



**5601 WILKINSON BOULEVARD  
CHARLOTTE, NORTH CAROLINA 28208  
(704) 359-4000**

**REQUEST FOR PROPOSAL  
RFP AVIA #24-24: CONTRACT MANAGEMENT CONSULTING SERVICES  
ADDENDUM #1  
FEBRUARY 19, 2024**

This Addendum is hereby made a part of the specifications, as applicable, of the above referenced project. All other requirements of the original plans and specification shall remain in effect in their respective order. Acknowledge receipt of this addendum by inserting its number and date on Form #1 of your proposal.

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**General Note:**

Proposals for the above will be received via the e-bidding portal until 2:00 p.m. est on March 4, 2024.

**Questions received are answered as follows:**

- 1. Due to an aggressive timeframe i.e. less than two (2) weeks from questions being answered to proposal due date and 2.5 weeks for a project kickoff from the proposal due date, will CLT extend the timeline or consider leveraging other procurement vehicles?**

*CLT extended the deadline. Proposals will be received via the e-bidding portal until 2:00 p.m. est on March 4, 2024.*

- 2. Is there an organization chart available that outlines # of employees that are responsible for the Procure-to-Pay process?**

*There are 13 employees involved in the procurement process.*

- 3. Can you provide documentation related to the process to gain insight into hand-offs and other key stakeholders who may need to be considered?**

*This information is unavailable.*

- 4. When is the implementation of the Enterprise Resource Planning System and will it be considered part of the current state process?**

*The implementation date is TBD and will take place after calendar year 2024. No, it will not be considered part of the current state process.*

**5. Is there a completion deadline expected for this work to be completed?**

*Form 1, Section C – Strategic Approach: Proposer must describe the strategic approach to provide the Work with completion no later than six (6) months from the Contract Effective Date.*

**6. Deliverable 6: Does CLT want 1 presentation to Executives of all deliverables or 1 presentation for each deliverable?**

*One presentation of all deliverables.*

**7. Deliverables: In what format should the deliverables be submitted i.e., paper or electronic? If paper, how many copies? If electronic, will it be via thumb drive, upload to portal, or another method?**

*CLT will determine the format after contract award.*

**8. Could you provide the name of the business systems / ERP system currently being utilized by Charlotte Airport for Procurement and sourcing projects?**

*CLT currently utilizes Enterprise ERP formerly Munis by Tyler Technologies and e-Builder.*

**9. Does this bidding would consider invitation for partial activities for business consultations, procurement process evaluation, business assessments, current state vs future state, procurement enhancements consultations, domestic and overseas purchase process review and recommendations, projects and assets purchases, and other improvements along with new process implementations or similar business supply demand optimization projects alone? Or requiring Audit and Contracts implementations to be included as well.**

*This question is unclear.*

**10. Is this project related to the customer experience at CLT airport?**

*No.*

**11. Insurance: The following requirement is included in the RFP: "The selected company shall provide general commercial liability and automobile insurance in an amount equal to \$1,000,000 per occurrence for work outside the airfield fence and \$5,000,000 per occurrence for work inside of the airfield fence." Our current policy has a limit of \$2,000,000 per occurrence and \$4,000,000 in aggregate. In addition, we have a \$3,000,000 umbrella insurance policy which can be added to the CGL limits. Is that acceptable? Also, our automobile insurance is lower than required, but we won't be using cars inside the airfield - can that requirement be waived?**

*The scope of this work will not take place inside the airfield fence and thus the additional insurance coverage is not required. Vendors are allowed to submit exceptions to the RFP and Sample Contract. CLT will review exceptions during the evaluation phase and determine if they are acceptable.*

**12. Budget: Is there an established budget for this project that can be shared?**

*No.*

**13. References: Can we use the same three references for sections A and G?**

*Yes.*

**14. How many staff are assigned to procurement and contracts?**

*See question 2 as to the procurement staff. For contract drafting, oversight and management there are additional staff involved spanning multiple different divisions within the Aviation Department.*

**15. We received the first notice of the RFP dated 2/7/2024 on Monday, February 12<sup>th</sup>. Is this typical for CLT bids?**

*Vendors are encouraged to monitor and receive alerts for the following websites: EarlyBird, Public Input, OpenCities, and e-Builder. CLT issues a courtesy notification as soon as practical.*

**16. Consulting Services: What is the latest ERP system installed?**

*CLT currently utilizes Enterprise ERP formerly Munis by Tyler Technologies.*

**17. Consulting Services: Is there an existing, documented baseline to compare processes and challenges of the old system and any documentation for the decision to purchase the new system available to review?**

*Unknown.*

**18. Security and Credentialing: Are these the same steps and requirement of contractors?**

*This only applies to vendors who must qualify for an airport badge. In all other cases, the general background check is all that is required. Those providing consulting services under this contract are not expected to obtain an airport badge.*

**19. Security and Credentialing: It seems that may be employees of the contractor and not CLT.**

*See question 18.*

**20. Security and Credentialing: Not sure if this will be required to review the new ERP system but please clarify.**

*See question 18. The new ERP system is outside of this RFP scope.*

**21. For EarlyBird, the total estimated value is listed \$10,000-49,999, can you confirm this value is accurate?**

*See question 12.*

**22. How many end-to-end processes are in scope for evaluation?**

*Unknown*

**23. What type of Vendor Processes have been documented?**

*Unknown*

**24. Are implementations of future state processes considered outside the specified scope?**

*Yes.*

**25. Is the integration of an Enterprise Resource Planning (ERP) system included within the project scope?**

*No.*

**26. Do you currently utilize any third party/net-based technology in your procurement operations? Will those systems be in scope?**

*See question 8.*

**27. Will we have access to resources with aviation expertise to consult on legal, compliance, and other risks related to the processes in scope?**

*Yes.*

**28. Do you possess any Business Management System/Repository or documentation where the Procure to Pay processes are outlined and retained?**

*No.*

**29. What percentage of the processes within scope are documented and current?**

*Unknown.*

**30. What is the current number of individual/unique processes you currently have identified for Procure to Pay and to what level of granularity are they captured?**

*Unknown.*

**31. Do you have existing standardized document templates and formatting for processes/policies?**

*Yes.*

**32. Could you detail the size and organizational structure of the existing procurement team?**

*There are 13 employees involved in the procurement process.*

**33. Are specific titles, roles, and responsibilities designated within CLT or the City of Charlotte's procurement team?**

*Yes.*

**34. Do you utilize an aggregated procurement dashboard for performance tracking? If so, what are the metrics you currently track?**

*No.*

**35. Does CLT or the City of Charlotte have a current Operational Excellence or Continuous Improvement team/approach within its organizational structure?**

*Team: No*

*Approach: Yes*

**36. Is all procurement centralized or do individual departments have purchasing authority outside of the procurement process (P-Cards, etc...)?**

*Hybrid*

**37. Do you have an established Signing Authority structure in place?**

*Yes.*

**38. How are exceptions executed and tracked?**

*This question is unclear.*

**39. Is the procurement team currently considered more "cost managers" than "value added partners"? Is there an interest in changing this perception?**

*Unknown.*

**40. How many vendors are currently engaged, and how many contracts are active?**

*Vendors: Unknown*

*Active Contracts Created by CLT: 364*

*CLT is allowed to use other contracts including but not limited to citywide and cooperative contracts.*

**41. Is a system for evaluating vendor performance, such as a vendor scorecard, in place?**

*No.*

**42. Is a preferred or tiered vendor process utilized?**

*No.*

**43. What quality systems are in place for managing procurement?**

*See question 8.*

**44. Are specific tools or technologies employed in the current procurement process?**

*Yes, see question 8.*

**45. Is comprehensive documentation on legal and risk-based requirements for the procure-to-pay processes available?**

*No, there are established templates that capture the terms that are legally required but not a comprehensive document of all legal requirements. There are no risk-based requirements that are documented.*

**46. Could you share experiences or challenges related to specific legal issues or risk-based concerns encountered?**

*Risk-based evaluations are de-centralized which can lead to an inconsistent approach and at times missing information which may have impacted the final decision.*

**47. What regulatory audits currently exist, who is the regulatory agency and what is the frequency of those audits?**

*City of Charlotte's Internal Audit department - multiple topic specific reviews happen yearly  
Federal Aviation Administration (FAA) - no set frequency*

**48. Why is this project being conducted independently of the City of Charlotte's existing processes? Are any requirements unique to the City of Charlotte that should be considered?**

*It's not. The Aviation department is an enterprise fund and receives federal funding, impacting our financial, procurement and legal requirements.*

**49. How are vendors associated with CLT managed or treated differently compared to City of Charlotte vendors?**

*CLT is a City of Charlotte department which means CLT's vendors are also City of Charlotte's vendors.*

**50. Is travel anticipated as a necessary part of project execution?**

*Vendors may be required to visit onsite.*

**51. What security qualifications are necessary? Is public trust clearance required?**

*See question 18.*

Charlotte Douglas International Airport (CLT), a City of Charlotte department does not discriminate on the basis of disability. We will provide auxiliary aids and services, written materials in alternative formats, and reasonable modifications in policies and procedures to persons with disabilities upon request. To make a request, please email [Genetta.Carothers@cltairport.com](mailto:Genetta.Carothers@cltairport.com).