



Building Community[®]

Procurement Department Bid Section
Customer Center 1st Floor, Room 002
21 W. Church Street
Jacksonville, Florida 32202

September 27, 2018

ADDENDUM NUMBER: One (1)

TITLE: ITN 124-18 STRATEGIC PLANNING & IMPLEMENTATION CONSULTING SERVICES

PROPOSAL DUE DATE: August 14, 2018

TIME OF RECEIPT: 12:00 PM EST

THIS ADDENDUM IS FOR THE PURPOSE OF MAKING THE FOLLOWING CHANGES OR CLARIFICATIONS:

1. **Revise and Replace Appendix A – Response Form with Addendum 1 - Appendix A – Response Form.**
2. **Revise and Replace Solicitation Section 1.1.1. Scope of Work with the following language:**

1.1.1. SCOPE OF WORK

JEA is seeking a Consultant (also referred to as the “Company”) that provides strategic planning & implementation services. The Consultant will be required to work directly with the JEA Board (both collectively and individually), JEA’s Chief Executive Officer (CEO), Chief Operating Officer (COO) and the entire Senior Leadership Team (SLT) in order to develop and implement a Strategic Plan for JEA (the “Work” or “Services”).

The Services will be comprised of two (2) phases.

The following services will be considered Phase One of the work and will include, but not be limited to:

Senior Leadership Sessions

September 2018 – Two (2) full day meetings to review external market and ten (10) year vision.

Day one should include process overview and build on previous internal work around core competencies, competency gaps, organizational structure, values, culture, and change management.

Day two should work toward finalizing one (1) year, three (3) year and ten (10) year goals, prioritization of goals, gaps to close in order to meet goals, change management, strategic alignment of each business to corporate goals, corporate metrics and business metrics.

Board sessions

Design strategic planning process to meaningfully engage Board of Directors in construction of new strategic plan for JEA to complement the strategic planning work undertaken by the Senior Leadership Team.

Planning -

Prior to, and between each session listed above, the Consultant will be responsible for the following:

- Prepare and meet with Senior Leadership and Board Members as individuals or groups to understand specific challenges, goals, concerns and desires
- Evaluate engagement and risks to achieve a strategic plan
- Prepare and meet with community and city stakeholders to assess concerns and desires. Preparing and disseminating all pre-meeting materials
- Preparing meeting notes and observations and provide recommendations to improve JEA’s planning process

Phase Two services may include, but not limited to:

- Facilitation for partial and full day meetings with the Board, CEO and COO, over an expected 4-6 month period
- With the Board, CEO and COO, develop a comprehensive strategic plan document that contains Board Policy direction on the major issues
- Develop Action Plans with specific objectives and/or strategic initiatives
- Develop Business Plans for new business opportunities
- Track progress of strategic initiatives through the work of company-wide initiative teams
- Coach the CEO, COO, Initiative Teams, etc.
- Design and conduct SLT quarterly performance checkpoint meetings
- Conduct mid-course assessment and assess need for changes in process of organization
- Assist in fiscal year 2019 Launch (October 1, 2018)
- Conduct tactical action reviews as needed (e.g., what worked, what isn't working)
- Capture and share leading practices
- Assist in strategic analyses and strategic implementation projects as requested

The Quotation of Rates will be evaluated and scored based on the Phase One Lump Sum Total Response Price only. Phase Two follow-on work and additional activities will be negotiated based off of the Design Approach and Workplan submitted.

Please note that most of the work will be performed in Phase Two, so Responses should accurately reflect work to be performed in both phases.

3. Revise and Replace Solicitation Section 1.2.3. Required Forms to Submit with the Bid with the following language:

1.2.3. REQUIRED FORMS TO BE SUBMITTED WITH RESPONSE

The following forms must be completed and submitted to JEA at the timeframes stated below. The Respondent can obtain the required forms, other than the Minimum Qualification Form and Response Form, by downloading them from JEA.com.

A. The following forms are required to be submitted with the Response:

- o Company's Proposal
- o Minimum Qualifications Form- This form can be found in Appendix A of this ITN
- o Response Form- This can be found in Appendix A of this ITN

If the above listed forms are not submitted with the Response by the Response Due Time and Date, JEA may reject the Response.

B. JEA also requests the following documents to be submitted prior to Contract execution. A Response will not be rejected if these forms are not submitted at the Response Due Date and Time. However, failure to submit these documents prior to Contract execution could result in Response rejection.

- o List of JSEB Certified Firms (if any)
- o Conflict of Interest Certificate Form - This form can be found at JEA.com
- o Insurance certificate
- o W-9

Evidence of active registration with the State of Florida Division of Corporations (www.sunbiz.org)

4. Revise and Replace Solicitation Section 1.4.2. Quotation of Rates with the following language:

1.4.2. QUOTATION OF RATES (25 POINTS)

Respondent shall provide a firm-fixed price quote for all Work in this ITN by completing the enclosed Response Form. The prices shall include all profit, taxes, benefits, travel, and all other overhead items. Please note, that the Respondent's Total Bid Price cannot be increased during the BAFO process.

Please note, the prices quoted by Respondent on the Response Form must be firm-fixed prices, not estimates.

The Quotation of Rates will be evaluated and scored based on the Phase One Lump Sum Total Response Price only. Phase Two follow-on work and additional activities will be negotiated based off of the Design Approach and Workplan submitted.

5. Revise and Replace Solicitation Section 1.4.4. Past Performance/Company Experience with the following language:

1.4.4. PAST PERFORMANCE/COMPANY EXPERIENCE (25 POINTS)

The two (2) account references provided in the Minimum Qualifications section that JEA deems to meet the requirements as written for this ITN, will be scored for points in this section.

It's anticipated that the majority of the work for this contract will be performed in Phase Two. Accordingly, higher points will be awarded for projects of similar scope and complexity for both Phase 1 and 2 of this work, and should include a detailed summary of company experience in regards to both phases.

6. Revise and Replace Solicitation Section 1.4.5. ABILITY TO DESIGN AN APPROACH AND WORK PLAN TO MEET THE PROJECT REQUIREMENTS with the following language:

1.4.5. ABILITY TO DESIGN AN APPROACH AND WORK PLAN TO MEET THE PROJECT REQUIREMENTS (25 POINTS)

Describe in your own format the Proposer approach to provide the services described in the Scope of Work. Describe the approach to how your firm will manage the engagement. The description shall provide a comprehensive design approach and proposed work plan, and explain how the Proposer intends to staff and manage the engagement.

It's anticipated that the majority of the work for this contract will be performed in Phase Two. Accordingly, higher points will be awarded for a more detailed explanation for the approach to be performed in both phases.

Please use your own form for this section. The approach to consulting services is limited to a maximum of three (3) pages.

7. Revise and Replace Solicitation Section 2.4.1. Payment Method with the following language:

2.4.1. PAYMENT METHOD

The Company shall submit to JEA an Invoice once a month for payment of all fees and expenses incurred during that month by the Company in performing the Work. JEA may elect to make a partial payment or no payment if JEA determines, at its sole discretion, and after due consideration of relevant factors, that either all, or part of the Work being invoiced is not in accordance with the Contract Documents.

Company shall invoice JEA in accordance with the lump sum pricing stated on the Company's Response Form. Company's rates stated on the bid document shall include all profit, taxes, benefits, travel, and all other overhead items.

Phase 2 will be negotiated based off of the Design Approach and Workplan, and will be paid monthly for services incurred.

- 8. Question:** Do you have dates set apart for these meetings? To ensure that we can schedule JEA proper focus and dedication, we wanted to verify if this was a hard timeline, or could be adjusted.

Answer: JEA plans to set the dates during the planning process with the awarded vendor.

- 9. Question:** The ITN cover page indicates that responses are to be emailed to your attention. However, Section 1.1.3 on page 7 indicates that responses are to be delivered or mailed to JEA Procurement at the 21 West Church Street. Please confirm if emailed or hardcopy responses are required. If hardcopy responses are required, please indicate the quantity.

Answer: The cover page incorrectly said the forms could be emailed. The required forms and proposal shall be delivered or mailed to JEA Procurement at the 21 West Church Street, Jacksonville, FL 32202. The respondent shall submit one (1) original proposal, three (3) duplicates (hardcopies), and one (1) CD.

- 10. Question:** Pages 6-9, 11, and others of the ITN reference Exhibit A-Response Workbook. This workbook is also referenced in the Appendices, but we don't see it provided in the 4 pages of the Appendices. Please provide the Response Workbook, if required.

Answer: The Response Workbook references and requirement has been removed from this solicitation.

- 11. Question:** Would JEA consider an extension of the submittal due date?

Answer: The Response Due Date of August 14, 2018 by 12:00 PM EST will remain the same for this solicitation.

- 12. Question:** Can you please clarify whether bidders need to submit an "Appendix A - Response Workbook", as referenced on page 7 of the referenced RFP document, quoting hourly rates for Phase Two services.

Answer: The Response Workbook references and requirement has been removed from this solicitation.

- 13. Question:** Will JEA allow respondents to bid in a Firm-Fixed Price format compliant with their established pricing practices for both Phases 1 and 2?

Answer: The Quotation of Rates will be evaluated and scored based on the Phase One Lump Sum Total Response Price only. Phase Two follow-on work and additional activities will be negotiated based off of the Design Approach and Workplan submitted.

ACKNOWLEDGE RECEIPT OF THIS ADDENDUM ON THE RESPONSE FORM