

SAN DIEGO CONVENTION CENTER CORPORATION

REQUEST FOR PROPOSALS FOR

CONSULTING SERVICES FOR THE ESTABLISHMENT OF A PROJECT MANAGEMENT PROGRAM (PMP) RFP #26-1068

Issue Date:	December 2, 2025
Pre-Proposal Question Deadline:	December 19, 2025, at 5:00 p.m. local time
Corporation's Response to Pre-Proposal Questions:	January 5, 2026, at 5:00 p.m. local time
Proposal Deadline:	January 14, 2026, at 5:00 p.m. local time San Diego Convention Center Corporation Send proposals to: alyssa.farnsworth@visitsandiego.com
Proposal Evaluation Period:	January 15, 2026 – January 23, 2026
Shortlist Interviews:	January 29, 2026 – January 30, 2026
Final Evaluation Period:	February 2, 2026 – February 5, 2026
Notice of Intent to Award: <i>(contingent on approvals)</i>	February 6, 2026
Procurement Contact:	Alyssa Farnsworth, Procurement Analyst E-Mail: alyssa.farnsworth@visitsandiego.com Phone: Office (619) 525-5315, Cell (619) 838-9374

Description: The San Diego Convention Center Corporation ("Corporation") is seeking proposals from qualified Companies ("Consultant" or "Proposer") to assess current project management practices and implement a best-in-class Project Management Program ("PMP"). For full details of the scope of services, see Exhibit A – Scope of Services. Any addendum or exhibit that is issued for this RFP can be found at: **26-1068 PMP Consulting - San Diego Convention Center.**

Exhibits incorporated in this RFP:

- Exhibit A – Scope of Services
- Exhibit B – Sample Contract

Written questions regarding the substance of the RFP must be submitted via e-mail to the procurement contact listed above no later than the Pre-Proposal Question Deadline indicated above. E-mailed Proposals are due prior to the Proposal Deadline indicated above and must be delivered to alyssa.farnsworth@visitsandiego.com. Late proposals will not be accepted – NO EXCEPTIONS.

PROCUREMENT REQUIREMENTS

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Section 1 – Instructions & General Conditions

1. **COMMUNICATIONS:** All communications, any modifications, clarifications, amendments, questions, responses, or any other matters related to the Request for Proposal (RFP) must be made only through the Procurement Contact noted on the cover of this RFP, or their designee. A violation of this provision is cause for the Corporation to reject a company's proposal. No contact regarding this document with other Corporation employees is permitted and may be grounds for disqualification.
2. **PRE-PROPOSAL INFORMATION AND QUESTIONS:** Each proposal that is timely received will be evaluated on its merit and for completeness of all requested information. In preparing proposals, Proposers are advised to rely only upon the contents of this RFP and accompanying documents, and any written clarifications or addenda issued by the Corporation. If a Proposer finds a discrepancy, error, or omission in the RFP package, or requires any written addendum thereto, the Proposer is requested to notify the Procurement Contact noted on the cover of this RFP, so that written clarification may be sent to all prospective Proposer. All questions must be submitted in writing to the Procurement Contact before the Pre-Proposal Question Deadline indicated on the front of this document. All answers will be issued in the form of a written addendum.
3. **RFP MODIFICATIONS:** Clarifications, modifications, or amendments may be made to the RFP at any time prior to the Proposal Deadline at the discretion of the Corporation. It is the Proposer's responsibility to periodically check the Corporation's website at <https://visitsandiego.com/work-with-us/vendors/current-opportunities> until the posted Proposal Deadline to obtain any issued addenda.
4. **PROPOSAL SUBMISSION:** Submit offer on the Proposal Form provided. Proposers are required to complete the entire Proposal Form and supplements (if applicable).
 - a. Proposals must be submitted to the Procurement Department, San Diego Convention Center Corporation, by **e-mail** to alyssa.farnsworth@visitsandiego.com, before the date and time indicated as the deadline. It is each Proposer's sole responsibility to ensure the Procurement Department receives the proposal prior to the Proposal Deadline.
 - b. Submission of a proposal establishes a conclusive presumption that the Proposer is thoroughly familiar with the Request for Proposal (RFP) and that the Proposer understands and agrees to abide by each and all of the stipulations and requirements contained therein.
 - c. All costs incurred in the preparation and presentation of the proposal is the Proposer's sole responsibility; no pre-proposal costs will be reimbursed to any Proposers. All documentation submitted with the proposal will become the property of the Corporation.
 - d. Proposals must be held firm for a minimum of 90 days.
5. **EXCEPTIONS:** Proposer shall clearly identify any proposed deviations from the Scope of Services in the Request for Proposal. Each exception must be clearly defined and referenced to the proper paragraph in this RFP. The exception shall include, at a minimum, the Proposer's proposed substitute language and opinion as to why the suggested substitution will provide equivalent or better service and performance. If no exceptions are noted in the Proposer's proposal, the Corporation will assume complete conformance with this specification and the successful Proposer will be required to perform accordingly. Proposals not meeting all requirements may be rejected.
6. **DUPLICATE PROPOSALS:** No more than one (1) proposal from any Proposer, including its subsidiaries, affiliated companies, and franchises will be considered by the Corporation. In the event multiple proposals are submitted in violation of this provision, the Corporation will have the right to determine which proposal will be considered, or at its sole option, reject all such multiple proposals.
7. **REJECTION:** The Corporation reserves the right to reject any or all proposals, or to accept or reject any proposal in part, and to waive any minor informality or irregularity in proposals received if it is

determined by the Director of Procurement and Contracts that the best interest of the Corporation will be served by doing so. A Proposer's failure to provide any additional information requested by the Corporation prior to a Consultant selection may result in rejection of the proposal. The Corporation may reject any proposal from any person, firm, or corporation in arrears or in default to the Corporation on any contract, debt, or other obligation, or if the Proposer is debarred by the Corporation from consideration for a contract award. The Corporation reserves the right to reject all nonconforming, nonresponsive, unbalanced, or conditional Proposals. Discrepancies in the multiplication of unit prices and unit prices themselves will be resolved in favor of unit price. Discrepancies between the indicated sum of any column of figures and the correct sum thereof will be resolved in favor of the correct sum.

8. **PROCUREMENT POLICY:** Procurement for the Corporation will be handled in a manner providing fair opportunity to all businesses. This will be accomplished without abrogation or sacrifice of quality and as determined to be in the best interest of the Corporation.
9. **NON-DISCRIMINATION:** Corporation will not contract with any person or firm that discriminates against employees or applicants for employment because of any factor not related to job performance. The Proposer must comply with all federal, state, and local laws and policies that prohibit discrimination in employment contracts. The Proposer must include in its subcontracts provisions that prohibit subcontractors from discriminating in their employment practices.
10. **METHOD OF EVALUATION:** The Proposal will be awarded to the most responsive, responsible Proposer meeting specifications with the highest evaluation score based upon the following criteria:
 - A. **Proven Track Record and Capabilities – 40%**
 1. Consultant Qualifications & Experience
 2. Consultant Capabilities
 3. Key Personnel & Organizational Capacity
 4. References and Comparable Projects
 - B. **Technical Proposal and Work Plan – 40%**
 1. Innovation and Value-Added Services
 2. Technical Proposal Quality and Completeness
 3. Understanding of Scope and Methodology
 4. Timeline and Schedule Compliance
 - C. **Cost – 20%**
 1. Fee Structure
 2. Value for Money
 3. Reasonableness and Transparency of Proposed Costs
11. **CONTRACT AWARD:** The Corporation reserves the right to award by item, group of items, or total proposal. The Proposer to whom the award is made will be notified at the earliest possible date. After a final award of the Contract by the Corporation, the Consultant must execute and perform said Contract. If, for any reason, a contract is not executed with the selected Proposer within fourteen (14) days after receipt of Contract, then the Corporation may recommend the award to the next qualified Proposer.
12. **DISQUALIFICATION OF PROPOSERS:** Any one or more of the following causes may be considered for the disqualification of a Proposer as non-responsible and the rejection of the Proposal:
 - a. Evidence of collusion among Proposers;
 - b. Lack of competency as revealed by either financial, experience, or safety statements;
 - c. Lack of responsibility as shown by past work;
 - d. Uncompleted work under other contracts which, according in the judgment of the Corporation, might hinder or prevent the prompt completion of additional work if needed.
13. **DISCUSSIONS:** Discussions may be conducted with responsible Proposers, in order to clarify and assure full understanding of, and conformance to, the solicitation requirements. Discussions may be conducted

with Proposers who submit proposals determined to be reasonably susceptible of being elected for award, but proposals may be accepted without such discussions. Proposers shall be accorded fair and equal treatment with respect to any opportunity for discussions and revisions of proposals. Such revisions may be permitted after submission and prior to award for the purpose of obtaining best and final offers. If during discussions there is a need for any substantial clarification of or change in the RFP, the RFP shall be amended to incorporate such clarification or change. The Proposer shall reduce any substantial oral clarification of a proposal in writing.

- 14. SUBCONTRACTORS:** The successful Proposer must identify all subcontractor(s) regardless of the dollar amount or percentage and the services they will provide. The successful Proposer is responsible for all payments and liabilities of all subcontractor(s). Corporation reserves the right to approve or reject any proposed subcontractor. If the Corporation rejects any proposed subcontractor, the successful Proposer shall be responsible to assume the proposed subcontractor's responsibilities. The successful Proposer may propose another subcontractor if it does not jeopardize the effectiveness or efficiency of the contract. Nothing contained in the RFP or in the contract shall create or be construed as creating any contractual relationship between subcontractor and the Corporation. The Contract will not be assignable to any other business entity without the Corporation's approval.
- 15. INSURANCE REQUIREMENTS:** At all times during the term of the contract, the Consultant shall maintain, at their sole expense, insurance coverage for the Consultant, its employees, officers, and independent contractors as follows:

TYPE OF INSURANCE	MINIMUM ACCEPTABLE LIMITS OF LIABILITY
1. Workers Compensation	Statutory
2. Employers Liability	
A. Each Accident	\$2,000,000.00
B. Each Employee-disease	\$2,000,000.00
C. Policy Aggregate-disease	\$2,000,000.00
3. Commercial General Liability	
A. Per Occurrence	\$2,000,000.00
4. Business Auto Liability	\$2,000,000.00
5. Professional Liability (Errors and Omissions)	\$2,000,000.00

San Diego Convention Center Corporation, Inc., City of San Diego, San Diego Unified Port District, and the members, officers, directors, agents, and employees of each of these three entities shall be named as additional insured.

- 16. DISCLOSURE OF CONTENTS:** All information provided in the proposal shall be held in confidence and shall not be revealed or discussed with competitors or the general public, until after award of the contract except as provided by law or court decision. Proposers must make no other distribution of the proposals other than authorized by this RFP. A Proposer who shares cost information contained in its proposal with other Corporation personnel or competing Proposer's personnel shall be subject to disqualification.
- 17. PUBLIC DISCLOSURE:** Proposals are subject to public disclosure after the deadline for submission in accordance with applicable law.
- 18. CONTRACT COMMENCEMENT:** Commencement of a contract shall not begin prior to all necessary Corporation approvals, including Corporation's Board of Directors approval where required, and subsequent execution of the Corporation's Contract. Commencement of a contract without these approvals is solely at the Proposer's own risk and is likely to result in no payment for services performed or goods received.

- 19. CHANGE ORDERS:** In the event Corporation determines to change the SOW to either delete or add work to be performed by Consultant or the materials to be provided for the SOW, Consultant shall prepare a change order. Corporation shall have the right to approve or disapprove the change order. Change orders submitted by Consultant shall not exceed a markup percentage of Ten Percent (10%).
- 20. COOPERATIVE CONTRACT PRICING:** Corporation qualifies for local government cooperative contract pricing. Proposer shall indicate if cooperative contract pricing is being used under Section 2 – Proposal Form: Exclusions and Clarifications.
- 21. LIVING WAGE:** Consultant shall comply with the City of San Diego Living Wage Ordinance (San Diego Municipal Code Article 2, Division 42, §§22.4201 through 22.4245).

Section 2 – Proposal Form to Follow

Section 2 – Proposal Form

Failure to complete this form in its entirety may result in your Proposal being deemed non-responsive.

PROPOSER:

Legal Business Name

Other Entity Name(s) (if applicable)

Primary Contact Name

Primary Contact Position

Primary Contact Phone Number

Primary Contact E-mail

PROPOSAL:

Proposals will be evaluated using a comprehensive review process to determine the Consultant that best meets the needs of the project. Attach the following submittals to this Section 2 – Proposal Form:

A. Proven Track Record and Capabilities – (attach with Proposal Form - page limit 20)

Proposals shall show the Consultant/Firm's demonstrated experience, qualifications, and successful completion of comparable projects that will be assessed to ensure the ability to deliver the required services effectively. To properly demonstrate Consultant/Firm's abilities, submit a Capabilities Statement that includes the following:

1. Consultant/Firm Qualifications & Experience:

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. 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).

2. Corporate Capabilities:

Provide a summary of corporate capabilities as it relates to the implementation of a PMP.

3. Key Personnel & Organizational Capacity:

Provide a summary that outlines the experience and availability of proposed team members, clarity of roles, certifications, and ability to staff according to project size and complexity. Include an organizational chart showing lines of authority for those that will be working on this project.

4. Resumes:

Provide resumes of key personnel that will be directly involved with this project.

5. Comparable Projects:

Provide a list of 5 projects over the last 5 years similar in scope. Include type of facility, project name, project description, describing tasks and requirements and how your firm was able to complete the tasks successfully. Include project duration and any major challenges and how your firm was able to overcome them.

6. References:

Provide references for each of the projects included in the Consultant/Firm Qualifications and experience section. Provide the name, title, phone, and email address of each reference.

B. Technical Proposal and Work Plan – (attach with Proposal Form - page limit 10)

Proposals shall demonstrate Consultant's ability to deliver the required services effectively, using innovative and proven methods. To properly demonstrate qualifications and compliance with the technical components, submit a Technical Proposal and Work Plan that includes the following:

1. Innovation and Value-Added Services

All innovations proposed for this engagement shall be clearly described. Practices that reduce time and/or cost during implementation or operations shall be detailed. Any additional services offered to ensure the successful implementation of the Project Management Plan (PMP) shall be fully identified and explained.

2. Understanding of Scope and Methodology

A thorough understanding of the required scope of services shall be demonstrated. The soundness of the proposed methodology, the ability to meet and execute the desired deliverables, and the quality of the proposed Work Plan and schedule will be assessed.

3. Timeline and Schedule Compliance

A detailed timeline for the proposed services shall be provided. The ability to meet the timeline requirements identified in the Scope of Services will be evaluated to ensure feasibility and adherence to project deadlines.

The quality and completeness of the Technical Proposal, including approach, methodology, and detailed Work Plan will be evaluated for alignment with the desired Scope of Services and for the firm's demonstrated ability to successfully execute the project objectives

C. Price Proposal and Cost Understanding – (provide separately from Proposal Form - page limit 3)

The Price Proposal will be reviewed to assess cost competitiveness, clarity, and the firm's understanding of the financial requirements necessary to execute the scope of services. The Pricing Proposal must provide a clear, detailed, and comprehensive cost structure that directly supports the Technical Proposal and the desired Scope of Services. The Consultant/Firm shall present pricing in a manner that demonstrates a full understanding of the project requirements and enables transparent evaluation. At a minimum, the Pricing Proposal shall include the following elements:

1. Detailed Cost Breakdown

- Provide an itemized budget organized by major tasks, phases, or deliverables as described in the Scope of Services.
- Include labor categories or positions, estimated hours, and fully burdened hourly rates (inclusive of overhead, fringe benefits, and profit).
- Identify all anticipated direct costs such as travel, materials, equipment, software licensing, subcontractor fees, or other reimbursable expenses.
- Alignment with Work Plan.
- Ensure that allocations clearly correspond to the activities, milestones, and timelines outlined in the Technical Proposal and Work Plan.
- Indicate assumptions used to calculate costs and any contingencies or allowances.

2. Rate Schedule and Fee Structure

- Provide a rate schedule for all key personnel and subcontractors, including escalation factors for multi-year engagements, if applicable.
- Clearly state any markups on subcontractor or reimbursable expenses.
- Present a concise summary of the total proposed cost, showing subtotals by task and the overall

contract value.

- Confirm that the total cost reflects full completion of all deliverables described in the Scope of Services and provide supporting documentation.
- Include a narrative explaining the methodology used to develop pricing, demonstrating understanding of the project’s technical requirements and constraints.
- Disclose any assumptions, exclusions, or potential cost variables that could impact final pricing.
- Out-of-Scope Rate Sheet: Proposers shall include options for ad-hoc and out-of-scope services. Identify and price any optional tasks or value-added services that may be beneficial to project success but are outside the base scope.
- The Pricing Proposal shall be submitted as a separate document from the Proposal Form to allow for independent evaluation of cost and technical merit. Failure to provide a complete, transparent, and well-supported pricing proposal may result in disqualification or reduced scoring.

D. Interviews (if shortlisted)

Upon completion of Corporation's evaluation and scoring of the proposals, the Corporation, at its sole discretion, reserves the right to create a short-list of the top ranked/scored Consultant/Firms and to subsequently conduct oral interviews and negotiations on their submitted proposals. Each selected finalist shall be given the opportunity to make a presentation, summary and/or demonstration of their submitted proposal. Oral interviews shall include, but not be limited to, price negotiations, service negotiations, and any other areas of negotiations relevant to this contract.

TERMS AND CONDITIONS: (attach with Proposal Form)

The awarded Proposer shall be subject to the terms and conditions outlined in Exhibit C – Sample Contract. Submit any proposed redlines from Exhibit C – Sample Contract.

EXCLUSIONS AND CLARIFICATIONS:

List any exclusions and/or clarifications (*use additional sheets of paper as needed*): _____

[illegible]

TO: CORPORATION

The Undersigned hereby offers and agrees to furnish the goods and/or services in compliance with all terms, scope of services, conditions, specifications, and addenda in the Request for Proposal.

PROPOSER QUALIFICATION STATEMENT:

The following statements of experience, personnel, and general qualifications of the Proposer are submitted with the assurance that the Corporation can rely on its accuracy and truthfulness.

ADDENDA:

The undersigned has read, understands and is fully cognizant of the Instruction, Scope of Services, Proposal Form, all Exhibits thereto, and all contents of this document, together with any written addenda issued in connection with any of the above. The undersigned hereby acknowledges receipt of the following addenda: _____, _____, _____, _____ (write "none" if none). In addition, the undersigned has completely and appropriately filled out all required forms.

COMPLIANCE:

The undersigned hereby accepts all administrative requirements of the RFP and will be in compliance with such requirements. By submitting this Proposal Form, the Proposer represents that: 1) the Proposer is in compliance with any applicable ethics provisions of the Corporation's RFP, and 2) if awarded a contract to provide the goods or services required in the RFP, the Proposer will comply with the Corporation's standards outlined in this RFP.

NON-COLLUSION:

The undersigned, by submission of this Proposal Form, hereby declares that this Proposal is made without collusion with any other person, firm, or corporation.

INSURANCES:

The undersigned further agrees that if awarded the Contract, it will submit to the Corporation any required evidence of required insurance coverage within 14 business days after acceptance of this proposal.

FROM:

Respondent's Name: _____

Title: _____

Signature: _____

Business Ownership Declaration

For Statistical Purpose Only. Required by the City of San Diego.

Company Information

Name: _____

Contact Person: _____

Address: _____

Phone: _____

Email: _____

Ownership Classification

*Includes Individuals, Sole Proprietorships, Partnerships, LLC's and Corporations

☐ Women owned Business (WBE – SWBE) – 51% ownership and active management

☐ Minority Owned Business (MBE – SMBE) – 51% ownership and active management

☐ Disadvantaged Business (DBE): a for-profit small business that is at least 51 percent owned by one or more individuals who are both socially and economically disadvantaged as defined in Code of Federal Regulations Title 49 part 26. In the case of a corporation, 51 percent of the stock is owned by one or more such individuals; and, whose management and daily business operations are controlled by one or more of the socially and economically disadvantaged individuals who own it.

☐ Disabled Veteran Business Enterprise (DVBE)

☐ Small Business Enterprise (SBE)

☐ Small Local Business Enterprise (SLBE)

☐ None Apply

Certifications

☐ Yes ☐ No Ownership Classification has been certified by a city, federal, state or private agency.

Certifying Agency: _____ Certification Date: _____

Certifying Agency: _____ Certification Date: _____

Ethnicity

*Required – select one.

☐ African American ☐ Asian ☐ Caucasian

☐ Hispanic ☐ Filipino ☐ Native American

☐ Pacific Islander ☐ Other: _____