



CITY OF MEMPHIS

REQUEST FOR PROPOSAL

#52017

Implicit Bias Training Services

Addendum #1

Questions & Answers

Except to remove vendor names and addresses, questions are provided exactly as submitted.

#		Section	Question / Answer
1	Q	2.1.2	One of the requirements is to measure and track impacts of the training. What measures of success does the City of Memphis believe are relevant? (for example: employee training completion rates, survey ratings, pre and post training assessments; internal and external customer satisfaction scores)
1	A		Our classes are evaluated based on Kirkpatrick's level 1 evaluation. We would also look at pre and post training assessments.
2	Q	1.1	What implicit bias training have employees received? Is the training different per department?
2	A		The only group that has received implicit bias is Police. C-Suite leadership also received a short implicit bias training.
3	Q	2.1.2	Are there success measures in place for training? If so, how is it quantified and is there an ROI measurement in place?
3	A		Our classes are evaluated based on Kirkpatrick's level 1 evaluation.
4	Q	2.1.2	Is the Oracle application being used as a full LMS to deliver/track training and create personal development plans? Are all employees trained on how to use the tool? If not, how do employees access these items and receive updates, alerts and reminders?
4	A		The LMS is used for communication, registration, and completion tracking purposes. Employees also receive upcoming training updates through the LMS and from the employee learning team. Any personal development plans would be developed outside the system.
5	Q	2.1.2	Vendors have been asked to develop 'culturally relevant' scenarios. Can you elaborate on the definition of culturally relevant? Are there specific groups within your demographics who require specialized focus or training? (i.e. high exposure departments – Police, Solid Waste, frontline and leadership employees responsible for daily execution of the City's DEI policies.)
5	A		Culturally relevant would include the different demographic groups (i.e. race, gender, sexual orientation, disability, etc. It would be good to see scenarios that are not just focused on the business/office professional but also those that are in the field (i.e Police, Fire, Public Works, Solid Waste).
6	Q	1.1	What percentage of the 8200 employees are in leadership roles?
6	A		7% - Top Management

7	Q	2.1.1 and 2.1.2	Does the City of Memphis currently have any video components in their e-learning units?
7	A		Yes we use some video components.
8	Q	2.1.1 and 2.1.2	If so, have City of Memphis employees experienced any buffering delays with video delivery?
8	A		No, not if the training is taken in the office on the network.
9	Q	2.1.1 and 2.1.2	Does the City of Memphis have a video host separate from their LMS? This could be a private YouTube/Vimeo channel or an internal server dedicated to video delivery or an outsourced video hosting service.
9	A		Yes, we have a private YouTube channel.
10	Q	2.1.1 and 2.1.2	If not, is the City of Memphis open to establishing a video channel? What requirements or restrictions would be in place?
10	A		N/A
11	Q	2.1.1	Is the project team referenced in this section speaking of the Proposer's project team? Or is the statement (second to the last sentence) requesting the Proposer with assistance in identifying the core strengths of the City's internal project staff?
11	A		The proposer's project team will identify roles and levels of expertise. They will then work with HRD (internal project staff) to roll out training plan.
12	Q	2.1.1	Is the Proposer being requested to identify and define its project team members' roles in meeting the requirements of this RFP?
12	A		Yes
13	Q	2.1.2	Could the City please their bandwidth capacity for Proposers using blending training methodologies?
13	A		N/A – no bandwidth specified
14	Q	2.2	Could the City be more specific about the multiyear approach for the project's expected duration?
14	A		Ideally, we would like all employees to be trained within the 1 st year but we are also looking at an ongoing continuous learning approach that would train new employees.
15	Q	Exhibit 2	If the City accepts a teaming agreement, which signatures would be required on the Non-Collusion Affidavit?
15	A		Treat the teaming agreement as a joint venture.
16	Q	Exhibit 2 (Reference 3.6)	The Non-Collusion Affidavit does not include an option for LLCs. Will the City provide an amended Exhibit 2 to account for LLCs?
16	A		Use the corporation section for LLCs.

17	Q	Sample Contract-General Terms & Conditions	Subcontractors can't be utilized without the expressed permission of the City. For this RFP, will the City 1) accept a teaming agreement or joint venture that would allow SBEs, MBEs, and WBEs to work on together, and 2) provide a sample teaming agreement/ joint venture template that is preferred?
17	A		Yes, the joint venture or teaming agreement must be approved by the City of Memphis Office of Business Diversity & Compliance prior to bid submission. There is no preferred template.
18	Q	Sample Contract-Rights In Data/Software	Is it the City's expressed intent to own the final training product, but not the work/methodology used to create the final product?
18	A		Yes
19	Q	Sample Contract-Insurance Requirements	Under TN law, companies employing less than five (5) employees are exempt from carrying Workers Compensation. Does the City follow this exemption?
19	A		Yes, with a waiver request submitted from the Contractor to the City.
20	Q	2.1.2	Does the City have a preferred platform for virtual meeting for synchronous/blended learning delivery such as MS Office 365 Teams, or Zoom.
20	A		Currently use GoToMeeting and AdobeConnect however we are open to Teams and Zoom.
21	Q	2.1	Do you conduct employee engagement/culture surveys? If so, what are the dates of your last three (3) surveys? Does it include questions related to Implicit Bias?
21	A		Yes, we conduct employee engagement surveys every year. There are questions related to discrimination, but it is not explicit in identifying implicit bias.
22	Q	2.1	Of your employee base, what percent have direct reports or hold supervisory or leadership positions? Do you have any temporary/contract employees? If so, how many? Are they included in the 8,200 included in the RFP?
22	A		22a – 10% 22b- Yes we have PT employees 22c. Yes
23	Q	2.1	As it relates to assessments, are you interested in getting descriptive statistics?
23	A		Depends on the different descriptors.
24	Q	2.1	Are you interested in getting an analysis of predictive insights?
24	A		Yes

25	Q		Can we use subcontractors on the project?
25	A		No. SBEs are sole contractors meaning sub-contracts are not allowed.
26	Q		What is the minimum percentage for a prime contractor & the maximum percentage for a sub-contractor; example—51% prime; 49% sub?
26	A		SBEs are sole contractors meaning sub-contractors are not allowed.
27	Q		What are the monetary limits for an MBE? Think I remember reading \$3,000,000.00. Is this correct?
27	A		There are no 'monetary' limits for SBE to bid. Income and revenue standards have already been reviewed by OBDC during the certification process. Only registered SBEs are allowed to bid and/or be awarded a SBE-designated project/contract.
28	Q		We understand the RFP is a set-aside; for the purposes of qualifying RFP submissions and contract awarding, is there a difference between an SBE and an MBE?
28	A		Yes. SBE, small business enterprise and MBE, minority business enterprise.
29	Q		The link to find addendums to the proposal, https://www.memphistn.gov/Business.aspx/RFPsRFPs.aspx - is showing up as Page Not Found. Is there is an error in the link?
29	A		https://www.memphistn.gov/business/rfps-rfqs/
30	Q		SCOPE: The RFP states, “The City of Memphis Human Resources Division seeks a service provider with extensive expertise in addressing the evolving cultural community needs of our municipality through the implementation of a custom fit implicit bias program. Such program will target issues in policy, leadership development, communication norms, training, and relevant infrastructure and environment influencers of implicit bias. The ideal provider of service would have substantial experience in delivering support in 3 key areas: implicit bias, diversity & inclusion, and cultural relevance.” Is the intent to deploy some form of experiential learning to all 8200 employees or a subset of these employees (i.e. senior leadership, managers and supervisors, specific departments, etc.) a. If the intent is to deploy to all 8200 employees, will the goal be for full deployment in the first year? The RFP states that the city would like to see a multiyear option. It wasn’t clear if the multi-year was intended for additional training of new employees, sustainment, or if the initial project could be spread out over multiple years.
30	A		The goal is to get all employees trained in the first year and then develop a plan for new employees that come on board. We are flexible with the timeline of getting all employees trained, so it is fine if it moves to the next year.

31	Q		RESOURCES: b. Money - Is there a pre-determined budget? If so, are there thresholds we should be aware of that would automatically disqualify us from consideration? c. Manpower – Is the city’s intent to have the contractor be responsible for all training delivery or would the city be open to certifying internal facilitators to aid in the delivery of any workshop type programs either via live in-person webinar or live in-person classroom style.
31	A		The city is open to a train the trainer. Initial budget costs range from \$20,000-\$40,000.
32	Q		The RFP states “Assessment measures to track defined areas of improvement specifically aligned to goals.” i. What are the specific goals? ii. How are they currently being traced? iii. What are they now? iv. What would the city like them to be? v. Value of the difference? Value could be defined monetarily, strategically, or both. If strategically, what is the priority of importance to the city that these goals be met (scale of 1-10). Also, explain how achievement of these goals fits into the city’s strategic plan.
32	A		Goals – 1 - Employees will be able to a) define implicit bias b) identify implicit bias in order to minimize the role of unconscious bias in the workplace. 2 - As an organization, strategies/goals will be developed to create an inclusive workplace.
33	Q		Does the city currently have an existing D&I program or strategy d. What does that program or strategy look like? e. Has the current strategy advanced the cities goals in the areas stated in the RFP? f. If not, what are the desired results that have been difficult to achieve? Why? g. What has prevented the city from achieving these results in the past? h. Does the city currently have an incumbent contractor assisting the city in this area?
33	A		The Office of EEO, Labor, Diversity & Inclusion recently received funds to fill a D&I Coordinator position. This position will focus on affirmative action initiatives to partner with division heads to identify areas of implicit bias in hiring and promotions. We have also developed a televised concept called Blue Table Talk which will air in 2021 which is a panel discussion comprised of employees across city government to discuss current issues affecting the workplace. Key topics will include Women of Color, Men of Color, Sensitivity, COVID Survival, etc. We are currently partnering with the Living Cities Initiative which is a cross-section of leaders across the country identifying challenges in the workplace and approaches to engaging employees voices in addressing the challenges, i.e., Blue Table Talk. We are partnering with various cultural groups in the community to ensure we align the city’s initiatives with the initiatives of these organizations to show an allegiance in the community. As necessary, we will engage outside consultants to ensure broad training and communication on key tops, i.e., sensitivity training, microaggression and others. A major challenge in the past has been funding for a dedicated resource to provide continuous support for our program.
34	Q		Can we use subcontractors on the project?

34	A		Yes, subcontracting is allowed.
35	Q		What are the minimum percentages of prime contractor to sub-contractor; example—51% prime; 49% sub?
35	A		A 51% prime is reasonable and will be monitored.
36	Q		What are the monetary limits for an MBE? Think I remember reading \$3,000,000.00. Is this correct
36	A		There are no 'monetary' limits for SBE to bid. Income and revenue standards have already been reviewed by OBDC during the certification process. Only registered SBEs are allowed to bid and/or be awarded a SBE-designated project/contract.
37	Q		Understand the RFP has a set-aside; for the purposes of qualifying RFP submissions and contract awarding, is there a difference between an SBE and an MBE?
37	A		Yes. SBE, small business enterprise and MBE, minority business enterprise. Although, a business can be both a SBE & a MBE.