



City of Tacoma
Tacoma Public Utilities / Tacoma Power
Project Management Training
RFP Specification No. RP19-0021F

QUESTIONS and ANSWERS

All interested parties had the opportunity to submit questions in writing by email to Richelle Krienke by February 13, 2019. The answers to the questions received are provided below and posted to the City's website at www.TacomaPurchasing.org: Navigate to *Current Contracting Opportunities / Services*, and then click *Questions and Answers* for this Specification. This information IS NOT considered an addendum. Respondents should consider this information when submitting their proposals.

Question 1: Is the City currently using Agile development methodology or is that yet to be introduced? And if the latter, when are you expecting to introduce it?

Answer 1: The PMO program team has been performing their work associated with establishing the PMO program using the agile development methodology utilizing Scrum practices. The current perspective is that the tools and associated training that will be provided to staff will be a combination of waterfall and agile best practices.

Question 2: For post-training resources, do you have expectations of a textbook-type resource, or a customized workbook resource?

Answer 2: In the interest of aligning Project Management best practices with our specific organizational needs, it's anticipated that a customized workbook resource would be most beneficial.

Question 3: How early in the process are you prepared to offer information for curriculum customization? In time for the first class?

Answer 3: Yes, it's anticipated that the selected training consultant and the PMO team would have several collaboration meetings prior to start of staff training to ensure alignment in the program vision and training approach, as well as to establish training cadence.

Question 4: Do you have KPIs in place or are they in process? If the latter, when might they be available to be integrated into training content?

Answer 4: Our program sponsors and the PMO manager are in the process of establishing KPIs as they pertain to advancing our Project Management discipline. The draft KPIs are currently centered on project managers developing and maintaining a project management plan (PMP) of projects in excess of \$100K. In the future, as more sophisticated project tracking/forecasting tools are developed by the PMO, it has been suggested that a KPI focused on Earned Value, Business Value, and Benefits Realization might be a better metric.

Question 5: Are you aware that in the RFP document, the Appendix A and Tables 1-4 are cut off? Will revised documents be issued?

Answer 5: Some of the pages in the Exhibits 1-4 are in landscape mode, including the tables, though all display normally when we open the RFP from our [webpage](#) or the direct link to the document using Internet Explorer: <http://cms.cityoftacoma.org/Purchasing/FormalBids/RP19-0021F.pdf>. You could try using a different monitor, a different search engine, or reducing the view to a lower percentage.

Question 6: 3.02.4.1 – Executive Summary, page 16 – What type of affiliations or alliances with utility companies or software organizations or related firms are you referring to? We serve numerous organizations that fit each of those categories by providing them with training services. Are you seeking that information or something else?

Answer 6: The City is looking for business affiliations and alliances rather than contracts for services you provide.

Question 7: Regarding Section 1.06.2, “Submitted prices must include all labor and expenses, including travel, and any tools or costs required to service the account and complete this project.” Is the City of Tacoma looking for a fixed cost for the two-year period that includes all of the above, or course delivery fees plus hourly rates as specified in Section 3.02.7?

Answer 7: We are looking for unit prices for course delivery fees plus hourly rates as specified in section 3.02.7

Question 8: Also regarding 1.06.2: Under a fixed cost bid, how many instances of each course are expected to be delivered in the two-year period?

Answer 8: See response to question 7. Respondents are expected to suggest a number of each class that should be offered yearly as a part of their proposal. It is understood that the number of actual classes offered will be based upon organizational need and will be paid for per unit cost prices outlined in the proposal.

Question 9: Under Section 3.02.7 Training Curriculum / Course Content and Cost Matrix, respondents are asked to provide a maximum number of students. Is there an expected minimum number of students per course?

Answer 9: It is anticipated that a minimum of 10 students per class; however, if deemed beneficial to the organization to provide a training course for a smaller class, the City reserves the right to do so and will pay based upon the agreed upon per class cost outlined in the proposal.

Question 10: Is the training just for project managers? Or are there additional staff that will be trained?

Answer 10: Training will be provided to any staff as needed to advance the project management discipline across the organization. Per the RFP, please provide training recommendations accordingly.