ALL OTHER TERMS AND CONDITIONS OF THE RFP REMAIN THE SAME

TRECIA DEMBY
PROCUREMENT MANAGER

THIS ADDENDUM **MUST** SIGNED AND DATED BY PROPOSERS AND SHOULD BE SUBMITTED AS PROOF OF RECEIPT WITH THE SUBMISSION OF RESPONSES.

SIGNATURE: ________________________________ DATE: ________________

NAME OF FIRM: ____________________________________________________

**FAILURE TO SUBMIT THIS ADDENDUM WILL LEAD TO THE DISQUALIFICATION OF YOUR FIRMS PROPOSAL.**

**Q.1.Could you please clarify what is meant by "total of fees paid to firm" and "total cost of services," especially noting the difference between the two (pg. 19, Content # 5)?**

A.1. Cost of Services is the total cost for services
Fees paid to firm are all other expenses (travel, and administrative cost)

**Q .2. Does Content Requirement #5 (p.19, Previous Similar Services) satisfy the list of relevant projects requirement (pg. 11)?**

A. 2. Yes.

**Q.3. what documentation is necessary as proof of MPA's vendor application (p. 13)?**

A.3. Visit MPAs website at www.miamiparking.com and register your business. After registration the vendor will receive a welcome letter.

**Q.4. Where would the addendums be found (if applicable)?**

A.4. www.miamiparking.com , Demandstar and Prime Vendor.

**Q.5. Does the Business Tax Receipt suffice as certification for Small Business Participant in the State of Florida?**

A.5. No

**Q.6.How can a respondent include requested exceptions to the language within Section 3.0 "RFP General Conditions"? Would requesting exceptions to general conditions disqualify a respondent?**

A.6. No

**Q.7. Does MPA have a consultant currently (or recently) providing these or similar services? If so, who is / was the consultant and what are / were the annual fees paid to the current consultant for these services?**

A.7. .No

**Q.8. Does MPA have an estimated budget for the project?**

A.8. No

**Q.9. The scope of services, Section 2.0, is broad and high-level. Please comment on how the MPA foresees the outcome -- a high-level "SWOT" analysis assessment or a more detailed, process oriented approach?**

A.9. Detailed Approach.

**Q.10. Why has MPA decided to pursue the project at this time?**

A.10. In order to develop and implement a continuous process that will have a long term impact.

**Q.11. Can you please provide a list of the organizations that submitted a letter of intent to respond?**

A.11 The Doug Williams Group

Auxis Management and Technology Solutions

Applied Management Engineering, Inc

Management Partners, Incorporated

KPMG LLP

Matrix Consulting Group

Assessment Technologies Group

**Q12. Regarding Form 6.2.2 "Certificate of Authority" – Our firm is a large partnership with over 1,800 partners and over 23,000 personnel in the US firm. It would be impractical for a meeting of the partnership to create a resolution to authorize this form. All partners are authorized to bind the firm for engagements. Would a statement to that effect suffice? If not, please indicate alternative information we can provide.**

A.12. As per the requirement of the RFQ a certification of Authority is required. There are no acceptable alternative. Failure to comply will lead to the disqualification of a firm's proposal/submittal.

**Q.13 Regarding Form 6.7 "Proposer's Qualification Statement" – Our firm is a general partnership with over 1,800 partners; it would be impractical to reflect the "company ownership" section of the response. Would a statement to that effect suffice? If not please indicate alternative information we can provide.**

A.13. As per the requirement of the RFQ Form 6.7 "Proposer's Qualification Statement" is required. There are no acceptable alternative. Failure to comply will lead to the disqualification of a firms proposal/submittal.

**Q.14. Can you provide an organization chart with all staffing levels?**

A.14. Yes, See attached.

**Q.15. Have any survey techniques of customers been used successfully in the past?**

A.15. Yes, Surveys and Focus Groups.

**Q.16. Page 13; item 3.7 Occupational License Requirement (page 20 item B also) – Can we assume that MPA allows licensing during the evaluation period in lieu of including it in the proposal?**

A.16. The Occupational License is required on the deadline date of July 22, 2009.

**A.17. Page 31; V. Professional Liability – This is typically not a requirement for this type consulting project since no design or specifications are required. Is this a hard requirement for this project?**

A.17. As per The Risk Management Department; Although there is no design work, your firm may have a potential E&O exposure based on the Scope of Services.

**Q.18. Is MPA also interested in an organization assessment in addition to leadership, strategic planning, etc.?**

A.18. Yes

**Q.19. The RFQ, pm Page 11, Section 2.2, "Proposer's Qualifications", states:**

> **"To be considered to perform the Services, the Proposer must submit a Proposal demonstrating the following:**
>
> > **2.2.1 The Proposer is <u>certified</u> and experienced in providing Organizational Assessment Consulting Services"**

- **Is there a specific certification that you are requiring for consideration of the qualifications of the responding firm?**

A.19. No

**Q.20. Also on page 11, section 2.2.2 states:**

> **"2.2.2 The Proposer has a proven track record in working with agencies to provide Organizational Assessment Services. "**

- **Does this imply having public sector work experience is required, or is private sector experience applicable**?

A.21. Both sectors will be acceptable for the purposes of this project.

**Q.22. How do we go about being certified by the City of Miami or Miami-Dade County as a Small Business Participant. Do you feel this is a must for the evaluation process if we are located out of the county?**

A.22. Out of stated Small Business Participant certification is acceptable.

**Q.23. Is there a link where vendors can retrieve the City of Miami Small Business Affairs Registration Affidavit or an Affidavit of Participation?**

A.23. **LOCAL**

http://www.camacol.org/loan.html - The Latin Chamber of Commerce of the United States, (CAMACOL) was founded in 1965 by a group of Hispanic entrepreneurs, who had the foresight to create an organization which would protect their business interests, foster commercial growth, and contribute to the economic and social development of the South Florida community.

www.tfc.org - Tools for Change aids small businesses and non-profits in reversing many of the negative trends that characterize the economic condition and small business growth. Assistance provided includes Business Development, Legal Assistance, Financial Counseling, Micro Loans, Job Training, and Urban Development Planning.

www.greatermiami.com - The Greater Miami Chamber of Commerce concentrates on four priority areas – membership services, economic development, advocacy, and finance – in addition to the Chamber's commitment to quality of life issues.

www.floridahispanicchamber.com - The South Florida Hispanic Chamber of Commerce's mission is to promote the continued growth and development of the South Florida businesses.

**STATE**

www.floridasmallbusiness.com - Resources for growing a small business in Florida www.floridaenterprisezone.com - A resourceful site with information about all of Florida's Enterprise Zones.

www.sunbiz.org - Florida Division of Corporations' online information, research, and electronic processing service center

www.fefc.biz - A not-for-profit corporation created and funded by the State of Florida with the sole purpose of providing assistance (financial and informational) to small business Florida exporters who have been turned down by commercial lenders.

**FEDERAL**

www.irs.gov - Get helpful tips from the IRS themselves as well as access to programs for individuals and businesses.

www.score.org - Counselors of America's Small Business is a non-profit association dedicated to entrepreneur education and the formation, growth and success of small business nationwide

www.sba.gov - The Small Business Administration is a federal organization that provides financial, technical, and management assistance to help Americans start, run, and grow their businesses

www.accionusa.org - ACCION USA's mission is to make access to credit a permanent resource to low- and moderate-income small businesses owners in the United States. By providing small or "micro" loans to men and women who have been shut out of the traditional banking sector, ACCION helps build their businesses and increase their incomes.

**Q.24. Are you looking for a short 2 to 3 page letter covering the cited topics or are you looking for a more comprehensive 10-20 page Technical Approach addressing each specific topic to be addressed in the final report?**

A.24. Specific would be preferred.

**Q.25. Is there a page limit for this Proposal Letter?**

A.25. One page is acceptable.

**Q.26. How do we address the Option Years? What is the Scope of Work for the period beyond the basic Organizational Assessment?**

A.26. Follow up Analysis of the Organizational Performance

**Q.27. What is the timeline of all deliverables?**

A.27. Information not available at this time.

**Q.28. Qualifications of the Firm:**

**a) Is there a page limit for this Section?**

A.28. No.

**Q.29. Qualifications of the Firms Supervisory Team**

**a) Is there a page limit for this Section?**

A.29. No

**Q.30. Previous Similar Services**

**a) Is there a page limit for this Section?**

A.31. No

**Q.32. Bid Schedule**

**a) Is this a correct interpretation of the Cost Proposal Process:**

**(1) Complete the on-line bid schedule, 2) submit it, 3) print a copy and include it in the submission package?**

**b) Do you need labor broken out from travel expenses, or should the expected travel be rolled into the labor costs for a completely "loaded" labor rate?**

**c) Is this intended to be a Time & Materials Contract (with not to exceed limits) or a Fixed Price Contract?**

**d) How are Option Years to be priced? On what basis for what work (i.e., more analyses, implementation support)?**

A.32.
A 1, Cost Proposals are not required at this time. The purpose of the RFQ is for qualification purposes only.
b. Yes, detailed information is required.
c. Fixed pricing will be required.
d. Unknown at this time.

**Q.33. Our General Business Liability Insurance Policy includes Errors and Omissions Coverage at the level indicated. Is this sufficient, or must we obtain a separate "Professional Liability" Policy (which would cause us to have overlapping coverage, which is frowned upon by the Insurance Industry**

A.33. As per the Risk Management Department If the CGL is included coverage for E&O is acceptable.

**Q.34. What is the timeline for the study?**

- **a. Approximate date of contract award?**
- **b. Desired start date? Approximate date for Kick-off Meeting?**
- **c. Milestone dates for intermediate and final deliverables and for briefings?**
- **d. Desired "finish by/close out" date?**

A.34.

**Q.35. How many drafts deliverables (in addition to the final report) are requested?**

A.35. 5

**Q.36.Is there a collective bargaining unit covering the staff? Have they been formally notified of the study?**

A.36. No

**Q.37. Once the Assessment is complete, are their additional mandatory briefings in Miami, i.e., to Senior Leadership and/or the Board of Directors and/or bargaining unit representatives (if any), that we should include in our proposal over and above initial on-site kick-off meeting, data collection/interview, and In-Process Review sessions regarding the draft deliverables?**

A.38. Yes, to the Board of Directors

**Q.39.Will there be a Steering Committee or Study Committee with whom the Consultant will interface on technical issues, access to documents, access to employees and stakeholders for interviews, etc.**

A.39 A point Person – Human Resources Director.

**Q.40.What is the desired format of the Assessment Report?**

A.40 A Word document detailing the process, the findings, the analyses and recommendations. Plus the cost analyses of the recommendations, inclusive of briefing slides and spreadsheets as accompanying documents to the report.

**Q.41.Can you provide a detailed organizational diagram which denotes the number of staff in each department, and annotate any departments that will be out of bounds for the assessment?**

A.41. All departments will be included.

**Q.42. Are all of the back office sections of the Departments located in the same building or same complex?**

A.42. No

**Q.43. Does MPA desire to have the line and management staff at the garages, lots, and other field units included in the interview process?**

A.43. Yes

**Q.44.Does MPA desire to have the customers/stakeholders served by the garages, lots, and other field units included in the interview process**?

A.44. Yes

**Q.45.Is there a call center that will be included in the assessment?**

A.45. Not a traditional call center, but a Customer Service Department.

**Q.46. Can you release the MPA's not-to-exceed budget for this assessment?**

A.46. N/A

**Q.47. Is there a specific group which specializes in the Strategic Planning Process? Can the most recent Strategic Plan be released?**

A.47. No.

**Q.48. Is there a specific customer service group? Do the have standardized operating procedures?**

A.48. Yes.

**Q.49. Do they report monthly breakouts of questions and complaints? Can a sample be issued to registered Offerors?**

A..49. No

**Q.50. Do staff have specific performance metrics or goals to meet? Can a sample be issued to registered Offerors?**

A.50. Yes, there are specific performance metrics and goals that staff must meet. They are listed on our Five Year Plan.

**Q.51. Are customer surveys performed? Are the results available to review?**

A.51. Customer surveys are performed however the results are currently unavailable.

**Q.52. Is the HR department managing the workforce development and engagement process? Or is that managed through another department?**

A.52. Yes

**Q.53. Are most procedures captured in writing?**

A.53. Yes

**Q.54. Has an Organizational Assessment been performed previously? Can a copy be issued to registered Offerors?**

A.54 No

**Q.55. Is there an in-house process action team or process improvement team in place now?**

A.55 No

**Q.56 Does MPA desire the assessment report to include recommendations for staffing, organization, and performance metrics?**

A.56. Yes

**Q.57. What is the number is executive, management and supervisor position at MPA?**

A.57 Executive 10

Managers 12

Supervisor 11

**Q.58. What is the number of non-executive non- manager and non-supervisor positions at MPA?**

A.58. 22 positions

**Q.59. Please provide a copy of the most recent strategic and / or operational plan for MPA?**

A.59. A copy of our 2008 Annual Report is available on our website.

**Q.60. Please provide a copy of a chart of organization for MPA?**

A.60. See Attached

**Q.61. Please provide a listing any performance measures that are regularly monitored by either the Board of Directors or Senior Management Team of MPA?**

A.61. A list of performance measures that are regularly monitored are included on our Five Year Plan.

**Q.62. Please provide a listing and description of scope of any recently concluded or active performance improvement terms for MPA?**

A.62. N/A

**Q.63. Should vendor include administrative and travel expenses in our responses, or are theses expenses documented and invoiced separately?**

A.63. Should be included but detailed.