

# COUNTY OF MONTGOMERY

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## REQUEST FOR PROPOSAL, RFP # 25-01 issued June 7, 2024 ADDENDUM NUMBER 3

**DATE:** July 2, 2024  
**TITLE:** Professional Leadership Training

### Amendments:

1. Section III.A.1 of the RFP Statement of Need is hereby changed to read as follows:

It is preferred that each series run approximately 3 months, one series in the fall and one series in the spring. The fall series and the spring series should include identical sessions unless changes are mutually agreed upon by the County and the consultant. In the past, sessions have been weekly, every other week, and twice per month. All come with different challenges. The preference is to have roughly 12 weeks of hands on learning, so the participants have time to learn, retain and practice the material. Pre-work is typically given prior to the start of the series, and then again at every session. Participants should have time to work on the weekly topic and then discuss and practice at the next weekly session.

Below is a tentative example of the fall series schedule. Exact schedule to be determined and mutually agreed upon by the County and the selected consultant.

August 1 – Email/mail handouts. Send out login information if doing any type of personality testing (DiSC, etc.) with completion deadline.

August 15 – 8:30 AM-Noon – First In-person Class

August 22 – 8:30 AM-Noon – Second In-person Class

August 29 - 8:30 AM-Noon – Third In-person Class

September 5 – 8:30-Noon – Fourth In-person Class

September 12 – Off week – Time to catch up if behind

September 19 – 8:30-Noon – Fifth In-person Class

September 26 – 8:30-Noon – Sixth In-person Class

October 3 – 8:30-Noon – Seventh In-person Class

October 10 – 8:30-Noon – Eighth In-person Class

October 17 – Off week – Time to catch up if behind

October 24 – 8:30-Noon – Ninth In-person Class

October 31 – 8:30-Noon – Tenth In-person Class

November 7 – 8:30-Noon – Eleventh In-Person Class

November 14 – 8:30-Noon – Twelfth In-person Class

November 21 – Graduation Ceremony

Participants will need to attend all sessions in order to graduate. If a session is missed, then a virtual class may be held with the instructor to go over the material missed. All classes are to be held in person and last the full allotted time.

The Spring Series would follow a similar schedule, typically beginning late winter or early spring. Exact Schedule to be determined and mutually agreed upon by the County and the selected consultant.

2. No further questions will be answered after the issuance of this addendum.

**Clarification:**

1. **Question:** Can we fulfill their training session needs by using Zoom alone (or other virtual platform), live training alone, or a combination of both?

**Montgomery County Response:** The expectation is for all training sessions to be held in person. The only exception to virtual sessions would be for make-up sessions.

2. **Question:** Is there an incumbent? If so, we request a copy of the winning bid.

**Montgomery County Response:** We do not have a current a contract. The previous contract with Voltage Leadership Consulting, LLC expired in November 2023. A copy of the previous contract will be emailed directly to any potential offeror who requests it.

3. **Question:** Can the services stipulated in the RFP be delivered in offline mode or, can remote training sessions be provided or, can the training session be conducted in hybrid mode – consisting of a mix of in-person and online training?

**Montgomery County Response:** See the response to Clarification Question #1 above.

4. **Question:** Is this a new requirement or is there available incumbent information that could perhaps help us prepare our bid response more effectively?

**Montgomery County Response:** See response to Clarification Question #2 above.

5. **Question:** Is there a ceiling contract value established for this particular requirement?

**Montgomery County Response:** The RFP process will be used to determine the budget for this service. Cost is part of the evaluation.

6. **Question:** The RFP suggests that the training series include Fall and Spring cohorts for 30-35 participants. Each training session should last 3-4 hours and run for three months. Can you please clarify the expectation around 8-12 sessions (twice per month) lasting for three months? If we offer 10 sessions for each cohort for three months and hold sessions twice a month, in three months, we would need to run at least three sessions per month, not twice a month.

**Montgomery County Response:** See Amendment # 1 above.

7. **Question:** The RFP reads as if the same set of participants are going through both the Fall and Spring cohorts – or is there a total number of leaders that would be required to go through the cohorts, but each cohort is capped at 35 participants?

**Montgomery County Response:** Participants will not complete both series. They will only complete one series – either Fall or Spring. We prefer to keep the participant numbers around 30-35, to ensure participation. We do not want this to be a lecture series. We prefer small breakout groups with lots of hands on learning, discussion of ideas and best practices, and leaving the sessions with valuable tools easily applied to day to day operations.

8. **Question:** What does success look like for this project?

**Montgomery County Response:** At the end of the program, we expect an evaluation to be completed by the participants. Their time is valuable and we want them leaving the end satisfied that it was worth the time commitment. They should leave feeling more confident in their leadership role, and should have a variety of tools to use when dealing with leadership situations. They should be prepared to deal with underperforming staff, have better communication skills, and be able to engage and influence their employees. They should also learn critical thinking, problem solving, and decision-making skills, as well as be able to see the big picture of the organization and lead any change the organization may be facing.

9. **Question:** How does the team describe the ideal learning experience?

**Montgomery County Response:** We want the participants to leave the sessions excited, challenged, and confident when applying the skills they have learned.

10. **Question:** What most needs to change about the current learning and/or about the organization's approach to learning?

**Montgomery County Response:** Since COVID, we have not resumed any advanced training, other than on-the-job. We need to get back to offering training on an ongoing basis.

11. **Question:** What do you like/don't like about the current training?

**Montgomery County Response:** We were happy with the training provided in the past.

12. **Question:** To confirm, you are pen to a Train the Trainer model where we would certify your team to deliver the content to your employees?

**Montgomery County Response:** No, the consultant will provide the training to a different group of employees every series.

13. **Question:** Do you use a firm already for training?

**Montgomery County Response:** See response to Clarification Question #2 above.

14. **Question:** One thing that would be super helpful would be to know what the group liked and didn't like about working with previous vendors. Whether it was process/communication/style/collaboration/team structure? Also, what do you value most about the vendor relationship?

**Montgomery County Response:** We enjoyed working with the previous vendors. Our goal is for the HR Director to work closely with the vendor to develop future training needs and make any necessary changes to the spring and fall series.

15. **Question:** Is the total number of participants 30-35 in total, or is it 30-35 per cohort? If it is cohorts how many total participants and cohorts?

**Montgomery County Response:** 30-35 participants in each series. They will only attend one series. The fall and spring series will be identical, unless there are recommended changes after the fall series is complete. If something needs to be changed due to feedback, that certainly can be discussed and may be acceptable.

16. **Question:** Based on the following request "Ideally this series should have 8-12 sessions (twice per month), lasting approximately three months, and should be offered at least twice per year" – is this 16 to 24 sessions a month for 3 months twice per year?

**Montgomery County Response:** See Amendment # 1 above.

17. **Question:** With regards to the following comment "The consultant should be willing and available to provide additional ad hoc training sessions on specialized topics" – do you want prices for those other sessions?

**Montgomery County Response:** Yes. See section IV.B.7 of the RFP.

18. **Question:** To be clear on the response, we need to send an electronic submission, as well as a USB flash drive, as well as 5 printed sealed copies? Are we just allowed to send an electronic copy?

**Montgomery County Response:** The sealed package should include one (1) original paper proposal, five (5) paper copies, and a USB flash drive with a complete, searchable electronic copy of the proposal per section IV.A of the RFP. If any portion of your proposal is to be considered proprietary or confidential, you must provide a separate, redacted electronic copy.

19. **Question:** Do you have a preference regarding how we present our fees? For example: per hour, per diem, per workshop?

**Montgomery County Response:** The preferred pricing method is per series.

20. **Question:** Is there a preference given to in-person training versus virtual?

**Montgomery County Response:** See response to Clarification Question #1 above.

21. **Question:** Under Section A. General Requirements. Subsection 4. Can you clarify what communication is expected outside of the learning environment? Is the consultant expected to coordinate scheduling between localities and departments?

**Montgomery County Response:** The Montgomery County HR Department will handle communication to all localities when asking for available participants, and will handle scheduling participants in the fall or spring series. The consultant would be expected to schedule make-up sessions with the participants, which should be the only expected communication outside of the learning environment. We prefer participation be in the classroom setting, so that others may learn from those asking questions.

22. **Question:** Is everyone who will attend the training participating for the first time or could they have gone through a similar program in the past?

**Montgomery County Response:** They should all be first timers.

23. **Question:** What assessments has the County used in the past? Is there an incumbent personality assessment or 360 assessment that the County or the participants have experience with?

**Montgomery County Response:** DiSC has been used in the past, but we are open to suggestions and recommendations.

24. **Question:** How many participants are anticipated in each training series? Will there be a cap on the number of participants? (Background indicated 1 annual training with 30-35 participants. Statement of need indicates this series is to be offered at least twice per year. Will this change to more frequent offerings mean that there will be 15-17 participants per session for a total of 30-35/year, or will the number of participants remain 30-35/session meaning 60-70 participants per year?)

**Montgomery County Response:** Roughly 30-35 per series, so 60-70 participants per year.

25. **Question:** Section III A 1 indicates 8-12 sessions repeating twice per month for 3 months. This would mean 6 sessions for the series, not 8-12. (Unless that is an annual number for both sessions offered over the course of the year.) Can you please clarify 1. Total Number of Sessions requested for this training program. And 2. The preferred cadence/timeline. (Ex: Twice Monthly Mar-May, Sept-Nov.)

- a. Related question: what is the ideal length of time for each session? (3-4 hours is listed in Background but no length is indicated in Statement of Need)

**Montgomery County Response:** See Amendment # 1 above.

26. **Question:** Can you please elaborate on the desired outcomes of training content listed in Section III A 2 Training Topics? Are there any other specifics regarding training topic content needs that can be shared?

a. More broadly, what is the desired outcome of successful training, and who is the target audience?

**Montgomery County Response:** Our target audience is new supervisors, or employees identified to be an up and coming supervisor. This should help develop skills and provide tools when dealing with difficult situations.

27. **Question:** Re: Section III A 5: What are the expectations for the final recognition program? Is this event included in the training series, or is this a date/time/program beyond the series of training sessions contracted? (A stand-alone event after the course of complete or a feature of the final session?)

**Montgomery County Response:** We typically have a stand-alone graduation ceremony with certificates, and cake and refreshments. County Administrators, City/Town Managers, and direct supervisors are all invited and we take about an hour to celebrate their accomplishments.

28. **Question:** Re: Section III A 5: What is meant by “providing make up sessions”? Does this mean welcoming participants into that session of the next series, or does this mean creating time for makeups for each missing participant? What are the expectations for how this expectation is accomplished? (live? virtual? group? 1:1? Next series?)

**Montgomery County Response:** We prefer that the class is made up during the current series, which could be a virtual session or by telephone. The consultant can have multiple participants in one make-up session. It does not need to be one on one. We strongly encourage employees to commit to the dates and make sure they can attend all sessions. We understand that emergencies happen and will be flexible. If a participant misses multiple sessions, then they will need to make those sessions up in the following series. They will then officially graduate with the next group. We expect the majority of the work to fall on the participant that missed – they are responsible for reading all materials and getting caught back up, it should not be more work on the consultant.

29. **Question:** Re: Section III A 6: What times of ad-hoc training sessions are anticipated? What is the anticipated frequency of these sessions? What is the anticipated length and complexity of these sessions?

**Montgomery County Response:** This is up for discussion as the consultant or County identifies needs. This might be 2-3 times per year for a large group/countywide training.

30. **Question:** What specific qualifications are considered most important and relevant for this RFP award evaluation criteria found in Section V B 1?

**Montgomery County Response:** One key factor will be the consultant’s knowledge of the issues new leaders are facing and a detailed training plan, but all qualifications and experience will be considered and evaluated.

31. **Question:** Where is this training anticipated to take place?

**Montgomery County Response:** We rotate sessions throughout the New River Valley. For example, the fall series may be within in Montgomery County, but then the spring series may be in Radford, VA. Montgomery County tends to have more available space, so more training may be held there than other areas.

32. **Question:** Ideally this series should have 8-12 sessions (twice per month), lasting approximately three months, and should be offered at least twice per year. Spring and fall sessions are preferable. Then I see that each session is designed to last approximately 3-4 hours with discussion, trainer-driven discussions on the Page 5 of 12 principles, group work for participants, and a limited amount of work between classes.

**Montgomery County Response:** See Amendment # 1 above.

33. **Question:** If I would like to subcontract on this RFP how can I do so?

**Montgomery County Response:** You may request to be notified of the contract award and the County will advise you of the name of the firm who receives a contract award.

34. **Question:** Will Montgomery County pay for make-up classes in case participants can't attend due to vacation, illness, etc.?

**Montgomery County Response:** Make-up classes should be included in the initial fee.

35. **Question:** Are virtual workshops an option, especially if we need to have make-up classes?

**Montgomery County Response:** See the response to Clarification Question #1 above.

36. **Question:** Should any potential travel expenses be included in the quote, separately?

**Montgomery County Response:** Proposed pricing should include travel expenses.

37. **Question:** Why are you putting the job out to bid when you've had at least one incumbent for approximately the last 15 years?

**Montgomery County Response:** The County's previous contract with Voltage Leadership Consulting LLC was awarded in November 2018 and expired November 2023. The RFP was issued to meet competitive procurement requirements and to ensure the Local Government Partners obtain the best service and pricing possible.

38. **Question:** Will the incumbent(s) also be bidding on this RFP?

**Montgomery County Response:** The RFP is publicly posted and proposals are requested from any qualified firms who wish to submit.

39. **Question: FROM PART III, Sec A, page 5:** In terms of course cadence and frequency: When you state 8-12 sessions, are you using “sessions” interchangeably with “courses?” In other words: is your expectation for the awarded firm to provide 8-12 courses over three months, each running twice a month OR a total of 8-12 sessions over three months, which would mean 4-6 courses total, if they each ran twice over three months?

**Montgomery County Response:** See Amendment # 1 above.

40. **Question: FROM PART IV, Section A, 2e, page 7:** Are there any particular specifications regarding the binding of the copies? Would secured staples be acceptable?

**Montgomery County Response:** Offerors may choose how their proposals are bound. Organization and presentation of proposals may be considered during evaluation.

41. **Question:** Do you anticipate a needs assessment with relevant stakeholders to align New River Valley Local Government Partner’s needs with the choice of course offerings before training deployment?

**Montgomery County Response:** No, we mostly share the same needs. We will all communicate during this process and after the consultant has been selected.

42. **Question:** Is there any anticipated start time for the sessions to begin (e.g., Fall 2024, Spring 2025)?

**Montgomery County Response:** The intent is Fall 2024.

43. **Question:** Would you be open to any virtual training sessions?

**Montgomery County Response:** See the response to Clarification Question #1 above

44. **Question:** Would you consider any asynchronous content to supplement synchronous course delivery (e.g., participants virtually engage with topics individually before coming to a session)?

**Montgomery County Response:** Yes, we expect there to be coursework/homework/assignments to be given each week with the expectation to be completed and discussed the following week.

45. **Question:** Does one same cohort of participants go through all the courses over the three months—or can individuals pick and choose?

**Montgomery County Response:** The same participants go through all the courses over the three months. They do not pick and choose.



46. **Question:** Does Montgomery County participate in Cooperative Procurement Agreements for similar services within the state of Virginia? Our organization currently has an active contract with the University of Virginia which contains a clause titled Cooperative Procurement / Use of Agreement by Third Parties

**Montgomery County Response:** Montgomery County may participate in cooperative procurement as outlined by the Code of Virginia, however the County decided to issue its own RFP for this service. Offerors may choose to provide a proposal based on the terms and conditions of a cooperative contract, but no preference will be made for such proposals. Proposals must clearly state if based on a cooperative contract and the County would have to review and approve the contract if the offeror is selected for further discussion.

47. **Question:** For references requested, does Montgomery County have a weighted preference for references similar to the members of the New River Valley Local Government Partners over references where the type of services more closely aligns to the requested service deliverables herein to the RFP however the client type/structure/purpose may be less similar?

**Montgomery County Response:** Both will be considered when evaluating references.

48. **Question:** Can you provide additional detail or further describe the expectations for item #5 in Specific Requirements (B) as written “participation statements”?

**Montgomery County Response:** The consultant may identify specific needs of an individual that should be reported directly to that specific supervisor. There may be an overall issue in one particular locality that needs to be addressed, but not to the entire group. A need or praise might be identified for one locality, but not the others.

49. **Question:** Please clarify the desired timeline for course delivery? In Section III, Subsection A, Item 1, the RFP specifically requests 8-12 sessions delivered twice a month and being completed in approximately three months. Do you intend for course delivery to be implemented as 8-12 unique sessions in terms of content over three months (in which case the session frequency would be more than semimonthly), or as 8-12 unique sessions in terms of content delivered semimonthly (in which case the course would span 4-6 months)?

**Montgomery County Response:** See Amendment # 1 above.

50. **Question:** We understand each cohort will consist of approximately 35 participants. Is the intent that all 35 participants will attend the sessions together or will they be broken up into smaller class sizes requiring each session to be taught multiple times?

**Montgomery County Response:** They will all attend together. We expect small group discussion to occur during each session.

51. **Question:** The RFP discusses the need for make-up sessions. Can these sessions be done utilizing Teams or do they need to be in person?

**Montgomery County Response:** Make up sessions may be done utilizing a virtual platform. See the response to Clarification Question #1 above.

52. **Question:** Are make-up sessions intended to be billed as an additional cost if required or are make-up sessions to be included in the cost per session pricing?

**Montgomery County Response:** They are included in the cost per series price.

53. **Question:** Was there previously one incumbent or organization that had provided this training previously to the members of the New River Valley Local Government Partners? If so, are you able to share who that incumbent was/is?

**Montgomery County Response:** See the response to Clarification Question #2 above.

54. **Question:** You mention the program should consist of 8-12 sessions over a span of 3 months and recommend 2 sessions per month. Is it acceptable for the program to span across 4 months so the 8 sessions are spread out every 2 weeks?

**Montgomery County Response:** See Amendment #1 above.

55. **Question:** We assume the preference is for these sessions to be in person...is there any ability for a few of the sessions to be held remotely over Zoom?

**Montgomery County Response:** See the response to Clarification Question #1 above.

56. **Question:** Under III Statement of need, Please explain which positions are considered mid-level, senior-level, and executive-level positions. Are all of these positions in the same training sessions or are the levels separated out?

**Montgomery County Response:** We have multiple levels of supervisors in all our positions, who will be attending the same training series/sessions.

57. **Question:** Under III Statement of need, Who is currently providing or has provided training to the New River Valley Government Partners program? Please provide examples of previous training topics/sessions.

**Montgomery County Response:** We do not have a current a contract. The previous contract with Voltage Leadership Consulting, LLC expired in November 2023. Previous topics included the some of the following:

Implications of Different Behavior Styles, Self-Awareness, Worldview, Emotional Intelligence, Employee Engagement and Influence, Leading Organizational Change, Critical Thinking, Problem Solving and Decision Making, Leadership Ethics, Creating a Culture of Accountability, Challenges Facing Local Government, Continuous Improvement

58. **Question:** Under III Statement of need, A. General Requirements, How many sessions are there in total? What is the pace? How is the schedule of sessions set? Are the anticipated Spring and Fall programs to begin in 2025?

**Montgomery County Response:** See amendment #1 above. The intent is to begin in the fall of 2024.

59. **Question:** Under III Statement of need, A. General Requirements, 5., Please share descriptions of previous "final recognition program" celebrations as well as copy of certificates.

**Montgomery County Response:** We typically have a stand-alone graduation ceremony with certificates, and cake and refreshments. County Administrators, City/Town Managers, and direct supervisors are all invited and we take about an hour to celebrate their accomplishments.

60. **Question:** Under III Statement of need, A. General Requirements, 5., Please provide requirements for make-up sessions.

**Montgomery County Response:** We prefer that the class is made up during the current series, which could be a virtual session or by telephone. The consultant can have multiple participants in one make-up session. It does not need to be one on one. We strongly encourage employees to commit to the dates and make sure they can attend all sessions. We understand that emergencies happen and will be flexible. If a participant misses multiple sessions, then they will need to make those sessions up in the following series. They will then officially graduate with the next group. We expect the majority of the work to fall on the participant that missed – they are responsible for reading all materials and getting caught back up, it should not be more work on the consultant.

61. **Question:** Under III Statement of need, A. General Requirements, 6., Are the additional ad hoc sessions included in the contract for the leadership training series or billed separately to the member making the request?

**Montgomery County Response:** The additional ad hoc sessions will be billed separately.

62. **Question:** Will the county schedule the meeting space or will the offeror be responsible for securing the meeting space and paying any associated rental fees?

**Montgomery County Response:** The County or other participating locality will provide the space free of charge.

63. **Question:** Will the county provide drinks and snacks for each meeting, or will the offeror be responsible for providing refreshments?

**Montgomery County Response:** The County or other participating locality will provide refreshments.

64. **Question:** Will the county provide each cohort with reasonable and customary supplies, such as binders for participants, ink pens, flip charts, etc. or will the offeror be responsible for supplying all reasonable and customary supplies?

**Montgomery County Response:** We prefer the consultant provide the materials needed. We typically have a binder with materials so participants can add material as the weeks go by. Proposals should include what materials the consultant will/will not provide.

65. **Question:** The RFP indicates the consultant will be responsible for communicating with localities and participants. Does this mean the consultant will be responsible for the initial communication to solicit participation or all communication once the cohort attendees are identified by the local government partners?

**Montgomery County Response:** The Montgomery County HR Department will handle communication to all participating localities when asking for available participants, and will handle scheduling participants in the fall or spring series. The consultant would be expected to schedule make-up sessions with the participants, which should be the only expected communication outside of the learning environment.

66. **Question:** In #1 of the 'General Requirements' section, it reads "*Ideally this series should have 8-12 sessions (twice per month), lasting approximately three months, and should be offered at least twice per year.*" My team and I find this description a little confusing. Would you please clarify the total number of sessions being requested so that we can provide you with accurate pricing information?

**Montgomery County Response:** See the Amendment #1 above.

67. **Question:** Can you elaborate on how you came up with the training topics of *transformational leadership, self-awareness, employee engagement, coaching, utilizing evaluations for positive growth and development, accountability, and critical thinking*? Are all topics required as part of the training program? Would you be willing to elaborate on relevant sub-topics for each topic?

**Montgomery County Response:** These were a variety of topics covered in the past. There were a variety of exercises related to those topics. These topics are not required. Offerors may suggest topics or subtopics in their proposals or during further discussions if selected.

68. **Question:** In #3 of 'General Requirements' you ask for a *detailed course outline*. That said, it seems like you are looking for a fully customized solution. When we customize training for clients, we create an outline/workflow after a thorough needs analysis confirming the scope of training. Can you clarify your requirement here?

**Montgomery County Response:** We want to make sure the consultant has a detailed plan to maximize the time with the participants. This is a time commitment for the participants as well, so we want them to be satisfied with the new leadership tools they have learned. Structured time is more productive for the participants.

69. **Question:** Can you please provide more information on the format of the sessions, how much time between sessions, and the number of sessions per topic?

**Montgomery County Response:** See Amendment #1 above for example schedule.

70. **Question:** Would you be willing to elaborate on what is meant by a “*final recognition program*” for all participants?

**Montgomery County Response:** We typically have a stand-alone graduation ceremony with certificates, and cake and refreshments. County Administrators, City/Town Managers, and direct supervisors are all invited and we take about an hour to celebrate their accomplishments.

71. **Question:** We provide certificates in the form of continuing education units – are CEUs important for this training initiative?

**Montgomery County Response:** No CEUs. The participants receive a certificate.

72. **Question:** What courses are currently being offered? Is there a desire to expand upon, or change the current course offerings?

**Montgomery County Response:** There are no current courses being offered. Most training was suspended with COVID, so there is a strong desire to offer training on a regular basis in the future.

73. **Question:** Per the RFP, it states "8-12 sessions (twice per month), lasting approximately three months, and should be offered at least twice per year. Spring and fall sessions are preferable." Twice per month for approximately 3 months equates to 6 sessions. Is it intended for more than 2 sessions to be offered in a month, or more than 3 months offered to meet the goal of 8-12 sessions, or is there flexibility with the schedule? Will all participants be expected to take each session?

**Montgomery County Response:** Please see Amendment #1 above. Participants are expected to attend all sessions.

74. **Question:** What is the expectation for “make up sessions” to be offered (per page 5 of the RFP)? Are these included in the 8-12 sessions offered? Are these offered for each course, or what is the attendance threshold for a make-up session to be offered?

**Montgomery County Response:** Preferably the session is to be made up before the next week in order for the employee to stay on target with the group. Those are not included in the number of sessions offered. One make-up session should be allowed. More than that, they will need to make up the sessions in the following series, then graduate with the next group.

75. **Question:** Are all levels of leaders combined into one cohort, and expected to participate in each session together? Or, are sessions intended to be targeted to different leadership levels?

**Montgomery County Response:** All levels of leaders will be combined and expected to participate together.

76. **Question:** How are participants selected to participate in the leadership development training? Is it expected that any participants have participated previously, or will participate in multiple years?

**Montgomery County Response:** The majority will be first timers who have been identified by their supervisors, and should only have to come to one series, not multiple years.

77. **Question:** What are the requirements for reporting to each locality? Referencing page 8 of the RFP, "Provide details on reports to management and participation statements you might submit to each locality."

**Montgomery County Response:** The consultant may identify specific needs of an individual that should be reported directly to that specific supervisor. There may be an overall issue in one particular locality that needs to be addressed, but not to the entire group. A need or praise might be identified for one locality, but not the others.

78. **Question:** What is the budget for leadership development training?

**Montgomery County Response:** The RFP process will be used to determine the budget for this service. Cost is part of the evaluation.

79. **Question:** Is there an established theme, vision statement, and specific goal(s) and objective(s), for the Leadership Series Program? If not, is there a need for the facilitation of an overall theme, vision statement, SMART goals, etc.?

**Montgomery County Response:** We expect the consultant to use their expertise to guide the training. The consultant should have knowledge of the top issues managers are facing. We have expectations we are looking for, and will use this process to select the most qualified candidate.

80. **Question:** Beyond what is online, I would like to know more about the history and relationships, governmental, political and financial, of the County towns and cities. What other county-wide services are shared? County Executive-strong or county-seat government-strong? Why is "leadership training" considered a shared need?

**Montgomery County Response:** All organizations have a need to properly train upcoming management. We all share that desire, which is why we are pooling our resources to provide this training opportunity.

81. **Question:** Is there any expectation of virtual training for the normal training sessions?

**Montgomery County Response:** See Amendment #1 above.

82. **Question:** Will the contractor be provided a list of attendees, their departments, roles/responsibilities, etc., before the start of service?

**Montgomery County Response:** Yes.

83. **Question:** Will the county provide AudioVisual (AV) equipment, and operational or technical support, for training sessions?

**Montgomery County Response:** Yes.

84. **Question:** What is the county's estimated budget for this project?

**Montgomery County Response:** The RFP process will be used to determine the budget for this service. Cost is part of the evaluation.

85. **Question:** Has the budget been approved and funded? If not, what are the milestones for approval and funding?

**Montgomery County Response:** We can only answer with certainty for Montgomery County, but other localities are participating in the process, so we are assuming yes.

86. **Question:** Will the county reimburse the cost of travel for in-person and ad hoc training?

**Montgomery County Response:** We prefer a flat fee per training.

87. **Question:** Will the county consider virtual training as an option for the ad hoc training mentioned in the Statement of Need?

**Montgomery County Response:** No. We are already tied to a desk. We strive for meaningful interaction.

88. **Question:** Based on the after-action report from the previous consultant's work, what could a new vendor do better or change?

**Montgomery County Response:** The consultant should challenge participants, possibly take participants beyond their comfort zone, utilize every minute with participants to provide information, and talk about the hard things...difficult issues leaders face.

**PROPOSAL DUE DATE AND TIME REMAINS THE SAME AS STATED IN ADDENDUM 2  
SEALED PROPOSALS DUE JULY 16, 2024 AT 3:00 PM LOCAL TIME**

**ACKNOWLEDGE ON NEXT PAGE**

**ACKNOWLEDGMENT PAGE ONLY**

**ACKNOWLEDGE RECEIPT OF ADDENDUM # 3:**

COMPANY/FIRM NAME AND ADDRESS:

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\_\_\_\_\_ Zip Code \_\_\_\_\_

SUBMITTED BY:

NAME: \_\_\_\_\_  
(print)  
SIGNATURE: \_\_\_\_\_  
TITLE: \_\_\_\_\_  
DATE: \_\_\_\_\_

Telephone Number: (\_\_\_\_) \_\_\_\_\_ Email: \_\_\_\_\_