



CITY OF HOUSTON

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July 7, 2010

SUBJECT: Letter of Clarification No. 1
Leadership Training and Development Services

REFERENCE: Request for Proposal No. Q23688

TO: All Prospective Proposers

This Letter of Clarification is issued for the following reason(s):

To provide information as follows:

1. Responses to questions. See Table No. 1 - Questions and Responses
2. Provide a copy the Evaluation Form – See Evaluation Form on website

Table No. 1

ID #	Section # (ex. 1.0)	Question	Response
1.		Is this standard practice so the vendors can see who else is invited?	It is standard procedure for all potential respondents/vendors to be listed in the outgoing email as it is generated via an automated system. The SPD Procurement Specialist selects all the potential respondents/vendors that have registered with the City that offer a particular commodity and/or service(s) and the system sends out a mass email blast alerting the potential respondents/vendors to go out on the web and review the solicitation.
2.		I am not sure if it was mentioned, but I did not see how many training sessions are required for the year?	We aren't certain the level of concentration that would be required to effectively prepare the Court's leaders, however, we will certain factor any number of courses you list in your proposal commensurately against other proposal.
3.	Section 1.0	It says that you want us to provide facilities and equipment. Should we break out a rental cost for the location we will provide as a separate cost?	The cost for the training facility should be inclusive the in the overall proposal. The Court can assist with providing contacts for scheduling the use of City facilities. Any facility costs or training equipment that are required by the consultants need to be provided at their expense (e.g. AV rental fees)
4.	Section 1.0	It says that you want to train "up to 50 individuals over the course of the fiscal year on the following topics". Is that 50 individuals total, spread over 5 sessions (10 per session), or 50 individuals in each of five sessions, or 50 individuals in each topic, but spread over multiple sessions of each topic (50 is a lot to have in a single class)?	Multiple sessions; Our Executive Management Team (7) shall be trained separately and then a break down or combination of the remaining/approximately 43 leaders.

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5.	Section 1.0	On Kouze's and Posner's Leadership Challenge, we are very familiar with their work and use it in a lot of ways. However, their leadership challenge is a program, not a single class. Are you asking for their program, or simply a single class that summarizes an overview of the Leadership Challenge model?	A continuation of the Leadership Challenge program.
6.	Section 2.0	It says that "the successful proposer will be responsible for attending quarterly meetings with all of the department's leaders, either separately or together". What does "either separately or together" mean? Do we need to budget for four annual meetings, or do we need to plan to meet with all of them individually if they cannot make the quarterly meetings?	This will be discussed in greater detail with the successful proposer, however, the Municipal Court conducts four annual all supervisors/manager meetings; one each quarter and would like for the successful proposer to have representation at these meetings.
7.	Section 3.0	It says that 95% of your leaders have gone through Leadership Challenge training. We understand the sense of delivering training in a way that is consistent with and correlates with Leadership Challenge. We are not clear in our understanding of how the requirement in Section 1.0 to train 50 individuals in Leadership Challenge corresponds with the fact that 95% have already been trained in it. Please clarify intent.	Ninety five percent of the leaders have already begun the Leadership Challenge program and have made it to some point in the program. We want the remaining five percent to begin the Leadership Challenge program and to having ongoing training for all leaders consistent with the next phases of the program content and teachings.
8.	Section 5.0	It says MCAD intends to allocate \$15k for the training but that the amount shall not exceed \$25k for 2011. Please clarify the differences in these two numbers.	This is a range; we have earmarked \$15K but we do not want the procurement to exceed \$25k as this is the maximum allocated funding.
9.		Please clarify the correct deadline date for submitting questions.	The deadline for submitting questions is Friday July 2 nd
10		Please clarify the number of renewable consecutive one-year terms.	The contract term is for one year. Department Director or Designee shall have the option to renew this agreement for three (3) consecutive one-year terms on the same terms and conditions as provided.
11		Please clarify the number of training sessions per year.	The number of training sessions has not yet been defined as we've not clearly determined the level of concentration required to effectively train our leaders on the topics list on the RFP as well as the leadership challenge.
		Please clarify the number of participants per training session.	The overall number of participants is approximated fifty (50). We are looking to have multiple sessions. The Court has 7 EMT staff that will be trained separately and the remaining approximate 43 other team members can be broken down into groups proportionate to one another. Though we've already had 95% of the leaders to be trained; three groups (including EMT) have made it to different stages in the leadership challenge.
12		Please clarify the evaluation form that will be used if we do not provide one. Is there collaboration on the one used?	Once a proposal has met the requirements of the screening process for completeness, the evaluation committee will collaborate on the scoring matrix listed on the RFI. There is no additional form beyond the matrix being distributed to committee?
13		Please clarify what specific information is to be contained in the "Program selection and scheduling" as well as the "Program content" sections located in the "Proposal Outline and Content" section?	Program Selection and Scheduling refers to the type of training resources (i.e. leadership models, books, etc.) the proposer intends to use and to what degree of frequency. Program content is the material that will be covered from the training resources.
14	Section 1.0	The RFP seems to imply that respondent to the RFP must include costs to provide a training facility. Is this a necessary requirement or is it possible to hold the training programs in a facility operated by the City of Houston?	The successful proposer from shall be responsible for the cost of providing a training facility and/or training equipment (e.g. AV rental fees). The Municipal Courts can assist with providing contacts for scheduling the use of City facilities.

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15	Section 2.0	The RFP states that the "successful proposer will be responsible for attending quarterly meetings with all of the department's leaders, either separately or together." How many departments are included in this requirement and can they be identified for the bidders? Secondly, will these departments agree to meet with the successful proposer on the same day each quarter to minimize the expense of the proposer and enable the work to be done more cost effectively?	The Municipal Courts conducts four annual all supervisors/manager meetings; one each quarter and we would like the vendor to have representation at these meetings. These meetings are for the Municipal Courts staff only (the Court's leaders). These meeting are generally around the same time of the quarter. This will be discussed in greater detail with the successful proposer.
16		Please clarify the correct deadline date for submitting questions.	The deadline for submitting questions is Friday July 2 nd
17		Please clarify the number of renewable consecutive one-year terms.	The contract term is for one year. Department Director or Designee shall have the option to renew this agreement for three (3) consecutive one-year terms on the same terms and conditions as provided.
18		Please clarify the number of training sessions per year.	The number of training sessions has not yet been defined as we've not clearly determined the level of concentration required to effectively train our leaders on the topics list on the RFP as well as the leadership challenge.
19		Please clarify the number of participants per training session.	The overall number of participants is approximated fifty (50). We are looking to have multiple sessions. The Court has 7 EMT staff that will be trained separately and the remaining approximate 43 other team members can be broken down into groups proportionate to one another. Though we've already had 95% of the leaders to be trained; three groups (including EMT) have made it to different stages in the leadership challenge.
20		Please clarify the evaluation form that will be used if we do not provide one. Is there collaboration on the one used?	Once a proposal has met the requirements of the screening process for completeness, the evaluation committee will collaborate on the scoring matrix listed on the RFI. There is no additional form beyond the matrix being distributed to committee?
21		Please clarify what specific information is to be contained in the "Program selection and scheduling" as well as the "Program content" sections located in the "Proposal Outline and Content" section?	Program Selection and Scheduling refers to the type of training resources (i.e. leadership models, books, etc.) the proposer intends to use and to what degree of frequency. Program content is the material that will be covered from the training resources.
22		What is the length of each training session?	There isn't a required length of time for the trainings.
23	Section 1.0	Indicates that the vendor will be asked to provide facilities for the training; Cost of meeting rooms in the City of Houston could financially impact the cost structure for the vendor in a negative way. Is this expense included in the allocation or budget? Will the vendor have to rent facilities 4 times a year for the fulfillment of the contract?	The Municipal Courts can assist with providing contacts for scheduling the use of City facilities. However, any facility costs or training equipment that is required by consultants will need to be provided at the vendor's expense (e.g. AV rental fees)
24	Section 2.0	Can you make the training evaluation form that the City will be using available to vendors prior to proposal submission so that they can determine whether to submit proposed evaluation form?	Once a proposal has met the requirements of the screening process for completeness, the evaluation committee will collaborate using the scoring matrix listed on the RFI. MCAD does not have an additional form beyond the matrix that will be distributed to the evaluation committee.
25	Section 2.5	What is meant by Program selection?	Program Selection refers to the type of training resources (i.e. leadership models, books, etc.) the proposer intends to use.
26	Section 5.0	Do the allocated funds include travel expenses or is there a separate budget?	Yes, travel is inclusive of the allocated funds; there is no separate budget for this expense.

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27		Are there costs incurred when scheduling City Facilities?	Yes, there are in fact charges for scheduling courses with City facilities. These rates show be considerably less than private venues; especially if negotiated for ongoing classes, i.e. the main library centrally located downtown, near the main Court.
28		Can you make the training evaluation form that the City will be using for the delivery of the training, not the proposal evaluation?	The Municipal Court has a standard evaluation for the delivery of training that will be released for viewing with the letter of clarification that is forth coming next week. We are simply offering proposers the opportunity to propose their own evaluations that will be reviewed for approval by the Director of MCAD as supplemental evaluations.
29		In how many hours of training per year are employees in the targeted leadership positions required to participate?	All Municipal Court employees are required to complete at least 4 hours of training.
30		Is the training that will result from RFP S33-Q23688 a required program?	The training that will result from this RFP is not a City requirement; rather it is an initiative of the Director and Chief Clerk of the Municipal Court.
31		Is there a current (or recent) vendor providing leadership training and development services? If so, who is the vendor? What are the costs of these services and how many employees were trained for these fess?	There is in fact a current vendor that is providing leadership training and development. However, the Court currently does not choose to disclose any information regarding the incumbent vendor.
32		Please describe the current program, if there is one.	The current program is delivered in an ongoing format (sessions) that touch base on several aspects of Kouzes' and Posner's leader teachings. Question and answer session as well as written analysis of materials learned.
33		Is there any vendor registration or pre-qualification required in order to be considered for this RFP?	All potential vendors will need to register and receive a "vendor ID number" prior to actually being awarded a contract with the City of Houston, however, this does not preclude participation in the RFP or bidding process.
34		What are the City of Houston's guidelines for travel and lodging?	The City of Houston has a travel and lodging Policy and Procedures for employees only. Travel and lodging shall be inclusive of the proposed allocation for this solicitation.
35		Is there a page limit on the proposal? If so, what is it?	No, there is no page limit on this proposal.
36		What factors will be used to determine "eligibility"?	There are no minimum factors for eligibility.
37		How many originals and copies of the proposal should be submitted?	Please send one original proposal and copies will be made for the evaluation committee.
38		Is it correct that the remaining submission requirements are limited to... - 1 copy of the RFP document - 1 completed copy of the Affidavit of Ownership - 1 completed copy of the Fair Campaign Ordinance - 1 completed copy of the Statement of Residency - 1 completed copy of the Drug forms	Yes, the aforementioned requirements would meet the submission requirements.
39		Has MCAD been using the workbook from The Leadership Challenge and do they want to continue to do so? If so, how many individuals still need to go through the basic program?	Yes, the MCAD team has been utilizing the workbooks from the current Leadership Challenge and intends to continue using the workbooks to some degree; with direction from the successful proposers. The approximately entire 50 members of MCAD leaders will need to go through the training. Several members are further along in the process than others. Approximately 95% of team has begun the challenge.
40		Will MCAD handle scheduling participants or does the contractor need to do so?	Scheduling will be a joint effort between the successful proposers and MCAD.
41		Will all 50 people attend the same training or is the intent for the training to be delivered in modules which individuals can select based on need and interest?	The approximate 50 staff will all attend the same trainings to create conformity.

When issued, Letter(s) of Clarification shall automatically become a part of the proposal documents and shall supersede any previous specification(s) and/or provision(s) in conflict with the Letter(s) of Clarification. It is the responsibility of the proposers to ensure that it has obtained all such letter(s). By submitting a proposal on this project, proposers shall be deemed to have received all Letter(s) of Clarification and to have incorporated them into this proposal.

If you have any questions or if further clarification is needed regarding this Invitation for Bid, please contact me at 713-221-0258 or ty.davis@houstontx.gov

Ty Davis

Senior Contracts Administrator

cc: Solicitation file – Q23688