



MORIN BUILDING
8570 EXECUTIVE PARK AVENUE
FAIRFAX, VIRGINIA 22031

December 2, 2024

To: All Prospective Offerors

Issued by: Elizabeth B. Dooley, CPPO, CPPB, Procurement Manager

Subject: Addendum 1, RFP 24-280, Leadership Development Program

The purpose of this addendum is to adjust the schedule to the subject RFP.

Section 1: Questions and Answers

1. Are we developing the curriculum for Fairfax to keep (i.e., own the intellectual property) OR will it remain as our intellectual property?

Fairfax Water desires the ability to use all the materials developed or delivered internally after this engagement. Offerors shall detail what is required, if anything, for Fairfax Water to continue use of all materials.

2. What specific challenges prompted this RFP (can you speak more to changing customer demand, industry regulations and tech)?

Fairfax Water has experienced a significant number of retirements in recent years, which has led to numerous first-time supervisors, managers, and Directors. Additionally, there has been no formal leadership training for Supervisors, Managers, and Directors in many years. In addition to providing necessary leadership skills for this group of employees, this training will become foundational to developing skills sets in future organization leaders and aiding succession planning efforts and promote consistency in the approach to leadership.

3. What would be the preferred Mode of training?

Fairfax Water desires in-person training.

4. Is there an existing leadership development program in place for Fairfax Water, if so, what does that program consist of?

No.

5. Do you have an estimated timeline and/or hoped-for completion for the training program? (We have ideas, of course, for a timeline but wondering if you had a hoped for completion date.)

Fairfax Water desires for initial round of training of Supervisors, Managers, Directors to be completed by end of 2025, preferably sooner.

6. What is your budget range for this leadership development program?

Fairfax Water has sufficient funding available to cover any contract awarded for this work.

7. Do you have a preference for how tiers are designated and, for a phased approach, who the first tier should be?

Fairfax Water is open to the approach Offerors deem most appropriate based on the proposed program for an organization such as ours to implement.

8. The RFP page 3 mentions that "the program will serve as a catalyst for the creation of" various programs. Are these programs the consultant will create OR are these programs that Fairfax will create?

Fairfax Water will evaluate the offerings presented and determine which programs will be included for award.

9. What level of effort / time will participants be expected to or able to dedicate to the training? Hours, days, weeks? During business hours or after?

Fairfax Water is open to consultant recommended program and implementation approaches. Training will be held during business hours. FW is willing to invest the staff time necessary to support this high priority leadership development effort.

10. Can you confirm the exact number of leaders by level (Are 40 supervisors, 18 managers, 7 directors, 2 executives the total or just this first cohort)?

The group of leaders identified in the RFP (Executives, Directors, Managers and Supervisors) is correct will be the initial training cohort. Offerors shall propose how to best group these positions for training. See leadership cohort described in the RFP background (total cohort for planning purposes is 70). FW will evaluate additional leadership training needs thereafter.

11. What do you anticipate being short and long term indicators for success/what metrics point to ST + LT impact?

Fairfax Water is looking to consultant for recommended relevant metrics.

12. Would you require Cost for per event of up to 40 participants or pricing to cover all 170 in multiple cohorts?

Fairfax Water requests that Offerors propose the cost to conduct the program in its recommended manner and approach. See leadership cohort described in the RFP background (total cohort for planning purposes is 70).

13. Do you currently have metrics you use to evaluate leadership effectiveness?

No.

14. What does the project team look like on your end? (Brenda, as the lead PM! Any other team members you expect?)

A team with human resources, training/development and strategic leadership expertise will guide the project on behalf of Fairfax Water executives and senior leadership team.

15. Are there other HR systems/requirements we should be aware of (i.e. competencies will be embedded into performance reviews, technology platforms where content needs to be integrated)?

Training materials shall be made available to Fairfax Water in an agreed upon electron format. No technology platform integration is required. Embedding competencies in performance reviews is not part of this scope, but Offeror recommendations are welcome.

16. What professional development training is available to Fairfax Water employees outside of this leadership training?

Fairfax Water offers employees the opportunity to participate in trade/profession specific training through external organizations and provides tuition reimbursement for professional development. There are no internally hosted professional development trainings.

17. If we are having separate training for supervisors should it be one cohort or could we split it into two?

Offeror shall provide recommendations in their proposal based on the training recommendations and configurations for optimal size.

18. What are top enterprise priorities for Fairfax strategy? What's top of mind for these leaders today?

See Fairfax Water's strategic plan regarding the organization's vision, mission, values, goals and strategies.

19. What competencies and leadership behaviors are FW leaders currently expected to demonstrate?

Effective Decision Making, Managing Execution, Focusing on Performance, Building Productive Relationships, Influencing People, Optimizing Talent, Adaptability, Authenticity.

20. What is FW's current philosophy for managing and leading? Please share links to any webpages or documents that will provide more information.

There is no current philosophy.

21. 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?

New initiative.

22. Do you wish to include coaching in this program? If not, should we include this as an additional service for your consideration?

Coaching is not part of this scope.

23. What is your estimate of the number of training sessions that will be held for Executives, Division Directors, Managers, and Front-Line Supervisors?

Training sessions shall be configured as consultant recommends.

24. How many Executives, Division Directors, Managers, and Front-Line Supervisors do you anticipate will participate in the program?

All Executives, Directors, Managers and Supervisors will participate in the program (refer to background information in RFP for details).

25. We appreciate your detailed description of the program's scope and its tiered structure. Can you share a preferred timeline for the leadership training program from the kick off to wrap up?

FW's goal is to complete the initial round of training for Supervisors, Managers and Directors no later than December 2025, preferably sooner.

26. What is your preferred modality for meetings (in-person, virtual)? Will all meetings be conducted using the same modality?

In person training is required. Project team, preparation, stakeholder engagement, planning and other related activities may be conducted virtually.

27. If there is a face-to-face trainer/facilitator, can there also be a virtual trainer/facilitator?

In person training is required (no adjunct virtual trainers/facilitators).

28. Why are you choosing to outsource this project rather than staffing it internally?

Fairfax Water is not staffed to provide this training internally.

29. For in-person sessions, do you anticipate us using your venue or booking a separate venue?

Fairfax Water venues will be used for training.

30. How about meals? We are happy to handle all the catering or would you prefer FW covers this?

Fairfax Water will handle any necessary catering for training sessions.

31. I'd like to understand the roles better. I know you mentioned you'll share the org chart in addendum. Are the terms supervisors and managers interchangeable or do some manage teams directly while others manage supervisors that manage teams? If it's the latter, could you share roughly what number are in each management type? Their unique needs, of course, informs the design greatly!

FW Managers lead groups of supervisors/direct reports. Supervisors lead a team. See org chart. The total current numbers in each leadership category are included in the RFP background.

32. Can we assume all leaders are located in Fairfax, VA or are there some remote leaders?

All leaders work in Fairfax, VA.

33. How much of the program needs to be fully priced out in advance? Would it be acceptable to scope and price the initial phases—such as pre-work (e.g., kickoff meetings, data gathering, planning, and communication strategies) and the foundational leadership program, alongside initial customized training sessions for each group (Executives & Directors, Supervisors, etc.)? For follow-up and sustainability efforts, could we recontract after completing the initial phases, once we've gained a clearer understanding of what will be needed based on data collected and early outcomes?

Offerors are requested to price as much information as possible with their proposal. If short-listed, Fairfax Water will have the opportunity to further refine scope, price, and other options during the negotiation process.

34. Are you comfortable working with a long-distance agency? This would involve structuring in-person workshops for the different leadership groups on consecutive days to minimize travel costs, while leveraging virtual platforms for much of the pre-workshop preparation, stakeholder engagement, and planning activities.

Fairfax Water is open to the described approach.

35. What does a successful sustainability roadmap look like from FW's perspective? Are there specific mechanisms or resources (e.g., mentorship programs, e-learning modules, internal champions) that you'd like us to emphasize as part of the long-term plan?

Fairfax Water is looking to Offerors for options/recommendations that will sustain a durable leadership development program.

36. In the Pricing template – what does topic & activities actually mean?

Offerors shall adjust the pricing template to fit their proposed program and delivery approach. Topic and Activities were to assist Offerors with identifying the training name and activities associated with their proposal.

37. Page 10 (under 4.3 Proposal Form Submission) requests an "electronic copy of the proposal on a SharePoint site or a Company's web portal." In lieu of this, can we submit an electronic copy on a USB flash drive?

USB flash drives are now allowed. Offerors are allowed to email proposals, but only after paper copies have been submitted as detailed in the RFP.

38. Confirming that the letter of Financial Stability is required as part of our submission. It is not part of the evaluation, so just making sure you would like it included with our submission.

The letter of Financial Stability is required.

39. Will a preference be given to local versus out-of-state vendors?

No.

40. The RFP mentioned an organizational chart. Sorry if I am missing it but I don't see it in the appendix! Where is that located?

Please see attached RFP 24-280 – Addendum 1 – Attachment 1 – Organizational Chart.

41. Is there a portal I need to register for to receive the addendum?

Addendum 1 will be posted on Fairfax Water's website: <https://www.fairfaxwater.org/do-business-with-us/procurement/contracts-solicitations-award/leadership-development-program>

42. In section 4.5., it states, "Unnecessary attachments or documents not specifically asked for should not be submitted, and superfluous use of paper (e.g. separate title sheets or chapter dividers) should be avoided", but then states, "Numbered tabs and dividers are required for each of the sections listed". Do you want actual dividers or would dividers fall under a superfluous use of resources? If so, how did you want these sections divided?

Proposals should be neatly organized with information provided in the applicable sections where requested. Offerors are encouraged to be mindful of providing contents which can be recycled.

43. In section 4.6.4, a sample portfolio is requested. Given the requirements in section 4.5 aimed at reducing the environmental impact of the production of these proposals, would a link to our sample portfolio in the electronic version be sufficient? The inclusion of a portfolio could add significantly to the amount of paper used in the production of these proposals.

Fairfax Water is currently transitioning to electronic proposal submittal through an electronic lockbox via SAP Ariba. For this RFP and subsequent proposal(s), Offerors shall include all materials requested in their hard copy proposal and then electronically as requested.

44. Do we need to provide an original signature on the insurance checklist, or will a photocopy be sufficient for this form?

For the insurance checklist included in the proposal, photocopy is sufficient.

45. Are we able to use font sizes smaller than 10pt for headers, footers, charts, graphics, and other elements apart from the main body text of the proposal as long as the text is legible?

Yes.

46. Are digital signatures acceptable for the insurance checklist?

Yes.

47. We do not have any employees. Are we still required to have worker's compensation insurance?

Please note in your proposal and Fairfax Water will evaluate.

48. Do you have a consultant organization size preference?

No.

49. In terms of Independent Contractor insurance. Are you requiring that our organization has this coverage? Or should the independent contractor have separate coverage that is attested to (as in they and their insurance provider sign the form)?

The insurance provider should attest to the coverage of the Offeror in writing.

50. Are we ineligible to bid unless we can provide all insurance coverage and endorsements?

Please note in your proposal any coverages you are unable to provide, and Fairfax Water will evaluate.

51. We missed the pre-proposal conference on November 18. Was it recorded? May we have a copy of the recording? If not, may we have a copy of the notes of questions and answers from the conference?

The preproposal conference was not recorded. All questions and answers have been provided in this Addendum 1.

52. Do you have an incumbent who provides similar services to those described in the RFP? If yes, what advantage, if any, would such a vendor have in competing for the current project? What was most and least useful about the experiences?

No.

53. What is your not to exceed budget or budget range or how much have you spent on similar work in the past?

Fairfax Water has sufficient funds to cover any contracts awarded pursuant to this RFP.

54. Will answers to questions from all potential vendors be shared among them?

Yes, enclosed in this Addendum 1.

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

Not until an award of contract is made.

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

Yes.

57. We noted this requirement: Financial Stability - The offeror shall provide a letter from an independent auditor attesting to the financial stability of the offeror. May a certified CPA provide this?

Yes.

58. Do you have a preference for local consultants, or any other preferences?

No.

59. Is the budget for the this project greater or less than \$250,000?

Fairfax Water has sufficient funds to cover any contracts awarded pursuant to this RFP.

Section 2: Attachments

RFP 24-280 – Addendum 1 – Attachment 1 – Organizational Chart

RFP 24-280 – Addendum 1 – Attachment 2 – Contract Template

RFP 24-280 – Addendum 1 – Attachment 3 – Fairfax Water Strategic Plan 2025

No other changes have been made to the RFP.

RFP 24-280 – Leadership Development Program

Acknowledgement of Receipt of Addendum # 1

I certify that the information contained in the proposal submitted on behalf of the below named firm incorporates any and all changes to the original specification. I further certify by my signature below, that I am fully authorized to acknowledge receipt of the above addendum and also bind the below named firm to the terms, conditions and specifications of the RFP and any changes thereto made by this addendum.

ACKNOWLEDGED BY:

FOR: _____
Company Name

Date

Signature of Authorized Agent

Printed/typed name

Title