



City of Tacoma

## Questions and Answers

### SPACE PLANNING AND FACILITY ASSESSMENT SERVICES RFQ Specification No. PS4-0093F

All interested parties had the opportunity to submit questions in writing by email to Brandon Snow, Senior Buyer by date questions were due. The answers to the questions received are provided below and posted to the City's website at [www.TacomaPurchasing.org](http://www.TacomaPurchasing.org). Navigate to [Current Contracting Opportunities / Services Solicitations](#), 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.

**1. Question: Would an organizational/cultural assessment be part of this scope?**

Answer: No, however there are existing efforts, studies, and reports that the selected team will need to consider. It is also anticipated that there will be employee interviews and surveys to assist with the development of the project.

**2. Question: Would a gap analysis on cultural/behavioral change be part of the scope?**

Answer: Yes – previously developed studies and surveys would be provided to the selected team to inform the master space plan. Along with current interviews and assessments, these may help identify the relationship and potential gaps between culture, behavior, and space needs.

**3. Question: Would a gap analysis on tools and technology (e.g., IT, AV etc.) be part of the scope?**

Answer: Yes, the network infrastructure and capacities will need an analysis of existing needs and recommendations for future technological trends and innovations.

**4. Question: How would you describe the goals and vision of this project?**

Answer: Like many organizations, TPU's workplace needs are in transition as a hybrid concept has been adopted, technologies and workforce activities are changing, and continued organizational growth is anticipated. Additionally, there are many building and infrastructure ages, a lack of modern or sufficient workplace amenities, and end-of-life cycle furnishings. TPU is now seeking to partner with workplace experts to review our current state and develop a plan for a modern and innovative work environment. We desire a blueprint for future renovation projects with recommended programming that considers operational needs and efficiencies, the varying needs and perspectives of a diverse workforce (including age, gender, race, ability, etc.), and forecasts for organizational growth that help ensure our ability to set and prioritize achievable goals and implement plans for future demands.

**5. Question: What kind of leader and/or employee engagement has taken place, if any?**

Answer: There are numerous forums where leadership has engaged staff regarding facility and space needs, including pre-COVID planning and workplace standard development



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efforts that provided a baseline for organizational needs. We are currently gathering feedback from staff using a workspace pilot area with various modern furnishings and collaboration spaces. There will be a strong expectation that continued staff engagement will be a key component of this planning project.

**6. Question: Is there a governance structure already established for this project?**

Answer: Yes, governance is in place for project management, facility management, and budget. There is also governance for the review and approval of project deliverables.

**7. Question: How does TPU plan to resource this project? Specifically, will there be a project team from TPU to work alongside the vendor? If so, what's the current status of this team? And what kind of capacity is available for this team (i.e., X days per week)?**

Answer: The Power Shared Services (PSS) Facilities team, the PSS Project Delivery Team, and an outside PM consultant, Parametrix, will all be actively engaged. The team's availability and capacity will be determined based on the agreed-upon scope and schedule.

**8. Question: What existing data are available for understanding space usage and employee sentiment (e.g., utilization, site access, staff engagement survey results)?**

Answer: As previously mentioned, there are pre-COVID artifacts, studies, and analyses that document the amount and types of spaces within the facilities. There is occupancy data gathered daily. There are also periodic employee survey results available. However, it is anticipated that these data sources will not heavily influence the outcome or recommendations for space usage. Current employee sentiment and measurable data should be the driving factors.

**9. Question: What's the current RTO policy, and what's the uptake?**

Answer: There is currently a minimum of one in-office day every two weeks, however more onsite involvement may be required to perform work tasks and activities. Individual telework agreements range from a minimum of one day up to four days a week in the office. There is data available that can provide current daily occupancy numbers. There is no organization-wide policy change expected in the foreseeable future, although individual workgroups are now choosing to return more often than required, which will result in an uptick.

**10. Question: Does TPU anticipate to resource change management internally? Or should the vendor outline change management support?**

Answer: This scope is limited to the assessment and recommendation of future changes and does not include change management by the vendor.



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**11. Question: What delivery format does TPU expect for the workshops? Will they be virtual, hybrid, or primarily in-person?**

Answer: Virtual, hybrid, and in-person formats may be used; however, in-person will be desirable and preferred for key workshops.