



County of Fairfax, Virginia

ADDENDUM

DATE: November 13, 2019


ADDENDUM NO. 1

TO: ALL PROSPECTIVE OFFERORS
REFERENCE: RFP2000002960
FOR: Organizational Development, Training and Coaching
DUE DATE/TIME: November 26, 2019 at 11 A.M. **Revised**

The referenced Request for Proposal (RFP) is amended as follows:

1. The last day to submit questions regarding this RFP is Monday, November 18, 2019 at 10 AM.
2. In response to questions pertaining to Section 16. INSURANCE, please submit any proposed substitutions with any other exceptions taken to the provisions of the RFP. ***Please Note: The RFP does not ask for any insurance documents to be provided with the submitted proposal. A Certificate of Insurance is requested at the time of contract award, to be submitted 10 days after the awardee's receipt of the Acceptance Agreement.**
3. See Attachment A of this addendum for responses to questions received regarding this RFP.
4. A list of County Core Competencies has been provided as Attachment B of this addendum.
5. A sample current courses matrix has been provided as Attachment C of this addendum. Offerors should use this when indicating courses being proposed.

All other terms and conditions remain the same.


Penny Crawley
Contract Specialist

THIS ADDENDUM IS ACKNOWLEDGED AND IS CONSIDERED A PART OF THE SUBJECT REQUEST FOR PROPOSAL:

Name of Firm

(Signature)

(Date)

A SIGNED COPY OF THIS ADDENDUM SHOULD BE INCLUDED IN THE PROPOSAL PACKAGE OR RETURNED PRIOR TO DUE DATE/TIME. FAILURE TO DO SO MAY RESULT IN THE REJECTION OF THE PROPOSAL.

NOTE: SIGNATURE ON THIS ADDENDUM DOES NOT SUBSTITUTE FOR YOUR SIGNATURE ON THE ORIGINAL PROPOSAL DOCUMENT. THE ORIGINAL PROPOSAL DOCUMENT MUST BE SIGNED.

Q1. Is this solicitation a recompete or would this be a new requirement for the County of Fairfax?

A1. This is a recompete to replace expiring contracts.

Q2. Could you please let me know if there is a specific deadline or related instructions for submitting questions pertaining to RFP 2000002960?

A2. The deadline to submit questions is indicated in item 1 of this Addendum.

Q3. Does the project represent a continuation of a past or current effort or is this a new initiative? If you have used a similar process in the past, what parts do you wish to retain, and which parts do you wish to improve or discard?

A3. The County currently has several contracts that provide these services, which will be expiring. This RFP is to establish replacement contracts.

Q4. What is your budget or budget range or how much have you spent on similar work in the past?

A4. The County will not provide any budget information for this project.

Q5. Will we be able to learn who the other bidders are?

A5. No.

Q6. In our proposal, may we include references and hyperlinks to electronic resources, e.g, to web pages?

A6. You may include hyperlinks but your proposal will be paper copies so an actual web address would be more appropriate.

Q7. Can Fairfax County Government confirm that vendors are required to provide a price breakdown for all rates requested (i.e. daily, half-day rate, 2-day, and weekly training courses; Keynote Speaker, train the trainer sessions, etc.?)

A7. Yes, please review Section 7 COST PROPOSAL INSTRUCTIONS.

Q8. Is this solicitation considered an RFP or an IFB?

A8. This is an RFP.

Q9. Can solvency be demonstrated by bank statements or tax returns?

A9. Offeror shall submit recent reporting that demonstrates offeror's solvency, it is at the offeror's discretions to decide if bank statements and tax returns will suffice.

Q10. Will the County consider modifications to the General Terms and Conditions? Such modifications would be identified as exceptions in our proposal and would include, but not necessarily limited to requests for modification of the indemnification obligations.

A10. Attachment C of the RFP is the Affirmation of Legally Required Contract Terms which lists the provisions – including indemnification – that are not negotiable. Offerors can submit exceptions with the understanding some terms will not be negotiated.

Q11. How is coaching provided to employees today and in what format (individual, group, or team). How are your external coaches selected? How many coaching participants are expected and what level of seniority are they? How many coaches are anticipated and what qualifications should they have?

A11. Coaches are normally used for senior level hires during the executive onboarding processes or when needed. This is determined on an as needed basis and determined by budget. We typically use about 10 coaches per year.

Q12. Will OD&T confirm if we can bill for doing a needs assessment as applicable to best understand the coaching, training, and Organizational development needs

A12. Offerors should submit fully burdened cost proposals that reflect their needs in fulfilling the requirements of this RFP.

Q13. In order to provide the appropriate keynote for the topic, will OD&T require specific individuals or will the contractor identify and source the individual?

A13. The County would collaborate with the vendor to decide this.

- Q14. Can vendors propose travel costs separately or should travel be included in the total price for each rate scenario?
- A14. Travel should be incorporated and explained.
- Q15. The RFP document does not specify the venue, audience, and topic required for keynote speaking. Can Fairfax County please provide additional information regarding the keynote speaker referenced in the Cost Proposal Instructions?
- A15. This may vary but normally we hire keynote speakers for large audiences 100+ for a few hours at a time. The audiences are Fairfax County Employees that are attending events such as Learning Day and/or ART conference. Sometimes the venue may be at a different location within Fairfax County.
- Q16. Where can I locate the County competencies?
- A16. Competencies have been included as Attachment B to this addendum.
- Q17. I've saw the conditions for bidding, it states that the bid forms should be submitted on the forms provided by the County, how can we obtain them?
- A17. The section you are references begins "Unless otherwise specified in the solicitation." Please refer to Section 6 – TECHNICAL PROPOSAL INSTRUCTIONS and Section 7 – COST PROPOSAL INSTRUCTIONS.
- Q18. Could you please clarify if a vendor has to respond to all three components listed in the RFP as indicated under section 1.2 on page 1? For example, could a vendor just respond to Course Development and Delivery and not Organizational Development and Coaching?
- A18. Yes.
- Q19. Section 6.2 asks for a list of courses we offer. Section 6.3 Asks for sample course: So do we need to only give a listing of all our courses per 6.2 and a sample of one course's materials per 6.3?
- A19. Yes.
- Q20. According to Section 1.1 of the RFP, the purpose of the proposal is to "establish contracts...for the provision of training, organizational development (OD) and coaching services on an as-needed basis by the County of Fairfax, Virginia. Who is the key target audience/client for these services? That is, would the contractor be performing the services for staff of the Organization Development & training (OD&T) division? Or would the contractor be designing and delivering services to OD&T's clients (i.e. to other public agencies in Fairfax County)?
- A20. The key target audience would be all Fairfax County employees to include OD&T.
- Q21. According to Section 1.2, services would include course development and delivery via different learning platforms. Section 3.2 refers to "an array of training options" and Section 3.5 refers to a "road map of courses" and "tracks" for frontline leaders and mid-level leaders. Does the County envision that the contractor will deliver current course content and/or off the shelf courses? Can the County please provide the offeror a list of courses currently offered or a link to the road map or course catalog so we can further understand what course content is currently offered?
- A21. We envision that the contractor would deliver their own content once approved by our team. A listing of current courses is provided as Attachment C to this addendum.
- Q22. Section 3.2 states that the "County is committed to providing development opportunities to its workforce." It would be helpful us to better understand the context, circumstances and strategic vision that informed the scope of work. What is the underlying rationale for this RFP? Do OD&T staff currently design and deliver courses and training in-house? Is the County seeking to identity and establish a cadre of OD specialists, trainers and instructional designers who will support the work of the OD&T division staff and work alongside/in collaboration with the OD&T team? Or is the County seeking to outsource the bulk of these services?
- A22. OD&T currently has 12 members on the team. We service over 15,000 employees and while we design, develop and deliver in house, we need the assistance of outside vendors to support our mission/vision for professional development.

- Q23. Section 3.4.b states that “Each agency continues to implement these elements to various degrees. Training and consulting services in these concepts are ongoing. Programs and services resulting from this solicitation shall align with and support the Fairfax Framework for Excellence concepts.” Section 5.1 state that “Course Design: The content and flow of the classes shall be designed to create change in the way that models the behaviors of the respective competency.” Are we correct in inferring from Section 3.4. and Section 5.1 that contractors will be expected to design customized classes? Can OD&T please provide a list of the most frequently requested learning, development and training topics requested by its clients in Fairfax County departments and agencies?
- A23. While not expected to design courses every time we have a request, there may be sometimes when we have a special request that may require some development. We expect that the vendor would have some “off the shelf” courses that would satisfy our needs if applicable.
- Q24. Section 3.5 delineates three target groups for these services (frontline leaders, mid-level leaders, and executives). How many Fairfax County employees overall does the County anticipate would be directly reached in year 1 of this contract? That is, can the County provide an estimate of how many people would directly benefit from the services outlined in the RFP?
- A24. We service all 15,000 employees each year. That said, OD&T supports as many in house trainings as possible with a normal class size of 30 and we offer approximately 3 classes a week. Some from OD&T and some outside vendors supports. It varies due to the need that month.
- Q25. Section 5.4 lists several assessments typically used in OD services. What learning and development tools or assessment instruments does the County currently use for leadership development and coaching? Does the OD&T have a preferred instrument (i.e. MBTI, Hogan Assessments, DiSC, Strengths Finders, etc.)?
- A25. We currently use MBTI, Strengths, DiSC, EQI, 360.
- Q26. Is there an incumbent company currently providing any of the services described in the RFP? If yes, can we be provided with the name of that company?
- A26. There are several companies providing these services. Please visit the County’s [contract register](#) for more information. All companies will need to reapply to be considered for a new contract.
- Q27. Section 3.6.c refers to audio/video, streaming content. Can you tell us what online platforms the Country currently uses to deliver online courses? What learning management system (LMS) does the County use?
- A27. We currently use Adobe Presenter, Captivate. We have a current contract with NEO Gov/Meridian for our LMS.
- Q28. In the case of the filming of a live class, would the contractor be responsible for creating the audio/video content? Or would the County be responsible for filming, editing and distribution of any audio/video materials?
- A28. The County is responsible.
- Q29. Section 5.3. refers to a pilot class and states that the contractor would “offer the first class as a sample to a defined group of Organizational Development and Training professionals.” We understand “pilot class” to mean the beta version of a new or substantially redesigned (33% or greater of content) class. Would the contractor be paid for the pilot class? That is, can the offeror factor the cost of pilot class delivery into our cost estimate in our bid?
- A29. Ideally the pilot would be at no cost to the County but please submit your proposal with recommendations and alternative solutions.
- Q30. Section 12 Submission of Proposal states that “one copy of the proposal be provided in a flash drive.” Is the flash drive copy considered one of the six required copies? Or is the flash drive in addition to the six hard copies?
- A30. The flash drive is in addition to the hard copies.
- Q31. If awarded the contract, will the offeror then be assigned work by the OD&T or will the winning bidder be expected to market its services to other county public agencies?
- A31. The offeror is encouraged to market to other County agencies

- Q32. The RFP indicates that “contractors” must maintain an overall satisfactory rating of 85% or better. Does “contractor” refer to each instructor or does “contractor” refer to the collection of instructors a provider/offeror provides?
- A32. This refers to a specific instructor based on the surveys handed out at the end of each class.
- Q33. The RFP indicates that a class redesign or adjustment is required based on comments submitted by learners and that a contractor shall agree and adjust within 30 days. Does this include materials redesign, and if so, is the contractor allowed to charge a fee for design/development services?
- A33. It is very rare that the County would ask for a complete redesign, however offerors should submit a fully burdened cost proposals to support any services offered in their technical proposal.
- Q34. You ask that instructors “develop agendas based on Fairfax County’s vision elements, strategy, business environment and culture.” We are delighted to provide these agendas and want to be sure it is acceptable to involve the larger team in doing so. You ask that we “collaborate with the County to deliver hybrid instruction and online courses.” Do you prefer “off-the-shelf” or “customized” resources? Depending on the need and what you already have, Off-the-shelf may be fine. You ask that instructors “provide all necessary materials and supplies” for students and that they “identify site and equipment needs to ensure their availability for the time scheduled.” Is it acceptable that another function (person) in our organization performs that responsibility? Yes, to clarify, we expect the vendors to come prepared with materials, copies, etc.
- 5.2.l. You ask that instructors “submit all technology requirements for training classes . . . and provide resources to test such requirements and a point of contact to . . .” Is it acceptable that another function (person) in our organization performs that responsibility?
- 5.2.n. You ask that instructors “meet with the OD&T professional staff upon provided notice to make required changes or updates to course materials.” Our instructors typically meet with clients for pre-consults and post-consults to discuss audience, desired outcomes, tailoring, observations, etc. However, significant changes and/or updates to course materials generally have associated costs. Is this acceptable?
- A34. Offerors should submit a proposal that reflects what their firm recommends to fulfill the County’s requirements. The team will evaluate the proposals based on the criteria listed in the RFP.
- Q35. The RFP asks for examples of handouts or written/text materials including exercises or break-out sessions. Would you like hard copies or electronic copies?
- A35. Please refer to Section 6 – TECHNICAL PROPOSAL INSTRUCTIONS.
- Q36. Do you require updates to your current courses?
- A36. This is normally NOT a requirement. Normally the vendor will provide the courses and if we need updates or additions, we will work that out prior to the class.
- Q37. Do you require development of new courses?
- A37. We may ask for development of some new courses, but we normally use what the vendor has or what we have already developed.

List of Clustered Competencies*

Strategic Skills

1. Understanding Large Municipal Government Operations
 - a. Wide array of experience across functional areas
 - b. Financial background
2. Making Complex Decisions
 - a. Quality of decisions
 - b. Intellectual ability
 - c. Ability to learn on the fly
 - d. Problem solving
3. Creating Something New and Different
 - a. Dealing with ambiguity
 - b. Creativity
 - c. Innovation management
 - d. Perspective
 - e. Strategic ability

Operating Skills

1. Keeping on Point
 - a. Timely decision making
 - b. Priority setting
2. Getting Organized
 - a. Ability to organize chaos
 - b. Planning skills
 - c. Time management
3. Getting Work Done Through Others
 - a. Delegation
 - b. Developing direct reports and others (coaching)
 - c. Directing others
 - d. Informing
 - e. Managing and measuring work

Courage

1. Dealing with Trouble
 - a. Command skills
 - b. Conflict management
 - c. Confronting direct reports
 - d. Direct with people
2. Making Tough People Calls
 - a. Excellent at hiring and staffing
 - b. Excellent at sizing people up

Organizational Positioning Skills

1. Operationally Savvy
 - a. Has organizational agility
 - b. Politically Savvy
2. Communicates Effectively
 - a. Excellent at presenting complex information clearly

- b. Can communicate easily with all levels of people

Personal and Interpersonal Skills

1. Relating Skills
 - a. Approachable
 - b. Interpersonal Savvy
2. Manages Diverse Relationships
 - a. Customer focused
 - b. Manages diversity
 - c. Exhibits fairness
 - d. Great peer relationships
 - e. Understands others
3. Inspires Others
 - a. Motivates
 - b. Excellent negotiating skills
 - c. Builds effective teams
 - d. Manages Vision and Purpose
4. Acts with Honor and Character
 - a. Exhibits high ethics and values
 - b. Has integrity and trust
5. Open and Receptive
 - a. Composure
 - b. Humor
 - c. Listens
 - d. Patience

TRAINING, ORGANIZATIONAL DEVELOPMENT AND EXECUTIVE COACHING REQUEST FOR PROPOSALS
Sample Matrix of Services Proposed

Offeror Name: _____

Offerors should indicate which of the following their proposals address. In addition, if two or more are proposed to be combined in any one course, please indicate that as well. Fairfax County reserves the right to award any or all of these and anticipates making multiple awards based on the strength of proposals, as well as how well they meet County needs.

Description	Training	OD	Executive Coaching
Leadership Track #1: Frontline Leaders			
7 Habits of Highly Effective People			
Adapting to Change			
Advanced Facilitation Skills			
Conflict Resolution			
Customer Service			
Delivering Effective Presentations			
Diversity Awareness			
Effective Communication			
Effective Listening			
Grammar in the Business Setting			
Grammar in the Business Setting (English as a Second Language)			
Interviewing for Employees			
Instructional Design, Development and Delivery			
MBTI Personality Preferences and Work Style			
Meeting Minutes			
Mediation			
MBTI Personality Preferences and Work Style			
Problem-Solving			
Public Speaking			
Team Essentials: Team Skills for the Individual			
Other – Offerors may propose additional training/OD			
Other – Offerors may propose additional training/OD			
Leadership Track #2: Mid-Level Leaders			
Aligning Vision/Values			
Collaborative Leadership			
Conflict Resolution			
DISC			
Effective Communication			
Emotional Intelligence			
Flexibility and Resilience			
High Performance Organization			
Influencing without Authority			
Interpersonal Conflict Resolution			
Knowing Your Leadership Style			

Leader as Coach (PT1-3)			
Leadership in Fairfax County			
Leading Teams			
Managing Difficult Conversations			
Managing You While Managing Change			
Description	Training	OD	Executive Coaching
<i>Leadership Track #2: Mid-Level Leaders (Cont'd)</i>			
Problem Solving			
Project Management			
Succeeding as a First-Time Supervisor			
Systems Thinking			
Team Building			
Team Leadership			
Other – Offerors may propose additional training/OD			
<i>Executive Onboarding- Executive Level</i>			
Addressing Performance Concerns			
Arbinger: Developing an Outward Mindset			
Conflict Management/Mediation			
Effective Communication			
Ensuring a Respectful Workplace			
Executive Coaching			
Financial Management			
Human Capital Management			
Maintaining a High-Performance Organization			
Managing Difficult Conversations			
Responding to Complaints and Grievances			
Servant Leadership			
Strategic Management			
Succession Planning			
Writing Performance Elements			
Other – Offerors may propose additional training/OD			