



September 20, 2023

TO: All Bidders under:

RFQ 23-3003811 Feasibility Study for Implementing 4 Day Workweek

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

ADDENDUM NO. 2

Request for Quotation (RFQ) 23-3003811 Feasibility Study for Implementing 4 Day Workweek is hereby amended as follows:

1. The Request for Quotes due date has been extended to **Wednesday, September 27, 2023 at 3:00 p.m. EST.**
2. Questions have been received and the responses are indicated on pages 2-7 of this addendum.
3. It is the responsibility of each bidder to ensure that they are aware of all addenda issued under this RFQ. **Please sign and return this addendum.** You may email Tina L. Richardson at tlorichardson@dekalbcountyga.gov before the bids are due to confirm the number of addenda issued.
4. All other conditions remain in full force and effect.

Tina L. Richardson
Procurement Technician
Department of Purchasing and Contracting

Questions and Answers:

- 1. Question: Is there an already determined/allocated budget for this project? If so, what is the budget/budget range?**

Answer: The County estimates that the cost of the completed project will be between \$25,000.00 and \$50,000.00. Quotes that exceed \$50,000.00 will not be considered.
- 2. Question: Will there be an opportunity to survey and selectively interview staff and department heads?**

Answer: Yes, the selected vendor will have the opportunity to survey selected staff and department heads.
- 3. Question: Will there be access to current work schedules by department and exact number of employees by department?**

Answer: Yes, work schedules and the number of employees per department will be provided.
- 4. Question: Once underway, who will be the point of contact for this project?**

Answer: The point of contact will be the HR Policy Division and the Policy Manager.

The backup contacts are the HR Director and the Deputy Director.
- 5. Question: What is the preferred method of communication?**

Answer: The preferred method of communication will be email. The preferred method for meetings will be Microsoft Teams or Zoom.
- 6. Question: What is the decision-making process for this project?**

Answer: The driving forces for the decision will be the review and analysis of the study by HR and CEO/COO, combined with the determination of budgetary, staff, and community impact.
- 7. Question: Who is the decision-maker for this project?**

Answer: CEO/COO.
- 8. Question: Is there a methodology by which vendor submission will be evaluated and scored? What are the selection criteria for this project? What criteria will be used to evaluate the proposals?**

Answer: Quotes will be evaluated on meeting the requirements of the RFQ and the thoroughness of the information and documentation submitted. The County intends to award to the lowest, responsive and responsible bidder; however, the County reserves the right to reject any and all bids, to waive informalities and to re-advertise.

9. **Question:** Please provide an example of or describe the electronic format prescribed by the county? Are reports, charts and graphs deliverable in Excel, PowerPoint, Word Document or is PDF the only acceptable format?
- Answer:** Human Resources can work with any of the formats mentioned.
10. **Question:** What constitutes the end of day deadlines for the first and final draft reports?
- Answer:** The end of day for the first draft is the 60th calendar day after contract start/vendor engagement and the 100th calendar day for final draft report. Flexibility may be considered based on project needs.
11. **Question:** What trigger establishes the start of vendor engagement?
- Answer:** Issuance of notice to proceed by Purchasing & Contracting Department.
12. **Question:** Are there confidentiality requirements?
- Answer:** The selected vendor should only share results of the study with DeKalb County designated points of contact.
13. **Question:** Have similar projects been completed in the past?
- Answer:** Not to our knowledge.
14. **Question:** What is the history of this project? Has it been put out as a Request For Proposal (RFP) before? If so, why was the decision made to reissue the RFP?
- Answer:** This is the initial solicitation for this project.
15. **Question:** Is there a preferred vendor list for this project? If so, who are the vendors on that list?
- Answer:** No, there is no preferred vendor list.
16. **Question:** What is the preferred format for submissions?
- Answer:** A preferred format is not specified. However, each bidder must complete and return the quote form, reference form, contractor affidavit, and a copy of bidder's valid business license. All submissions must be provided to DeKalb County by email to the attention of Tina L. Richardson at ttrichardson@dekalbcountyga.gov.
17. **Question:** Can the county provide additional insight on the issues the County is seeking to address through new/changed alternative work arrangements? e.g., address issues with employee attraction or retention, improve operating hours, etc.
- Answer:** The county is interested in increasing employee recruitment and retention, improved work-life balance, reduction of carbon environmental footprint

(energy consumption), potential benefits on employee physical and mental health of a four-day workweek and/or staggered work schedules, and more efficient and effective provision of services to the citizens of DeKalb County.

18. **Question:** Can you provide a listing of the 31 departments included in the scope of the study? Can you provide a rough breakdown/ overview of the 31+ departments? (e.g., # of employees per department; functional areas within each department; an overarching organization chart?)

Answer: See page 8 of this addendum for a list of departments and approximate # of employees under the purview of the CEO.

Departmental functional information is available on the Dekalb County GA website: <https://www.dekalbcountyga.gov/>

19. **Question:** Can you provide information related to the number of jobs that would be included in the scope of the effort?

Answer: Yes, the focus of information of this study is targeted toward employees under the purview of the CEO, which is approximately 600 job classifications and 4,000 employees.

20. **Question:** How many directors should be engaged in the process to understand operational requirements for each department, related to work schedules and locations? Is it one director for each department, or are there multiple directors within each department?

Answer: In consultation with internal stakeholders and the selected vendor, HR will determine which directors should be engaged. Each department has a director, with some also having one or more deputies.

21. **Question:** Are there any other specific stakeholders who will need to be engaged throughout the process outside of department directors and employees? E.g., County Executives, Board of Commissioners, Human Resources, broader community, etc.

Answer: Yes, the CEO, COO, and HR Management will need to be engaged throughout the process. The selected vendor may also present to the Board of Commissioners (BOC) at certain milestones.

22. **Question:** Does DeKalb County have a preference for how employees and Directors will be engaged in the process? For example, in person meetings, phone or video/calls, or online surveys or focus groups.

Answer: No, the County is open to what works best with coordination through HR.

23. **Question:** Can you explain what is meant by energy consumption, in the requirement to include the following in the report “The physical and mental health benefit, along with impact on energy consumption.”

Answer: The main focus remains as the feasibility of a four-day workweek and staggered work schedules. General observations may be provided regarding the impact of work schedule recommendations on energy consumption (i.e., carbon footprint) and benefit(s) on the physical and mental health of county employees.

24. **Question:** **Will the inventory of current working schedules currently being conducted by HR be completed and provided in full prior to the start of the study?**

Answer: Yes.

25. **Question:** **Are the following alternative work arrangements outlined in the RFQ a comprehensive list of the scope that DeKalb County would like included: 4-day workweeks, staggered work schedules, remote and hybrid work?**

Answer: Yes, however, the county is open to others based on findings once the study is underway.

26. **Question:** **Are there any legal or regulatory requirements governing work schedules/hours for any of the jobs included in the study? If so, will legal parameters be provided by the County?**

Answer: The County is subject to the Federal Fair Labor Standard Act, Georgia FLSA or equivalent, and DeKalb County Municipal Code, Chapter 20.

27. **Question:** **Are there any previous studies or data available that can be used as a reference throughout the study? For example, employee surveys or feedback, operational performance related to current working arrangements, prior assessments of feasibility for certain types of work arrangements, etc.**

Answer: The County has data on the various traditional and hybrid schedules in-place that may be shared with selected vendor.

28. **Question:** **How will the study findings be communicated and presented to Dekalb County commissioners/decision makers?**

Answer: The selected vendor will be required to present findings to Human Resources, CEO/COO, and the Board of Commissioners at different times.

29. **Question:** **Has the county collected any employee data (employee engagement survey, employee pulse surveys) that shed light on the preferences of employees in various departments regarding alternative work schedules or other aspects of flexible working? If so, can this be shared in summary forms with the potential service providers?**

Answer: The County has data on the various traditional and hybrid schedules in-place that may be shared with selected vendor.

30. Question: There are several dimensions to flexible working – When, where, how, who, and what. When relates to when one works, such as the 4-day workweek. Where relates to onsite, remote and hybrid. We understand that both flexible working considerations are in scope for consideration as part of this assignment. Does the county desire to explore flexible working options in terms of how (e.g., job sharing), who (full-time, part-time, contractor, gig), and what (increased use of tools like AI to augment work and create new pathways to serving those in the community)?

Answer: The primary focus of this study is a 4-day workweek, staggered work schedules, remote and hybrid work. However, other suggestions may be considered.

31. Question: The shift to a 4-day workweek would almost certainly involve significant change management. In addition to assessing the feasibility of 4-day and remote/hybrid schedules, does the county expect the successful vendor to also assess factors like readiness to change and a change narrative (why change, why change now, why must I change)?

Answer: Yes, this is a component of the feasibility to consider changing.

32. Question: Will the survey HR is currently undertaking to understand each department's use of different work schedules be completed and available for the contractor to reference by the time this study is expected to commence?

Answer: Yes.

33. Question: As part of the service delivery and cost impact, does the county expect the vendor to perform a real estate review to assess building occupancy and utilization and infrastructure impacts (e.g., parking)?

Answer: The impact on real estate as a result of the recommendations will be reviewed separately from this engagement.

34. Question: Can the county verify that the lump sum cost should also include expected travel costs to meet with Dekalb County leaders and staff and to visit facilities?

Answer: Yes.

DEPARTMENTS/DIVISIONS	APPROXIMATE # OF EMPLOYEES
ANIMAL SERVICES	17
BUDGET	7
CHIEF EXECUTIVE OFFICER	22
CHILD ADVOCATES OFFICE	26
CITIZEN HELP CENTER	10
CODE COMPLIANCE	51
COMMUNITY DEVELOPMENT	19
DEKALB-PEACHTREE AIRPORT	24
E-911	90
EMERGENCY MANAGEMENT (DEMA)	3
EXTENSION SERVICE	8
FACILITIES MANAGEMENT	51
FINANCE (with Risk Mgmt.)	171
FIRE & RESCUE SERVICES	669
FLEET MAINTENANCE	131
GEOGRAPHICAL INFORMATION SYSTEMS (G.I.S.)	22
HUMAN RESOURCES & MERIT SYSTEM	41
HUMAN SERVICES	55
INNOVATION & TECHNOLOGY	89
JUVENILE COURT	82
LAW DEPARTMENT	27
LIBRARY	249
MEDICAL EXAMINER	19
PARKS, RECREATION & CULTURAL AFFAIRS	212
PLANNING & SUSTAINABILITY	104
POLICE	665
PROPERTY APPRAISAL & ASSESSMENT	70
PUBLIC WORKS DIRECTOR	4
PURCHASING	33
ROADS AND DRAINAGE (Stormwater)	196
SANITATION (with Beautification)	613
TRANSPORTATION	15
VOTER REGISTRATION & ELECTIONS	22
WATERSHED MANAGEMENT	639
WORKSOURCE	32
Grand Total	4488

ACKNOWLEDGMENT

Date: _____

The above Addendum #2 is hereby acknowledged:

(NAME OF BIDDER)

(Signature)

(Title)
