1. Our firm provides only part of the services which are requested in the Request for Proposals. Can we present a proposal only for those services which we offer?

   **Answer:** Proposers that only offer part of the services requested in the RFP are encouraged to form Prime/Subcontractor partnerships or joint ventures with other potential Proposers.

Proposers interested in forming teams to respond to this RFP are encouraged to provide the following information by June 18, 2018:

1. Organization Name
2. Contact Person
3. Contact E-mail
4. Website Address
5. Areas on which they wish to bid (Customer Service Skills, De-Escalation Skills or Managing Implicit Bias)
6. Interest to serve as a Prime Contractor or Subcontractor.

The SFMTA will post a listing containing the information above on June 19, 2018 on the Office of Contract Administration’s (OCA) Bid and Contracts Listing website.

2. Will those submitting proposals have access to the full set of Q&As at some point before the submission date?

   **Answer:** Yes. Questions & Responses documents will be posted via the OCA Bid and Contracts Listing website with answers to any submitted questions.

3. Does coaching refer to coaching of supervisors or long-term sustainable coaching with reinforcements?

   **Answer:** The Agency envisions coaching as a resource to support for both supervisors and managers as well as staff. Supervisors and managers would be the initial focus. We would describe this task as supportive coaching so that staff can receive support and mentorship not only from supervisors and managers, but also from their peers.

4. For the Training Needs Assessment, will the results of previous focus groups or other work be made available?

   **Answer:** Background information and materials on SFMTA culture and organizational structure including the findings from previous focus groups, employee town halls and annual employee surveys will be made available to the successful Contractor(s). Task included under RFP Section II.B, Task 1 include: Review
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background information and materials on SFMTA culture and organizational structure.

5. Because of scheduling, do you expect training to be provided to specific employee groups or will employees from different teams be trained together?

Answer: Trainings should be designed to address the needs of employees across functional groups within the Agency. However, given the Agency’s 24-hour operation, training delivery could present challenges in scheduling cross-functional groups. Therefore, how training will be delivered will be further reviewed and agreed upon when training development and training delivery task orders are being developed. The Agency wants to ensure that the needs of large employee populations such as Transit Operators and Parking Control Officers as well as those of smaller groups are included in the trainings.

6. Is the Agency open to having this training to both public-facing employees as well as non-public facing employees?

Answer: Yes. The primary audience for training include, but is not limited to, employees whose work puts them in direct contact with customers and the public (See RFP Section I.A.b). The training would also be beneficial for staff who may not be public-facing but serve internal customers.

7. Is Muni Customer Service for both the public/external groups and internal customers?

Answer: Muni Customer Service receives questions and concerns from the public and liaises with internal groups to address the public’s requests, questions, and concerns. They serve both external and internal groups.

8. Does the SFMTA expect in-person training or hybrid training (e.g., on-line, interactive training)?

Answer: The Agency was not proscriptive in the RFP as to training delivery. The SFMTA anticipates that in-person training would be more effective so as to serve staff that may not have access to a computer as part of their job requirement.

9. What are the existing employee customer service courses? Do any address how to manage the pressures of demanding customer interface?

Answer: For the past year, newly hired Muni operators receive approximately one hour of Customer Service training as part of their Operator Training program. Employees in the Customer Service Support Center also receive occasional training, but other customer-facing employee groups receive little or no training. None of the existing training focuses specifically on techniques for dealing with customer pressures.
10. What are examples of the high-pressure contact that employees tend to face?

**Answer:** SFMTA’s public facing employees face a number of pressures unique to their environments. Most of our employees are delivering services in a difficult public environment where the “service” itself may involve payment of a fare, fine or fee.

- Muni Operators (approximately 3,000) must operate large vehicles carrying passengers safely through City streets while assisting with customer questions, fare payment, wheelchair lifts and other customer issues. Bus operators, who are typically the most vulnerable, are often spit on, verbally abused and physically attacked. Mental illness is a major factor.
- Parking Control Officers (approximately 350) cite parked vehicles, double parking, street sweeping and manage traffic control for large events and emergencies. Because a citation can be close to $100 or result in a $600 tow charge, the person cited can be irate, violent or verbally abusive.
- Transit Fare Inspectors (approximately 50) cite individuals for not paying their fare to ride on Muni. These interactions can also illicit an irate, violent or verbally abusive response from customers.
- Customer Service Representatives are involved in handling complaints or paying for citations, answering questions about tows or paying for Residential Parking Permits.
- Planners and Project Managers design plans for capital projects that involve trade-offs in the roadway and must work with members of the community to achieve the project goals. Stakeholders, including members of the Board of Supervisors (city council) or Mayor’s office might get involved.

11. What is the range of consequences of handling high-pressure contact poorly on the staff member (e.g., anger, depression, any PTSD diagnosis)?

**Answer:** RFP Section I.C provides information on the distress types that customer-facing experience. Additional consequences that accrue to the agency are difficulties getting public support for our projects and a diminished agency reputation.

12. Is the “Provide a detailed program approach including scope, timeline, and budget for each program deliverable.” deliverable stated on p. 7 of the RFP referring to what is expected in the proposal for submission? Or is it a deliverable for the actual needs assessment that will be performed?

**Answer:** This is a deliverable for the actual needs assessment. This deliverable should be provided as part of the task order process and may be requested for each training task order.

13. Will your internal training staff be trained to deliver with the consultant trainers? The RFP reads as though the consultants will conduct the 4000 employee training and a group of staff will receive training of trainers to provide it to new employees or anyone who missed the training. Does that sound correct? If so, would they be
available to get trained before the full rollout of the training so that they get experience by co-training with us? As a group, they would be great for the pilot training that can be integrated into the training of trainers.

**Answer:** It is anticipated that the best approach will be determined in the initial Kick-Off Phase for each task order. The preference is that our internal trainers would be trained as part of training pilot(s), gain experience by co-training existing employees cohorts and then be prepared to take over new training programs over the long term.

14. Typically managers and supervisors receive a slightly different training from the staff (e.g., how to support staff that reports assaults, etc.). Is the training expected to be for both supervisors and staff?

**Answer:** It is anticipated that training would be customized in levels so as to be appropriate for managers and supervisors, and allow them to support and reinforce training provided to their staff.

15. Will supervisors receive training separate from the staff?

**Answer:** It is anticipated that supervisors would be trained before staff to ensure they are prepared to support and reinforce what is being learned by staff.

16. What are passenger service requests? (Measurement - Task 5).

**Answer:** Passenger Service Requests (PSRs) are customer commendations, comments or complaints that typically come from our 311 (City-wide) Call Center. These have case numbers and are tracked and monitored for completion, allowing the commenter to trace the result of their comment.

17. How should the Fee structure (Hourly, daily, half day) be proposed?

**Answer:** It depends on the stage of work. The preference would be hourly for the assessment, development and evaluation work and daily/half daily for the training phase. See RFP Section III.C.5 for Cost Proposal submission requirements.

18. Who can I contact to get help with completing the CMD forms?

**Answer:** If you have any questions concerning the Contract Monitoring Division (CMD) Forms, you may contact Lome Aseron, SFMTA Contract Compliance Office at (415) 701-5332 or Lome.Aseron@sfmta.com. Proposers are encouraged to contact Mr. Aseron early in the process to ensure CMD forms are completed fully and correctly.