June 1, 2015

Subject: Customer Service Education Program for Department of Public Works and Engineering Letter of Clarification No. 3

Reference: Request for Proposal (RFP) No. S66-T25423

To: All Prospective Proposers

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. All revisions, responses, and answers incorporated into the Letter(s) of Clarification are collaboratively from both the Strategic Purchasing Division and the applicable City Department(s). 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.

1. Is there an incumbent or preferred contractor? If so, who is it? No

2. Is this a follow-on to an existing contract or a re-bid/re-write of a previous contract? If so, who had the existing/previous contract? No

3. If a previous contractor existed, is there any reason for you to believe that this contractor would not be bidding this RFP? No

4. If a previous contract existed, what was the value of that contract? No / NA

5. What is your budget for this project?
   The budget has not been finalized, the proposed cost will be reviewed and possible negotiations will be in order.

6. Statement of Work (SOW) section 2.3: is the list of key program elements (1-s) an exhaustive list, or can we modify this list based on our experience? This is not an exhaustive list. These are the key components. The proposer may add to this list.

7. SOW section 2.3.1: does this refer to instructor-led learning with complementary video, or is video the preferred method of delivery? Generally, a course of instruction includes both instructor-led and video instruction. The proposer may propose their instructional strategies.

8. SOW section 2.3.1: does the video need to be specific to the instruction, or can we purchase a third-party video that is complementary to the instructor’s work? Generally, a course of instruction includes both instructor-led and video instruction. The proposer may propose their instructional strategies.
9. SOW section 2.3.s: please discuss how you prefer to purchase rights to intellectual property (i.e., the purchase or license and duplication of proprietary training materials). We do not plan to purchase intellectual property. As stated in the SOW, we seek the rights to use the intellectual property.

10. Regarding Hire Houston First Paperwork: Is this required in our response if our organization is not headquartered in the Houston area? No, this is not required in your response if you are not a certified Hire Houston First vendor. For additional information, please see the following link regarding the program.  
http://www.houstontx.gov/obo/hirehoustonfirst.html

11. What has happened that led PWE to decide on this extensive focus on customer service? The Department of Public Works and Engineering is exploring the customer service training industry and the latest methodology the industry has to offer. PWE business has grown more complex and challenging. The selected training program will be used to enhance customer service for both internal and external clients.

12. Is the program being developed a new program? Yes

13. Is there a contractor currently (or recently) providing similar services for PWE? No

14. The RFP lists approximately 20 trainers in FY 16, 10 in FY 17 etc. Does this list refer to the number of trainers PWE plans to have or does this include the contractor’s team as well? These numbers refer to the number of PWE trainers.

15. How will the train-the-trainers be selected? Department of Public Works management will select the trainers.

16. What job titles are they likely to have? Specifically, will they come from within HR or from across the Department? Trainers will be selected across the department from various operational areas.

17. Will those selected already have facilitation skills or will these have to be taught? These will need to be taught.

18. Will those selected already have high performing customer service skills or will these have to be taught? The selected program will in some cases enhance skills in some cases will be taught.

19. Will all be required to attend or will this be a volunteer program? Required for all 3700 employees.

20. Are participants in the program attending other development opportunities this year? The City of Houston is always looking for opportunities to enhance their service to public.
21. How might an organizational chart of PWE be obtained?
Please see the following job classifications that are being considered for the Customer Training.

<table>
<thead>
<tr>
<th>EEOJ Code</th>
<th>EEOJ Definition</th>
<th>Employee Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Officials &amp; Administrators</td>
<td>279</td>
</tr>
<tr>
<td>B</td>
<td>Professionals</td>
<td>1280</td>
</tr>
<tr>
<td>C</td>
<td>Technicians</td>
<td>697</td>
</tr>
<tr>
<td>D</td>
<td>Protective Service Workers</td>
<td>5</td>
</tr>
<tr>
<td>E</td>
<td>Paraprofessional</td>
<td>152</td>
</tr>
<tr>
<td>F</td>
<td>Administrative Support</td>
<td>72</td>
</tr>
<tr>
<td>G</td>
<td>Skilled Craft Workers</td>
<td>540</td>
</tr>
<tr>
<td>H</td>
<td>Service/Maintenance Workers</td>
<td>657</td>
</tr>
</tbody>
</table>

22. If an organizational chart is not available, would you say something about the organization of PWE so that we may devise training groups? Approximately how many do you have of senior executives? Junior execs? Senior managers? Front-line staff, Etc. PWE is comprised of six operational divisions: Public Utilities, Engineering and Construction, Street and Drainage, Resource Management, Traffic Operations, and Planning and Development. Additionally, there are two Department Support Branches: Information Technology and Management Support. PWE leadership will devise the training groups.

23. Where will the training occur – within PWE facilities or will the contractor be responsible for renting a facility. Within PWE facilities.

24. What has been the custom within PWE for training hours? Typically during work hours Monday through Friday 7:00 am to 6:00 pm.

25. 2-3 hour sessions? Half day sessions? All day sessions? We are flexible, ideally full or half days.

26. Start times: 8 am? 9 am? 8 am

27. Normal size training groups? 20-25

28. Is there anything else we should consider in planning the training schedule? N/A

29. Is there a page limit for the proposal? No.

30. Are you expecting attachments illustrating the training materials? Yes

31. What information can you provide about the review team – number of reviewers? Names? Job titles? Information regarding the evaluation team cannot be released during the procurement process.

32. Will PWE release the names of the proposers after the bids have been submitted? No. This information may be obtained by submitting a formal Public Information Request from the City.
33. Will PWE release final award information? No. This information may be obtained by submitting a formal Public Information Request from the City.

34. Section 2.3 Educational Program Components: Video program - How are you defining this, how will it be used and/or what are your expectations for this video program? Generally, a course of instruction includes both instructor-led and video instruction. The proposer may propose their instructional strategies.

35. Section 2.5 Deliverables: Proposers Capability and Experience - Is this 10 years mandatory for the company in terms of experience criteria? Yes, to demonstrate length of experience.

36. Can you please describe in your own words what a home-run for his initiative looks like? An education based program that meets the learning needs (cognitive and attitudinal) of all levels and functional expertise of our employees.

37. Due to the short timeframe and intervening weekend between submission of questions and delivery of answers, will you consider extending the due date to the following week? The RFP due date is now June 11, 2015.

38. We interpret that the City of Houston requires subcontractor’s to issue a certificate of insurance listing the City of Houston as an additional insured as well as the prime contractor providing a certificate listing the City of Houston as an additional insured. Are we interpreting this correct? Yes, correct.

39. Page 20, Item 4.3.1 says to submit audited financial statements and a Dunn and Bradstreet report “if applicable.” Can you please share the conditions that would make this applicable to small companies wishing to submit a bid? Submit your company’s audited annual financial statements, in accordance with and as defined in the Financial Accounting Standards Board (FASB) regulation(s) for the past two years; in addition to your and Dunn & Bradstreet Report, if applicable; otherwise if the company is not incorporated or publicly traded – you shall provide two (2) consecutive years of the companies filed tax return reports. PWE Financial will then calculate the ratio’s to determine the company’s financial status.

40. Page 13, Item 5.0 and 5.1 speaks about the City of Houston’s Drug and refers to Exhibit VII. On page 50 of the RFP Exhibit VII – Attachment “A,” there is reference to “Safety Impact Positions” and requirements listed for compliance #1 - #4 including the need for urine samples. Are we interpreting this correct and if not can you please enlighten us as to exactly what we would need to comply with if we were to win this contract? We interpret that none of the work to be performed under this contract would qualify as a “safety impact position” and therefore, items #1 - #4 would not apply. Yes, you are interpreting correctly. The work to be performed under this contract would not qualify as a “safety impact positions”.

41. Page 54 – Conflict of Interest Statement – As per the note, if we have no conflict at all then we do not have to file this statement with our proposal. Correct? Yes, this is correct.

42. Page 21, Item 7.1.12 – Pay or Play Program. When submitting the proposal do we only submit “Exhibit X – Form “1A” or do we submit both Form “1A” and Form “2” from Exhibit X? It appears that Form “2” is only applicable if an award is granted “This certification is required of all contractors for contracts subject to the program”. If we are to fill out Form “2” what do we enter for the “Project Number” and the “Project Name”? Is the “POP Liaison Name” someone from the contractor or someone from the City of Houston? Yes, only submit Form 1A. Form 2 is only applicable if an award is granted. The “POP Liaison” is someone from the City of Houston.

43. Hire Houston First Application and Declaration. If our business is not in the City or local area and we do not plan on participating in this program, do we include this document in our proposal at all and if so, what information do we include? This document seems designed for a business that intend to participate in the program. This document does not have to be included in your proposal if you do not plan on participating in the program.
44. The Solicitation states that the proposal may be submitted by “mail” or personal delivery. Is delivery via Federal Express (FedEx) acceptable? Does the signature on delivery constitute “on time” delivery regardless who signs the FedEx receipt if the delivery address is the address stated in the solicitation for the City Secretary? FedEx is acceptable. For signature delivery questions please call the City Secretary’s office directly at (832) 393-1100.

45. Regarding Item 24.0 on Page 6 – The Intellectual Property and delivery process proposed for the Education program is owned by a Subcontractor, and the Primary Contractor has obtained all written authorization needed. What is the City’s preferred timeframe and process to review and agree to the terms of use of the Intellectual Property? This will be discussed and agreed to in contract negotiations.

46. Regarding Item 24.0 on Page 6 – The Intellectual Property and delivery process proposed for the Education program is owned by a Subcontractor, and the Primary Contractor has obtained all written authorization needed. In addition, will the City prefer to sign a ‘License Agreement’ directly with the Subcontractor, or should all contracting be done between the City and the Primary Contractor? City and the Primary Contractor.

47. Regarding Item 2.3.s on Page 17 – “Rights to use intellectual property as appropriate”. Should a description of the detailed rights and terms be included in the Proposal as part of the Proposed Strategy and Operational Plan, OR as an addendum to the Proposal? As part of the Proposed Strategy and Operational Plan.

48. Are the Public Works Department personnel identified as trainers that will be trained by the outside contractor currently involved in customer service? Yes.

49. How many hours per week, month, etc. will be allotted by the Public Works Department for training the trainers? The vendor should suggest their train the trainer program with hours of instruction, understanding that departmental operations will dictate the final scheduling.

50. Should estimated travel expenses be included in the Price Proposal? And if so, should they be included in the total or as a separate line item? Separate line item.

51. Do you have a transcript or notes from the May 7th non-mandatory pre-proposal conference and a list of the attendees? A transcript is not available. The conference power point presentation and sign in sheet is available on the City Procurement website. http://purchasing.houstontx.gov/Bid_Display.aspx?id=T25423

52. How will the answers to the questions be received by respondents? Should we expect an email containing questions or should we go to the website where the RFP was contained in order to obtain those answers? Questions will be posted to the City Procurement website as a Letter of Clarification. Vendors who are registered with the City site will receive an email notification. Also, here is the RFP link http://purchasing.houstontx.gov/Bid_Display.aspx?id=T25423

53. Understanding that PWE seeks an off the shelf program that is ready to go, is the organization open to additional culture development processes that may make the implementation more successful? For example: an assessment to include an employee survey, focus groups, and executive interviews. Yes.

54. What are the drivers behind this project? Is there existing data available around internal or external customer satisfaction measures? City of Houston Performance Insight Report (December 2014) located at: http://performance.houstontx.gov/
55. What would be an acceptable length for an all staff training session? (Example: half day, full day, two day training sessions) Four hours of instruction at one time would be acceptable to minimize operational support. More hours of instruction are possible. Please propose.

56. Will there be an internal project leader assigned to work with the vendor? Yes.

57. Can you please confirm that MWBE is not a requirement for the project? How shall those forms be treated in the response? Section 1.0 of the SPECIAL TERMS AND CONDITIONS states there is 0% M/WBE requirement. The forms do not have to be submitted with your proposal.

58. Are insurance documents required at the time of proposal submission or at the point of contracting? At the time of contracting.

59. What communication should be expected from the City regarding the status of the decision-making process following proposal submission? The City will email the designated contact person of the proposer if additional information is required.

60. How long does the registration process take with the Texas Secretary of State’s Office? Please contact the Texas Secretary of State’s Office for registration questions.

61. Will Proposals be rejected if the Texas Secretary of State’s certification process is ongoing on July 1? No.

62. If Subcontractors do not meet the insurance requirements before July 1, will the city provide them time to obtain adequate coverage? Yes

63. At the May 7th meeting, Shannon Pleasant mentioned a PowerPoint may be included on the thumb drive. Is a presentation summarizing the RFP response expected or welcomed at the proposal stage of the process? A PowerPoint presentation summarizing the RFP response would be considered Non-Responsive. The reference to a PowerPoint presentation on a thumb drive was regarding company marketing material.

64. Reading the instructions on Price Proposal, it is our understanding that there should be one sealed envelope marked Price Proposal, S66-T25423 which includes nine copies of our price proposal. There should be one separate sealed envelope marked, “Price Proposal, S66 –T25423” per with each proposal.

65. Should the price proposal also be included electronically on the thumb drives? And if yes, should it be in the sequential order of the RFP as Item #5 or should it be in a separate electronic file marked Price Proposal? On the thumb drive the price should be a separate electronic file.

66. For this project is there a possibility that the particular insurance coverages could be waived? No.

67. On Exhibit VI: Affidavit of Ownership or Control what is meant by the following items? “Orig. Dept” and “File/ID No.” Are those lines to be filled out by the bidder or by a representative of the city? This is for internal use only and will be filed out by a representative of the city.
68. In filing Attachment “D” Exhibit VI, are we then able to forego submission of the previous forms in Exhibit VI as well as a written copy of our Drug Free Workplace Policy? In filling out Attachment “D” - Exhibit “VII”, then you are able to forego submission of the previous forms in Exhibit VI as well as a written copy of our Drug Free Workplace Policy.

69. Per the Pay or Play Policy, must contractors contribute $1.00 per hour worked by subcontractors who are not covered under the company’s health insurance? The contractor has three (3) options for compliance with the program:

1. **“Pay” Option** – The contractor chooses to contribute $1.00 per covered employee per hour for work performed under the contract with the City;

2. **“Play” Option** – The contractor chooses to offer health benefits to covered employees. Health benefits must meet or exceed the following guidelines:
   1. a. The employer will contribute no less than $150 per covered employee per month toward the total monthly premium cost.
   2. b. The employee contribution, if any amount, will be no greater than 50% of the total monthly premium cost.

3. **“Pay & Play” Option** – The contractor chooses to comply by “Paying” on behalf of some covered employees and “Playing” on behalf of other covered employees.

Sincerely,

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