

**Addendum 01**  
**To RFP 26-1068 for Consulting Services for the Establishment of a Project Management Program (PMP)**  
**Questions and Answers**

*Issued on January 5, 2026*

RFI #	Question/RFI	Answer/Clarification
1.	Why is the Corporation choosing to make these improvements and why now?	Corporation is planning to make significant investments in the facility over the next five (5) years. To be able to manage the complexity and volume of projects, it is very important to have a robust Project Management Program in place to be able to complete those capital projects successfully.
2.	How many firms have been invited to respond, and does Corporation have any prior relationships with any of the firms?	Multiple companies are sent the RFP for consideration. The RFP is also available to the public through Corporation's website: <a href="#"><u>Procurement - San Diego Convention Center</u></a>
3.	Would Corporation elaborate on the current maturity of the organization?	Corporation has an Engineering Department that has handled capital projects in the past. However, there haven't been consistent project management Processes established or documented. The Corporation Project Management Program is in the very early stages of implementation.
4.	How many projects and programs are currently in the portfolio of investments, and what type of projects and programs are they?	There are approximately forty (40) projects in the pipeline. The projects include improvements in mechanical, electrical, plumbing, roofing, vertical transport, fire protection, office renovations, and similar capital projects.
5.	How many individuals would Corporation like involved in the assessment and what roles do they perform?	Corporation will leave it up to the Consultant to propose the staff that will adequately conduct the assessment and provide project management recommendations and other RFP requirements.
6.	Are there any schedules and/or budget constraints we should be aware of?	Corporation desires to have Phase I and II completed in six (6) months. For budget purposes, Corporation has a budget of \$250,000, including project management software implementation and fees. The cost to implement the project management software platform will be paid directly to the software provider.

7.	Is there a desired fee structure such as time & materials or fixed fee?	Proposers responding to this RFP must provide a breakdown of hours and associated fees per task. The hours shall be further broken down per position assigned to each task. The Proposer's fee structure shall also be provided.
8.	Is the desire to have interviews for the assessment conducted onsite or remote?	Interviews will be conducted remotely.
9.	Is the focus just on projects and programs or also portfolio management?	This is only for capital and construction project management.
10.	Is Corporation seeking a firm with significant CM experience, such as a firm that is specifically focused on leading and implementing construction/capital projects, rather than a firm with expertise in PM across CM and many other types of strategic projects?	The main task is to develop a Project Management Program for capital and construction projects. The Consultant must demonstrate experience helping similar organizations establish their Project Management Program for construction and capital projects. The intent of this RFP is not to hire a construction management firm to manage Corporation's capital projects. The intent is to hire a firm that can help Corporation establish its own internal construction management / project management program.
11.	Can the Corporation confirm the operating and governance relationship between the city, county, or port authority?	The San Diego Convention Center is owned by the City of San Diego. The Port of San Diego owns the parking garage and has jurisdiction over any large modifications or projects performed at the San Diego Convention Center. The San Diego Convention Center Corporation is the entity in charge of managing all operations on behalf of the City of San Diego.
12.	Does the scope include managing the full PMIS vendor procurement process (RFP drafting, vendor outreach, evaluation, and scoring)?	The scope includes recommending the most appropriate PMIS for the Corporation. Procurement of the platform will be done by the Corporation. The selected firm shall assist with implementation and adoption processes of the PMIS.
13.	What are the preferred work location requirements for the assigned resources: on-site fulltime at the San Diego Convention Center site, hybrid, or remote?	A hybrid model is desirable with most of the onsite work done during the initial assessment and follow up program assessment. Following the initial assessment and follow-up assessment, the work will be remote.

14.	Can the Corporation provide a high-level overview of its current and historic project management and/or owner's representative delivery structure for capital projects, including the extent to which services are performed in-house versus supported by external consultants?	Corporation has traditionally followed a design bid build approach. The contracting and construction management functions have been done in-house.
15.	Is there a specific duration for Phase II- Technology, Integration, Process Development and Training, or should the Proposer provide a recommended duration?	It is estimated that both phases should be completed in six (6) months (excluding follow-up assessments). Corporation prefers that each Proposer provides the schedule that will be followed to complete both phases of the project.
16.	Can Corporation please confirm the duration that the cost proposal is expected to cover?	Corporation desires to have Phase I and Phase II completed six (6) months after contract execution. There is a requirement to do an assessment of the performance six (6) months after implementing it and a year after implementing it. The effort during those assessments is relatively small in comparison with the Phase I and Phase II tasks.
17.	Does participation in this engagement for the establishment of a Project Management Program (PMP) restrict or preclude the selected Consultant, or any proposers, from pursuing or being considered for future Project Management, Construction Management, or Owner's Representative services contracts with the San Diego Convention Center Corporation? If so, please clarify the duration and scope of any such restrictions.	No.
18.	What project delivery methods does the Corporation most commonly utilize for capital projects (e.g., Design-Bid-Build, Design-Build, Progressive Design-Build, CM-at-Risk, Job Order Contracting, etc.), and are multiple delivery models typically active concurrently within the capital program?	<p>Corporation has traditionally used a design bid build approach. Corporation is working to transition more into design build contracts.</p> <p>Corporation intends to have a combination of both design bid build and design build but lean more heavily on design build.</p>

19.	How many people are in Corporation's PMO and what roles do they have in the PMO team? Is there an existing training function? Is there an existing change management function?	There are presently three (3) people in the PMO. There is a Director, an Electrical Engineer/Project Manager, and a Project Administrator. It is very likely that two (2) more project managers will be added within the next 6-12 months. Additionally, Corporation has a Procurement Department that supports all the contracting activities. The Procurement Department has a Director, a Procurement Manager, and three (3) Procurement Analysts.
20.	In the tools listed for the PMIS, has Corporation already completed an assessment of market leading PMIS tools? Is there a preferred tool in mind?	Corporation has completed an internal assessment. Corporation is not inclined to go with one platform or another. Corporation prefers that the Consultant provides recommendations based on their assessments, and the size and complexity of the capital program.
21.	The system integration mentions a number of tools. Can Corporation share any existing tools you are using that will need to be part of the integration?	Integration is not a high priority now. Some of the other platforms Corporation uses include Smartsheet, NEXGEN, and Business Central.
22.	Does Corporation have an estimate on how many licenses will be needed for a PMIS or any other tools?	Corporation anticipates the need for five (5) active licenses.
23.	Are there any limitations on cloud hosting platforms, or do you have a preferred cloud hosting provider?	As long as the platform is securely hosted on any of the major providers, then no, Corporation does not have any limitations governing which platforms Corporation can or cannot use.
24.	Does Corporation plan to procure all systems, or will it be on the Consultant to provide and own the licensing agreement?	Corporation will procure and own all licenses.
25.	In Exhibit A – Scope of Services, Phase II Subsection 6b: Technology, Integration, Process Development, and Training, under (Authentication & Security), should we include security details for any proposed system in the RFP response, or will this be required at a later date?	The selected platform must comply with the software requirements listed on Exhibit A – Scope of Services, Section 6 – PMIS Software Requirements. The security details are not required as part of this RFP response.
26.	In Exhibit A – Scope of Services, Phase II: Technology, Integration, Process Development, and Training, under Subsection 6d (Reporting, Dashboards & Analytics) - do you have a preferred	Corporation has no preference.

	visualization and data analysis tool? Eg Power BI, Tableau, etc.	
27.	Is Corporation looking for a single PMIS or is Corporation open to multiple systems that can be integrated?	Corporation would prefer one (1) solution but is open to multiple systems as long as it is user friendly, financially viable, and meets Corporation's needs to manage projects successfully.
28.	Are resumes included in the page count for Section A: Proven Track Record and Capabilities?	Yes.
29.	What is the expected annual dollar volume of projects over the next five (5) years, and what is the size range of planned projects?	Approximately \$10M - \$15M/year. Projects can range in value from \$100,000 - \$3,000,000.
30.	Does the Corporation currently use a PMIS system?	No.
31.	Is this intended for renovation projects or new builds/expansions?	Mostly renovations and large mechanical and electrical equipment replacement. Other projects include roofing, building automation systems, lighting control systems, and vertical transport systems.
32.	Should the \$5M to \$30M annual budget levels be interpreted as discrete scenario options for a single year or as a progression of budget growth over time?	It was more of a progression. On average it should be around \$10M - \$15M / year.
33.	For each budget level, is there an expected allocation or distribution of project sizes (small, medium, large) that can be assumed when developing staffing and resource recommendations?	Assume about 60% for projects under \$500k, 30% for projects between \$500k and \$1M, and 10% for projects over \$1M.
34.	What is the expected annual dollar volume of projects over the next five (5) years, and what is the size range of planned projects?	Approximately \$10M - \$15M/year. Projects can range in value from \$100,000 - \$3,000,000.
35.	Is there an existing project management plan in place?	No.
36.	Within the Scope of Services, is Item 6 mislabeled, or is there supposed to be an item 5 between 4. Scope of Services and Required Deliverables, and 6. PMIS Software Requirements?	There was a clerical error by Corporation. Section 5 was unintentionally omitted.

37.	Does the Corporation have a preferred project delivery method (ex: design-bid-build, design-build) that the PMP is expected to follow?	Corporation is transitioning to mostly design build projects.
38.	For the cost proposal, is there a maximum or “not-to-exceed” amount established for this project?	The estimated amount for this project is \$250,000, including the cost to implement the PMIS, which will be procured and owned by the Corporation.
39.	Do the cover page, back cover, table of contents, and section divider sheets count towards any of the page counts?	No.
40.	Can there be an Appendix and, if so, is there a page limit?	Proposers may include an appendix for the entire proposal that does not exceed three (3) pages.
41.	Section 2 - Proposal Form, under item A.1. Consultant/Firm Qualification & Experience, the RFP states, "Provide a summary of your firm's qualifications and experience on similar assignments over the last five (5) years, relevant industry expertise, PMP establishment experience, and past performance with public-sector or large-scale construction programs." Is experience on similar assignments the only category that the 5-year period applies to?	Yes. Firms that submit closely related experience with similar assignments within the past five (5) years will score higher in the proposal evaluation.
42.	<p>Section 2 - Proposal Form, under item A.5. Comparable Projects, the RFP states, "Provide a list of 5 projects over the last 5 years similar in scope."</p> <p>a. Do these projects need to have been <i>completed</i> in the last 5 years, or can they be under construction or in pre-construction phases?</p> <p>b. Is "similar in scope" the same or different from "similar assignments" defined under item A.1. Consultant/Firm Qualification &amp; Experience ("Similar assignments include experience with convention centers, airports, or large sports venues and/or experience with programs of the same dollar volume and number of projects or higher (\$5M – \$30M and 15-60 projects a year).")</p>	<p>a. Proposer shall provide completed engagements where the Proposer directly assisted with setting up a Project Management Program.</p> <p>b. Similar in scope is the same as similar assignments.</p> <p>The Corporation is seeking firms to help establish a Project Management Program and have demonstrated experience doing that. The Corporation is not looking for Construction Management support, as that will be done in-house.</p>

43.	Section 2 - Proposal Form, under item A.6. References, the RFP states, "Provide references for each of the projects included in the Consultant/Firm Qualifications and experience section." Please confirm if this is correct or if it should be for each of the Comparable Projects listed under item A.5.	<p>References provided in Section 2 – Proposal Form A.6 – References shall be the references for the projects proposers provide in Section 2 – Proposal Form A.5 - Comparable Projects.</p> <p>Section 2 – Proposal Form A.1 – Consultant/Firm Qualifications &amp; Experience is for proposers to provide a summary of the firm’s qualifications and experience on similar assignments over the last five (5) years, relevant industry expertise, PMP establishment experience, and past performance with public-sector or large-scale construction programs. Section 2 – Proposal Form A.1 – Consultant/Firm Qualifications &amp; Experience is not intended for in depth detail on comparable projects or references.</p>
44.	Would Corporation consider changing the requirements for Section 2 – Proposal Form A.5 - Comparable Projects from 5 years to 10 years?	No, Corporation will maintain the current requirement of five (5) years.

**Please Note:** RFP documents are available for download at: [RFP 26-1068: Consulting Services for the Establishment of a Project Management Program \(PMP\) - San Diego Convention Center](#)