



METROPOLITAN  
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OCTOBER 2, 2015

ADDENDUM NO. 2  
REQUEST FOR BEST AND FINAL OFFER (BAFO) TO  
REQUEST FOR PROPOSAL (RFP)  
FOR THE BUSINESS PROCESS IDENTIFICATION AND DOCUMENTATION  
PROJECT, DATED APRIL 7, 2015, AS AMENDED BY ADDENDUM NO. 1  
DATED APRIL 30, 2015

Dear Proposer:

The Metropolitan Transportation Commission (MTC) invites your firm to submit a Best and Final Offer (BAFO) for the Business Process Identification and Documentation Project Request for Proposal (RFP) dated April 7, 2015, as amended by Addendum No. 1 dated April 30, 2015. Your BAFO should be based on the revisions to the RFP described in this Addendum No.2 and the written discussion questions provided as Attachment A to this request for BAFO. Exceptions to the provisions in this Request for BAFO shall render proposals conditional and shall be grounds for rejection.

BAFO Format and Due Date

Your BAFO must include the following:

- Cover letter with written responses to the discussion questions
- “Red-lined” revised proposal, with all changes to your original proposal indicated by revision text or strike-out. Please submit six (6) bound copies and one (1) electronic .pdf version.
- Revised Proposal (BAFO) with all changes accepted. Please submit one (1) unbound original BAFO and one (1) electronic .pdf version.

Your response to the request for BAFO should include a statement that original proposal or the BAFO is a binding offer for one hundred twenty (120) days from the submission of the BAFO response. Please submit your BAFO to the following address:

*Dave Cortese, Chair*  
Santa Clara County

*Alicia C. Aguirre*  
Cities of San Mateo County

*Tom Azumbrado*  
U.S. Department of Housing  
and Urban Development

*Jason Baker*  
Cities of Santa Clara County

*Tom Bates*  
Cities of Alameda County

*David Campos*  
City and County of San Francisco

*Dorene M. Giacomini*  
U.S. Department of Transportation

*Federal D. Glover*  
Contra Costa County

*Scott Haggerty*  
Alameda County

*Anne W. Halsted*  
San Francisco Bay Conservation  
and Development Commission

*Steve Kinsey*  
Marin County and Cities

*Sam Liccardo*  
San Jose Mayor's Appointee

*Mark Luce*  
Napa County and Cities

*Jake Mackenzie*  
Sonoma County and Cities

*Julie Pierce*  
Association of Bay Area Governments

*Bijan Sartipi*  
California State  
Transportation Agency

*Libby Schaaf*  
Oakland Mayor's Appointee

*James P. Spering*  
Solano County and Cities

*Adrienne J. Tissier*  
San Mateo County

*Scott Wiener*  
San Francisco Mayor's Appointee

*Amy Rein Worth*  
Cities of Contra Costa County

*Steve Heminger*  
Executive Director

*Alix Bockelman*  
Deputy Executive Director, Policy

*Andrew B. Fremier*  
Deputy Executive Director, Operations

Michael Brinton  
Metropolitan Transportation Commission  
Joseph P. Bort MetroCenter  
101 Eighth Street  
Oakland, CA 94607-4700  
mbrinton@mtc.ca.gov

**Your BAFO must be received by 4:00 p.m. on Tuesday, October 13, 2015. BAFOs received after that date and time will not be considered.**

Any questions concerning this addendum to the RFP should be directed to Michael Brinton, Contracts Specialist, at (510) 817-5727 or mbrinton@mtc.ca.gov.

Sincerely,



Steve Heminger  
Executive Director

SH:MB

This addendum modifies the RFP for the Business Process Identification and Documentation Project as follows. Where text is revised, deleted text is shown in strike-through format; added text is *italicized*.

<u>Addendum Item</u>	<u>Reference</u>	<u>Change</u>
1.	RFP Section VII, Form of Proposal, Item G, Cost Proposal, Paragraph 1, Sentence 1, Page 7	<p>Based on the work plan described in response to E.1 and E.2, listed above, provide a breakdown of the expected expenditures of funds for each task described in Appendix A, <u>Preliminary Scope of Work</u>. The budget should include, but is not limited to, a task budget and a line item budget with billing rates for <del>both</del> <i>phases-Tasks 1 &amp; 2</i>.</p> <ol style="list-style-type: none"> <li>1. The task budget should present a breakdown of hours and expenses by task and deliverable. It should identify or refer to key personnel or job descriptions in relation to each task to provide a full explanation of the resources committed to the project. Expenses should be included such that all project costs are indicated.</li> <li>2. A line item budget should be submitted for each task. The line item budget should be set forth in a worksheet that presents a breakdown of costs by cost categories, including billing rates for key personnel and job classifications. A line item budget should also be submitted for proposed subconsultants with contracts estimated to exceed \$25,000.</li> </ol> <p><i>As Task 3 is optional, it will not be included in the evaluation of cost effectiveness and should not be included in items 1 and 2 detailed above.</i></p>
2.	RFP, Appendix A, <u>Preliminary Scope of Work</u> , Page 14	<p><i>Appendix A, <u>Preliminary Scope of Work</u> is deleted in its entirety and replaced with the attached Appendix A, <u>Preliminary Scope of Work</u>.</i></p>

## Appendix A

### PRELIMINARY SCOPE OF WORK

#### Outline of Services

The successful Consultant's preliminary scope of work is listed below. All required services will be authorized by Task Order, initiated and developed according to the Task Order Process described in Attachment A-1, of *Appendix C, MTC Standard Consultant Contract*. Task Orders will include, at a minimum, a detailed description of the work to be performed, a completion date for performance, a maximum payment amount, payment terms (deliverables-based or time and materials) and subconsultant participation (if any), in a completed form as shown in Attachment A-2, Task Order Form, Appendix C, MTC Standard Consultant Contract, attached hereto and incorporated herein by this reference.

CONSULTANT will partner with MTC to improve efficiency by identifying, mapping and reviewing internal processes. CONSULTANT will provide a graphical depiction and final analysis of MTC processes which will be used for the purposes of aligning resources and proper technology systems to processes. The scope of services to be performed by CONSULTANT will consist of services requested by the MTC Project Manager or a designated representative through duly executed Task Orders, including but not limited to, the following:

#### I) Project Kick Off / Plan for Conducting Study and Documenting Results

Consultant will meet with the MTC Project Manager and other relevant MTC staff to discuss and agree upon a broad strategic approach for conducting the process study and documentation. MTC staff and Consultant will establish project timelines and finalize software selections for deliverables.

Two one-to-two hour meetings are envisioned during which CONSULTANT and MTC staff will create and finalize the work plan for conducting Tasks 1 and 2 below. After these meetings, CONSULTANT will document the plan.

#### **Deliverable:**

- 1) Draft Plan for Conducting Study and Documenting Results.
- 2) Final Plan for Conducting Study and Documenting Results.

II) Identify, document, articulate and analyze all work processes in *the* MTC's ~~10~~ Sections ~~comprised of 31 and~~ units listed below:

- ~~a) Executive Office (6 Employees)~~
- ~~b) Office of General Counsel (5 Employees)~~
- ~~c) Finance (39 Employees)~~
  - ~~i) Budgets/Controller/Accounting~~
  - ~~ii) Toll Accounting~~
  - ~~iii) BATA Electronic Toll Collection~~
  - ~~iv) Treasury~~
- a) Planning (32 Employees)
  - i) Planning and Land Use
  - ii) Long Range Plan: Implementation and Monitoring

- iii) GIS/Modelling
- b) Programming and Allocations (23 Employees)
  - i) Financial/Performance Assessment
  - ii) Policy and Programming
  - iii) Fund management and Delivery
- c) Legislative and Public Affairs (27 Employees)
  - i) Public Information
  - ii) Library
  - iii) Project Communication
  - iv) Graphics
- d) Administrative Services (26 Employees)
  - i) Human Resources
  - ii) Contracts
  - iii) Building and Grounds
- e) Technology Services (12 Employees)
  - i) Technology: IT-Infrastructure and Security
  - ii) Technology: Business Technology Solutions
- f) Operations (47 Employees)
  - i) TMC/TMS
  - ii) 511
  - iii) Planning for Operations
  - iv) Express Lanes
  - v) SAFE
  - vi) BATA Engineering
- g) Electronic Payments (33 Employees)
  - i) Clipper
  - ii) Lane Operations
- ~~h) Bay Area Headquarters Authority (4 Employees)~~
  - ~~i) Building PM~~
  - ~~ii) Technology PM~~

**Deliverable:**

- 1) MTC / CONSULTANT Project Management monthly reports and status meetings (frequency may be increased per Project needs and MTC Project Manager direction)
- 2) CONSULTANT will provide an electronic, MTC editable diagram and report articulating all internal work processes at the task detail level and broken out by Section and Unit. Report to include CONSULTANT analysis of internal work processes including any recommended areas for improvement.

~~III) Document and analyze the following :~~

- ~~a) Institutional elements for the purpose of effective change management~~
  - ~~i) Cultural nuances and norms;~~
  - ~~ii) History of the organization;~~
  - ~~iii) Organizational goals;~~
  - ~~iv) Governmental role and public perception~~
- ~~b) Agency work rules, regulations and effecting legislation~~

~~**Deliverable:**~~

- ~~1) MTC / CONSULTANT Project Management monthly status meetings, (frequency may be increased per Project needs and MTC Project Manager direction)~~

- ~~2) CONSULTANT will provide an electronic, MTC editable report articulating the impact of MTC institutional elements and Agency work rules, regulations and effecting legislation on business process and change management.~~

*III) At MTC's option and direction:*

*Identify, document, articulate and analyze all work processes in the MTC Sections and units listed below:*

- a) Executive Office (6 Employees)*
- b) Office of General Counsel (5 Employees)*
- c) Finance (39 Employees)*
  - i) Budgets/Controller/Accounting*
  - ii) Toll Accounting*
  - iii) BATA Electronic Toll Collection*
  - iv) Treasury*
- d) Bay Area Headquarters Authority (4 Employees)*
  - i) Building PM*
  - ii) Technology PM*

*If MTC engages CONSULTANT for the optional Task III above, the hourly rates from RFP Section VII, Form of Proposal, Item G, Cost Proposal, will apply however estimated hours will be negotiated at the time of engagement.*

CONSULTANT will be required to utilize the MTC Microsoft Office 365 Tenant (SharePoint Online) for Project documentation, collaboration and dissemination.