



**RFP NO. 100170-FY20-01
INSTRUCTOR LED TRAINING FOR LEADERSHIP DEVELOPMENT PROGRAM**

ADDENDUM NO. 4

JULY 31, 2019

Please note the following responses to the questions received:

1. Question: Your RFP (Background) states that your program will have both ILT and online but there are no requirements mentioned in the proposal that addresses the online part. Is online a future need and not to be addressed in our response? If we address the ILT and also offer off-the-shelf online training, would our bid be disqualified?

Response: Yes, online learning is a future need. It is not part of this RFP and should not be addressed in this proposal in terms of specific course recommendations.

2. Question: Regardless of other bidder qualifications (e.g. certifications, education, experience, capabilities, etc.) would not having “at least six (6) accounts, preferably governmental, that your firm has provided similar goods and/or services to in the past five (5) years” as indicated on Page 28 “Reference Form” automatically eliminate a bidder from award consideration for the above RFP?

Response: No, this requirement has been revised. The Town will now consider the nature and quality of the previous work for at least three (3) client accounts within the past five (5) years.

3. Question: As an individually owned LLC, I do not employ any employees. Am I required to provide a worker’s compensation insurance certificate? If I do not have any employees who are driving, am I still required to hold the \$2,000,000 insurance? If so, will my personal car insurance suffice for the required auto insurance?

Response: Worker’s Compensation insurance is required by the Code of Virginia §65.2-804; please review this statute and be governed accordingly. In regards to automobile liability insurance, you will be on Town of Leesburg property to conduct training. Therefore, the Town would need to be named as an additional insured on your automobile policy.

4. Question: What is the period of performance and/or contract length of this RFP?

Response: Please see the Special Terms and Conditions on Page 9 of the RFP.

5. Question: For Items #5-7 on the Pricing Form, are you expecting a fixed discount per course in the form of a Lump Sum Price per course once the number of courses have exceeded the volume, with a discount included? The line items ask for a price reduction but the total asks for a Lump Sum Price.

Response: Please see the revised pricing form attached to this addendum that should be used to submit your proposal to the Town.

6. Question: Is the Total Price Part A *through* Part B or Part A *minus* Part B? Again, this depends on whether you're asking for a discount in 5-7 or the discounted price.

Response: Please see #5 of this addendum.

7. Question: Will the Town amend lines 5-7 to add that the price reduction will apply to "each course thereafter" so that this does not imply a retroactive discount will be needed?

Response: Please see #5 of this addendum.

8. Question: Since this is a multiple-award contract, will courses be contracted directly with specific vendors upon request or will the pool of awarded vendors have to re-compete for individual courses once awarded this blanket contract? Is the Town expecting further discounts at the course level once awarded?

Response: The Town will attempt to distribute the work fairly; however, assignments will be scheduled based on availability and the nature of the work. The awarded contractors will not need to re-compete but should honor pricing per the pricing form submitted to the Town. Please see the revised pricing form attached to this addendum.

9. Question: Would you consider web based training rather than instructor led for the leadership development training?

Response: Please see #1 of this addendum.

10. Question: Page 12, paragraph 14 states that bidders are "required to be licensed in accordance with the Town's "Business, Professional, and Occupational Licensing (BPOL) Tax" Ordinance." It also states that "Wholesale and retail merchants without a business location in Leesburg, VA are exempt from this requirement."

- a) Do bidders for this proposal with an address outside of Leesburg need to be licensed in accordance with the BPOL ordinance? For example, we are a Virginia certified SWaM business but not registered in Leesburg, VA.
- b) If so, how long does that registration process take, and will the time required exceed the submission deadline for the proposal?

Response: If you are awarded a contract with the Town, you will be required to obtain a Business Professional and Occupational License with the Town of Leesburg. Please contact the Town's Business Department at 703-771-2723 to obtain more information.

11. Question: Is the Town of Leesburg open to experience comparable to the "non-profit / local government" experience identified as weighting criteria on page 8, paragraph VI-A? Specifically, will an offeror's experience supporting federal government clients with requirements that are exactly similar to those of the Town of Leesburg suffice for valid past performance?

Response: Yes; however, offerors must show how past experience aligns with Town of Leesburg's needs as identified in the RFP.

12. Question: Are the requirements for this proposal already budgeted for 2019 by the Town of Leesburg? If so, is there a budget limit for this program that can be provided to offerors?

Response: Requirements are budgeted for FY2020 budget. We recommend you structure your pricing to be consistent within expected government/non-profit organizational budget constraints rather than those commonly provided to private sector clients.

13. Question: Is the Town of Leesburg using a "best value" selection methodology or "lowest price technically acceptable" in determining award selection?

Response: The Town of Leesburg will be evaluating each proposal based on the criteria outlined in the evaluation criteria and award section in the RFP.

14. Question: The RFP shows that the Town of Leesburg intends to apply a programmatic outlook to the requirements. How far into the future does that vision extend? Is this a one-year opportunity with the potential for renewal year-to-year?

Response: Please see #4 of this addendum.

15. Question: What is the Town of Leesburg's small business strategy--in other words, are small businesses registered with the state favorably competitive on this RFP, or is the Town looking for large firms? Similarly, what is the Town's strategy for using veteran-owned small businesses?

Response: Although the Town undertakes every reasonable effort to increase the opportunity for participation in the procurement process by small, minority, and veteran-owned businesses, the Town does not have a small business program. Therefore, there is no competitive advantage and businesses of all sizes are encouraged to submit a proposal for consideration.

16. Question: Section IV C.2 states "...provide a complete list of all of your clients beginning January 2017. The list must include names, address, and telephone numbers of contact persons as well as a brief description of the work performed." However, the Reference form states: "Provide at least six (6) accounts, preferably governmental, that your firm has provided similar goods and/or services to in the past five (5) years."

A list of ALL clients since January 2017 could amount to hundreds. Please confirm that offerors can provide selected client accounts (with a minimum of 6 accounts), and need not submit all clients, which could be in the hundreds.

Response: Please see #2 of this addendum.

17. Question: Do you have a maximum class size in mind for each class?

Response: Town of Leesburg prefers a minimum of 20 but maximum of 25 class size to enable meaningful sharing and interaction in the learning environment.

18. Question: What is your timetable for the training? When do you expect the first class to take place?

Response: The anticipated start date will follow on a date mutually agreed to by the Town and the awarded contractor(s). It is anticipated initial roll out could take 3 years or more with refreshers and new content to follow thereafter.

19. Question: Do you anticipate videotaping any of the classes?

Response: We have not yet determined whether videotaping will be done.

20. Question: In Section IV Tab 2, and " Proposal Organization" #2. Capability and Skill you ask for a complete list of all clients beginning January 2017 (pages 6-7). There is also a Reference Form asking for Qualifications requiring at least 6 accounts, preferably governmental, that our firm has provided similar goods and/or services to in the past 5 years. Will you please clarify these requirements?

Response: Please see #2 of this addendum.

21. Question: Are the instructors required to be certified/qualified in Situational Leadership?

Response: Yes, instructors for Situational Leadership should be certified/qualified to use and teach this course from Blanchard materials.

22. Question: Is there a preference for local vendors?

Response: No. The Town of Leesburg will evaluate each proposal based on the evaluation criteria listed in the RFP.

23. Question: Would the Town consider the vendor offering online training courses (e-learning) and webinars?

Response: Please see #1 of this addendum.

24. Question: Regarding RFP Page 11; Item 12 – Trade Secret and Proprietary Information Disclosure, if selected for the work, would the vendor’s proprietary, confidential, and trade secret training programs be made public and shared with competitors?

Response: As a government entity, the Town is governed by the Virginia Freedom of Information Act. Provided that you identify the specific materials to be protected, that information will not be made public and shared.

25. Question: Regarding RFP Page 25; Item 32 – Ownership of Documents – Does mean that the ownership of the vendor’s copyrighted, trademarked, and proprietary training programs and models would belong to the Town? Is this part of the contract negotiable if selected?

Response: Yes; however, should you take any exceptions to the Town’s Terms and Conditions, please note this in Tab 5 of your proposal. Please see #24 of this addendum also.

26. Question: Will the Town of Leesburg, Virginia reimburse the vendor for travel expenses?

Response: The awarded contractor may be reimbursed for reasonable travel. However, it must be approved by the Town prior to the travel being completed.

27. Question: Is the Town providing the training location, rooms, audiovisual equipment, etc?

Response: Yes, the Town will provide the training location, rooms, and audiovisual equipment. However, the awarded contractor(s) should bring their own laptops and/or thumb drives with content for use during scheduled course offerings.

28. Question: When is the start date for the training project?

Response: Please see #4 of this addendum.

29. Question: The proposal asks for costs for facilitation and on Page 29 is the cost/pricing sheet. If some of the proposed courses are priced differently due to specific materials or assessments, how should that information be conveyed in the proposal?

Response: Please see #5 of this addendum.

30. Question: What is your budget for this project?

Response: Please see #12 of this addendum.

31. Question: What is your desired schedule?

Response: Please see #18 of this addendum.

32. Question: Are you looking for a single curriculum (all employees have the same training), or would you prefer targeted learning by level, i.e., executive, manager, supervisor, individual contributor?

Response: The Town of Leesburg is seeking targeted learning by tracks. Offerors should identify the recommended target audience(s) for course content in each track. Not all Town of Leesburg employees will attend all training offered.

33. Question: Can you share a copy of your Needs Assessment for Leadership Development, so we may tailor our proposal to be consistent with your overall needs?

Response: No. As a result of the Needs Assessment, the Town determined there were recommended areas that needed attention and which ultimately served as the basis for Town of Leesburg's needs assessment. Among those recommended were:

- Enhance employee engagement, especially for line employees
- Facilitate participation in training programs that enable employees to advance through their career path progressions or that align with their previously identified personalized development plan
- Establish a career coaching program through which employees are paired with a coach to focus on helping the employee improve their performance with a specific agenda based on skills needed for an individual's current position or one they aspire to attain
- Feed desire of new hires to be contributing members to the Town staff and the community

The Town of Leesburg is committed to providing opportunities for growth and development to employees as defined in Section II Background of the RFP. Achievement of these identified learning goals be consistent with the Town's needs and will also support meaningful succession planning.

34. Question: There is conflicting information provided regarding the submittal format you are seeking: please provide clarification:

Section B, #5, Page 6 of the proposal states that, "each copy of the proposal shall be bound or contained in binders, all pages shall be numbered and shall be organized using tabs in the sequence and format as indicated below:

Tab 1:

- Executive Summary
- Offeror Submission Form (Page 26)
- Acknowledgement of Addenda (Page 27)

Tab 2:

- Offeror's Experience and History
- Organization Chart
- Client Listing

Tab 3:

- Table of Recommended Courses
- Narrative of Offeror's Ability to Meet the Scope of Work as Outlined in Section III
- Sample Course Submission

Tab 4:

- Price Proposal (Page 28)

Tab 5:

- Exceptions to the RFP

However, Section C, Page 7, has contradictory instructions, stating the following: “Proposal Organization – Offerors are encouraged to be thorough in addressing the Scope of Work and the Proposal Submittal Instructions as outlined in this RFP. Offerors must fully address each of the following items and submit proposals using the following format:

1. Executive Summary
2. Capability and Skill
3. Services Proposed
4. Price Proposal
5. Exceptions to RFP

Response: To clarify, each copy of the proposal shall be bound or in binders, shall be numbered, and shall be organized using tabs. Each tab shall contain and thoroughly address the items listed on Page 7; however shall also include the items and any submission forms summarized on Page

6. Proposal format:

- Executive Summary (Tab 1)
- Capability and Skill (Tab 2)
- Services Proposed (Tab 3)
- Price Proposal (Tab 4)
- Exceptions to RFP (Tab 5)

35. Question: Would this training be on-site at your location?

a. If yes:

- Please send us the address of the classroom location
- What is the seating capacity of this room?
- Does it contain projection equipment for the instructor’s laptop?

b. If no:

- Where is your preferred location for this training?

Response: Please see #17 of this addendum. There are multiple locations within Town of Leesburg where onsite classroom training will be conducted. All have seating for 20-25 attendees, restrooms nearby, ample parking and computer/projector access for use with laptops.

36. Question: In Section III Background, it states: “This program will include instructor-led as well as online learning.” We provide both live in-person training and live online training via the Zoom platform. Should we include pricing for both in-person offerings as well as online live offerings?

Response: Please see #1 of this addendum.

37. Question: Purpose: “The Town of Leesburg (“the Town”) is requesting sealed proposals from qualified firms to help establish an employee development program in two tracks: one (1) for all 350 full-time line, staff and management employees and two (2) a leadership academy for select employees.”
- a. Please confirm that the Town will be providing the training facilities/room (set-up to accommodate a PowerPoint presentation and offer internet capability) and that each room will have enough space for participants to function in small break out groups as needed.
 - b. How many of the 350 employees have supervisory/management responsibility?
 - c. How many supervisors are to be trained and how many managers to be trained?
 - d. Is the reference to “a leadership academy for select employees” the same as the category reference to the “Supervisory/Management Development and Leadership” as listed in Section II background? If not, please explain the differences.
 - e. How many of the supervisory/management employees will be expected to attend recommended (ILT) classes at the same?
 - f. Is it acceptable for the bidders to submit multiple courses geared for the “Supervisor/Management Development and Leadership” training that may overlap to some degree other categories listed in the “eight course categories” for all participants?
 - g. “Situational Leadership”, employing the Ken Blanchard approach, typically involves leaders and subordinates, are you requesting that all 350 employees be trained in this area? If not, please clarify.

Response: Please see #35 of this addendum. There are approximately 97 employees who have supervisory/management responsibility: 50 Supervisors, 30 Managers and 17 Directors. The target population for the leadership development track will be existing supervisors and managers as well as those performing successfully in their current role who express interest to grow and develop their professional skills and knowledge. Content overlap of courses is expected, however, similar content targeting a specific population should be pitched to focus on the difference in experience for that population, i.e. new supervisors and manager’s vs those who are experienced. Initially the Town of Leesburg will train only existing supervisors and managers in Situational Leadership, so the mix of leaders and subordinates will not be possible. However, this population mix is desirable and is more likely to occur as the program matures and new supervisors/managers are trained earlier in their careers.

38. Question: “The Town’s Human Resource Department (HR) has been tasked with developing the Town’s first employee and leadership development program. This program will include instructor-led as well as online learning.”
- a. Must the bidder also include “online learning” as part of the recommended training approach? If yes, please clarify specific areas that are to be reserved for this modality.

Response: Please see #1 of this addendum.

39. Question: B. Proposal Submittal Instructions / B. Proposal Format - Each copy of the proposal shall be bound or contained in binders, all pages shall be numbered, and shall be organized using tabs in the sequence and format as indicated below:
- a. TAB 3, third bullet, includes a "sample course submission." Is the bidder to assume that this also refers to "a complete set of sample course materials for one of the courses proposed" as stated under the "Proposed Solution (Course Description) section?"
 - b. If the answer to the preceding question is yes, is the expectation that the "sample course materials" (e.g. workbook and all the pages therein) also be bound within the same binder under TAB 3?
 - c. A sample course workbook could contain seventy-five (75) total pages. Please confirm that this does NOT count against the 75 individual sheet maximum proposal submission limit.
 - d. Please also confirm whether or not the "sample course materials" (e.g. workbook) is to also be placed on the USB flash drive.

Response: Yes, it does refer to a complete set of sample course materials for one of the courses proposed. We recognize reproduction for these items can be cumbersome for submittal. Therefore, please provide one sample course in print with your original proposal copy and include a digital copy on the USB flash drive. The three copies do not need to include the complete set of sample materials.

40. Question: Pricing Form RFP No. 100170-FY20-01 Instructor Led Training for Leadership Development Program – 5. "Price reduction for (10) multiple ½ day courses within a two-year time-frame."
- a. Please clarify what is meant by this statement as well as the same for items 6&7. Are you asking whether or not the bidder will offer a price reduction for courses if that bidder is selected to provide (10) concurrent or consecutive ½ day courses (of the same or different courses) within a two-year period? If not, please clarify.
 - b. In the event the bidder's proposal contains recommendations (e.g. one-on-one employee coaching, assessments, etc.) that do not fit the existing "Price per course offering for Recommended Courses" language listed on the pricing form, is it acceptable for the bidder to insert another line item reflecting the cost per unit for the proposed services?
 - c. The words "within a two-year time-frame" suggests that the term of the contract extends beyond the original one-year contract term, was the intent to have the bidders provide costing for up to two years?

Response: Please see #5 of this addendum.

41. Question: Qualifications – "Offeror must have the capability and capacity in all respects to fully satisfy the contractual requirements. Provide at least six (6) accounts, preferably governmental, that your firm has provided similar goods and/or services to in the past five (5) years."
- a. Regardless of other bidder qualifications (e.g. certifications, education, university instructor status, experience, other capabilities, etc.), would not having "at least six (6) accounts, preferably governmental, that your firm has provided similar goods and/or services to in the past five (5) years" automatically eliminate a bidder from award consideration for this RFP?

Response: Please see #2 of this addendum.

42. Question: IX Sample Contract 5. Method of Payment - "The Contractor shall submit invoices to the Town with all supporting documentation and shall be reimbursed within forty-five (45) days after receipt of invoice or completion of services, whichever occurs later."
a. The "pricing form" calls for the bidder to enter a "lump sum price" for the requested services. With this in mind, what specific "supporting documentation" are you referring to in the above sample contract statement?

Response: For the purposes of this contract, supporting documentation includes detailing all invoices with the hours worked and services performed. If travel is pre-approved, it should be included with the supporting invoice documentation as well.

43. Question: Section B states "Offerors should also include a complete set of sample course materials for one of the courses proposed." If we are proposing to teach multiple courses, does the Town only need to see a full sample for only one of our courses proposed or full sample materials for all of the courses we are proposing?

Response: Please see #39 of this addendum.

44. Question: Will the Town of Leesburg be providing a training location for all ILTs?

Response: Please see #35 of this addendum.

45. Question: Will the awardee be required to provide refreshments, breakfast, etc., for the ILTs?

Response: No.

46. Question: Is it the intent of the program to have the two tracks be independent from each other or will the courses be offered in both tracks?

Response: While there may be some content overlap and/or complementary content, the intent of the program is to offer two, independent tracks with different courses.

47. Question: Should we identify which track we are proposing for each ILT? For example, an ILT in Coaching might be different in the 350 full-time employee track versus the leadership academy track.

Response: Yes, when indicating offerings with overlapping course content, the Town of Leesburg recommends using titles that clearly distinguish content for target population in one track from content and target population in the other track, i.e., Supervisory Skills for New Supervisors vs. Communication Skills for Experienced Supervisors.

48. Question: Will past performance conducting similar work for the Federal Government be considered?

Response: Yes. Offerors must show how past experience aligns with Town of Leesburg's needs as identified in the RFP.

49. Question: Will past performance conducting similar work for Fortune 500 clients be considered?

Response: Yes as long as the Fortune 500 experience is in conjunction with some governmental experience. Offerors must show how past experience aligns with Town of Leesburg's needs as identified in the RFP.

50. Question: In the Background section, it mentions Online Learning. What portions of the program does the Town wish to be delivered online versus ILT?

Response: Please see #1 of this addendum.

51. Question: Should we include online versions of our ILTs in the proposal?

Response: Please see #1 of this addendum.

52. Question: If the ILTs are not to be delivered online, what does the Town request for "online learning?"

Response: Please see #1 of this addendum.

53. Question: Can we propose that the courses contain any pre or post ILT work or should all learning and activity be contained within the ½ hour ILT?

Response: Town of Leesburg presumes the questioner meant "1/2 day ILT". Ideally pre/post course work should be incorporated into the start/end of a half-day session because Town of Leesburg attendees have little or no free time in their work schedules. Further, asking non-exempt employees to do work/prep for upcoming courses on their own, unpaid time, is problematic under the FLSA. However, short assignments/readings before or after class can be added as long as they take 15 minutes or less.

54. Question: In the Background section, one of the desired goals of the program is to "track and monitor development of employees." Does this pertain solely to the completion of the courses as a development benchmark or would the Town like to see how each of these courses map to Town HR Knowledge, Skills, and Abilities (KSAs)?

Response: This statement pertains solely to course completions per employee for their professional development. KSA mapping is not requested or required from vendors for this initiative.

55. Question: If a KSA mapping is requested, can the Town provide KSAs or other identified competencies?

Response: Please see #54 of this addendum.

56. Question: What challenges is the Town of Leesburg experiencing that necessitates leadership development training?

Response: Please see #33 of this addendum.

57. Question: What knowledge gaps exist amongst employees? What are professional development goals for employees (entry-level, mid-level, and executive)?

Response: Please see #33 of this addendum.

58. Question: What are the Town of Leesburg's goals for the next few years? What do you want to accomplish?

Response: Please see #33 of this addendum.

59. Question: What is the desired launch date and completion date for training 350 full-time line, staff, and management employees?

Response: Please see #18 of this addendum.

60. Question: Have you identified a budget or range?

Response: Please see #12 of this addendum.

61. Question: What is the desired location for the instructor-led training? Is there an appropriate training facility in the Town of Leesburg?

Response: Please see #35 of this addendum.

62. Question: Can you provide an estimate regarding the number of employees who will participate in the 'leadership academy for select employees' training?

Response: Please see #37 of this addendum.

63. Question: Do you wish to deliver training to groups according to job function or do you prefer to integrate the groups? Town Services include: a general aviation airport; police; public works including street maintenance, storm water management; utility service including water and sanitary sewer; parks and recreation with 18 active and passive parks; a genealogical library; the Town Manager's Office (executive); and the administrative functions of Finance, IT and Human Resources

Response: Town of Leesburg would like to mix members from different departments in class to enhance meaningful integration among departments and reinforce the discovery by participants that issues are rarely unique to just one department.

64. Question: Page 5, Section III Scope of Work, subsection B, first paragraph states "a complete set of sample course materials for one of the courses proposed" is requested. This requirement presents several challenges for us. First, we have gone all digital, so printing out 4 copies of the course materials will be expensive and will make our submission exceed the 75 pages allotted, even when printed front-to-back. We own our course materials which are copyrighted to us; we then license their use to participants for whom the corresponding fees have been paid. This is

not in agreement with the terms found in Disposition of Proposals (Section VII, B.11, p. 11) which state proposals become the "property" of the Town and will be available for public inspection. May we offer instead two alternatives:

- a. Request excerpts from the student materials, instructor guides, readings, etc. rather than the entire course.
- b. Would the Town of Leesburg agree to Sign a Non-Disclosure Agreement with us and we will gladly provide the course materials to review, outside of the RFP process.

Response: Please see #23 and #24 of this addendum. Any exceptions to the Town's Terms and Conditions should be listed in Tab 5. Please also attach a sample of the non-disclosure agreement in your response.

65. Question: Page 7, Section C.2 In this section, the RFP states "...provide a complete list of all your clients beginning January 2017. The list must include names, address, and telephone numbers of contact persons as well as a brief description of the work performed."
- a. We have provided training services to thousands of clients since January 2017 and cannot possibly list them all. Often we are bound by a non-disclosure agreement, which prohibits us to list specific clients without express written consent. In addition, this requirement appears duplicative with the Reference Form (p. 28) which asks for the same information but for only six (or more) accounts with similar services. May we suggest the page 7 requirement be replaced by the Reference Form on page 28.

Response: Please see #2 of this addendum.

66. Question: Page 7, Section IV, C.4 This section states, "Price proposal will be itemized by the deliverables outlined in Deliverable in Section III."
- a. Is the RFP intending "deliverable" to mean the actual courses listed in the Section III table. The Pricing Form (p. 29) is not set up that way. It asks for price by duration of class.

Response: The "deliverables" are the training courses specified conducted in a manner agreed to by the Town.

67. Question: Page 10, Section 6. This section states, "Exceptions to RFP: Offerors taking exception to any part or section of this RFP shall indicate such exceptions in their proposal. Failure to indicate any exceptions shall be interpreted as the offeror's intent not to fully comply with the specifications as written. Conditional or qualified proposals are subject to rejection in whole or in part."
- a. Is the following correction acceptable to the Town of Leesburg? "Exceptions to RFP: Offerors taking exception to any part or section of this RFP shall indicate such exceptions in their proposal. Failure to indicate any exceptions shall be interpreted as the offeror's intent to fully comply with the specifications as written. Conditional or qualified proposals are subject to rejection in whole or in part."

Response: Yes.

68. Question: Page 25, Section 32. Ownership of Documents. Contractor agrees that all information, finished or unfinished documents, data, studies, surveys, specifications, records, reports and

other material gathered and/or prepared by or for it under the terms of the Contract shall, at the Town's option, be delivered to, become, and remain the property of the Town. The Town shall also have the right to use and reproduce the data and reports submitted hereunder, without additional compensation to the Contractor.

- a. Could the Town clarify that any pre-existing courseware and related Intellectual Property of the Contractor used in performance of the work under this agreement will remain the property of the Contractor. The Town is granted a nonexclusive, nontransferable, limited license to use Contractor's pre-existing Intellectual Property solely for the Town's internal use by employees of the Town who participated in the training.

Response: Please see #23 and #24 of this addendum.

69. Question: Purpose: "...an employee development program in two tracks: one (1) for all 350 full-time line, staff and management employees and two (2) a leadership academy for select employees.

- a. Is the goal to have one suite of courses, or two unique suites of courses? (for "all" v. "select" employees)

Response: Please see #46 and #47 of this addendum.

70. Question: Background: "...This program will include instructor-led as well as online learning."

- a. Is the Town amendable to an instructor-led online component included as part of a multiple day course offering?

Response: Please see #1 of this addendum.

71. Question: Is the expectation that an external contractor track the development of employees? If yes, how does the Town envision that this would be facilitated?

Response: No, the Town of Leesburg will track the development of the employees.

72. Question: Proposal Submission Instructions: Please confirm whether or not the Town is amendable to the inclusion of non-course-specific services to enhance employer/employee training benefits as part of the RFP response. If yes, please advise where in the proposal this information should be provided.

Response: No.

73. Question: Approximately how many employees will participate in the select leadership academy?

Response: Please see #37 of this addendum.

74. Question: How (what criteria) will be used to select participants in the leadership academy?

Response: Participant in Leadership courses will be existing supervisors and managers as well as those employees who express an interest in professional growth of their knowledge and skills, and are also successfully performing in their current job position.

75. Question: Does the Town wish to offer all 350 staff member courses in the following areas: Coaching, Customer Service, Giving and Receiving Feedback, Situational Leadership, Communication, EI, Resilience, Supervisory/Management Development and Leadership.

Response: Yes, all of those listed above will be ultimately open to all employees except for the Supervisory/Management Development and Leadership track. The Town will be implementing the all-employee program in segments by department for the general employee population so as not to overwhelm resources and facilities. Therefore, it will take time for all 350 employees to have access to all courses in the initial, all-employee track.

76. Question: Is the Town looking for a course on coaching or coaching as service?

Response: Yes, as evidenced by the course category entitled "Coaching".

77. Question: Please describe the Town's customers?

Response: For external customers, please familiarize yourself with the Town of Leesburg website located here: <https://www.leesburgva.gov/> Employees also support internal "customers" within their own and other Town departments.

78. Question: Will any part of the training or courses be mandatory for staff?

Response: Yes, within the all-employee track there will be compliance courses required for all staff, to be reviewed/refreshed at some periodicity. All employees will also be required to take courses in communicating with difficult people, communicating with dignity and respect, among others.

79. Question: Is the Town looking for specific situational leadership framework or courseware that teaches leaders how to practice adaptive leadership skills?

Response: Yes, however, recommendations for alternatives such as this would be welcome in your response.

80. Question: Does the Town have a preferred technology for online courses (zoom, adobe connect, webex, something else?)

Response: Please see #1 of this addendum.

81. Question: Does the Town currently have a learning management system (LMS) to track and monitor employee development and progress? If so, which one?

Response: No, the Town plans to implement a learning management system in the future.

82. Question: How large are the training rooms provided? How many participants can it accommodate at one time?

Response: Please see #35 of this addendum.

83. Question: What should be the cap for # of students in the session?

a. In Person, online?

Response: Please see #35 of this addendum.

84. Question: What is available in each training room provided?

a. Tech support, white boards, flip charts, name tents, markers, moveable furniture?

Response: Please see #35 of this addendum.

85. Question: Are the categories identified for instructor led the same for online?

Response: Please see #1 of this addendum.

86. Question: Will staff involved with performing the needs analysis be available to support the instructor led leadership development training program?

Response: Yes. Please see #33 of this addendum.

87. Question: Page 28 is the reference form; is this a typo, should it be Page 29?

Response: The reference form is on Page 28.

88. Question: What criteria will be used to measure quality of materials?

Response: Criteria will include instructional soundness, i.e. quality of learning objectives, linkage of learning objectives to assessment instruments/practical exercises.

89. Question: What criteria will be used to measure quality of learning experience?

Response: Criteria will include quality of materials and instructional soundness, quality of instructor, opportunities for employee interaction and application of skills/knowledge as well as the result of Level 3 (Kirkpatrick) evaluations 60-90 days after course completion.

90. Question: What criteria will be used to measure quality of project team?

Response: Town of Leesburg will determine quality based on the content of proposed team members' resumes and their previous experiences and how the vendor proposes to use team members in achievement of identified Town of Leesburg goals.

91. Question: Is it reasonable to request that the complete set of our sample materials note be subject to public disclosure?

Response: Please see #24 of this addendum.

92. Question: Is it necessary to register for the RFP? If yes, please provide the registration link.

Response: To receive updates regarding this RFP, please register on the Town's Bid Board at: www.leesburgva.gov/bidboard

93. Question: Is it possible for the Town to make payment within 30 days?

Response: We are governed by the Virginia Prompt Pay Act that states we have 45 days to make payment after receipt of an invoice unless stipulated per the contract. Offerors can list this as an exception to the Town's Terms and Conditions in Tab 5 of their proposal.

94. Question: Is it possible to obtain the Town's BPOL upon award?

Response: Please see #10 of this addendum.

95. Question: Is the Pricing Form format required or just guidance?

Response: Yes, it is required.

96. Question: If the pricing form is required:

- a. Where/how should online courses be accounted for?
- b. Please describe what Part A (Sum of items No. 1-4) represents?
- c. Please describe what Part B (Sum of Items No. 5-7) represents?
- d. Please describe what Total Price (Part A-Part B) represents?
- e. Does the Town wish to deliver all courses within a two-year timeframe?

Response: Please see #5 of this addendum.

97. Question: Do you have a preferred vendor for this RFP?

Response: No. All interested offerors are encouraged to submit a proposal.

98. Question: What are the specific strategic goals of this program?

Response: Please see the background section of the RFP as this states the following:

- Create a cohesive and economic package of learnings that build on one another rather than isolated "one-offs"
- Provide skill and knowledge development experiences for all employees so they can be competitive for future career opportunities.
- Establish a culture of universal models, concepts, language/terms used by all employees.
- Track and monitor development of employees.

99. Question: What short term (3-6 month) benefits do you expect from the program?

Response: The Town is interested in long-term, not short-term benefits.

100. Question: What are the issues you are trying to solve with this program? What are the opportunities expected?

Response: Please see #33 of this addendum.

101. Question: How many leaders do you expect to attend a leadership training?

Response: Please see #37 of this addendum.

102. Question: What is the leadership competency model that you use?

Response: None at this time.

103. Question: How are leaders measured on their performance?

Response: Town employees receive annual performance evaluations which includes leadership as a competency.

104. Question: How open are you to other leadership skill recommendations?

Response: The Town is open to suggestions from all offerors.

105. Question: How do you typically measure your training initiatives?

Response: Town of Leesburg has historically only measured training via Level 1 (Kirkpatrick) evaluations. However, it is the intention of Town of Leesburg to conduct Level 3 evaluations at some point in the future to determine how/if training has resulted in a change in behavior in the work environment.

106. Question: How many people do you envision in the leadership academy, and will they go through as a cohort?

a. If as a cohort, how often will a new cohort be designated?

Response: Initially attendees in the leadership academy will be existing supervisors, managers and directors. The initial structure of the leadership academy training will not be cohort-based and attendees will not be "locked in" to a schedule requiring them to attend classes with the same employees, aka "cohort members".

107. Question: What is the maximum number of participants in a training course?

Response: Please see #17 of this addendum.

108. Question: Is there a timeframe for the leadership academy to be completed (i.e. in 6 months, one year?)

Response: No.

109. Question: Do you have a training facility that will be leveraged?

Response: Please see #35 of this addendum.

110. Question: What frequency do you expect courses to be offered?

Response: The Town has no predefined frequency at this time. The Town will work with the offeror(s) awarded a contract to establish a schedule and frequency of specific courses. The Town has to be mindful of departments' calendar of operations and the reality that certain times of the year are less convenient for some departments.

111. Question: What do you expect us to do relative to tracking and monitoring development of Town employees (noted in Background section of RFP)?

Response: Provide sign-in sheets to the Town's Human Resources Department containing those who attended entire class offering and the Town will take it from there. Please also see #54 of this addendum.

112. Question: What is the intent of listing all our clients since 2017? Are you trying to get a sense of workload, diversity of clientele, nature of work performed?

Response: Please see #2 of this addendum. Previous client listings will enable us to determine the nature of previous work and client input about the quality of materials, instructors and the learner experience.

113. Question: Will courses for the entire workforce of 350 employees be mandatory or voluntary?

Response: Please see #78 of this addendum.

114. Question: Section II Background of the RFP states that, "The Town expects to award multiple contracts under this solicitation and reserves the right to determine the exact number of individual contracts based on the responses received from this request. An offeror may provide services for more than one of the specialty areas."

- a. Does the Town intend to award offerors based on Course Categories (ILT and Online); or does the Town intend to award the ILT portion of certain courses to specific vendors and the online courses to other vendors?
- b. Does the Town want one leadership course with multiple modules? If so, what topics of courses are desired under the leadership umbrella?

Response: Please see #1 of this addendum. The Town intends to award the ILT portion of courses to specific vendors. The Leadership track is intended to be a curriculum made up of multiple courses that build on one another. Courses can and should align with one or more of the course categories identified. The Town is looking for vendor suggestions in terms of actual courses and content. Please also see #8 of this addendum.

115. Question: You mentioned that to date, the Town has not implemented a comprehensive learning curriculum. We recognize the fiscal responsibility associated with spending taxpayer dollars. As such, we do our best to create learning experiences that ensure a positive return on

investment and accomplish a specific job to be done or achieve a desired outcome. Often these outcomes are the result of challenges that need to be addressed or opportunities to enhance the capabilities and performance of an organizations.

- a. Why now? What is driving your need to implement such training?

Response: Please see #33 of this addendum.

116. Question: You have outlined in the proposal 8 great categories for employee development: Coaching, Customer Service, Giving and Receiving Feedback, Situational Leadership, Communication (to include resolving conflict with difficult people), Emotional Intelligence, Resilience, Supervisory/Management Development and Leadership. We have multiple solutions that address each of these areas.

- a. What specific behaviors are your leaders displaying that have caused you to choose these areas? How are these behaviors impacting the organization's culture? (Example: Employee disengagement, employee turnover, failure to complete projects on time or on budget, threats to organizational reputation etc.)
- b. How is the impact of these behaviors costing you? (This could be time, money, trust, etc.) Are you able to quantify the costs associated with this impact?

Response: Please see #33 of this addendum. The ramifications of today's reality are twofold: First, there is a limited capacity for some existing employees to be promoted because they do not possess the necessary skill sets to be competitive with outside candidates. Second, employees do not always see opportunities for growth and advancement which can impact employee retention.

117. Question: Following the deployment of this training, what does success look like?

Response: Please see #98 of this addendum.

118. Question: Is it your intent to train all 350 employees in a single year?

Response: Please see #75 of this addendum.

119. Question: Do you plan to offer multiple courses to these 350 employees?

Response: Please see #75 and #78 of this addendum.

120. Question: Do you have class size restrictions? Typically, we like to keep class sizes to about 40 learners. However, if there are space limitations that would prohibit 40 learners at a time, that may impact the number of classes we offeror.

Response: Please see #17 of this addendum.

121. Question: Are you open to holding two ½ day sessions on the same day? (Example: AM Cadre reset, then PM Cadre – this would allow us to teach two half day programs to two different cadres of people and only charge for a single day of consultant training.)

Response: Yes.

122. Question: One way to save some money on consultant onsite days would be to certify employees of the Town of Leesburg to assist in teaching programs. (If a single program is selected to be delivered to all 350 employees, we may teach the first program and then have a train the trainer session with a cadre of Leesburg employees who will then continue to teach the program to the rest of the 350 employees. Thus saving the town a considerable amount of money on the consultant.)
- a. Is this an option?

Response: The Town is open to considering this as an option, depending on the topic.

123. Question: Do you know how many leaders you plan to include in the Leader Academy?

Response: Please see #37 of this addendum.

124. Question: How many ½ day sessions do you envision as part of this leadership academy?

Response: A schedule has not yet been determined.

125. Question: With the leaders in Track 2, is there an option for full day sessions?

Response: No, the feedback we have received from all levels of the organization is to limit training to ½ day blocks of time, or less.

126. Question: Are you looking for an all-inclusive price estimate or more of a catalog style estimate for each course?

Response: A catalog style estimate for each course is preferred, but vendors have some flexibility in how they structure their cost responses per the attached Pricing Form.

127. Question: Is there any opportunity to schedule a call with the requesting department to discuss some of these questions? Specifically the background questions?

Response: No.

128. Question: Will these responses be returned to me directly?

Response: All questions will be answered via addendum.

129. Question: Section III-B requests “a complete set of sample course materials for one of the courses proposed.” In Section IV-B-5 the course materials are to be included in the third tab of the binder. But in IV-B-4 it states that the proposal can be no more than 75 pages in length. Does this length include the complete set of course materials? Most of our course materials are bound, could we include these separately?

Response: Please see #39 of this addendum.

130. Question: To aid us in providing accurate pricing, what is the class size you are requesting for the half-day sessions?

Response: Please see #17 of this addendum.

131. Question: On Page 7 you request “a complete list of all of your clients beginning January 2017. The list must include names, address, and telephone numbers of contact persons as well as a brief description of the work performed.” We have numerous clients for which the service provided is unrelated to the RFP (e.g., accounting, bookkeeping, tax, marketing, web site development, etc.) Should we interpret the request to be for clients where our services are similar to the scope of work in the RFP?

Response: Please see #112 of this addendum.

132. Question: Page 3, Purpose: Does the HR Department have a minimum and maximum number for employees to attend the scheduled ½ day courses?

Response: Please see #17 of this addendum.

133. Question: Page 3, Purpose: Is it the intention of the HR Department to have a mix of employees attending each of the ½ day courses? Example: Each ½ day course may have in attendance a mix of full-time line staff, staff and management employees?

Response: Yes, the Town intends for there to be a mix of employees for many of the course offerings, especially those in the all-employee track.

134. Question: Page 3, Purpose: Does the HR Department have an estimated number of employees who will be selected for the Leadership Academy during the first year?

Response: No, there is a significant percentage of supervisors/managers who need basic supervisory skill development. Since the leadership academy program will not be cohort based numbers will be based on how many request to participate initially. Frequency of offerings will also be predicated on operational availability since the Town does not have redundant staffing model.

135. Question: Page 3, Purpose: Is it the intention of the HR Department to include all levels of leadership to be selected to participate in the Leadership Academy?

- a. High potential employees?
- b. Team Leads aspiring to a manager’s positions?
- c. Managers aspiring to senior leadership roles?

Response: Yes, in order to meet the extensive needs of the existing supervisory/management employees, Town of Leesburg intends to allow all leadership levels to participate in leadership course offerings, at least initially.

136. Question: Page 3, Purpose: Is it the intention of the HR Department that the employees selected for the Leadership Academy will attend the recommended courses for the Leadership

Academy as an intact team (cohort), whereby they are attending the same recommended courses, together?

Or, is it the intention of the HR Department to have the selected employees for the Leadership Academy attend any of the recommended courses for the Leadership Academy whenever the recommended courses are scheduled?

Response: The initial structure of the leadership academy training will not be cohort-based and attendees will not be “locked in” to a schedule requiring them to attend classes with the same employees, aka “cohort members”.

137. Question: Page 3, Purpose: Is it the intention of HR to schedule more than one cohort for the leadership academy training during the first year of the employee development program?

Response: Please see #136 of this addendum.

138. Question: Page 29, Pricing Form: Is it the intention of the HR department to only schedule the course offerings as listed on the pricing form, during the first year of the leadership development program?

- a. Scheduling only one (1) of the recommended courses of ½ day in length
- b. Scheduling only (1) of the recommended courses of one day in length (two ½ day sessions)
- c. Scheduling only (1) of the Recommended Courses of two days in length (four ½ day sessions)
- d. Scheduling only (1) of the Recommended Courses of three days in length (six ½ day sessions)

Or is the intention of the HR Department to schedule multiple recommended courses during the first year of the leadership development program:

- a. Scheduling more than one (1). Recommended Course of ½ day in length
- b. Scheduling more than one (1) of the Recommended Courses of one day in length (two ½ day sessions)
- c. Scheduling more than one (1) of the Recommended Courses of two days in length (four ½ day sessions)
- d. Scheduling more than (1) of the Recommended Courses of three days in length (six ½ day sessions)

Response: It is the intention of the Town to schedule multiple offerings of recommended courses in both tracks during the first year and thereafter. While the first year may have fewer offerings overall, as the program grows and evolves, the Town anticipates even more offerings as long as facilities and resources are available and operational needs can continue to be met and managed.

139. Question: When does the Town of Leesburg expect the training classes to commence?

Response: Please see #18 of this addendum.

140. Question: Will the instructor led training session be conducted at the Town of Leesburg facilities?

Response: Please see #35 of this addendum.

141. Question: If instruction led training sessions are conducted at the Town of Leesburg facilities, how are these spaces equipped for delivery of training?

Response: Please see #35 of this addendum.

142. Question: The solicitation specifies 350 employees, and trainings to be held in 4-hour or less sessions. However, there is no clarification as to the depth of training completed in each session. Can the Town of Leesburg clarify how many training sessions or training hours per person is needed for each topic?

Response: Total number of training hours needed will vary depending on the course content. The Town hopes to designate approximately 40 hours/employee/year for training, however, that will also include technical training in their areas of expertise.

143. Question: The statement of work references approximately 350 full time employees. How many these employees fall into the category for track two (2) a leadership academy?

Response: Please see #37 of this addendum.

144. Question: Section I: Purpose – Have the “select employees” for the leadership academy already been identified?

Response: No.

145. Question: Are the select leadership employees already in designated “leader” roles?

Response: Yes in terms of existing supervisors, managers and directors. However, in future the Town will open course offerings to those employees who express and interest in growing their leadership knowledge and skills and who are performing successfully in their current role.

146. Question: Roughly, how big is the audience of the leadership academy component (what portion of the 350)?

Response: Please see #37 of this addendum.

147. Question: Is the content mandatory for all designated participants?

Response: Please see #78 of this addendum.

148. Question: Section III, A: Proposed Solution (Summary Table) – This section indicates that a needs analysis was previously conducted. Can you define what role in the organization performed the needs analysis?

- a. What approach was used to conduct it?
- b. When was the analysis performed (month/year)?

- c. Are you able to share the results of the analysis prior to submittal? If not, are you willing to share afterwards to the winning contractors for review?

Response: Please see #33 of this addendum.

149. Question: Have specific areas of deficiencies been identified that led to the 8 course categories based on need?

Response: Yes, see Section VII.B., Section 12 of the RFP.

150. Question: Have specific goals been identified for each of the two learning tracks separately (e.g. what's driving the need for each, what do you hope to achieve with each, what are the desired skills and competencies for each track?)

Response: Please see #98 of this addendum.

151. Question: When does the Town of Leesburg anticipate offering the first sessions of these program tracks?

Response: Please see #18 of this addendum.

152. Question: Does the Town of Leesburg expect to have all current 350 employees through this effort (as it is currently defined) by a particular date?

Response: Please see #18 of this addendum.

153. Question: Section II: Background – This section highlights Instructor Led and online learning however, we do not see any further reference to online learning in the RFP and the title and all other references specify Instructor Led Learning. Are both being requested? It is our best practice that we typically recommend a combination/blend of multiple learning approaches to achieve a desired result based on client needs. However, we would like clarification on the stated need in this RFP.

Response: Please see #1 of this addendum.

154. Question: How do you envision ensuring the creation of a “cohesive and economic package of learnings that build on one another rather than isolated one-offs” if this content is awarded to more than one vendor? We have achieved this in the past but is often (at least in part) subject to how the agency plans to bring (or enable bringing) the awarded vendors together. This can be successful but can also fail if a plan is not in place to achieve it.

Response: There are a variety of ways to achieve this goal with multiple vendors. It will be accomplished, in part, by employees taking the same key courses conducted by the same vendors so there is consistency in content, concepts and terminology. Reviewing vendor course materials to include learning objectives and instructional design will also be useful for the Town to ensure linkage among courses. Offering follow-on activities and refreshers to “graduates” will reinforce key concepts among the employee population. This future state is significantly different from what we are currently experiencing where only some employees attend training

conducted by a wide variety of vendors with virtually no ability for the Town to monitor and link key concepts, much less instructional soundness and long-term value of the varied learning environments.

155. Question: Does the Town of Leesburg have (or will you provide) a suitable “onsite” location for all training or is the vendor responsibility to provide location?

Response: Please see #35 of this addendum.

156. Question: If provided by the Town of Leesburg, will there be one learning location or multiple?

Response: Please see #35 of this addendum.

157. Question: Will the Town of Leesburg handle all scheduling of and communication to participants? We will likely have recommendations for how the participants in these sessions are allocated.

Response: Yes, the Town is open to recommendations for how participants in course offerings can be allocated based on the nature of the content.

158. Question: Should pricing include all applicable printing, travel, and other expenses? We expect light travel and possibility of some overnight accommodation needs for our facilitator(s).

Response: Please see #26 of this addendum. Only printing should be included.

Please see the attached revised pricing form that should be used in your proposal submission to the Town.

For the Town of Leesburg,

Kelly Neff, VCA

Buyer

Town of Leesburg, Virginia

Phone: 703-771-6501

Email: kneff@leesburgva.gov

Bid Board: <http://www.leesburgva.gov/bidboard>

**PRICING FORM
RFP NO. 100170-FY20-01**

Instructor Led Training for Leadership Development Program

Item	Description	Estimated Annual Quantity	Unit of Measure	Unit Price	Extended Price (Est. Quantity x Unit Price)
1	Price per course offering for Recommended Courses of ½ day in length	10	½ Day Session	\$ _____	\$ _____
2	Price per course offering for Recommended Courses of one day in length (two ½ day sessions)	5	Two ½ Day Sessions	\$ _____	\$ _____
3	Price per course offering for Recommended Courses of two days in length (four ½ day sessions)	5	Four ½ Day Sessions	\$ _____	\$ _____
4	Price per course offering for Recommended Courses of three days in length (six ½ day sessions)	5	Six ½ Day Sessions	\$ _____	\$ _____
TOTAL PRICE (Items 1-4)				\$ _____	

Instructions to Offerors:

Proposals must be sealed with appropriate markings on the outside of the envelope or container. Complete all items or your proposal may not be considered. Subject to terms and conditions contained in the Request for Proposal.

Offeror guarantees product or services offered will meet or exceed specifications identified in this Request for Proposal, subject to all conditions stated herein.

Proposed prices shall include all labor, supervision, tools, equipment, consumables, permit and licenses, and management to perform the services as stated herein. No additional payment will be made for travel-related expenses.

Signature: _____ Name & Title: _____ Date: _____