



CITY OF HOUSTON

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November 3, 2008

SUBJECT: Letter of Clarification No. 3
Learning Management & Learning Content Management System

REFERENCE: Request for Proposal No. S33-T23025

TO: All Prospective Bidders

This Letter of Clarification is issued for the following reasons:

- Provide clarification to questions and/or concerns. **Note: COH = City of Houston

1. **Question/concern:** Please provide the size of the existing content libraries?

Response: "Content Libraries" currently only exist as MS Word documents.

2. **Question/concern:** Where is content stored for the following?

- a. Production-Ready content?

Response: On COH Servers

- b. Asset used to create content – JPEGs, Text, Buttons, etc - Is it centralized or decentralized?

Response: Decentralized

3. **Question/concern:** Are they static or dynamic? Do they include video or audio?

Response: Not applicable

4. **Question/concern:** Is any of the content flash?

Response: No

5. **Question/concern:** How often does COH upgrade, update, or modify the courseware?

Response: No standardization.....based on need

6. **Question/concern:** What is the current courseware written in? (It appears to be MSFT technologies but want to make sure)

Response: Correct

Partnering to better serve Houston

7. **Question/concern:** Are all of the courses available to all of the users?

Response: No

8. **Question/concern:** What is the average course size?

Response: Unknown; decentralized training

9. **Question/concern:** How many courses to users typically take per year?

Response: Unknown decentralized training

10. **Question/concern:** What is the expected growth rate in courses and users?

Response: Unknown decentralized training

11. **Question/concern:** How many course developers does COH have currently? Are they located together or distributed?

Response: Unknown decentralized training

12. **Question/concern:** On 4.3.9, it sounds like legacy data is stored in several locations. Can someone describe where the legacy data is stored, type of data, etc?

Response: At a minimum MS SQL Server, MS Access, MS Excel is known. However, there may also be others, such as Oracle, in use.

13. **Question/concern:** You mentioned you plan to convert complete training records (about 500,000 of them); can you please tell me how many users encompass these records? How many years of data does this provide? Anything else you can provide will help.

14. **Response:** The current E. B. Cape database has records back to 1997, but we only validate those since July 1, 1998. There are approximately 45,000 people names, but only 23,000 have taken classes. There approximately 38,000 class records.

15. **Question/concern:** 4.1.5 The Contractor must provide a prototype that unequivocally demonstrates their capability of providing a viable and fully functional COH LMS/LCMS that operates with current COH legacy software, bandwidth and current infrastructure (prior to purchase).

Could you provide a list of the legacy software with which the LMS will need to operate?

Response: Software would include SAP, MS Outlook and some (acceptable) database program (i.e., MS Access, SQL Server, Oracle, etc)

16. **Question/concern:** 4.1.15 The Contractor shall be responsible for configuring and implementing all components internal to the proposer's proposed solution and for developing logic (internal to its solution) required interfacing with external systems. The Contractor shall work with the City's IT staff and any other City Contractors to support the integration of the LMS with the other similar existing systems in the City.

Could you provide a list of the external systems with which the LMS will need to interface?

Response: Not defined at this time.

17. **Question/concern:** 4.2.1 - The LMS/LCMS must work in a non-hierarchical structure of governance, security, operation and organization that will be reflective of the city's organizational and functional structure and the various roles and responsibilities associated with the training management spectrum of duties.

Could you provide more detail regarding how a non-hierarchical structure of governance is implemented in the COH?

Response: The City has 25 distinct departments. Some of these have separate networks, email processors, other software as well as management hierarchies and operating methods – such as Police Dept., Fire Dept., Aviation, Health, etc. The remainder fall under one basic operating environment.

18. **Question/concern:** 4.2.2 The COH conducts training using a hybrid model that combines centralized training at both the city and departmental/divisional level and at the below department/division organizational level to include specialized organizations such as the Police or Fire Academy.

Is there currently an enterprise-wide training program in place with all of its associated personnel and infrastructure under a single authority? If so, under which authority or department does it operate? If not, are plans currently in place to develop such a program, and under which authority would it operate? Is there a reason why such an initiative would not be pursued?

Response: There is currently not a single enterprise-wide training program in place. The plan to develop such a program is the goal of the current administration. The acquisition of the LMS/LCMS under this RFP is an important step in this plan. In city government goals and plans can change with the change in leadership. However, it is unlikely that this would affect the completion of this process due to the high importance that it has been given.

19. **Question/concern:** 4.7.1 The LMS/LCMS must provide a predetermined set of established reports identified by the COH that can be accessed and run by employees, managers and training group administrators.

Could you provide a list of the established reports that the COH would want the LMS to produce?

Response: At a minimum such reports as Student Transcripts, schedules, needs assessments, etc. At a higher level such reports as Attendance, compliance, "No Shows", etc. The more provided the better!

20. **Question/concern:** 4.1.2 The Contractor shall be able to migrate existing training and development data from the various city legacy database systems into the selected LMS/LCMS.

How many legacy databases, and what are they built on/with?

Response: At a minimum MS SQL Server, MS Access, MS Excel is known. However there may also be others, such as Oracle in use.

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Response: At a minimum MS SQL Server, MS Access, MS Excel is known. However there may also be others, such as Oracle in use.

22. **Question/concern:** Please define the level of integration with SAP Financials and HR. In the first year, do you require ecommerce capability, cost center charging, etc?

This question refers to 4.1.1. We were encouraged to be creative and to be certain we made our best recommendations. We would consider holding off some of this functionality until later phases and budgeting cycles so that the city gets the most value up front. Then we would have a successful project to build on top of over the three year budget cycle. We are trying to understand priorities for timing and cost purposes.

Response: We definitely need cost center charging day one.

23. **Question/concern:** Please define the prototype requirements including

Response: In general, the City does not intend to customize any vendor solution beyond those basic changes needed to meet essential business requirements that are not met by the vendor products.

- a. Degree of customization to specific City requirements

Response: The prototype is for the scripted demonstrations. The vendors should not expect to configure their systems extensively, but must demonstrate that their systems can provide the functionality defined in their responses

- a. Branding requirements

- b. Workflow requirements

This refers to 4.1.5. There will be costs associated with building a prototype and we want to be certain to provide a prototype that meets all your evaluation criteria, while minimizing project costs to the city.

Response: The City is not willing to pay for vendors to configure their products to satisfy the scripted demos.

24. **Question/concern:** The City described multiple different record keeping systems in place today including an old Pathlore system as well as many different Excel systems that track training history, requirements etc. How do you want to consolidate this data into the city wide LMS and who do you want to do the work? For example, will each department be asked to enter data into the new system, or will the winning bidder be asked to consolidate the records and import them into the system? Perhaps the winning bidder will be asked to provide a file format that each department could use to submit their records? Clarity would be helpful in defining level of effort required.

This question refers to 4.1.2. During the bidder's conference, Candy mentioned there were as many as 20 different information repositories within the city that contain this information. Our notes indicate that she said the city departments would manually enter the data from these various sources as they came on line, but I want to be certain that is the scenario we should use to respond.

Response: Some should be automated.

25. **Question/concern:** Do you track reporting relationships? If so, please indicate the types of reporting relationships you track (i.e., direct reports; indirect reports; project managers; etc.) 4.7.10 and 4.7.3 refer to tacking and reporting on developmental plans. If this structure is currently tracked in SAP, it will only need to be integrated with the LMS/LCMS – it will not have to be re-created and will thus result in cost saving for the city.

Response: No. Reporting relationships are not tracked in SAP.

26. **Question/concern:** Please define your Phase 1 resource scheduling and tracking requirements? 4.3.6, 4.3.11 and 4.6.5 all refer to different resource management and cost tracking requirements. Again at the bidder's conference, it seemed that particularly resource tracking were capabilities that could be considered as a year two requirements. We want to be certain that is the case.

Response: Determination and chargeback should be a day one deliverable.

27. **Question/concern:** Do you manage certifications?

Response: Departments may track; no consistent city-wide tracking.

28. **Questions/concern:** 4.1.1 requires SAP integration. This information is required to scope this effort. In lieu of individual answers a complete description of the City of Houston's SAP environment with version numbers, modules implemented and planned would be fine and would allow us to build a reliable and cost effective integration project plan. 4.1.15 states the Contractor is responsible for developing integration logic. This requires an in depth understanding of the SAP infrastructure.

Response: In general, the interfaces to/from SAP have been flat-file feeds and an in-depth knowledge of SAP is not required if flat-files are used to interact with SAP going forward. The City has rights to use all SAP modules, but has implemented Ledger, Purchasing, Human Resources (minimal), and Payroll modules. If the proposed solution anticipates the use of SAP functionality/modules, vendors should include all costs associated with 'lighting up' any other SAP modules and configuring them for use with the LMS solution.

29. **Questions/concern:** What versions of SAP are you running for HR and Finance?

Response: FA- ECC 5.0

30. **Questions/concern:** What HCM modules are you running today that we will integrate with.

Response: Our complete integration plan is still in development. Currently, we have PA, BN, OM, TM, PY and Worker's Comp modules in HCM.

31. **Questions/concern:** Are you using Training and Events Management? If so, will all TEM users migrate to the LMS at go-live?

Response: No

Are the external users currently in SAPHR?

Response: No

32. **Questions/concern:** How do you plan on having external users access the Learning Portal? Via VPN? Do you currently run the SAP Enterprise Portal? Version. Do all users have access to the Portal?

Response: The City is not currently running and is not currently planning to run the SAP Enterprise Portal.

33. **Questions/concern:** Have you implemented Personnel Administration (Master Data) in SAP?

Response: Yes

34. **Questions/concern:** If contractors will use the LMS/LCMS, do you record contractor data as well as employee master data in SAP?

Response: No

35. **Questions/concern:** If you plan to interface the LMS/LCMS to another system for Master Data, please indicate the data you expect to pass between systems and the directions this data will pass.

Response: Significantly dependent on LMS requirements

36. **Questions/concern:** Do you currently have an organizational structure defined? Do you use other objects in your organization structure (custom objects; work centers; teams; etc.)? Does the organizational structure support the manner in which you will make learning experiences mandatory for learners?

Response: Org structure defined at department, division, etc., level, NOT at employee level.

37. **Questions/concern:** Do you have cost centers defined?

Response: Yes

38. **Questions/concern:** Do you currently have qualifications defined in SAP?

39. **Response:** Departments may track; no consistent city-wide tracking.

40. **Questions/concern:** Please provide an overview of how you use them. If you don't have Qualifications defined in SAP, do you have another system where you track skills/competencies/job requirements?

Response: There are various internal systems.

41. **Questions/concern:** Are your qualifications associated with training classes you offer? If so, is this information already defined in SAP or is it stored in another system? See #17. 4.7.7. and 4.7.8 refer to certifications and qualifications. If the structure exists today in SAP, the level of effort to build these in the LMS/LCMS is reduced.

Response: No we have not configured this in SAP

42. **Questions/concern:** Do you plan on using the standard SAP Correspondence functionality (basic notifications - not workflow) using Outlook? 4.7.7. and 4.7.8 refer to certifications and qualifications. If the structure exists today in SAP, the level of effort to build these in the LMS/LCMS is reduced.

Response: We have configured one Work Flow for the purchasing module

43. **Questions/concern:** Do you plan on implementing integration to the SAP Room Reservations functionality to reserve rooms for non-training events? If so, is Room Reservations implemented in SAP or will this be part of the LMS/LCMS implementation?

Response: Not currently implemented in SAP

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.

A handwritten signature in cursive script, reading "Conley Jackson", followed by a horizontal line extending to the right.

Conley Jackson
Senior Procurement Specialist

Cc: Bid File T23025