



Office of the Vice President

and Chief Financial Officer

Procurement Services

<https://procurement.ufl.edu/>

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December 21, 2020

ADDENDUM #1 to the University of Florida ITN21LD-125 Financial Analysis & Consulting Services scheduled to be opened on January 14, 2021 at 3:00 pm at the University of Florida, Elmore Hall Conference Room, Radio Road, Gainesville, Florida.

This addendum shall be considered part of the Contract Documents for the above mentioned **ITN21LD-125** as though it had been issued at the same time and incorporated integrally therewith. Where provisions of the following supplementary data differ from those of the original document, this addendum shall govern and take precedence. All other terms, conditions, and regulations will apply.

This addendum consists of:

- Responses to questions received by the deadline of 12/14/2020. Questions have been grouped together by subject. When similar questions were asked, they are grouped together and a single response is provided
- Revision of the ITN Scope of Work to include a Lot 2 opportunity: Energy Plant Financial Advisor (possibly a P3). UF will award Lot 1 and Lot 2 independently. Lot 2 awardees must also respond to Lot 1, item #10 and either Items 2, 5 or 9.
- Revision to the Schedule of Events
 - 1/7/21 Additional Questions due to UF
 - 1/14/21 Responses to questions posted
 - 1/29/21, 3pm ITN Closes/Opening of Proposals

Sincerely,

Lisa Deal
Asst. Vice President & Chief Procurement Officer

Please acknowledge receipt of Addendum #1 by signing below and returning this addendum with your proposal. Failure to include addendum with your proposal may result in rejection.

Signature

Company Name

Company Address

City/State/Zip

Responses to Questions received by 12/14/2020

SCOPE OF WORK

1. We noted that the list of items in Exhibit A Tab 3, provided as an Excel file, identified 12 initiatives as the scope of work that are different than the ITN document's 12 priority areas. Could the University clarify the list of items for the scope of work; or should our proposal meld those respective lists based on our experience and expertise in those areas?

A. The Scope of Work for this solicitation is Exhibit A, Tab. The 12 priority areas are those identified by the (new) CFO as the priorities for his office.

2. Can the University provide an additional description of the need listed as priority 10 in the ITN, Incorporation of a "Step Zero" in CFO Activities to Avoid Business as Usual and Seek Input from the Broad Campus Community?

A. Step Zero is a CFO priority for the CFO division, it is not a part of this scope of work. Step Zero means that each initiative begins with engaging the stakeholder/campus before beginning an initiative.

3. Municipal Advisor – In respect of scope items 3 and 5 in the ITN, please could you advise if the university is seeking the services of a registered Municipal Advisor or whether municipal advisory services would be undertaken by the university's existing MA.

A. UF does not currently have a Municipal Advisor. A responding company under Scope of Work #3 may be designated as UF's Municipal Advisor

4. What is the nature of the peer analysis? Is it Academic and/or Operational?

A. We envision it to include comparing UF to its peers on a number of financial and operational metrics. Our peer group would include identified academic peers (e.g., top 10 public research universities) and other institutions with similar operating/credit profiles.

5. To clarify, with each priority is there an identified project/plan?

A. There is not a specific plan for each scope of work. A specific plan and scope would be developed as each item, if any, is awarded.

6. Can UF confirm that optimization of resources refers only specifically to the investment of reserves and other funding? Or is UF interested in perspectives on optimization of staffing resources and/or cost takeout as well? If UF is interested in staffing optimization, would the staffing resources analyzed be limited to those within the Office of the CFO?

A. Optimization of resources refers to UF financial resources at this time but may include staffing at a later time.

7. Is UF able to provide a full list of the applicable DSO's relevant to the Scope of Work?
- A. Please see this link for a listing of UF's component units:
<https://www.fa.ufl.edu/directives/component-unit-annual-financial-reports/>
8. Since there are not defined scopes for each of the items listed in the Scope of Work, can the consulting firm confirm the University is looking for a response that solely demonstrates the consulting firm's capabilities across any areas of interest as noted on Tab 3/Exhibit A?
- A.
 Yes
9. Can the University provide any currently known pain points that may have already been internally documented by the University?
- A. There is no internal documentation currently identifying pain points.
10. Can the University detail any systems leveraged to address the items in the Scope of Work or are data sources/systems that provide information that will be necessary to address these possible projects?
- A. UF's financial system of record is PeopleSoft. Most data required for work will be provided by UF to the consultant. In the event that systems access is needed, UF will provide access to the relevant system(s).

SCOPE OF WORK - STAFFING

11. As outlined in the ITN, the University may need for the engaged consultant "to serve as an extension of staff." Can the University provide further detail or areas of focus/competencies (e.g., project management) that may be needed for support and any timing considerations?
- A. The University has limited staffing in a number of administrative areas, and as such the engaged consultant may be asked to perform certain tasks and functions potentially viewed as staff functions, so that the expectations may be more broad than in a typical consultant role. It also may require that the consultant operate with less direct engagement and be in a position to understand and fulfill an assignment with more limited direction.
12. In serving as an extension of staff, what levels of staffing do you intend to cover with a consultant, and do you have an idea of a range of hours you need to cover?
- A. UF does not know how many hours will be needed. Staffing will have to be estimated as specific projects are identified.
13. Are you open to virtual service, or do you prefer all work be performed onsite?
- A. UF is open to virtual service but expects in person work when conditions permit, and if in-person

is beneficial for meetings/discussion. A number of requested services and analysis likely do not need to be performed on site.

14. How many resources is the University currently expect to support these potential projects, what is their background and expected roles on the project? (including project management)
- A. Until specific projects are identified, UF cannot project what resources UF will commit, nor what resources a consultant may need to commit.

PRICING/FEES

15. Fees – The term of agreement may be up to six years in length. Please could you confirm that vendors may include annual escalation of the quoted hourly rates.
- A. UF will consider proposals that include escalation. UF prefers that rate increases are justified or tied to an index. Please see the ITN, Section 6.35 Price Adjustment.
16. Please confirm that under Tab 6, UF is seeking for each of the items included in the Scope of Work, hourly rates of each position engaging on the Scope Item, but given the lack of specificity at this time on scope, deliverables and timeline, is not requiring estimated hours for each position engaging on the Scope Item.
- A. Yes, UF encourages providing hourly rates based on position title but does not require estimated hours per project at this time.
17. In Section 2.1 it is stated that Pricing may be a criterion but since the detailed scope is not defined is pricing expected to be submitted in the response?
- A. Yes, pricing is requested. Please see Section 4.1.1 Response Format, Tab 6, and/or Exhibit A in Tab 3.

PROCUREMENT PROCESS and ITN RESPONSE

18. Who is on the selection committee for the pool of suppliers solicited with this ITN?
- A. Chris Cowen, Senior Vice President and Chief Financial Officer. Alan West, Assistant Vice President and Controller. George Kolb, Assistant Vice President, Financial Analysis & Budget.
19. ITN Section 4.1.1 & 4.1.2: Is PDF format acceptable? Will a Word and/or Excel submittal cause the proposal to be rejected or evaluated differently?
- A. PDF responses are acceptable other than for the requested Excel in Exhibit A, Tab 3. Please ensure that the Tabbed format is followed.

20. Please provide us with any questions provided to you from other interested firms, along with your response.
- A. This addendum includes all questions received by UF by the due date of 12/14/2020.
21. Future task orders – Please could you confirm whether, where a vendor does not respond to a particular scope item as set out in Exhibit A, vendors may still respond to future task orders in relation to those scope items.
- A. If responders do not indicate an interest in a particular scope of work, UF would not consider requesting they provide proposals for opportunities as they arose.
22. Given the holiday would UF consider an extension to the due date?
- A. UF has updated the scope of work and as such, has extended the due date and provided another window for questions and answers.
23. Given the holiday would UF consider not requiring a hard copy?
24. Given the current Covid-19 environment can an electronic copy of the proposal be submitted in lieu of a mailed hard copy, any other files and USB/CD/DVD requirements?
25. Given that many organizations are operating in a remote environment, would the University consider revising Section 4.1 to forgo a hardcopy submittal and instead allow electronic submission of proposals?
- A. A hard copy response is required. UF Procurement does not have a technology solution which allows electronic proposal acceptance that can be opened publicly at the same time. Bound responses are not required, just printed pages as noted in Section 4.1 Proposal Format Organization.
26. Is the University open to contracting with multiple vendors for the potential projects listed within section 1.2 Scope of Work?
- A. UF is open to a multiple award and then soliciting proposals for specific projects as they arise.
27. Can this ITN be construed as a mechanism to find potentially qualified vendors that can address all or some of the potential projects identified or not yet identified?
- A. Yes.
28. Has the University established a specific weighting of the criteria listed under section 2.1 Method of Award or any other weighting used in the evaluation of submissions?
- A. There is no weighting in applying the evaluation criteria.

29. Section 4.1.1 of the ITN requests that respondents provide "...the Organizational chart beginning with your account management team through CEO of your company." Please could you advise if the request is focused on providing our proposed team organization for the project or for our firm more generally.

A. Please provide the reporting structure showing at a high level, from the team who would support UF through to the CEO of the company. If you can also provide the organization chart for the team that would support UF, please do.

Scope of Work – Lot 2 (related to Lot 1, item 10)
Potential P3 - Energy Plant Financial Advisor

Potential P3 Project Overview – Energy Plant

UF is seeking proposals for Financial advice – potentially Public Private Partnership (“P3”) Advisory Services to advise and assist the University as it pursues a potential P3 Project in energy generation and distribution, as is further described below. This lot will be awarded separately from Lot 1. All respondents interested in this opportunity must respond to Lot 1, item 10 and either items 2, 5 or 9. Responses will be evaluated using the evaluation criteria in Section 2.1 of the ITN.

Objective

The University is in the process of exploring the best way to finance, design, construct, operate and maintain energy infrastructure on campus in Gainesville, Florida. UF is seeking an experienced advisor to assist and advise UF as it develops and executes its strategy for the potential successful implementation of a project utilizing a P3 – or the best mechanisms (other possible solutions may include ESCO or other structures) as an alternative delivery method for the replacement of aging infrastructure, most notably the current plant owned and operated by Duke Energy.

The advisor selected by UF (the “Energy Plant Financial Advisor”) will be expected to provide UF with specialized advice and assistance in the development of its strategy for the implementation of the solution for the energy plant at UF.

The Energy Plant Financial Advisor will assist UF in the drafting, issuance and publishing of the appropriate solicitation(s) designed to better understand the current P3 environment (or other appropriate mechanism). The solicitation would provide information to potential respondents to a solicitation (defined in Section 2(d)) about UF’s goals and objectives regarding a P3 (or other) arrangement and, in turn, invite respondents to a solicitation to provide information and relevant proposals drawn from their experience in similar projects. The Energy Plant Financial Advisor will be expected to provide UF specialized assistance in reviewing, comparing and analyzing the feasibility of the proposed solution and Energy Plant Financial Project models and selection of the appropriate partner (P3 or otherwise). Therefore, the Energy Plant Financial Advisor will be expected to have a firm understanding of legal, financial and construction related issues surrounding the execution of a P3 (or other solutions) under the various models available. It is UF’s intention, working with the Energy Plant Financial Advisor, to separately retain outside legal counsel and requisite specialty services such as energy engineering services (Jacobs Engineering has already performed initial work on the plant. See UF’s [Planning, Design & Construction website \(https://facilities.ufl.edu/projects/prjlist.html\)](https://facilities.ufl.edu/projects/prjlist.html), Project UF-623B Thermal Utility Infrastructure)

Scope of Services Required

UF anticipates that the scope of services for the Energy Plant Financial Advisor will include the following:

- (a) Assist UF with its understanding of the P3 (or other solutions) environment, particularly in the context of delivering energy infrastructure projects to private higher education;
- (b) Assist UF in the development and implementation of a P3 (or other solution) Project procurement process and guidelines;
- (c) Assist UF in the selection of appropriate solutions suitable for the Energy Plant application;
- (d) Assist UF in the drafting public solicitation(s) aimed at entities interested in partnering with UF on the Energy Plant Project, which shall include, but not be limited to:
 - Meeting with UF to fully understand the Energy Plant Project goals,
 - Analyzing the various financial models (including P3) available and assist in determining the most appropriate for the Energy Plant Project
 - Assisting UF in making certain the Energy Plant Project goals are portrayed in the project public solicitation(s), and
 - Developing comparative evaluation criteria and submission requirements that will assist UF in efficiently and effectively assessing the proposals received in response to the solicitations and
- (e) Provide expert advice during the evaluation of proposals received in response to public solicitations for the Energy Plant financial solutions and assist UF in determining the most advantageous proposal based on goals of the Project.

The specific scope of services for any contract awarded to the Energy Plant Financial Advisor is at the sole discretion of UF.

Additional Information Required

Subcontractors

In addition to the information already required in the ITN, please include in the Tab 3 response an indication whether the Respondent intends to subcontract any of the Energy Plant Advisor Services, and if so, identify the names of the company, particular individuals (if known) and the specific role they will play.