



**City of Tacoma
Tacoma Water
Request for Proposals
Organization Effectiveness /
Development and Organizational Change Management
Specification No. TW19-0027F**

QUESTIONS and ANSWERS

All interested parties had the opportunity to submit questions in writing to Doreen Klaaskate at dklaaskate@cityoftacoma.org, by 3:00 p.m. January 30, 2019. The answers to the questions received are provided below and posted to the City's website at www.TacomaPurchasing.org. This information IS NOT considered an addendum. Respondents should consider this information when submitting their SOQ's.

Question 1: Is there an expectation for when the implementation will be complete? The RFP states the award will occur March 1st, and also indicates the timeline for beginning implementation of the organization restructure is strongly desired to occur before the end of the third quarter of 2019. We want to confirm the timeline proposed meets TPU's expectation.

Answer 1: There is currently no established timeframe for when the implementation must be completed, however the desire is for the implementation to be completed in as timely a manner as can be accomplished in accordance with the plan to be developed through this effort.

Question 2: Has any assessment or pre-work been done for this initiative? If so, can that information be shared so we can tailor our response accordingly?

Answer 2: Yes, some pre-work has been done for this initiative, however is not available to be shared at this time.

Question 3: Have the employees at TPU been through any training on change in the past? If so, please provide the type of training, when conducted and which areas participated.

Answer 3: Some employees of TPU (including Tacoma Water) went through a Change Design Training put on by BearingPoint in 2009. Change management and leading change training elements have also been incorporated in a variety of smaller scale efforts over the years since then, and a vast majority of all supervisors and managers throughout Tacoma Water have received at least some change management training.

Question 4: The RFP indicates on page 20 that "The new proposed organization structure would have sections organized with more functional alignment than the current structure." How many functional groupings are anticipated?

Answer 4: The current proposed framework anticipates a similar number of functionally grouped sections to the current 6 work group sections that exist today.

Question 5: Is the “Organizational Structure and Design” referenced on page 20 completed and not subject to change? Page 20 indicates the “Staff are well aware that this is under consideration...” This wording suggests the plan is not finalized and as such could result in changes during the execution of the project.

Answer 5: The overall framework of the proposed organizational structure is considered to be generally set, however it is anticipated that some adjustments may be required as additional staff are engaged in the more detailed implementation planning.

Question 6: Based on item 5 above, is the budget fixed or is there an upper limit?

Answer 6: The budget shown in the RFP is an estimate. A final scope of work will be negotiated with the selected firm, and additional deliverables may be negotiated upon award in accordance with City of Tacoma procurement requirements.

Question 7: How many on site meetings are being considered acceptable? Page 18 identifies onsite consulting, coaching, and training. Our experience with scheduling personnel in support of these meeting can result in repeat sessions as business operations will interrupt individual availability. This goes back to question 6 above...is there allowances in the budget for repeat on site meetings?

Answer 7: Tacoma Water is seeking recommendations regarding scope of work and deliverables, and had not established a quantity of on-site meetings criteria. As noted previously, the final scope of work and deliverables will be negotiated with the selected firm.

Question 8: Can we get a copy of the current Water Strategic Plan?

Answer 8: Yes. Electronic copy will be provided.

Question 9: Can we see the 2018 Water strategy map referred to on page 20 of the RFP?

Answer 9: Yes. Electronic copy will be provided.

Question 10: Will the Sr. management team be active sponsors and governance for this project?

Answer 10: Yes. Exact details of this have not yet been determined, however the Water Sr. Management Team will be active sponsors and involved in the governance for this project.

Question 11: Have you identified a project manager for this project from Tacoma Water?

Answer 12: No project manager has been identified at this time.

Question 13: Are service levels well established for all essential functions of the Water Dept?

Answer 13: In some areas, there are well-established service levels. However it is still an aspirational goal for them to be well established for all essential functions of Tacoma Water.