

ADDENDUM # 3  
Part-1 as of 5/13/2022 for  
Insurance Brokerage and Consulting Services RFP  
Specification # 1230710

Q #	Question or Request for Clarification	Response	RFP page and section being referenced
1	Please provide 10 year (GROUND UP) losses in excel format for both City Liability and Airport Liability	The City will provide this information to the Contractor upon contract award.	Exhibit 3(8)
2	Please provide detailed exposure information used in liability and aviation renewal requests.	This data will be provided in a separate Addendum, at a later date before the Proposal Due Date.	Exhibit 3(8)(9)
3	Please provide a copy of liability and aviation policies to review and adequately address appropriate limits and structures	The City will provide this information to the Contractor upon contract award.	Exhibit 3(9)
4	Can loss runs be provided for all lines of business requested in the RFP.	The City will provide this information to the Contractor upon contract award.	Page 16 of 34 Group A
5	How will the City assign markets since coverage lines could be awarded via separate contracts.	The brokers will not be approaching markets in the RFP process.	Page 11 of 34 - Proposal Evaluation Process
6	Do you currently use an internal or external claims management reporting system? If so, what system and what lines of coverage?	We have an external RMIS system for excess liability coverages.	Page 13 of 34 - Evaluation Criteria - 1. Professional and Technical Competence
7	What sources is the City using to provide and track training for employees?	The question as written is not clearly understood, so the City shall refrain from providing an answer at this time.	
8	What programs/ policies/ procedures are in place to address the following. Also can copies of the employee handbook and safety policies be provided? - Active Shooter - Confined Spaces - Anti Harassment/ Discrimination - Emergency Response Plan/ Business Continuity	Programs & Policies and procedures for active shooter will be provided when the contract is awarded. Information on Confined Spaces and emergency response plans will be provided at a later date. The City's EEOC Policy can be found here. The City's EEO Policy can be found here: <a href="https://www.chicago.gov/content/dam/city/depts/dhr/supp_info/HRpolicies/COC_EEO_Policy_Final_eff_0_01_19.pdf">https://www.chicago.gov/content/dam/city/depts/dhr/supp_info/HRpolicies/COC_EEO_Policy_Final_eff_0_01_19.pdf</a>	Page 20 of 34 Exhibit 1 A- Summary of Insurance Programs
9	What alternative risk transfer programs or strategies has the City of Chicago considered within the last 3 years? Where those strategies adopted? If not, Why?	The City has not considered ART programs in the past 3 years.	Page 16 of 34 Exhibit 1 - Scope of Services

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10	Has the City ever evaluated the use of a captive for its risk management benefits? If so, when was the most recent Captive Feasibility study conducted? What were the results and decision points?	The City has not conducted a captive feasibility study.	Page 16 of 34 Exhibit 1 - Scope of Services
11	Why is the Workers' Compensation, General Liability, Business Auto, Pollution not included within the RFP?	The Worker's Compensation program is not currently part of the City's Risk Management program. The City's Excess Liability program includes GL and Auto. Pollution is included in the airport program. See answers to Question # 74 and # 78.	Page 16 of 34 Exhibit 1 - Scope of Services
12	Can the City share a schedule of Police/ Fire Department Helicopters and Boats	This data will be provided in a separate Addendum, at a later date before the Proposal Due Date.	Page 20 of 34 Exhibit 1 A- Summary of Insurance Programs
13	Is a schedule of locations available?	This data will be provided in a separate Addendum, at a later date before the Proposal Due Date.	Page 20 of 34 Exhibit 1 A- Summary of Insurance Programs
14	What is the total estimated about of certificates of insurance/ contract reviews are preformed within the scope of coverages for the RFP requested.	The City estimates 14,000 certificates of insurance and 225 annual contract reviews.	Page 9 of 34 Section 9. Insurance (Certificates of Insurance Required Prior to Contract Award)
15	Please provide the names and departments of the evaluation committee in the selection of a final broker.	The Evaluation Committee members shall not be made public at this time.	Page 11 of 34 Proposal Evaluation Process
16	Are there any service or placement issues?	There are no current service and/or placement issues.	
17	Who are your current brokers with respect to the coverages associated to the RFP?	See the list of current brokers and their coverages given in the answer to question # 37.	
18	Have you completed a CAT modeling analysis recently? If so, how has that impacted your decision making on the City property & Airport programs?	The City has not recently completed a CAT modeling analysis.	Page 20 of 34 Exhibit 1 A- Summary of Insurance Programs
19	What lines of business does the City utilize as TPA? What TPA do you currently use?	The City does not utilize a TPA.	

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20	<p>Has the City conducted analysis measuring the financial impact of a cyber/ ransomware event? If so, was that completed by a 3rd party?</p> <p>- Do you have an internal information security team? If so, does the City have an internal Security Operations Center (SOC)</p> <p>- Does the City keep personal records indefinitely? If so, please advise how long those records are stored and secured.</p>	The City will provide this information to the Contractor upon contract award.	Page 20 of 34 Exhibit 1 A- Summary of Insurance Programs
21	Does the City have an objection to a virtual service team as long as all the requirements of the RFP have been met?	Proposals which include a "virtual service team" is an acceptable response and, notwithstanding all other considerations, will be evaluated in accordance with the Evaluation Criteria set out in the RFP.	Page 13 of 34 - Evaluation Criteria - 1. Professional and Technical Competence
22	To whom does Risk Management report? What are the key outcomes and objectives ?	<p>Risk Management reports to the City Comptroller.</p> <p>The second part of this question is not clear, however, generally, as may pertain to the awarded contract(s) pursuant to this RFP, the Risk Management Office's objectives include but are not limited to: the reporting of realized cost savings and containment; the acquiring of effective indemnification policies; and the managing of risk mitigation effective risk transfer; to the extent applicable concerning various City services, operations, and assets.</p>	
23	How has the City's insurance and risk management strategy evolve over the past 10 years?	The City's insurance and risk management strategy has evolved from insurance purchasing to a more wholistic enterprise risk management approach.	
24	How does the City manage construction projects, subcontractors, and related contract reviews? What role does the broker play in this process?	The City has an OCIP for its airport construction projects. The City contracts with vendors to manage City constructions projects. The broker serves as a resource for City construction projects insurance requirements.	
25	What kind of risk control resources are useful to the City?	Strategic and proactive risk control resources are useful to the City.	Page 19 of 34 Exhibit 1 Scope of Services
26	Does the City utilize Drones? If so, are their licensed operators?	Yes, the City utilizes drones controlled by licensed operators.	Page 20 of 34 Exhibit 1 A- Summary of Insurance Programs

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27	Can you please approve the use of City images in the written proposal?	City images may be used in a proposal submittal, to the extent permitted by law.	
28	After receiving the responses from the RFP questions will the team allow for follow ups? If so, what will that deadline be?	Yes. The "deadline" is yet to be determined, however, in accordance with the RFP, page 4 of 34, under Table 2, " <i>Any subsequent round of questions or requests for clarification, if any, shall be subject to a cut-off date-and-time which shall be posted at the URL. "</i>	Page 4 of 34 RFP Timeline
29	What are you risk control focus areas and how are you measuring your success at reducing those exposures? - What areas do you wish you had additional strategic resources? - Describe your safety strategy concerning electric vehicles, sharing stations and emergency response.	<p>The City's risk control focus areas include but are not limited to: cyber liability, general liability, and property exposures.</p> <p>The City's success is usually measured by comparing incidents and loss experience to other cities' loss experience similar to the City of Chicago.</p> <p>The City would prefer having additional strategic resources to conduct property inspections, and to further address cyber liability, and general liability business matters.</p> <p>The City is in the early stages of developing safety standards for electric vehicles and has recently received funds to provide charging stations.</p>	
30	What are the key minimum loss standards for contractors, how are they measured?	There are no minimum loss standards for contractors.	
31	Has there been an actuarial completed?	No.	
32	Is there a Learning Management System? Is there an annual expense for this or is it included?	<p>It is not clear how this question relates to the Scope of this RFP, however, the City has adopted a Learning Management System ("LMS") tool, named: "Chicago eLearning" that provides various types of targeted training modules. The Department of Human Resources ("DHR") also has a team to provide various training initiatives.</p> <p>The second part of the question is not clear in terms of how it may relate to the Scope of this RFP.</p> <p>Also see Question # 84.</p>	
33	How has technology impacted your insurance placement service and loss control efforts in the past 5 years?	Technology has significantly improved efficiencies in terms of verifying exposure and gathering claim data for insurance placements, however technology has been used minimally as concerns loss control efforts.	

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34	How often is your current broker conducting stewardship meetings?	Our current Contractors are conducting annual stewardship meetings.	
35	Who are your current broker(s) and/or consultant(s) for insurance, risk management, claims management and loss control services?	<p>Two current Contractors provide the following:</p> <p><b><u>USI Insurance Services, LLC</u></b></p> <ol style="list-style-type: none"> <li>1) Airport Liability</li> <li>2) Airport War/Terrorism</li> <li>3) Airport Property/Terrorism</li> <li>4) Airport NCBR Liability &amp; Property</li> <li>5) Airport Pollution Legal Liability</li> <li>6) Chicago-Gary Airport Authority- Directors &amp; Officers</li> <li>7) Midway Noise – Directors &amp; Officers</li> <li>8) O’Hare Airport Security Bond</li> <li>9) City Official Surety Bonds</li> <li>10) Crime Policy</li> <li>11) Excess Liability</li> <li>12) Special Events</li> </ol> <p><b><u>Arthur J. Gallagher Risk Management Services, Inc.</u></b></p> <ol style="list-style-type: none"> <li>1) City Property</li> <li>2) Fine Arts</li> <li>3) Helicopters Fire &amp; Police</li> <li>4) Boat</li> <li>5) Excess Hospital Professional</li> <li>6) Active Assailant</li> <li>7) Cyber Liability</li> </ol>	Exhibit 1 - Scope of Services - pp. 17-19
36	What is the current compensation structure for the existing program and services?	The current compensation format is a combination of flat fee and commission.	Exhibit 2 - Cost Proposal - pp. 21-24
37	What is the current scope of services for the existing program?	Generally, the scope of services for the existing program is risk consulting, coverage recommendations, coverage placement, binder issuance, claims reporting, claims management.	Exhibit 1 - Scope of Services - pp. 17-19

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38	Please provide a copy of the current contract for insurance brokerage and consulting services, including any additional agreements for claims management and safety/loss prevention services.	<p>The City's current contract for insurance brokerage and consulting services, are available on the City's website searchable via Vendor name and contract number. Go to <a href="https://webapps1.chicago.gov/vcsearch/contracts">https://webapps1.chicago.gov/vcsearch/contracts</a> and search by Contract (PO) # (listed below). Next to the red Adobe icon, click on the blue number (the PO number) which is a link to a PDF of the current contract.</p> <p>USI Insurance Services LLC, PO # 26939 Arthur J. Gallagher Risk Management Services PO # 27019 AON Risk Services Central, Inc. PO #3005 Risk Management Solutions of America, Inc. (MCA PO # 148432) Risk Management &amp; Information Systems, Inc. (MCA PO # 98044)</p> <p>Currently, the City does not have a contract for claims management and safety loss prevention services.</p>	Exhibit 1 - Scope of Services - pp. 17-19
39	Please provide a current insurance schedule to include insurers placement structure and premiums paid for all lines of coverage.	The City will provide this information to the Contractor upon contract award.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
40	Please provide copy of current policies listed in Exhibit 1-A.	This data will be provided in a separate Addendum, at a later date before the Proposal Due Date.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
41	Please provide 10 years of claims loss runs for all lines of coverage	The City will provide this information to the Contractor upon contract award.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
42	Will the City proceed with renewals occurring within 3 months preceding the contract award with the incumbent broker or will existing placements be extended until the contract is awarded?	The City will decide on renewals on a case by case basis, with existing placements and contract awards.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
43	Is it the City's preference to award all three groups to a single broker?	The City shall award one or more contracts in accordance with the evaluation criteria and as determined to be in the best interest of the City.	Exhibit 1 - Scope of Services - pp. 17-19

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44	Are there any markets for specific lines that the City prefers not partnering with?	The City does not have any markets that they prefer not to partner with.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
45	What type of self-insurance does the City maintain (e.g., captive, true retention, trust)?	The City self insures through large retentions and deductibles.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
46	Please provide a copy of the most recent statement of values for the City and airport properties.	The current TIV for the City property is \$7,341,544,969. The current TIV for O'Hare and Midway is \$6,351,056,706.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
47	Please provide a copy of the last property appraisals performed for both the City and airport property policies.	This data shall not be provided at this time because appraisal data is in the process of being reviewed, corrected, and updated.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
48	Please provide estimated values for new construction/capital improvement projects for both the City and airports over the next 5 years.	Estimated new construction/capital improvement projects are included in the City's most recent Annual Financial Statement found at: <a href="https://www.chicago.gov/city/en/depts/fin/supp_info/comprehensive_annualfinancialstatements.html">https://www.chicago.gov/city/en/depts/fin/supp_info/comprehensive_annualfinancialstatements.html</a>	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
49	Please provide a copy of your lead policy form for the City and airport property programs.	The City will provide this information to the Contractor upon contract award.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
50	Please provide 15 years of loss runs for the excess liability line of coverage.	The City will provide this information to the Contractor upon contract award.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
51	Please provide policy forms up the excess liability tower.	The City will provide this information to the Contractor upon contract award.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
52	Please confirm operations in scope/out of scope for the excess liability program.	Notwithstanding the Scope of Services as set out in the RFP, to clarify: the in-scope operations for the excess liability program include but are not limited to: reporting potential claims to all the tiers of the program, providing claim updates, negotiating settlement reimbursements, and if necessary, providing recommendations to the City's legal team.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20

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53	Please describe the City's retention/limits preferences on the excess liability program (i.e., pushing for lower attachment or buying additional limits on top).	The City's retention limits preference is to increase the self insured-retention, and add an aggregate-stop loss limit.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
54	Please describe the City's healthcare liability exposures?	The City has limited healthcare liability due to its primarily outsourcing of healthcare exposures. In order to respond to COVID-19 the City purchased a hospital professional liability policy.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
55	Are any of the City's healthcare exposures included in the self-insurance but not in the excess?	The City is self-insured for Healthcare exposures, not associated with COVID-19 Response.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
56	What is the City's self-insurance retention for the excess medical professional liability policy?	The City has a \$2.5M SIR for it's Excess Hospital professional Liability Policy.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
57	Does the medical professional liability share in the limit provided with casualty or is there a dedicated limit for the medical professional liability policy?	Medical Professional Liability coverage is a standalone policy.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
58	What are the total excess limits purchased for medical professional liability policy and what is the policy structure?	The City will provide this information to the Contractor upon contract award.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
59	Please provide 10 years of loss runs for the excess medical professional liability policy.	There have been no losses on excess medical professional in the past ten years.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
60	Please provide a schedule of equipment in the fleet and include: the number of aircraft, type of equipment and hull values.	This data will be provided in a separate Addendum, at a later date before the Proposal Due Date.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
61	Please provide a list of planned special events and include event dates and locations.	Go to the City of Chicago's website at: <a href="https://www.chicago.gov/city/en/depts/dca/supp_info/summer_events.html">https://www.chicago.gov/city/en/depts/dca/supp_info/summer_events.html</a>	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20



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62	Please provide a list of existing and any additional anticipated bonds.	1. Mayor 2. City Clerk 3. Comptroller 4. Procurement Officer 5. Chief Financial Officer 6. Treasurer Qualifying 7. Treasurer Firemen's 8. Treasurer Policemen's 9. Treasurer Municipal Employees 10. Treasurer of Laborer's and retirement 11. Treasurer of Public-School Teachers Pension and Retirement 12. Treasurer of Foreign Fire 13. Airport Security Customs Bond	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
63	Please provide the total fine art values at risk.	Currently, \$115,626, 553.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
64	Regarding fine arts, please provide the total values at risk by location – which locations?	Total values at risk by location to be provided to the Contractor upon contract award.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
65	Regarding fine arts, please provide total values at risk a) City owned, b) on loan to the City	Currently, total City-owned values: \$115,106,458. Currently, total values on loan: \$520,095.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
66	Regarding fine arts, please provide total values at risk that is outdoor sculpture.	Outdoor sculpture totals will be provided to the Contractor upon contract award.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
67	Regarding fine arts, please provide a schedule of the highest valued artwork.	The City will provide this information to the Contractor upon contract award.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
68	Is AFFF (aqueous film foaming foam) stored and used currently at the facility?	Yes.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20

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69	Has AFFF containing PFAS (per-and polyfluoroalkyl substances) ever been used at the facility with respect to firefighting operations?	<p>Yes. The FAA requires airport sponsors to use certain foams which meet the military specification; see FAA Advisory Circular 150/5210-6D. Although the FAA recently removed the requirement for the foams to require the use of fluorinated chemicals, the CDA is not yet aware of any manufacturer that has successfully certified a fluorine-free foam with the FAA.</p> <p>See FAA Advisory Circular:  <a href="https://www.faa.gov/airports/resources/advisory_circulars/index.cfm/go/document.current/documentNumber/150_5210-6">https://www.faa.gov/airports/resources/advisory_circulars/index.cfm/go/document.current/documentNumber/150_5210-6</a></p> <p>Also see FAA CertAlert:  <a href="https://www.faa.gov/airports/airport_safety/certalerts/media/part-139-cert-alert-21-05-Extinguishing-Agent-Requirements.pdf">https://www.faa.gov/airports/airport_safety/certalerts/media/part-139-cert-alert-21-05-Extinguishing-Agent-Requirements.pdf</a></p>	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
70	Are discharge controls used with respect to deicing operations?	The question as written is not clearly understood, so the City shall refrain from providing an answer at this time.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
71	How do the claims consulting services outlined in Group B differ from the claims management services outlined in Group A (#11, 12, 13 & 14).	Notwithstanding the Scope of Services as set out in the RFP, Claims Consulting Services in Group B are envisioned to be utilized, for example, in the event of a complex and/or catastrophic loss to the City, whereas claim related services as described in Group A items 11-13, for example, are envisioned to include customary/routine insurance policy claims services, including but not limited claims reporting, claims documents, claims policy coverage, and negotiations with claims adjustors, and quarterly claims meetings.	Exhibit 1 - Scope of Services - pp. 17 & 18
72	Please provide historical exposure information: - Employee count - Financial details on retirement assets - Most recent audited financials - Entity/organization structure	Some of this information may be discerned from the City's most recent Annual Financial Statement found at: <a href="https://www.chicago.gov/city/en/depts/fin/supp_info/comprehensive_annualfinancialstatements.html">https://www.chicago.gov/city/en/depts/fin/supp_info/comprehensive_annualfinancialstatements.html</a>	Exhibit 1 - Scope of Services - pp. 17-19
73	Does this RFP include placement of the airport workers' compensation program?	No.	Exhibit 1-A - Summary of Insurance Coverage Programs - p. 20
74	Please provide 15 years of loss runs (detailed excel format) for all workers' compensation programs.	The Worker's Compensation program is not currently part of the City's Risk Management program. See answers to Question # 11 and # 78.	Exhibit 1 - Scope of Services - pp. 17-19

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75	What types of claim consulting services does the City currently rely on their broker for?	Currently, the City relies on its Contractor to assist with claims reporting, quarterly claims meetings, input as respects claims settlements, and to maintain a claims database system for some lines.	Exhibit 1 - Scope of Services - pp. 17-19
76	Does the City utilize a Third Party Administrator (TPA) for their claim programs or does the City self-administer claims?	The City self-administers claims, and/or uses claims specialists with each respective Contractor.	Exhibit 1 - Scope of Services - pp. 17-19
77	If a TPA is utilized, when was the last time the program was marketed?	See answer to Question # 78 above.	Exhibit 1 - Scope of Services - pp. 17-19
78	What internal resources does the City have to oversee their liability and workers' compensation claim programs?	The City currently utilizes the City's Law Department and the City's Risk Management staff to oversee the liability claim program. The Worker's Compensation program is not currently part of the City's Risk Management program. See answer to Question # 11 and # 74.	Exhibit 1 - Scope of Services - pp. 17-19
79	Workers' compensation is not a line of coverage outlined in the Group A five main programs, but items listed under Loss Control and Safety Services include employee safety related items. Is employee safety service included in the scope of service to be provided along with property and liability loss control services?	Yes, an Employee Safety Service Program can be considered to be included within the Scope of Services to the extent it may relate to Group C. Loss Control and Safety Services, for example under sub-part a) "development of program safety standards;" or as may otherwise be added into a Contractor's contract.	Exhibit 1 - Scope of Services - pp. 1 & 19
80	What current loss control and safety service engagements, for property and casualty lines of coverage, including but not limited to committees, projects, and inspections, by division/department are currently being administered which are critical to be continued under the new contract?	City and airport property loss control service engagements are currently critical to be continued under the new insurance contract(s).	Exhibit 1 - Scope of Services - p. 19
81	What loss control and safety service engagements, for property and casualty lines of coverage, including but not limited to committees, projects, and inspections, by division/department are <b>not</b> currently being administered and should be developed and implemented under the new contract?	City and Airport Property inspections are provided by the carriers. Brokers should anticipate assigning loss control and safety professionals by line of coverage.	Exhibit 1 - Scope of Services - p. 19
82	Are there expectations for a review of the Learning Management System (LMS) and support/development of training content and other information for ongoing maintenance of the system content?	Review of the City's Learning management system is not currently contemplated as a requirement under the Scope of Services for this RFP.  Also see Question # 34.	Exhibit 1 - Scope of Services - p. 19

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83	Is there a need for ergonomic consulting services such as WTW Workforce Vitality Services to review strains, sprains and related soft tissue injury exposures and to develop engineering controls and management programs to control identified exposures?	Ergonomic consulting services are not currently contemplated as a requirement under the Scope of Services for this RFP.	Exhibit 1 - Scope of Services - p. 19
84	Can the services of Group B and Group C be included in a Group A response?	<p>Yes. The <u>Service requirements</u> set out for Group B and Group C can be included within the Group A Service requirements. However the <u>pricing</u> for Group A, and or Group B, and or Group C must be proposed separately.</p> <p>In other words, at minimum, each Group must be <u>priced</u> individually (for consistency and comparative purposes). However, in the event a Respondent proposes alternate pricing with various combinations of Groups, such alternate pricing must be proposed <u>as an option to</u> the individually priced Group A, Group B, and Group C pricing as applicable.</p>	Page 18; Section - Scope of Services
85	Will revenue for indirect project involvement with WBE/MBE be counted towards the requirements of the RFP?	If by "indirect project involvement with MBE/WBE" means "Indirect Participation" as defined in EXHIBIT 3 of the PSA, then any payments made by the Contractor to that MBE and/or WBE firm will be not counted towards meeting the Direct MBE/WBE Participation goal. Rather, any such Indirect Participation provided by an MBE and/or WBE firm would be attributed towards demonstrating "Good Faith Effort" as required to request a Reduction or Waiver from the MBE/WBE goals.	Page 7; Question # 7
end			