

CONTRACT #C001191
LEADERSHIP DEVELOPMENT PROGRAM
OFFICE OF THE STATE COMPTROLLER
RESPONSES TO QUESTIONS

The official responses to questions submitted pursuant to the above-captioned procurement are listed below. Responses are in **bold blue type**.

Question #1:

I was wondering how to respond to this RFP as I don't see the original RFP, just the contract and attachment B. Am I missing any documents?

Response:

All documents to regarding this procurement are available on the New York State Contract Reporter website at: <https://www.nyscr.ny.gov> (CR #2115930) and the OSC Procurements website at: <https://www.osc.ny.gov/procurement/contract-c001191>. Instructions on how to submit a proposal to this procurement can be found in the Contract Reporter Advertisement.

Question #2:

Have you already conducted a needs assessment/survey, Focus Groups, OR stakeholder interviews to inform the program needs and design?

Response:

Yes. OSC has previously procured these services.

Question #3:

How many managers/leaders in total would be going through the LDP?

Response:

OSC expects each class to be between 25 – 40 participants.

Question #4:

Is formal manager-leader training new to your leaders? What is driving this need for evolution or change? Why now?

Response:

See response to Question #2.

Question #5:

How many contact hours are expected for the delivery of the annual executive overview?

Response:

The Executive Overview should not exceed three hours.

Question #6:

Can you confirm that pre-existing materials would remain the property of the selected vendor?

Response:

The Contractor will maintain its intellectual property rights in all pre-existing materials, which must be licensed to OSC in perpetuity. Material developed by the Contractor for OSC will become the property of OSC.

Question #7:

In reviewing the OSC procurement posting, per the link below, I do not see an Attachment C, referred to on page 2 or the RFP, 2nd bullet. Will this be posted soon, or is no longer going to be made available?

Response:

Vendors responding to this solicitation should submit a sample of a leadership training program developed by their organization. If awarded the contract, this sample will be attached to the contract as Attachment C.

Question #8:

What is the intent of the assignments?

Response:

Homework assignments are intended to help participants better understand the program content and assess the participants' knowledge of the program content.

Question #9:

What is the intent of the project proposals?

Response:

Before the beginning of each Cohort, each participant will be required to draft and submit a job-related project proposal that will either improve the performance of their work unit or have a broader positive impact on agency performance. The intent of the project proposal is helping participants identify a tangible project to which they can apply program knowledge to complete.

Question #10:

What are the requirements of the project proposals?

Response:

See response to Question #9. The Contractor shall provide individual written feedback to each participant's project proposal.

Question #11:

How many homework assignments does OSC expect each participant to complete?

Response:

Homework assignments should support the program and be of value while assessing participants' knowledge. The quantity of the homework assignments should be at the discretion of the Instructor.

Question #12:

Please confirm that OSC's intent is to train one cohort of participants per contract year.

Response:

Yes.

Question #13:

What specifically is OSC seeking to review in terms of the sample leadership program: training design, handouts, slides?

Response:

OSC is seeking a detailed package that best fits OSC's competencies outlined in the Contract Reporter Advertisement.

Question #14:

Is the submission of a sample leadership training program that addresses most, but not all, of the competencies listed in the solicitation considered sufficient?

Response:

Yes. See response to Question #13.

Question #15:

May a vendor submit multiple samples of leadership training programs in order to demonstrate experience in a greater quantity of the competencies listed?

Response:

Yes, the vendor may choose to submit multiple samples. See response to Question #13.

Question #16:

In the description of requirements, the solicitation states "HR may modify the Workplan or the course materials at any time by providing written notification to the Contractor. Such modification may amend the timing, remove or substitute deliverables, and/or make other revisions; however, no such modification may increase the cost of the services." Based upon this description, should vendors project their costs associated with curriculum revisions and build those costs into their "Course Development" quote?

Response:

No, vendors should not build such costs into their quotes. This requirement allows OSC to make modifications that are cost neutral. Any substantive material changes would require a signed amendment between both parties and approved by OSC's Bureau of Contracts.

Question #17:

To what extent does OSC anticipate the curriculum being revised throughout the course of the contract?

Response:

Participant feedback is requested and shared at the conclusion of each session and can be used for content revision.

Question #18:

The fee schedule states that “Training costs for in-person training are inclusive of all fees other than travel fees ...” Will OSC be reimbursing travel expenses or will the contractor need to factor those costs into their training delivery amounts?

Response:

As per the draft contract, Section III (Compensation), travel reimbursement will be paid to the Contractor only when OSC has authorized travel in advance. OSC will limit such reimbursement to the following unless the Contractor receives advanced written authorization to exceed the specified limits or to include other items of expense:

- To the extent permissible under New York State Law, OSC will pay Contractor’s travel and meals while traveling out of town on business relating to the Services. Travel expense reimbursement will be paid in accordance with guidelines established by the Office of the State Comptroller (see OSC Travel Manual, available at <http://www.osc.state.ny.us/agencies/travel/manual.pdf>). For current per diem reimbursement rates only, visit the U.S. General Services Administration (“GSA”) Domestic Per Diem Page (currently available at <https://www.gsa.gov/travel/plan-book/per-diem-rates>), as such rates may be amended from time to time. OSC will reimburse air travel at coach rates.
- Reimbursement for pre-approved travel expenses will be made upon submission of appropriate invoices accompanied by copies of receipts for individual expenses.

If OSC elects to skip or cancel an annual in-person training per Section III(B) (Compensation), the Contractor shall use reasonable efforts to request a refund or credit for any travel expenses already incurred in anticipation of providing the training. OSC will reimburse the Contractor for all travel expenses incurred to which the Contractor does not receive a refund or credit after making such reasonable efforts.

Question #19:

Would it be acceptable if the training team consisted of independent contractors all working as contractors under the prime contractor, as long as that was noted in the proposal, or must all instructors on the project be employees of the Contractor?

Response:

OSC intends to secure the personal services of the Contractor because of the ability and reputation of the Contractor and its staff. Therefore, the Contractor may not subcontract out any of the services enumerated in the “DESCRIPTION OF REQUIREMENTS” section of the Contract Reporter Advertisement.

Question #20:

What is the anticipated minimum and maximum annual budget range for this project's first year?

Response:

It is OSC’s practice not to disclose the budget of a particular project or procurement so as to encourage competition.

Question #21:

The RFP notes that "OSC intends to secure the personal services of the Contractor because of the ability and reputation of the Contractor and its staff. Therefore, the Contractor may not subcontract out any of the services in the "Description Requirements" above." Does this preclude a certified MWBE organization from leveraging expertise on a 1099 basis?

Response:

Yes.

Question #22:

We understand the LDP is intended to support the middle and upper management's leadership role in the agency. Can you provide job titles/function and description of responsibilities for middle and upper leaders?

Response:

OSC declines to respond.

Question #23:

Can you provide an estimated headcount for middle managers?

Response:

See response to Question #3. OSC cannot provide an estimate of the number of middle managers that will participate in the training.

Question #24:

Can you provide an estimated headcount for upper management?

Response:

See response to Question #3. OSC cannot provide an estimate of the number of upper management employees that will participate in the training.

Question #25:

Are any middle managers identified for promotion to upper management?

Response:

OSC declines to respond.

Question #26:

Will this LDP intend to offer a specific training pathway to address the skills needed for middle managers to succeed as upper management?

Response:

OSC declines to respond.

Question #27:

The RFP outlines the need to "Provide an annual executive overview to OSC executive management before the beginning of each Cohort, either in-person or virtually, as determined by HR." Does this mean that work to evolve and improve the content and learning experience each year would be desired?

Response:

While OSC prefers that the Contractor continuously works to improve its content, the purpose of the Executive Overview is only to provide high-level overview of program content to internal executive management.

Question #28:

The RFP outlines the need to "Provide an annual leadership development training course (each, A "Cohort") for up to 40 participants." To clarify, is the intent to have only one cohort of up to 40 participants each year? Or will training of more than one cohort in each plan year be required?

Response:

See responses to Question #3 and #12.

Question #29:

The RFP outlines the need to "Review project proposals submitted by up to 40 participants prior to the training." What is the intended process for the participants to create their project proposal? Is the selected consultant expected to participate in this design process with the participants?

Response:

See responses to Questions #9 and #10.

Question #30:

The RFP outlines the need to "Develop and assess homework assignments for up to 40 participants." Is the period for homework to be contained to the training roll-out periods identified (either in-person with (2) four-day segments [eight days total] or virtually with (2) eight-day segments [16 days total]) or is program pre-work or post-work envisioned?

Response:

Homework assignments should only be assigned during each Cohort. The Contractor shall review and provide feedback for each homework assignment, which may require work after the conclusion of each Cohort.

Note that project proposals are separate for homework assignments. OSC participants will submit their project proposals to the Contractor before the start of each Cohort, and the Contractor shall review and provide participants with feedback on their project proposals before the start of each Cohort.

Question #31:

The RFP notes that the program will be "Tailored each Cohort for middle and upper management leaders who have already received basic supervisory training." What types of basic supervisory training have already been administered to the participants?

Response:

OSC declines to respond.

Question #32:

What unique qualities do you desire from a potential new consultant partner for this engagement?

Response:

OSC declines to respond.

Question #33:

To clarify, is OSC requesting Attachment C to comprise a proposed draft program for this particular solicitation, a sample of previous leadership training programs that our firm has completed, or both?

Response:

OSC is requesting a sample of a previous leadership training program developed by your organization that best fits the competencies as outlined in OSC's Contract Reporter Advertisement. If awarded the contract, this sample will be attached to the contract as Attachment C. Per Attachment A (Scope of Work) of the Draft Contract, the Contractor and OSC will cooperate to

develop a Workplan, which will modeled off of Attachment C and include all the deliverables enumerated in the Scope of Work.

Question #34:

Does OSC use a learning management system (LMS)? If yes, which LMS is being used?

Response:

No.

Question #35:

Will OSC require any 1 on 1 technical assistance be provided to cohort participants individually?

Response:

If a cohort participant requires technical assistance unrelated to OSC issued technology, then vendor assistance would be required.

Question #36:

In the past, we have applied for the Certification as a NYS Minority- and/or Woman-owned Business Enterprise or a NYS Service-Disabled Veteran-Owned Business with NYS but were never told if we ended up getting the certificate. Can you tell us if you can see on your end if we are certified? If we are not, can you see why we were denied?

We are certified as an EDWOB with SBA so would there be any way to fast track the cert with NYC?

Response:

OSC cannot provide this information directly. Information on how to certify as an MWBE is available at <https://esd.ny.gov/doing-business-ny/mwbe> and information on how to certify as a SDVOB is available at <https://www.ny.gov/services/become-certified-service-disabled-veteran-owned-small-business>.

Question #37:

How often will the Leadership Program run per year? Will it be once a year for up to 40 participants?

Response:

See response to Question #3 and #12.

Question #38:

Advanced Strategies was awarded similar contract within the past five years. What has been the experience like working with this vendor? Are there any lessons learned that you are hoping to do differently next year?

Response:

OSC declines to respond.

Question #39:

Is every person working on this contract required to be an actual employee of the company? For any local trainers that we have been partnering with us over many years, is there any flexibility or exception?

Response:

See Response to Question #19.

Question #40:

If delivered in person, will the travel be reimbursed for the trainer travelling within the New York state?

Response:

See response to Question #18.

Question #41:

What are the minimum qualifications and experience required for this opportunity?

Response:

The Contractor must meet the following minimum qualifications to be considered for contract award:

1. The Contractor must have a minimum of five years' experience providing leadership training to government entities.
2. The Contractor must identify at least two Instructors who will be presenting the courses, each of which must have a minimum of five years' experience providing leadership training to government entities.

Question #42:

How many references are we required to provide?

Response:

Vendors may, but are not required to, submit references with their proposals. Vendors are required to provide the contact information of those government entities sufficient to meet the minimum requirements as stated in the Contract Reporter Advertisement and OSC's response to Question #41. See the second bullet OSC's answer to Question #44 for details about providing contact information.

Question #43:

What is the preferred mode of submission for the proposals?

Response:

Interested vendors must submit a response to RFP@osc.ny.gov (preferred) or via hard copy mail to:

Director of Finance
Office of the State Comptroller
110 State Street, Stop 13-2
Albany, NY 12236-0001

Question #44:

Could you kindly specify which forms need to be submitted with the proposal, and which ones should be submitted separately?

Response:

Vendors responding to this solicitation should submit the following

- A brief description of your organization as it relates to supporting leadership development.
- A list of government entities your organization has provided with leadership development training, including the training dates and contact information to verify training was provided.
- A sample of leadership training programs your organization has developed that fit the competencies outlined above (to be attached to the Contract as Attachment C [Draft Leadership Development Program Objectives and Course Topics]).
- A Certification as a NYS Minority- and/or Woman-owned Business Enterprise or a NYS Service-Disabled Veteran-Owned Business.
- Resumes for each proposed Instructor.
- Attachment B (Fee Schedule and Deliverables).

Question #45:

Are there any specific deadlines for form submissions, if applicable?

Response:

Submissions are due on December 13, 2024, by 4:00 p.m. ET.