



City of Miami

ADDENDUM No. 2

March 25, 2020

REQUEST FOR QUALIFICATIONS (RFQ) No. 19-20-019

CITYWIDE PROGRAM MANAGEMENT SUPPORT SERVICES

TO: ALL PROSPECTIVE PROPOSERS:

The following changes, additions, clarifications, and/or deletions amend the above-captioned Request for Qualifications (RFQ) and shall become an integral part of the proposal submitted and the Contract to be executed for **RFQ No. 19-20-019, "Citywide Program Management Support Services"** (the "**Project**"). Please note the contents herein and affix it to the documents you have on hand.

All attachments (if any) are available on the Office of Capital Improvements (OCI) website and are part of this Addendum.

A. MODIFICATIONS/CLARIFICATIONS

The following are revisions to the RFP document.

1. The Proposal Submission Due Date has been extended to **April 15, 2020, by 2:00 p.m. (local time).**
2. On page 12, in Section 3.5(2), please delete the entire paragraph, and insert the following text:

"2. Possess a minimum of ten (10) years of proven professional experience providing architectural, engineering, and/or program/project management support services, as described in Section 2.0, 'Scope of Services';"
3. On page 12, Section 3.5(3), please delete the entire paragraph and insert the following text:

"3. Employ a team member to serve as the **Lead Program Manager**, who will be the primary lead for all program management efforts for this Project, who has been practicing for a minimum of ten (10) years as a) a registered Architect under Title XXXII, Regulation of Professions and Occupations, Florida Statutes, Chapter 481, "Architecture, Interior Design, and Landscape Architecture," or b) as a registered Engineer under Title XXXII, Regulation of Professions and Occupations, Florida Statutes, Chapter 471, "Engineering," or c) as a Program Manager with a bachelor's degree in Architecture, Civil Engineering, Construction Management, Public Administration, Business Administration, or related field from an accredited institution in the United States. In addition, the Lead Program Manager **MUST** have been a Project Management Professional (PMP), preferably a Program Management Professional (PgMP) accredited by the Project Management Institute, Inc., or by a recognized program/project management institute or organization in the United States or equivalent, for a minimum of five (5) years;"

4. On page 12, Section 3.5(4), please delete the entire paragraph and insert the following text:
 - “4. Employ a team member to serve as the **Sr. Program Manager**, who has been practicing for a minimum of five (5) years as a) a registered Architect under Title XXXII, Regulation of Professions and Occupations, Florida Statutes, Chapter 481, “Architecture, Interior Design, and Landscape Architecture,” or b) as a registered Engineer under Title XXXII, Regulation of Professions and Occupations, Florida Statutes, Chapter 471, “Engineering,” or c) as a Program Manager with a bachelor’s degree in Architecture, Civil Engineering, Construction Management, Public Administration, Business Administration, or related field from an accredited institution in the United States. In addition, the Sr. Program Manager **MUST** have been a Project Management Professional (PMP), preferably a Program Management Professional (PgMP) accredited by the Project Management Institute, Inc., or by a recognized program/project management institute or organization in the United States or equivalent, for a minimum of five (5) years;”
5. On page 14, Section 3.5(i), please delete the entire paragraph and insert the following text:
 - “i. The Proposer’s qualifications and experience, including three (3) previously **completed or currently ongoing** architectural, engineering, and/or program/project management projects similar in size, scope, and complexity to the Project described in this RFQ **within the last ten (10) years**. One (1) of the reference projects is preferred to have been contracted by a governmental agency; and”
6. On page 14, Section 3.5(ii), please delete the entire paragraph and insert the following text:
 - “ii. The Lead Program Manager's qualifications and experience, including three (3) previously **completed or currently ongoing** architectural, engineering, and/or program/project management projects similar in size, scope, and complexity to the Project described in this RFQ **within the last ten (10) years**. One (1) of the reference projects is preferred to have been contracted by a governmental agency; and”
7. On page 14, Section 3.5(iii), please delete the entire paragraph and insert the following text:
 - “iii. The Sr. Program Manager’s qualifications and experience, including two (2) previously **completed or currently ongoing** architectural, engineering, and/or program/project management projects similar in size, scope, and complexity to the Project described in this RFQ **within the last five (5) years**. One (1) of the reference projects is preferred to have been contracted by a governmental agency; and”
8. On page 14, Section 3.5(iv), please delete the entire paragraph and insert the following text:
 - “iv. The Project Managers’ qualifications and experience, including two (2) previously **completed or currently ongoing** architectural, engineering, and/or program/project management projects similar in size, scope, and complexity to the Project described in this RFQ **within the last five (5) years**; and”

9. On page 14, Section 3.5(v), please delete the entire paragraph and insert the following text:
 - “v. The Construction Managers’ qualifications and experience, including two (2) previously **completed or currently ongoing** architectural, engineering, and/or program/project management projects similar in size, scope, and complexity to the Project described in this RFQ **within the last five (5) years**; and”
10. On page 14, Section 3.5(xii), please delete the entire paragraph and insert the following text:
 - “xii. Any other proposed Sub-Consultants’ qualifications and experience, including one (1) previously **completed or currently ongoing** architectural, engineering, and/or program/project management project similar in nature to the Project described in this RFQ **within the last three (3) years.**”
11. On page 21, Section 4.1(A)(5), “Experience of the Proposer” must reflect the stipulated ten (10)-year minimum experience requirement, and submit proof of at least three (3) previously completed or currently ongoing architectural, engineering, and/or program management projects.
12. On page 21, Section 4.1(A)(7), “Experience of the Lead Program Manager” must reflect the stipulated ten (10)-year minimum experience requirement, and submit proof of at least three (3) previously completed or currently ongoing architectural, engineering, and/or program management projects.
13. On page 22, Section 4.1(A)(9), “Experience of the Sr. Program Manager” must reflect the stipulated five (5)-year minimum experience requirement, and submit proof of at least two (2) previously completed or currently ongoing architectural, engineering, and/or program management projects.
14. On page 23, Section 4.1(A)(10), “Qualifications and Experience of the Project Managers” must reflect the stipulated five (5)-year minimum experience requirement, and submit proof of at least two (2) previously completed or currently ongoing architectural, engineering, and/or program management projects.
15. On page 23, Section 4.1(A)(11), “Qualifications and Experience of the Construction Managers” must reflect the stipulated five (5)-year minimum experience requirement, and submit proof of at least two (2) previously completed or currently ongoing architectural, engineering, and/or program management projects

B. RESPONSES TO REQUESTS FOR INFORMATION (RFIs)

- Q1. Would the awarded firm be precluded to bid on design work out of the bond program?
- A1. The selected CPMSS consultants, and its subconsultants, may provide these services for projects they are not managing under this contract.
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- Q2. If our firm is a subconsultant on one of the selected teams, please confirm that our firm would not be precluded from providing our services (as prime or subconsultant) on any other City of Miami projects.
- A2. Please refer to response to Q1, above.
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- Q3. Section 2.1 states that the selected Citywide Program Management Support Services firms will work “under the direction of, in-house City staff on the management and execution of said projects...” Please confirm that the current Program Manager is considered “in-house City staff” in the context of Section 2.1

and is precluded from submitting/participating in this solicitation. In addition, please provide a list of the existing Program Manager and its subconsultants to avoid conflict of interest.

A3. The selected CPMSS consultants will work under the direction of an employee of the City of Miami working within the Office of Capital Improvements (OCI), not a consultant. The current consultant supporting OCI is Atkins North America under the Capital Program Support Services, Contract No. 15-16-032, and as such, it will be precluded from participating in the selection process for the CPMSS.

Q4. Section 2.2 states "...providing professional and technical expertise, such as architectural and engineering services and construction administration..." Sections 3.5-7, and 3.5-8 require Architects, Civil, Structural, and Mechanical, Electrical, and Plumbing Engineers to be part of the Citywide Program Manager's team. Please confirm if the Architects and Engineers under the City's Citywide Program Managers will be responsible for preparing:

- Planning Studies;
- Project Definition Documents;
- Conceptual Design;
- Schematic Design;
- Design Criteria Packages; and/or,
- Construction Documents

A4. The Architects and Engineers under the selected CPMSS consultants will not be allowed to engage in any design activity that should require the production of signed and sealed drawings.

Q5. Section 2.3 states that a "detailed scope of work will be developed for each Work Order issued." Considering the Work Order nature of this contract, please confirm:

- 1) That the City be flexible when selecting projects to assign each Citywide Program Manager to minimize potential conflicts of interest with pool of consultants.
- 2) That the City will allow one of the two PM Teams to perform supervision of a design performed by a member of the other PM Team.
- 3) If that the Work Orders will be based on negotiated lump sum values.

A5. 1) The CPMSS is intended to provide the necessary controlled flexibility to assign projects or portfolio of projects as needed. For a project to be assigned to a selected CPMSS consultant, the consultant and its sub-consultants must not have been part of any procurement activity in support of the same project, reducing any potential conflicts of interest.

2) Please see response above.

3) Work Orders will be negotiated on a lump sum basis, as project or portfolio specific.

Q6. Section 3.5-3 requires that the Lead Program Manager be a registered architect or engineer in the state of Florida and carry a "Certified Program Manager" accreditation from "a recognized program/project management institute or organization in the United States or equivalent, for a minimum of five (5) years". The Project Management Institute (PMI) offers multiple certifications relevant to the Citywide Program Manager role including Project Management Professional (PMP)

and Program Management Professional (PgMP). While there are over 1 million certified PMPs in the world, only a couple thousand PgMP certifications have been awarded. Both certifications were born from the IT industry and obtaining and holding each certification will not ensure that the Lead Program Manager can lead a program of this size, nature, and complexity. To allow for competition between the respondents, please confirm:

- Whether the City will eliminate the Requirement for five (5) years of Certified Program Manager accreditation and make it a Preference that the Lead Program Manager hold a PMP and a minimum of ten years of Program Management experience.

A6. Please refer to Modification No. 3, above.

Q7. Section 3.5-4 requires that the Sr. Program Manager be a registered architect or engineer in the state of Florida and prefers that the Sr. Program Manager carry a "Certified Program Manager" accreditation from "a recognized program/project management institute or organization in the United States or equivalent, for a minimum of five (5) years". Please confirm that:

- 1) This preference is equivalent to a Project Management Institute (PMI) Project Management Professional (PMP) certification.
- 2) In addition, please confirm if the City will allow the Sr. PM to be a member of the key Sub of the Prime?

A7. 1) Please refer to Modification No. 4, above.

- 2) The proposed Sr. Program Manager must be employed by the Proposer/Prime Consultant.

Q8. Section 3.5.i requests the Proposer's qualification including "three (3) previously completed or currently ongoing architectural, engineering, and/or program management projects". Please confirm that this requirement is for the Prime only and not the team.

A8. The requirement indicated in Section 3.5.(i), as amended, applies only to the Proposer/Prime Consultant. Please refer to Modification No. 5, above.

Q9. Section 4.1.A-4 states that "any other pertinent information shall be submitted which demonstrates the Proposer's ability to satisfy all the minimum qualification requirements identified in Section 3.5, "Minimum Qualification Requirements" are required. Section 3.5 outlines the different positions required to meet the minimum qualification requirements as does Section 4.1.A 5-16. Please confirm that the experience and qualification documentation should only be included in sections 4.1.A 5-16 and not duplicated in Section 4.1.A-4.

A9. Section 3.5, "Minimum Qualification and Experience Requirements," describes the minimum qualifications and experience required from the Proposer/Prime Consultant and each one of the required team members. Section 4, "Instructions for Submitting a Proposal," provides for a detailed description of the forms and documents that are required to demonstrate said qualifications and experience.

Q11. Sections 3.5.3 and 3.5.4 of the RFQ respectively require that "The Lead Program Manager MUST be a Certified Program Manager accredited by a recognized program/project management institute or organization in the United States or equivalent, for a minimum of five (5) years;" and that "The Sr. Program Manager is

PREFERRED to be a Certified Program Manager by a recognized program/project management institute or organization in the United States or equivalent, for a minimum of five (5) years” in addition to practicing as a Florida registered architect or Florida registered engineer.

Federal, municipal and utility agencies across the country routinely rely on experienced architectural, engineering, and/or program management firms and their experienced Professional Engineers to manage large and complex infrastructure programs without requiring a Program Manager certification. This requirement could result in a situation that is counter to the City’s interests, as this requirement is not standard practice amongst the agencies requesting this type of work.

Could the City consider limiting the requirement to qualified Professional Engineer with more than 10 years of experience? This would allow the City to have access to a Senior professional with experience in Project and Program Management.

A11. Please refer to Modification Nos. 3 and 4, above.

Q12. Sections 3.5.ii and 3.5.iii on page 14 of the RFQ respectively require that the Lead Program Manager and Sr. Program Manager demonstrate experience with three (3) previously completed or currently ongoing project similar in size, scope and complexity to the RFQ within the last five (5) years.

Given that similar programs typically last for five years or more, could the City consider expanding the requirements to within the last fifteen (15) years?

A12. Please refer to Modification Nos. 6 and 7, above.

Q13. Sections 4.10 through 4.14 request that the proposer complete and submit Form RFQ-QSC to document the qualifications and experience of a variety of personnel. The version of Form RFQ-QSC provided with the RFQ does not appear to correspond with the instructions as it is titled “Qualifications of Sub-Consultants/Sub-Contractors” and does not include any fields wherein personnel qualifications and experience can be described.

Could the City consider providing additional information in the instructions on how to utilize the existing Form RFQ-QSC or provide an alternate form that allows for the description of personnel qualifications and experience?

A13. Sections 4.10 through 4.15 require that the Proposer/Prime Consultant completes and submits Form RFQ-QSC to list the personnel required in said sections. A one-page resume (double-sided if needed) is required to be submitted for all personnel listed on Form RFQ-QSC to reflect his/her education, qualifications, and experience. The resume should include, at a minimum, the client’s name, address, and contact information, description of work, the year the project was commenced and completed, and the total value of the project in terms of full cost, for each project submitted as proof of the required experience.

Q14. Will the City consider removing the requirement for Program Manager Certification for the Lead and Senior Program Manager positions?

A14. Please refer to Modification Nos. 3 and 4, above.

Q15. Can the Senior Program Manager position be an employee of a team member as supposed to being employed by the Proposer?

A15. The proposed Sr. Program Manager must be employed by the Proposer/Prime Consultant.

Q16. Page 12, item #3, last sentence states: "The Lead Program Manager MUST be a Certified Program Manager accredited by a recognized program/project management institute or organization in the United States or equivalent, for a minimum of five (5) years." Would the City consider waiving the Certified Program Manager requirement and change it to a preferred requirement? Alternatively, would a Project Management Professional (PMP) certification be accepted instead of the Certified Program Manager requirement? Also, please clarify whether there is a requirement for the LPM to have held the "Certified Program Manager" (or PMP certification, if acceptable by the City) for a minimum of five (5) years. Page 12, item #3 states this, however page 21, item #6 doesn't mention that the Certified Program Manager requirement has to be for a minimum of five (5) years.

A16. Please refer to Modification No. 3, above.

Q17. Page 21, item #6 states that the Lead Program Manager "MUST shall have a minimum of five (5) years of experience, and have served as the LPM providing said services on a minimum of three (3) previously completed or currently ongoing architectural, engineering, and/or program management projects similar in size, scope, and complexity to the Project described in in Section 2.0, "Scope of Services" of this RFQ within the last (5) years." Due to the nature of program management contracts and that they may entail a significant program duration lasting for more than five (5) years, would the City consider extending the project timeframe requirement to the last ten (10) years?

A17. Please refer to Modification No. 3, above.

Q18. Page 22 of the RFP, item #8 states that the Senior Program Manager (SPgM) shall be employed by the Proposer and it is preferred this person be a Certified Program Manager accredited by a recognized program/project management institute or organization in the United States or equivalent.

Would the City consider waiving the requirement that the SPgM be employed by the Proposer and allow this position to be held by one of the proposer's major subconsultants? Also, the RFQ states it is PREFERRED that the SPgM be a Certified Program Manager. Would a Project Management Professional (PMP) certification be acceptable as a PREFERRED certification (but not required).

A18. Please refer to Modification No. 4, above.

Q19. Project involvement of Atkins - we understand that they will continue to provide staff augmentation services during the term of this traditional type program management (PM) contract, which can include planning studies to the development of design/build criteria or basis of design (BODR) type preliminary designs (30% development stage), and may have a staff member assigned by the City to oversee the one or both of the contracted PM teams. Due to this, please confirm that Atkins and its subcontractors (please define the team members) are excluded from submitted/participating in one of the PM team selected, as well as any other excluded firms.

A19. Please refer to response to Q3, above.

Q20. Resolution Methods for Potential Design Conflicts - it is understood that conflicts could arise in the event that a team member (prime or sub) of the selected PM in the event of the supervision of designs performed. In consideration for this situation, please confirm if the City will remedy this potential situation by allowing one of the two PM Teams to perform supervision of a design performed by a member of the other PM Team. Also, please confirm if there is a remaining conflict in the event that there are multiple conflicts between both PM Teams, if the City will allow a firewall where a sub of a team can perform the supervision of the conflicted team members design (i.e., construction management by a separate firm within one of the two PM Teams).

A20. Please refer to response to Q5, above. The CPMSS is intended to provide the necessary controlled flexibility to assign projects or portfolio of projects as needed. For a project to be assigned to a selected CPMSS consultant, the consultant and its sub-consultants must not have been part of any procurement activity in support of the same project, reducing any potential conflicts of interest.

Q21. Project Contract Values - during the Voluntary meeting, it was indicated that a total contract value for the five (5) year term renewable for five (5) one-year terms (total of ten (10) years) is not specified and will be resulting based on individually specified and negotiated lump sum based task orders over the performance of the contract. Please confirm this understanding.

A21. Work Orders will be negotiated on a lump sum basis, as project or portfolio specific.

Q22. Selection of Two Program Management Teams – to allow competitive selections and avoid restrictions that eliminate participation from experienced firms that understand the needs of the City providing these values, we recommend that two firms be selected providing a City goal of providing each team an equal share of the total awarded contract fees (i.e., approximately 50/50).

A22. The work will distributed among the selected CPMSS consultants based on longstanding standard practice that ensures equitable distribution of the available projects based on the estimated value of potential assignments.

Q23. Similar Project Experience – to avoid restricting competitive bid submittals maintaining a requirement for properly qualified bidders, please allow for a minimum of one (1) project example that provides for a size, scope, and complexity to the Project described in this RFQ within the last ten (10) years that has been completed within the US or currently ongoing program or project management that provides for one (1) of the reference projects having been contracted by a governmental agency (considering that there are very limited comparable programs within the past (5) years that would allow for three (3) similar projects).

A23. Please refer to Modification Nos. 3 through 10, above.

Q24. Lead Program Manager (PM) and Sr. PM Qualifications - during the voluntary pre-solicitation meeting, various concerns were raised about there being a very limited number of certified PMP professionals with five (5) years' worth of certification timeframes along with Florida PE's to meet the required qualification. In addition, there is a requirement that the Sr. PM must be employed by the Prime (not a Sub). Due to this issue, and in consideration for the need to allow for competitive bid submittals from a fair number of proposers to avoid limiting submittals, we are

requesting that the City allow for a revision of the qualifications to allow for the following team staff members:

- 1) Lead Program Manager (PM):
 - Please confirm that the accreditation from a recognized program/project management institute or organization allows for a Project Management Institute (PMI) Project Management Professional (PMP) certification as an equivalent.
 - Please revise the qualifications to allow this professional to be employed the Prime (i.e., not a sub) while having a minimum of two (2) years' worth of PMP certification.
- 2) Sr. Program Manager (PM):
 - We are requesting a revision of the qualifications to allow for this professional to be employed by the team's key sub having two (2) years' worth of PMP certification timeframe along with a preference (i.e., not a requirement) for having a Florida PE certification.
- 3) Project Managers; Construction Managers; Architects; Civil Engineers; Structural Engineers; Mechanical, Electrical and Plumbing ("MEP") Engineers; Construction Engineering and Inspection ("CEI") Services; Project Cost Estimator and Scheduler:
 - We are requesting that all specific qualifications and requirements be removed for these personnel, whether provided through the Proposer's staff or that of any Sub-Consultant. The RFQ specifies in detail what qualifies each candidate for these positions (see pages 12-15 & 20-24) and it is the responsibility of the Prime and its PM to provide and maintain a capable and experienced staff. This change would avoid restricting team members for competitive competition/selections and it is understood that the Prime is held responsible for the overall team's performance and guarantees its ability to deliver quality services.

- A24. 1) Please refer to Modification No. 3, above.
2) Please refer to Modification No. 4, above.
3) Please refer to Modification Nos. 8 through 10, above. Qualifications and experience requirements for personnel listed in Sections 3.5(iv) through 3.5(xii) will remain unchanged.

Q27. Public Information Services - as the provision of public information services is understood as a critical component of a large program management initiatives, please consider the addition of an allowance for a Miami-Dade certified SBE firm to provide these services.

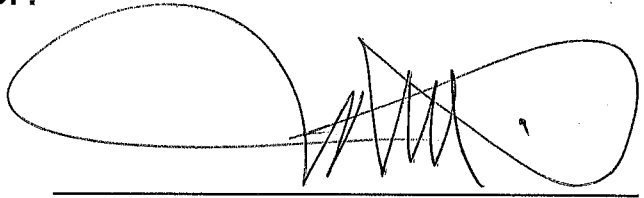
A27. As provided in Section 3.5(xii), Prime Consultants may add sub-consultants to provide services beyond those that are required at a minimum in the RFQ document. A specific allowance will not be included for said purpose.

Q28. E-Builder Software Experience - during the Voluntary meeting, it was confirmed that E-builder will be a requirement of this contact via an addendum will follow to specify this requirement and request that experience be provided by the Prime or its key team members (i.e., not required of SBE team members to avoid teaming restrictions). Please confirm when this requirement will be provided via addendum.

A28. Confirmed. The language has been provided as part of Addendum No. 1.

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- Q29. Two Tier Selection Process – it was mentioned that a first-tier qualifications stage may allow for the competitive selection committee to select the two PM firms without a second tier that may include a project approach submittal and/or a formal presentation for selection. Please confirm these understandings and if there is anticipated to be a one tier or two-tier selection process.
- A29. Whether the evaluation process will require a Step 2 Meeting, which may include requiring the submission of additional information or even oral presentations, will be the sole discretion of the Evaluation Committee appointed by the City Manager.

THIS ADDENDUM IS AN ESSENTIAL PORTION OF THE CONTRACT DOCUMENT AND SHALL BE MADE A PART THEREOF.


for **Annie Perez, CPPO, Director**
Department of Procurement, City of Miami