



County of Sacramento

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October 1, 2021

To: Prospective Proposers

From: Sherrie Antonio  
Administrative Services Officer 1  
Sacramento County Department of Airports

**Subject: Addenda # 2 - Request for Proposals Organizational Development Consulting Services - Sacramento International Airport**

Addenda # 2 to the Request for Proposals (RFP) Organizational Development Consulting Services includes the answers to questions received by the deadline and an updated RFP timeline.

The Sacramento County Department of Airports (Department) received twenty (20) questions in response to the RFP. Listed below are the submitted questions along with the Department's responses. The questions are represented in the original format exactly as submitted to the County. No spelling or grammatical corrections were made to any question.

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1. The solicitation mentioned a mandatory pre-proposal conference but I did not see a date for it.  
Is one scheduled and required for this RFP?

**Answer:** No, there is no pre-proposal conference for this RFP. See Addenda 1 for updated minimum qualifications.

2. We are interested in bidding on this proposal. The RFP notes that, in order for our proposal to be considered, someone from our organization must attend a pre-conference proposal call. However, I don't see a date and time listed in the RFP for this pre-conference call.

Could you share that information with me? I'm hopeful the date and time has not passed. We are intending to submit if possible.

**Answer:** There is no pre-proposal conference for this RFP. See Addenda 1 for updated minimum qualifications.

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3. The RFP for Organizational Development Consulting Services references a mandatory pre-proposal conference but does not give any information on a date, time, or location. Would you please provide the information or tell me where to access it?

**Answer:** There is no pre-proposal conference for this RFP. See Addenda 1 for updated minimum qualifications.

4. In the summary and background section, paragraph 5, it mentions a second leadership/development program was implemented from 2016-2018. What program was this?

**Answer:** It was another consultant led leadership and organization development program.

5. Due to the pandemic and possibilities is the airport open to virtual offerings that can be added in addition to all SOW requirements?

**Answer:** Yes, please include these offerings in the proposal submittal.

6. I see agreement date is scheduled for Feb/1/2022 and the contract shall last to 6/1/2024. Does this mean services will be expected to start on Feb/1/2022?

**Answer:** Yes, services are expected to start upon the execution of the agreement.

7. What is the head count for proposed participants that will be receiving training?

**Answer:** The total number of employees that will be included in the training is thirty six (36). The breakdown by position is as follows:

Position	Number of employees
Director of Airports	1
Deputy Director	4
Senior Airport Manager	4
Airport Manager	22
Law Enforcement and Fire	2
General Services Facilities Manager	1
CMID Manager	1
Public Information Officer	1
<b>Total</b>	<b>36</b>

8. Kindly advise whether the Request for Proposal for the Department of Airports (Organizational Development Consulting Services) is open to international consultancies.

We are based in South Africa and would like the opportunity to send through a proposal. Blueprints specializes in Organizational Development, and we have done business with many multi-national organizations

**Answer:** The Department will accept/consider proposals from any responsible proposer that meets the minimum qualifications as outlined in the RFP.

9. Is there a deadline for questions/clarifications and if so, to whom should we address these issues?

**Answer:** All inquiries regarding this RFP must be directed in writing, via e-mail to Sherrie Antonio at [Antonios@saccounty.net](mailto:Antonios@saccounty.net) no later than September 24, 2021 at 2:00 PM, Pacific Daylight Time.

10. Exhibit C, Section I. of the RFP states, "The Maximum Total Payment Amount under this Agreement is \$125,000 during the Term of this Agreement." Please confirm if this Maximum Total Payment Amount is the total amount for the 3 years only or if it also covers the optional additional 1 year.

**Answer:** The maximum total payment amount of \$125,000 is for the entire term of the agreement including the optional extension period.

11. The total current headcount is provided. Would you please provide the headcount of each employment category (Manager, Supervisor, or Front-line Staff)?

**Answer:**

The total number of employees that will be included in the training is thirty six (36). The breakdown by position is as follows:

Position	Number of employees
Director of Airports	1
Deputy Director	4
Senior Airport Manager	4
Airport Manager	22
Law Enforcement and Fire	2
General Services Facilities Manager	1
CMID Manager	1
Public Information Officer	1
<b>Total</b>	<b>36</b>

12. Regarding the FAA Assurances. Is the county utilizing FAA grant funds to perform this OCM engagement? Or, are the sponsors requesting funds under the provisions of Title 49, U.S.C., subtitle VII, as amended? Would these services be considered a "planning project" under FAA guidelines?

**Answer:** No, the Department is not seeking FAA grant funding for this agreement, and this agreement is not a "planning project" under FAA guidelines.

13. Can bidders provide exceptions to the standard Agreement? The cover letter states, "Include a statement the Consultant agrees to the Agreement format, its content and all requirements as presented including professional liability insurance limits."

However, page 2 indicates, "The successful proposer will be expected to execute the attached Agreement as provided in Attachment A. Any exceptions to the Agreement provisions provided in Attachment A must be submitted with the response to this request."

**Answer:** Yes, exceptions to the standard agreement can be submitted with the response to this request.

14. Pre-proposal conference: Will one be scheduled? If so, is it mandatory?

**Answer:** There is no pre-proposal conference for this RFP. See Addenda 1 for updated minimum qualifications.

15. On fee, the requirement is this: Proposer shall provide a proposed Fee Schedule. Please include the hourly rates for the project. Clearly identify any overhead multipliers or other fees not covered by the stated hourly rates, if applicable. The terms of the resulting Agreement will be subject to negotiation with the successful entity. Include anticipated hours for all employees proposed and justification of hours to complete the Project Scope.

My question: We typically do not bill on a straight hourly rate, per se. We price based on the specific service. For example, one of our proposed services might be an org assessment and we can provide the fee for that specific service. Another proposed service might be workshops, and we can provide a fee for that specific service. Will you accept a list of proposed services with a NTE fee for each service? Our proposed total shall NTE \$125K for the 3 year period.

**Answer:** Yes, a list of proposed services and the associated costs will be accepted.

16. Will you accept a "hybrid/blended" approach (virtual and in-person)? Or do you have a preference or requirement for how services are delivered? (We

are very amenable to in-person, but travel allowance would apply -- and, of course, we will state that in our proposal.)

**Answer:** Yes, the Department is open to a hybrid or blended approach that includes in person and virtual meetings.

17. In the Minimum Qualifications Section, there is a statement "Successful proposers must have five (5) or more years of continuous experience within the last ten (10) years in providing organizational and leadership development services. That experience must include proven successful change management for at least three organizations, including plans to facilitate the sustainability of organizational development and culture change."

Question/Clarification: While our firm formally received its LLC designation in 2017, many of our senior consultants have 10+ years of experience aligned with the requirements outlined in this statement. Our assumption is that by bringing this experience to Sacramento County Department of Airports, we will be meeting the minimum qualifications to submit. Can you confirm?

**Answer:** Yes, the Department will accept years of experience from the firm before receiving a LLC designation.

18. Are there stakeholders outside of the Department of Airports that will be important to include in an organizational assessment? If so, we'd appreciate having the estimated number of individuals outside of the Department that would be included.

**Answer:** No, there are no outside stakeholders that will be included.

19. What are the total number of managers and supervisors to be included from the Department of Airports relevant to the requested consulting services?

**Answer:**

The total number of employees that will be included in the training is thirty six (36). The breakdown by position is as follows:

Position	Number of employees
Director of Airports	1
Deputy Director	4
Senior Airport Manager	4
Airport Manager	22
Law Enforcement and Fire	2
General Services Facilities Manager	1
CMID Manager	1
Public Information Officer	1
<b>Total</b>	<b>36</b>

20. Is the Director of Airports and her four direct reports considered "the Senior Leadership team", where that group is referenced in the RFP?

**Answer:** Yes, the Director of Airports and the four (4) Deputy Directors are the Senior Leadership Team.

**Updated RFP Timeline:**

<b>DATE</b>	<b>ACTION</b>
September 1, 2021	Issuance of RFP
September 24, 2021	Deadline for submitting questions
October 1, 2021	Addenda issued (if necessary)
October 15, 2021	Proposal due date
November 5, 2021	Interview invitation letters sent to proposers (if necessary)
November 16, 2021	Proposer interviews (if necessary)
January 20, 2022	Award recommendation letters sent to proposers
January 25, 2022	Recommendations of selection presented to County Board of Supervisors
January 28, 2022	Pre-Agreement meeting (if necessary)
February 1, 2022	Effective date of Agreement with selected proposer