting the Federal work authorization user ID # mandatory?

<u>Answer:</u> Yes, the Federal Work Authorization User ID number is mandatory. Georgia law, O.C.G.A. § 36-60-6, Georgia E-Verify law requires employers to enroll in E-Verify if: The business employs more than 10 full-time employees; or the business holds a qualifying public contract, which is a contract with a city, county, the state, a school board, etc.

C. Question: What is the county's budget for both Program tracks? If not, what is the max spending limit?

Answer: This information will not be disclosed at this time.

D. Question: Does attachment H "FIRST SOURCE JOBS ORDINANCE INFORMATION (WITH EXHIBITS 1-4)" need to be included in the solicitation or just sent to the email on the form?

<u>Answer:</u> Attachment H is a required document and must be submitted with your proposal. Failure to submit will deem your proposal submittal non-responsive.

E. <u>Question:</u> Does the acknowledgement of addenda need to be included in the RFP or just submitted "to the Department of Purchasing and Contracting as requested".

<u>Answer:</u> It is preferred that all Addendums be submitted with the Proposal submittal, but you may email in advance to the Procurement Agent.

F. Question: What is your budget or budget range or how much have you spent on similar work in the past?

Answer: Please see the response for question C.

G. <u>Question:</u> In our proposal, may we include references and hyperlinks to electronic resources, e.g, to web pages

<u>Answer:</u> No, all information wishing to be considered must be included as paper and incorporated in the proposal submittal.

H. Question: Page 8, Section B-9a of the RFP states: "Provide at least four (4) professional references for services similar or larger in size and scope to the services described within this document using the Contractor Reference and Release Form attached hereto as Attachment E. References should be from organizations of similar size, targeted cohorts, and program design. Include years of service." In reviewing Attachment E, it only allows space for (3) references. Do you only require contact info from (3) of the (4)?

Answer: Attachment E may be duplicated to add additional references.

I. <u>Question:</u> Page 11, Section 5-I: regarding confidentiality, if a privately held company, whose financial statements are highly confidential. Can a proposer designate them as confidential and not have them released as part of an open records act request?

<u>Answer:</u> No, all documents submitted with a bid/proposal are subject to delivery by ORR except for items identified in the attached Exhibit 2.

J. Question: What will the estimated class size be?

<u>Answer:</u> The class size has been 20 per cohort. However, the numbers may vary based on the calculated per person cost, eligibility, and selection criteria.

K. Question: Is there an incumbent vendor that is already doing this work?

Answer: There is no vendor currently doing this work.

L. Question: What are the mandatory or highly preferred leadership/learning competencies?

<u>Answer:</u> There are no mandatory leadership/learning competencies. The goal is for responders to develop targeted management and leadership learning competencies and deliver knowledge building sessions, inclusive of actionable learning experiences in support of the County's overall vision, mission, and values which aligns with the County's organizational goals. The current performance competencies are included for reference (see attached Exhibit 1).

M. <u>Question:</u> When will the timelines be shared for the expected deliverables, specifically for the items listed under "Training Materials"?

<u>Answer:</u> The timelines for the expected deliverables should be projected by the responders in the submitted proposal in anticipation of receiving the award. Upon award, the HR department will finalize the timeline in collaboration with the successful responder(s).

N. <u>Question:</u> Does the county desire detailed outlines for the 10 sessions per track with a sample lesson plan for the technical proposal to be submitted on October 5th?

<u>Answer:</u> The County desires a general outline of each proposed training topic to include learning objectives, proposed facilitator, time commitment, highlighted engagement activities, delivery method (in-person, virtual, or LMS) and key outcomes. In addition, a minimum of one sample, or full lesson plan/training deck that correlates with one of the contractor's proposed topics is required to demonstrate work product content and quality.

O. <u>Question:</u> Will the county have required county leadership speakers that have speaking parts during engagement sessions that need to be coordinated with?

<u>Answer:</u> The HR department will collaborate with the successful responder(s) to align County speakers to enhance the learning experience. The County speakers can be hosted on different dates from the scheduled vendor training date if there is no time to align on the same day.

P. <u>Question:</u> Is there a preference for the cloud-based LMS for the E-Learning Modules or is the decision determined by the contractor?

<u>Answer:</u> The successful responder(s) will utilize the cloud based LMS that will be implemented by the County, or a vendor provided system that documents progress and completion status. The vendor system must be accessible by the County designee(s), or the vendor must provide a system generated report.

Q. <u>Question:</u> Does Dekalb already have a list of Leadership behavioral standards and sustainability strategies that contractors should use as a guide.

<u>Answer:</u> The County has established management and leadership competencies to align with performance management expectations (see attached Exhibit 1).

R. <u>Question:</u> Will Dekalb purchase any learning materials for participants like recommended reading materials or should that be a part of the contractor's proposal? If so, can that list be provided?

<u>Answer:</u> Mandatory readings based on the curriculum design should be included in the contractor's proposal. Recommended readings may be purchased by program participants, or by the County based on funding availability.

S. <u>Question:</u> Will Dekalb provide learning devices such as Chromebook or laptops for participants or is the expectation that participants will provide their own to access eLearning materials?

<u>Answer:</u> Most DeKalb County employees have laptops assigned to them. HR will work with the sponsoring departments to ensure participants have access to required equipment to complete eLearning assignments, as applicable.

T. Question: How many consecutive years will the winner of the contract have the contract?

<u>Answer:</u> As stated on page 5 of I. Introduction, sub-section D, "The services shall commence within ten (10) calendar days from receipt of written notice to proceed and shall be completed within one year, with three (3) options to renew, as agreed to by the successful Responder and the County."

U. <u>Question:</u> Is there a specific number of individual coaching sessions that each participant should receive?

<u>Answer:</u> Each participant should receive a minimum of two individual coaching sessions. The first session should occur within a reasonable timeframe after the participant assessment (i.e., 360, etc.). The second session should be conducted prior to the participant successfully completing the program.

V. Question: How many individual coaching sessions did participants receive in past years?

<u>Answer:</u> The number of individual coaching sessions varied based upon the individual participant program engagement, assessment results, professional goals, and other needs.

- W. <u>Question:</u> Do the 10 sessions need to be 8 hours each or can they be partial days? Or are we part of a full day event?
- X. <u>Answer:</u> Over the nine-month program period, participants should have 80 hours of vendor engagement with a minimum of one engagement per month. Training timeframe may vary per topic. Each session is expected to result in knowledge and skills building to meet developmental goals.
- Y. Question: Do you want assessments, or do you provide your own to your cohorts?

<u>Answer:</u> The successful responder(s) is expected to administer individual in-person or electronic validated assessments for program participants.

Z. Question: Do we need to provide the LMS or are we uploading into their LMS?

Answer: See response to question P.

AA. Question: Would you like your mentors trained as well?

<u>Answer:</u> In the past, the County has hosted the mentors' training separate from the contractor. This cost should not be included in your proposal, thus providing the County the option to use the successful responder(s), or an independent consultant.

BB. <u>Question:</u> What parts of the previous delivery of this program do you wish to retain, and which parts do you wish to improve or discard?

<u>Answer:</u> The County remains open to a redesign of the program. Therefore, the responder(s) has discretion to propose inclusions and exclusions.

CC. <u>Question:</u> Do you have an incumbent who provides similar services to those described in the RFP? If yes, what advantage, if any, would such a vendor have in competing for the current project? What was most and least useful about the experiences?

Answer: The County does not have a current vendor in place.

DD. <u>Question:</u> What is your estimate of the number of training sessions that will be held for Emerging Executives and Aspiring Managers?

Answer: See response to question W.

EE. <u>Question:</u> What is your preferred modality for meetings (in-person, virtual)? Will all meetings be conducted using the same modality?

<u>Answer:</u> The preferred modality for training is in-person to foster an environment of group engagement, networking and teamwork.

FF. Question: If there is a face-to-face trainer/facilitator, can there also be a virtual trainer/facilitator?

<u>Answer:</u> The County is open to this model if there are no added costs or burdens to the County regarding resources. The face-to-face trainer/facilitator must be able to complete the session in the absence of the virtual trainer/facilitator.

GG. Question: Why are you choosing to outsource this project rather than staffing it internally?

<u>Answer:</u> The HR internal team consists of five team members with distinct roles. The resources and capacity are limited based on the Organization & Employee Development Division overall countywide responsibilities. However, the following HR team members will work closely with the successful responder (s) to ensure the success of the program – the Organization & Employee Development Division Manager, Employee Engagement Specialist, and the Chief Human Resources Officer.

HH. Question: Page 7, Section B-6 states, "Identify the individuals who will be responsible for program implementation and administration (must be located in Georgia) and facilitators/trainers expected to deliver proposed training." Does this mean only assigned project leadership (PM and Deputy PM/Controller, etc.) must be based in GA, but the other training staff may come from outside the state? Or must all staff assigned to the project be based in GA?

<u>Answer</u>: Neither the project leadership, nor training staff are required to be based in Georgia. However, facilitators and trainers proposed to deliver training must appear in-person (DeKalb County, GA) unless otherwise approved in advance by HR. Initial in-person planning meetings with key stakeholders may be required. Any travel costs related to ensuring trainers are available to meet in-person via the proposed training schedule provided by responders should be included in the cost proposal pricing. Additional

payments for travel expenses outside of what is represented in the cost proposal (if applicable) will not be approved.

- 4. All other conditions remain in full force and effect.
- 5. It is the responsibility of each proposer to ensure that he/she is aware of all addenda issued under this RFP. Please sign and return this addendum. You may contact Kyheem Bristol, Procurement Agent, at kbristol@dekalbcountyga.gov before the proposals are due to confirm the number of addenda issued.

Kyheem Bristol Procurement Agent Department of Purchasing and Contracting

ACKNOWLEDGEMENT

	Date			
The above Addendum No. 1 to RFP No. 23-500653 is hereby acknowledged:				
(Name of Proposer)				
(Signature)	(Title)			

Exhibit 1 – Management Leadership Competencies

DEKALB COUNTY GOVERNMENT DEPARTMENT OF HUMAN RESOURCES

PERFORMANCE MANAGEMENT COMPETENCIES December 2022

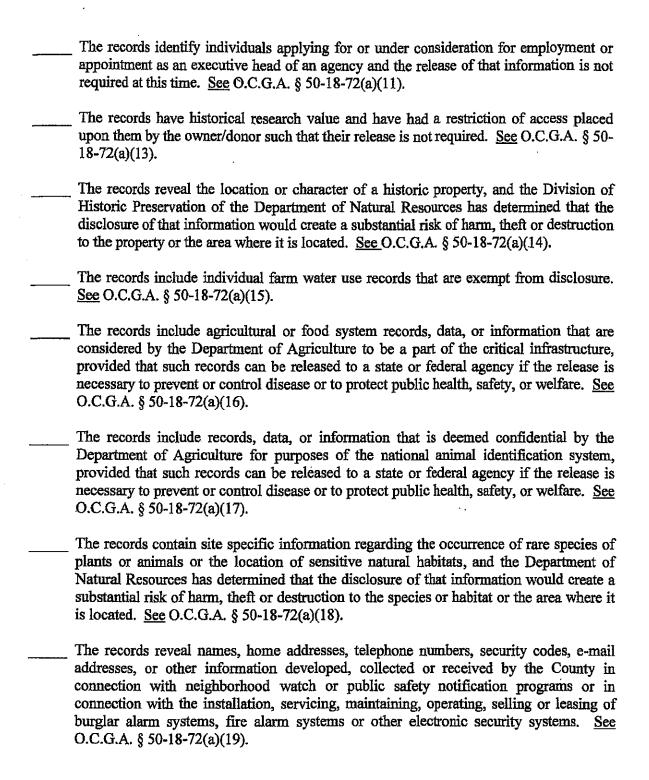
Manager		
Competencies	Descriptions	
Collaboration & Influence	Demonstrates understanding of group dynamics to guide team members to build strong partnerships that can be leveraged to accomplish goals; models organizational values; fosters transparency and high ethical standards; exhibits innovation by considering a diverse approach to organizational issues; uses a flexible leadership style to adjust behavior as situations and priorities vary; inspires team to achieve organizational goals; collaborates with internal and external stakeholders.	
Execution	Directs, develops, plans and coordinates resources to meet operational objectives; identifies and reduces obstacles for the team; establishes goals and delegates work assignments to achieve results within scope of responsibility; displays a strong commitment to organization and department/division success through good decision making skills; holds self and staff accountable for delivering quality work products and efficient services; takes ownership and acknowledges impact and outcome of decisions; assists with developing and implementing guidelines, policies, and standards; demonstrates good stewardship over allocated resources (staff utilization, budget, equipment, vehicles, etc.) assigned to team.	
Communication	Utilizes effective communication techniques (active listening, asking questions, nonverbal ques, etc.); interacts with colleagues, team and customers to problem solve and achieve goals; facilitates meetings, develops, and delivers quality oral and written presentations; communicates in a clear oral and written manner; actively participates and provides effective feedback in meetings, project collaborations, etc.	
Customer Service	Utilizes customers and team feedback to provide and improve relevant services; conveys expectations and holds others accountable for delivering value-added services; anticipates the future needs of customers, and implements program and strategies designed to create higher customer satisfaction.	
Talent Management	Facilitates hires to build a successful team; establishes and communicates performance expectations; recognizes individual strengths and manages developmental needs within team; holds team members accountable through performance planning and management; provides stretch/growth opportunities to broaden skills and knowledge; recognizes and rewards employee performance fairly and consistently; effectively coaches, mentors and assists team member with career development and long-term goals for success in leadership	

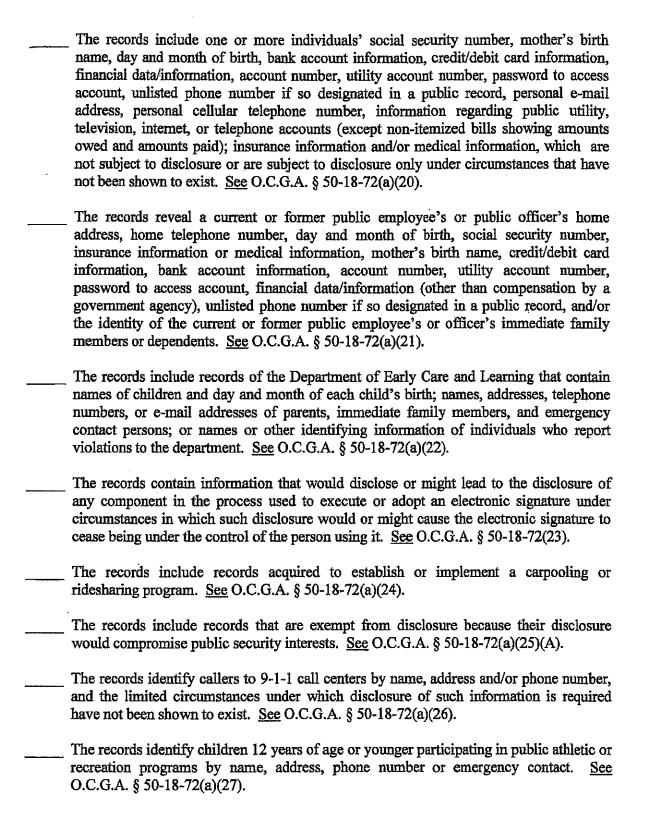
Executive/Senior Leaders	
Competencies	Descriptions
Activates Department	Expands organizational capacity; enhances and influences performance of leadership/management team and stakeholders; establishes latitude in decision making to encourage responsibility and capability of others; ensures alignment of organizational capabilities (people and financial resources, work processes, systems, work structure and environment, etc.); executes communication plans and channels for transparency; cultivates a sense of security; focuses on service needs at varied levels to include interdepartmental engagement and collaborations; supports innovative approaches to work and continuous operations improvements; demonstrates openness to opinions to include listening and considering others suggestions and recommendations.
Strategic Direction	Communicates a compelling vision; establishes values in support of organization's vision and mission; develops and executes department strategic plan; facilitates strategies to obtain stakeholders input and buy-in; demonstrates good stewardship over assigned allocated resources (budget, equipment, vehicles, etc.).
Leads Through Change	Provides direction, sets goals and supports the achievement of county's strategic priorities; facilitates change management strategies to positively impact organization operations; creates plans to assist organization and customers to navigate through necessary business adjustments; demonstrates the ability to collaborate with others in the best interest of the county; utilizes transformational leadership style to collaborate with colleagues and stakeholders to foster engagement, continuous improvement and high performance.
Servant Leadership	Focuses on servant and democratic leadership displaying inclusivity of others' ideas and perspectives; demonstrates a commitment to serve the needs of others and public engagement; demonstrates capacity to build positive working relationships and establishes trust; encourages diversity of thought; exhibits care and compassion by listening to others perspectives; respects employees, county leadership and external stakeholders (vendors, partnerships, etc.); mentors others and provides leadership direction for vision and mission accomplishment; exhibits principle-centered qualities and conducts themselves in a professional manner; and exhibits broad knowledge of service area and public service principles by being helpful, courteous and responsive.
Leads A Successful Team	Leverages a culture of inclusiveness - reflecting diversity in talent, cognitive, behavioral and background; demonstrates an understanding of group and team dynamics for success alignment; supports the implementation of ethical solutions (traditional and non-traditional) driving collaboration, continuous improvement and excellence across the organization.
Results Focused	Serves as a strategic partner to mobilize priorities; improves outcomes and adds value; problem solves and makes decisions in support of quality and timely decisions; anticipates, plans, guides progress and adjusts as needed; takes personal responsibility for own actions and outcomes of decisions; includes lessons learned in approaches; aligns and adjusts milestones and targeted outcomes to maintain organizational stability.

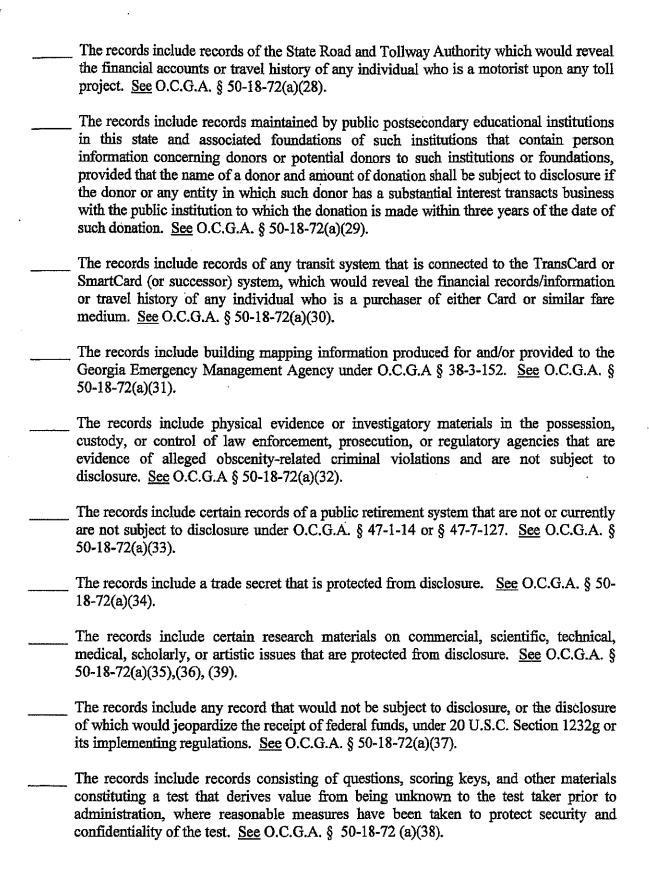
Exhibit 2 – List of Open Records Act Exemptions

Attachment 8 LIST OF OPEN RECORDS ACT EXEMPTIONS

	Federal statute or regulation specifically requires that the records be kept confidential. See O.C.G.A. § 50-18-72(a)(1) and [insert citation to
	federal code section or regulation that requires the documents be kept confidential].
-	The records are medical, veterinary or similar records, the disclosure of which would be an invasion of personal privacy. See O.C.G.A. § 50-18-72(a)(2).
	The records were compiled for law enforcement or prosecution purposes and production is reasonably likely to disclose: (1) the identity of a confidential source, (2) confidential investigative or prosecution material that would endanger the life or physical safety of a person or persons, and/or (3) the existence of a confidential surveillance or investigation. See O.C.G.A. § 50-18-72(a)(3).
	The records pertain to a pending investigation or prosecution of criminal or unlawful activity by a law enforcement, prosecutory or regulatory agency; are not initial police arrest reports or initial incident reports; and are not in the possession of an agency that is the subject of the pending investigation or prosecution. See O.C.G.A. § 50-18-72(a)(4).
	The records include Individual Georgia Uniform Motor Vehicle Accident Reports, which may only be released under limited circumstances that have not been shown to exist here. See O.C.G.A. § 50-18-72(a)(5).
	The records include jury list data, including, but not limited to, persons' names, dates of birth, addresses, ages, race, gender, telephone numbers, social security numbers, and when it is available, the person's ethnicity, and other confidential identifying information. See O.C.G.A. § 50-18-72(a)(6).
	The records include confidential evaluations and/or examinations relating to the appointment or hiring of a public officer or employee. See O.C.G.A. § 50-18-72(a)(7).
	The records contain materials obtained in an investigation relating to the suspension or
	firing of, or a complaint against, a public officer or employee that has not been completed for at least ten (10) days. See O.C.G.A. § 50-18-72(a)(8).
	The records contain information relating to a real property acquisition that has not been completed or abandoned. See O.C.G.A. § 50-18-72(a)(9).
	The records contain pending, rejected or deferred sealed bids or sealed proposals and/or related detailed cost estimates concerning a project as to which no final contract award has been made, and which has not been terminated or abandoned. <u>See</u> O.C.G.A. § 50-18-72(a)(10).







	The records include any permanent records maintained by a probate court judge pursuant to O.C.G.A. § 16-11-29, relating to weapons carry licenses, or pursuant to other record maintenance requirement related to possession of firearms. See O.C.G.A. § 50-18-72(a)(40)
	72(a)(40). The records are protected by the attorney-client privilege and/or the attorney work product doctrine. See O.C.G.A. § 50-18-72(a)(41),(42).
	The records include a computer program or computer software used or maintained in County operations that is not subject to disclosure. <u>See</u> O.C.G.A. § 50-18-72(a)(44).
· · · ·	The records include records pertaining to rating plans or systems, underwriting rules, surveys, inspections, statistical plans, or similar proprietary information used to provide or administer the county's liability or self-insurance coverage. See O.C.G.A. § 50-18-72(a)(45).
	The records include records related to an economic development project that are currently exempt from disclosure. See O.C.G.A. § 50-18-72(a)(46),(47).
•	The records include probate court records pertaining to guardianships and conservatorships that are not subject to disclosure. See O.C.G.A. § 29-9-18.
	The records contain confidential tax information. See O.C.G.A. § 50-18-72(a)(43), O.C.G.A. § 48-2-15 and/or O.C.G.A. § 48-5-314(a).
	The records include vital records that are exempt from disclosure. See O.C.G.A. § 50-18-76 and § 31-10-25.
	The records include the original or a copy of an original application for voter registration. See O.C.G.A. § 21-2-225(a).
	The records include library circulation records or other records that identify users of library materials. <u>See O.C.G.A.</u> § 24-9-46(a).
	The records include documents that relate to the supervision of probationers. See O.C.G.A. \S 42-8-106(a).
<u></u>	The availability of the records for disclosure is restricted by a court order issued by the Court of [insert Judicial Circuit/County], dated
ب يا بدينته	[insert date of order]. See O.C.G.A. § 50-18-71(a). Other:
	[Include legal authority for such exemption with code section, subsection & paragraph]