



CITY OF HOUSTON
FINANCE DEPARTMENT
S33-I00415
NOTICE OF INFORMAL REQUEST FOR PROPOSAL

**STRATEGIC
PROCUREMENT
DIVISION**
901 Bagby Street, Concourse
Level
Houston, Texas 77002

GENERAL INSTRUCTIONS, TERMS & CONDITIONS

The City of Houston's Finance Department is soliciting proposals from qualified professionals specializing in leadership and development training.

Prospective contractor(s) needing additional information/clarification to this informal request for qualification (IRFP) are requested to e-mail questions to Conley Jackson at conley.jackson@houstontx.gov. The deadline for submitting questions is **March 2, 2015 at 2:00 PM CDT.** **No questions will be accepted after deadline.** All questions will be answered via letter of clarification to this IRFP and posted on the City's e-bidding website and automatically e-mailed to all who registered to receive this IRFP.

Please review the Statement of Work below. If you believe that your consultancy/firm meets the minimum requirements as outlined in the Statement of Work of the RFP, please submit your Statement of Qualifications (SOQ) to Conley Jackson, via one of the methods listed below by **March 10, 2015 at 2:00 PM CDT.** **No SOQ's will be accepted after deadline.**

E-mail: (Preferred Method): conley.jackson@houstontx.gov

Mail: City of Houston
Strategic Procurement Division (Suite B513)
901 Bagby Street
Houston, Texas 77002

1.0 OBJECTIVE:

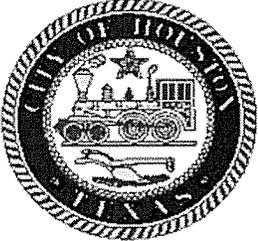
1.1 The Finance Department is seeking an engagement with a vendor able to provide leadership development training to a group of professionals over the next year. The deliverables for this work will include a program for a specified period following conclusion of the program engagement.

2.0 ABOUT THE FINANCE DEPARTMENT:

2.1 The mission of the Finance Department is to safeguard the fiscal integrity of the City, its component units, and other dependent entities, and enable other City stakeholders to do the same. It intends to do that by sustaining and growing a dynamic organization filled with strong people that use rigorous policies, processes, and systems.

3.0 CURRENT FINANCE ENVIRONMENT:

3.1 154 employees.



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3.2 The Finance Department is committed to building a culture of excellence and accountability. To that end, the Finance Department requires leaders who have the knowledge, skills, and ability to lead employees effectively in support of our mission and goals. The Finance Department is committed to developing the leadership capacity of its managers and employees recognizes that targeted professional development and training are necessary to ensure that its managers and employees have the leadership, knowledge, skills, and competencies necessary to support effectively.

4.0 SCOPE OF SERVICES:

4.1 The Finance Department is seeking a one year employee and leadership development program for its staff with clear direction for moving forward upon completion. The target group consists of approximately one hundred and forty employees with varying levels of responsibility and experience, with a range of direct reports from as few as four to as many as thirty.

4.2 Program Details:

4.2.1 The program should have both group and individual components, with one-on-one coaching beginning during the program and continuing for a period following its conclusion, as necessary.

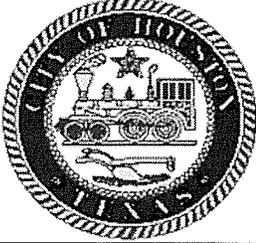
4.2.2 The program should include content that addresses the following topics in dynamic and thoughtful ways:

4.2.2.1 Leadership Development – What qualities do effective leaders have in common?

- Communication – Beginning to End.
- Core qualities and competencies.
- Establishing leadership – finding one's voice.
- Emotional intelligence.
- Integrity and honesty.
- Commitment to continuous learning.
- Managing Results.

4.2.2.2 Leading People and Building Effective Teams – How do you build an effective team?

- Creating buy-in and a shared sense of vision.
- Managing differences (e.g., work style, personality, generational).
- Conflict management.
- Leveraging diversity.
- Inspiring and motivating others.
- Developing others.



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4.2.2.3 Leading and Managing Change

- Understanding the nature of change.
- Creativity and innovation.
- Strategic thinking and operational planning.
- Flexibility and resilience – how to manage change in the midst of change.

4.2.2.4 Accountability and Results

- Managing for results; maximizing performance.
- Entrepreneurship.
- Focus on customer service.
- Problem-solving.
- Follow-up and follow-through; monitoring progress.
- Bringing good judgment, perceptiveness, and self-awareness to management.

4.3 Requirements:

4.3.1 Selected vendor should have experience designing, developing and delivering leadership training to supervisors and experience training in the topics identified in the Scope of Work.

4.3.2 Course materials should demonstrate sound knowledge of adult learning theory methodologies. Content to be included in the course include 360 degree assessment by participants and their immediate supervisors two weeks before the start of class. (May)

4.3.3 Completion of DiSC Model Behavior Assessments and instructing participants to interpret and relate their understanding of the assessment results in their leadership role.

4.4 Course details:

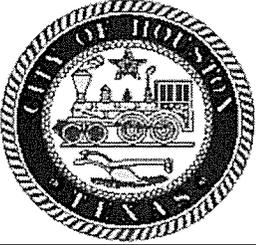
4.4.1 Conduct two training courses per year, over one year, for participating managers and supervisors.

4.4.2 Provide initial class materials to the department Director and/or designee for review at least three weeks before first class in order to be approved.

4.4.3 The Finance Department will provide duplication service of course materials.

4.4.4 The Finance Department will schedule attendees, provide sign-in sheets, and reserve training facilities and equipment for each course.

4.4.5 Conduct two training assessments for each course (after day three and day six).



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4.4.6 Issues that arise from the training assessments or course delivery will be addressed and revisions made to the course by the contractor as agreed upon.

4.5 Tasks:

4.5.1 Training

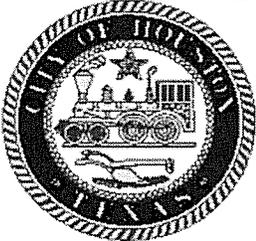
4.5.1.1 The training should include:

- Include the Department's organizational mission, values, and strategic goals throughout materials and presentation.
- 360 Assessments.
- Completion of 360 assessments by participant and participant's immediate supervisor two weeks prior to start of class.
- Review 360 assessment results.
- Learn techniques to develop an action plan to address opportunities for future growth and development.
- Distribution of 360 assessment action plan assignment.
- Develop action plan with immediate supervisor.
- Review and discuss the implementation of the 6 month assessment action plan and goals moving forward.
- Conduct two (2) workshops over the next year.

4.5.2 DiSC Model Behavior Assessment

4.5.2.1 Complete a *third-generation* DiSC assessment to create and individualized learning experience focusing on the following:

- Leadership and management strategies.
- A departmental action plan designed to align staff/resources with organizational mission and strategic goals.



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4.5.3 Organizational Alignment

- Understand management vs. leadership and the impact each style has on the organization.
- Leadership alignment and competencies to include vision, people, knowledge sharing, rewards, processes and organizational structure.
- Understanding and adopting change, required communications and the change implementation process.
- Align staff and resources to organizational goals and objectives.

4.5.4 Coaching and Mentoring

- The contractor will provide one-on-one coaching sessions with the Finance employees to support them as they address identified needs. Coaching must be challenging and engaging and designed to meet each employee wherever he or she is developmentally.
- Identify the effects of coaching and mentoring.
- Adopt an effective teaching behavior trait to enhance the knowledge, skills and attributes of your team.
- Provide effective feedback.
- Develop and identify the strengths and weakness of your team.
- Develop delegation skills to appropriately distribute workload.

4.5.5 Communication Competencies

- Develop communication skills that are clear, precise, factual and on-time.
- Communication competencies to include active listening, facilitating discussion, thinking, writing and non-verbal.
- Increase participant's communication skills to create an awareness of their own barriers to effectively communicate with their team.

4.5.6 Motivation Competencies

- Understand what moves people to achieve and surpass expectations in skill vs. will.



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- Establish challenging but attainable goals for individuals and groups.
- Identifying positive work behaviors to reinforce activities that are aligned with the goals of departments and the organization.
- Learn how to successfully align and motivate staff and resources to organizational goals and objectives.
- Improve participant's ability to lead others.

4.5.7 Strategic Thinking and Planning

- Acting with integrity, honesty and justice
- Understand, committing to and delivering the mission, values and strategic goals
- Identify actions, strategies and timeliness for goal attainment

4.6 Reports and Project Control:

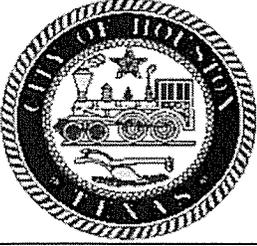
4.6.1 Status Report. Provide a post-class progress report (workshop) covering activities, problems, and recommendations; the report should be keyed to the work plan developed by the Proposer in its proposal, as amended or approved by the Department.

4.6.2 Problem Identification Report. An "as required" report, identifying problem areas. The report should describe the problem and its impact on the overall project and on each affected task. It should list possible courses of action with advantages and disadvantages of each, and include Proposer recommendations with supporting rationale.

4.6.3 Final Report

A final report is due 30 days after the final course is completed and should include the following:

- (1) A summary of findings, outcomes, conclusions, and recommendations based on the results of the training classes. (The Department will provide data from training assessments to the contractor to evaluate.)
- (2) Include all supporting documentation; e.g. forms, questionnaires, evaluations, etc.
- (3) Recommend a time-phased work plan for implementing the next level (3) of the Supervisory Leadership 4-tier training initiative. Level 3 will be designed to further develop the leadership, influencing, and communication skills needed by senior management staff in their roles supporting the Department's plans for the future.



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(4) Two copies of the final report summarizing the full one-year training program must be submitted to Finance Department (Training and Development).

4.7 Training Plan:

4.7.1 Provide a draft training plan to address the Finance Department identified needs.

5.0 SELECTION PROCESS:

5.1 A committee of City representatives will review all responsive proposals in accordance with the evaluation criteria listed below. Upon evaluation of proposals, the committee may elect to seek clarifications or meet with one or more proposers as it may deem necessary prior to making a selection. City representatives may choose to verify experience of proposers and/or call references of any project provided or any other known reference prior to recommending award.

5.2 The award of this agreement will be made to the best respondent(s) offering the response which best meets the needs of the City. The City may make investigations, as it deems necessary, to determine the capabilities of each respondent. Therefore, the respondent shall furnish to the City such data as the City may request for this purpose. The City reserves the right to reject any offer if the evidence submitted by or the investigation of the respondent fails to satisfy the City or the respondent is deemed unqualified to provide the services contemplated.

5.3 The City of Houston has sole discretion and reserves the right to cancel this IRFQ, or to reject any or all SOQ received prior to contract award.

6.0 EVALUATION AND SELECTION CRITERIA:

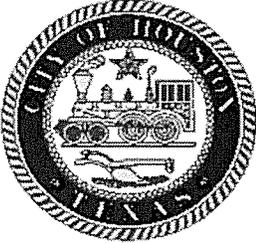
6.1 In evaluating the submitted SOQ's, the following criteria will be used when evaluating the IRFQ responses and are listed in the order of importance to the City of Houston:

A. Responsiveness

B. Technical Competence

- Qualifications and experience of the Proposer as evidenced by experience on similar projects.
- Qualifications and experience of key personnel assigned as evidenced by their credentials and role in similar projects.
- Proposed strategy and approach to perform the services required

C. Price Proposal: Reasonableness of Price Proposal.



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7.0 SUBMITTAL REQUIREMENTS:

7.1 The City is requesting qualified service providers to submit their SOQ. The respondents must submit the following information/documents:

7.1.1 Cover Letter

Submit a cover letter signed by an authorized representative of the entity committing Respondent to respond in accordance with the IRFQ process. The cover letter must:

- Outline the number of years the entity has been in business, and provide an overview of the experience and background of the entity and its key personnel committed to this project.
- Provide the name of your company (including the name of any parent company), business address, email address, Federal Tax ID number, telephone number, and fax number.
- Indicate the name and telephone number(s) of the principal contact for oral presentation.

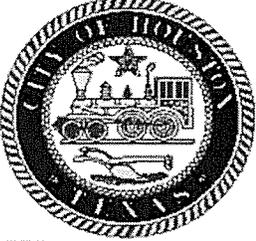
7.1.2 Executive Summary

- Respondent must provide an executive summary which explains its understanding of the overall goals and objectives of the project and how their Proposal would achieve the project goals. The summary must discuss Respondent's plan for the development of a leadership and training program; approach to project management; strategies, tools, and safeguards for ensuring performance of all required services; training; and any additional factors for the City's consideration.

7.1.3 Project Management / Implementation Plan

- Respondent must provide a detailed summary of their plan for implementing and delivering the products and services requirements as outline in Section 4.0, Scope of Work/Services.
- Approach to Implementing Services

Describe procedures for implementing the services your propose to provide to the City and provide information that demonstrates your firm's ability to provide all the services listed in the "Scope of Services" section of this document. Your services can be above and beyond the requirements listed in Section 4.0.



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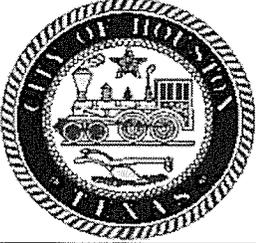
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- State the proposed number of hours expected for each of the following milestones:
 - Training.
 - DiSQ Model Behavior Assessment (or similar).
 - Organizational Alignment
 - Coaching and Mentoring
 - Communication Competencies
 - Motivation Competencies
 - Strategic Thinking and Planning
 - Reports and Project Control
 - Final Reporting
- Organization Chart

Provide organization chart identifying key personnel to be assigned to this project by the Respondent. Include title and responsibilities of key personnel to be assigned.

7.1.4 Qualifications of Firm

- Provide relevant information about your company's knowledge and experience, including a list of three or more projects in similar size and scope to this IRFQ.
- Provide a brief description that demonstrate your experience with:
 - Training
 - DiSQ Model Behavior Assessment (or similar)
 - Organizational Alignment
 - Coaching and Mentoring
 - Communication Competencies
 - Motivation Competencies
 - Strategic Thinking and Planning
 - Reports and Project Control
- Provide the name and reference contact information for three (3) clients for whom you have provided similar services within the past three (3) years. Provide size and scope of each project and brief descriptions of the projects. Also include:
 - Name and location of project
 - Reference contact name, telephone number, and email address
 - Contract completion date or current status



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7.1.5 Qualifications of Key Personnel

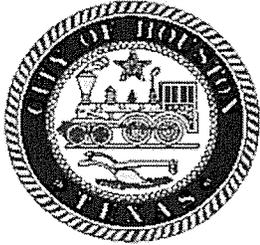
- Provide professional qualifications and specialized experience of respondent and team members committed to this project.
- Provide names and titles of key personnel and an organizational chart of your proposed project team. Indicate if key personnel participated in projects with similar roles. Provide chronological resumes, and references for projects of similar size roles.
- Specify the structure of the team and how they will be utilized to fulfill the requirements of this project.
- Specify the level of commitment of key personnel, percentage of time committed to this and other projects, and local availability of personnel committed. Include local offices address where staff will be located.

7.1.6 Price Proposal: (MUST NOT EXCEED \$49,000.00). Be submitted in a separate seal envelope and/or document)

- State the hourly rates proposed for each personnel assigned.
- State the estimated travel expenses for each milestone listed in section 7.0.
- Summarize costs by the milestones listed in section 7.0 (excluding travel expenses).
- State the total cost proposed for this solicitation.
- Proposal may not include a percentage of resulting project contract, department or contingency.

Sample price sheet

Milestone: _____					
Name	Role	Hourly Rate	Hours	Travel Expense	Total
Milestone Total					



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The documents listed below must be provided with the IIRFP:

TABLE 1 - REQUIRED FORMS
Affidavit of Ownership.doc
Fair Campaign Ordinance.doc
Statement of Residency.doc
Drug Forms
PoP 1a Pay or Play Acknowledgment Form
Contractor Questionnaire
Criminal Justice Information Services (CJIS) Compliance (Applicable To Houston Police Department (HPD) Occupied Facilities)
Hire Houston First Affidavit (See Details Below)

* *All forms can be downloaded from the following link: <http://purchasing.houstontx.gov/forms.shtml>
Offeror will be able to click and print each required document from this site.*

* Hire Houston First Preference Points (City Business = five (5) extra percentage points or Local Business = three (3) extra percentage points and Non-City and Non-Local Business will receive zero (0) extra percentage points).

- **HIRE HOUSTON FIRST**

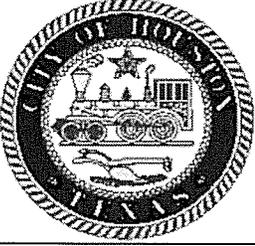
Designation as a City Business or Local Business

To be designated as a City or Local Business for the purposes of the Hire Houston First Program, as set out in Article XI of Chapter 15 of the Houston City Code, a bidder or proposer must submit the **Hire Houston First Application and Affidavit ("HHF Affidavit")** to the Director of the Mayor's Office of Business Opportunities and receive notice that the submission has been approved prior to award of a contract. Bidders are encouraged to secure a designation prior to submission of a bid or proposal if at all possible.

Download the HHF Affidavit from the Office of Business Opportunities Webpage at the City of Houston Government Website at the following location:

www.houstontx.gov/obo/moreforms/hirehoustonfirstaffidavit.pdf

Submit the completed application forms to: Office of Business Opportunity, Houston Business Solutions Center, 611 Walker, Lobby Level, Houston, TX 77002 or Applications may be submitted via e-mail to houstonBSC@houstontx.gov or faxed to 832.393.0650.



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Award of Procurement Pursuant to a Request for Proposal, Best Value Solicitation or Alternative---Pursuant to Chapter 15 of the City Code of Ordinances

IN EVALUATION OF A PROPOSAL SUBMITTED UNDER ANY OF THE ABOVE PROCUREMENT METHODS, THE CITY SHALL AWARD EXTRA POINTS EQUAL TO

- **THREE PERCENT** OF THE TOTAL EVALUATION POINTS AVAILABLE TO A "LOCAL BUSINESS," AS DEFINED IN SECTION 15-176 OF THE CITY OF HOUSTON CODE OF ORDINANCES, AND
- **FIVE PERCENT** OF THE TOTAL EVALUATION POINTS AVAILABLE TO A "CITY BUSINESS ,"AS DEFINED IN SECTION 15-176 OF THE CITY OF HOUSTON CODE OF ORDINANCES
- UNLESS THE USER DEPARTMENT DETERMINES THAT AN AWARD TO THE LOCAL OR CITY BUSINESS WOULD UNDULY INTERFERE WITH CONTRACT NEEDS, AS PROVIDED N SECTION 15-181 OF THE CODE.

7.0 NO CONTACT PERIOD

7.1 Neither bidder(s) nor any person acting on bidder(s)'s behalf shall attempt to influence the outcome of the award by the offer, presentation or promise of gratuities, favors, or anything of value to any appointed or elected official or employee of the City of Houston, their families or staff members. All inquiries regarding the solicitation are to be directed to the designated City Representative identified on the first page of the solicitation. Upon issuance of the solicitation through the pre-award phase and up to the date the City Secretary publicly posts notice of any City Council agenda containing the applicable award, aside from bidder's formal response to the solicitation, through the pre-award phase, written requests for clarification during the period officially designated for such purpose by the City Representative, neither bidder(s) nor persons acting on their behalf shall communicate with any appointed or elected official or employee of the City of Houston, their families or staff through written or oral means in an attempt to persuade or influence the outcome of the award or to obtain or deliver information intended to or which could reasonably result in an advantage to any bidder. However, nothing in this paragraph shall prevent a bidder from making public statements to the City Council convened for a regularly scheduled session after the official selection has been made and placed on the City Council agenda for action, or to a City Council committee convened to discuss a recommendation regarding the solicitation."

 Lourdes Coss, CPPO
 Chief Procurement Officer

 Date