



City of Tacoma

Questions and Answers

City of Tacoma / Tacoma Public Utilities / Transmission and Distribution

Development and Organizational Change Management For GIS Modernization Project RFP Specification No. PT21-0685F

All interested parties had the opportunity to submit questions in writing by email to Seth Hartz by October 25, 2021. 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: The RFP specifies that the Esri project was begun in 2021. Can you please clarify how far along the project is, and what milestones have been achieved to date?

Answer 1: We onboarded the solutions integrator in September and have started analyzing the data migration and application integration needs. No environments have been built and no business processes have been changed.

Question 2: Why is this project happening? What is driving the replacement of Smallworld with Esri?

Answer 2: Our version of Smallworld implementation will not be supported in the next few years. We decided to migrate to the Esri Utility Network to take advantage of industry standards. There are also other Esri implementations being used by other groups within Tacoma.

Question 3: Roughly what proportion of Tacoma Power's 810 staff do you expect to be impacted by this project?

Answer 3: We estimate around 95% of the employees of Tacoma Power will be affected in some way by this project.

Question 4: Can you describe the make-up of the project team? Is there currently a City of Tacoma PM? A BA? What other City, vendor, or other external resources are already engaged in this project?

Answer 4: Tacoma is providing a PM, a scrum master, a product owner, a test manager and subject-matter-experts as needed. The solutions integrator, Critigen, is providing developers and a Project Manager. We have contracted with E Source for advisory assistance and are using Esri Solutions for architecture and technical support.

Question 5: How did you settle on the \$490k budget, and what do you expect will be the level of effort (e.g. number of hours) for the OCM work?



City of Tacoma

Questions and Answers

Answer 5: We believe this role should be at least three-quarters time committed to this project as there are a number of tasks and teams that will be affected and we would like the OCM resource to be integrated with the project team to allow them to learn the business and where the changes are needed.

Question 6: There are a few inconsistencies in the RFP – can you please reconcile these? RFP requires "sealed submittals" but also requires submittal via email. Is there a sealing process for email submittals?

Answer 6: Emailed submittals are not opened until after the submittal deadline and are considered sealed. There is not a need for a hard copy as long as an emailed submittal is provided.

Question 7: There are a few inconsistencies in the RFP – can you please reconcile these? Sec 10.2 references how bios are to be treated in regard to the page limitation, but no page limitation is provided. Is there one?

Answer 7: There is not a page number limitation, but please observe the size limitation on the emails of 35 MB. Please refer to the Request for Proposals page in regards to maximum file size limitations.

Question 8: Pg 7 of Appendix B, Sec 1.23, references a bond. Are we correct in assuming that no bond is required for this project?

Answer 8: That is correct. There is not a bond requirement for this solicitation.

Question 9: There are a few inconsistencies in the RFP – can you please reconcile these? Pg 4 (Contract Term) specifies an 18 month duration; Pg 6 (Background) says the duration will be from Dec 2021 to July 2023 (20 months); the Calendar of Events on Pg 7 estimates a contract award date of 12/21/2021, which would suggest an actual start in Jan 2021 (19 months duration if July 2023 end). Can you please clarify the expected start and end dates?

Answer 9: The expected start date is as soon as the contract is signed. We understand that this will fall at the end of the year and during holiday season, so a January start date is acceptable if needed.

Question 10: Sec 10.7 Client References requires three references from the last year. As these are multi-year projects, this presents a hurdle for small firms like ours, unless you would accept multiple references from the same engagement. Would you consider amending this requirement to three references from the past three years or the past five years?

Answer 10: We will accept and consider references from clients over the past three years.

Question 11: In Sec. 10.4 Fees and Charges you ask for "...breakdown of fee structure, hourly rates, deliverables, etc." Can you please clarify the information you



City of Tacoma

Questions and Answers

require in order to compare this scored section across all proposals? For example, will you be scoring cost based only on hourly rate, or do you want to see an estimated total number of hours and project cost for scoring purposes? Do you want any further breakdown e.g. hours by team member, or hours by project phase? Please clarify what price scoring rubric will be applied.

Answer 11: Please include the following information in the Fees and Charges (you can use a table for formatting if required): High Level deliverables, estimated hours for each of those deliverables, total number of estimated hours, hourly rate used to calculate total (blended rate for team is fine) and total estimated project cost.

Question 12: Pg 17 (Signature Page) includes a line for a State Contractor License number – are we correct in assuming that a State Contractor License is not required for this project?

Answer 12: There is not a requirement for a State Contractor's License Number for this solicitation.

Question 13: Will the City of Tacoma allow remote work? If not, what is the on-site requirement, i.e., 100%, 50%, 25%?

Answer 13: Yes, we will allow primarily remote work for this engagement. However, due to the nature of the work, please expect to provide on-site support 2-3 times (to be determined) over the course of the project to assist during critical deliveries. If you are local, we can consider more often, depending on the availability and work location of the groups you would be working with.

Question 14: Section 10.2 Qualifications of Personnel – 25 Points, last sentence reads, “Biographies and resume materials will be included in the page limitation.” Can the City please clarify what the page limitation is for the RFP responses?

Answer 14: See Response to Question #7.

Question 15: In the RFP, 'Operational' Change Management is used and in some places and 'Organization' is used.....is that intentional, and If so what are Tacoma's interpretation of each one.

Answer 15: This was an oversight. The types of changes expected to be delivered by this vendor will be primarily communication, training and business processes modification of existing teams and workflows. We do not expect support for organizational structure changes.

Question 16: We understand that Esri is conducting the Training. Can we confirm that there is no “development” scope and that Tacoma/another vendor will do “process” training?



City of Tacoma

Questions and Answers

Answer 16: The expectation is that Esri and Critigen will develop the training content. However, we would expect some capability from this vendor to assist in developing minor, or supportive, training if needed. This is to allow for some flexibility, but is not the primary function for this role.

Question 17: Is Tacoma Power looking for the creation of a training plan and curriculum, as well as coordination of training delivery logistics?

Answer 17: We would be looking for this vendor to deliver a training plan and coordinate with the training vendors to create the curriculum. There will be some coordination of logistics, but Tacoma will provide internal resources to assist with that (scheduling of rooms, etc).

Question 18: What are the approximate number of users that will be impacted by the GIS Implementation, and would all of them be needed to be communicated to and/or trained?

Answer 18: See Response to Question #3. All will need some level of communication and training.

Question 19: Is there an internal Change Management team in place that the resource(s) will be providing oversight to, and partnering with?

Answer 19: No. This will be an independent contributor, embedded with the project team and reporting to the project manager and project sponsor. We expect this vendor to bring expertise and experience as they will not have direction from an internal OCM function.

Question 20: Can you share the timeline for the GIS program, especially timings of the build, testing, cutover, and actual go-live?

Answer 20: This project will be delivered via agile, so there will be some flexibility in schedule. However, the estimated delivery for major releases (needing training) is Q4 2022 and Q1 2023.

Question 21: Is there any work expected on organization design for any role changes? Or will it be strictly within Change Management, Communications and Training (planning and logistics support for delivery)?

Answer 21: See Response to Question #15.

Question 22: Is everything going-live at the same time, or in other words are there any functionalities and/or processes (data quality, conversion, etc.) that may be going -live in production before the main GIS go-live?

Answer 22: Yes, there may be some one-off functions that will go live before the overall cut over to Esri. We don't expect those to go live until at least Q3 2022.



City of Tacoma

Questions and Answers

Question 23: For section 10.4 related to Fees, does the City of Tacoma have any preference for fixed fee proposals or time and materials/hourly rate billing proposals?

Answer 23: See Response to Question # 11.

Question 24: For section 10.9 related to Contract Exceptions, is it necessary for us to do a legal review and provide redline exceptions/comments back on your Standard T&C's now as part of the bid submission or can this be done if awarded?

Answer 24: It is preferred to have the exceptions notes on your submittal, but may be negotiated during contract negotiations.

Question 25: For section 3, Page 7 there is reference to Training Plan and Coordination, can we assume any training material design, development or delivery is out of scope for this OCM RFP?

Answer 25: See Response to Questions #16 and 17.

Question 26: Is there a vendor currently on the ground that provides change management services to the City?

Answer 26: There are existing OCM vendors working with the city. None of them are currently working with this part of the organization.

Question 27: For Section 2 Minimum Requirements, how would you rate the change capabilities of the selected staff and management that will work with the chosen firm?

Answer 27: While there will likely be some hesitation to change as can be inherent in all organizations, we believe that the staff that will be impacted by this project will be welcome to the changes and improvements from the new system. Communication and effective training and release will still be very important. Management is very supportive and we have a Section Assistant Manager committed to supporting this project as sponsor as well as risk manager.

Question 28: Does Tacoma Power already have a preferred OCM methodology?

Answer 28: No.

Question 29: Does Tacoma Power have an internal OCM team or center of excellence? If so, will any of those resources be involved in this project in any way?

Answer 29: No. Please see Response to Question #19.

Question 30: What is Tacoma Power's staffing model for supporting the broader project?



City of Tacoma

Questions and Answers

Answer 30: See Response to Question #4.

Question 30: How many different teams within the Utility are being engaged by the project team to assist in the design of the project and the configuration of the ESRI platform?

Answer 30: There are 19 different teams that will be impacted by this project. However the design and configuration will be limited to the project team and only one or two Subject Matter Experts from each team.

Question 31: Will Tacoma Power or the system integrator be conducting current and future state process mapping, or will that be part of the responsibilities of the OCM contractor?

Answer 31: We worked with a vendor to create a current-state process. This OCM vendor will use that document as reference to build future-state process in collaboration with the sponsor and product owner.

Question 32: What is Tacoma Power's expectations regarding the extent that this engagement project can be performed?

Answer 32: See Response to Question #5.

Question 33: Section 10.22 states that biographies and resume materials will be included in the page limitation but we are not seeing a page limit anywhere else in the proposal. Is there a page limit for responses?

Answer 33: See Response to Question #7.

Question 34: The scope of work mentions Communications Strategy and Delivery as one of the types of support TPU is looking for in this engagement. Will this include writing all the communications content?

Answer 34: We expect most of the communication content to be created by this vendor, however we have resources on the project that can help create content and are willing to create alternative communications (like videos) to support the OCM process.

Question 35: What internal staff will be available to support the OCM work?

Answer 35: There will be various resources to assist as-needed. They will primarily aid in tactical processes (scheduling rooms, etc) and can help provide context and support in creating communication content. The OCM resource will be part of the project team so will have the support of the project manager, product owner and sponsor when needed as well.

Question 36: What access will we have to the integrator's team members?



City of Tacoma

Questions and Answers

Answer 36: The OCM vendor will work very closely with the integrator's team. They will have direct access to the integrator's PM and can get access to developers as needed.

Question 37: What is the expected go-live date for the implementation? Can you provide a timeline for the implementation showing key milestones?

Answer 37: See Response to Question #20.

Question 38: How many TPU employees will be impacted by the new system and in what areas?

Answer 38: See Response to Question #3. 19 departments will be affected.

Question 39: Has TPU worked with a consultant for previous phases of the GIS Modernization project? If so which consulting firm?

Answer 39: No.

Question 39: Will the work be remote or onsite? If onsite, do you have expectations on how much time is spent working onsite vs. remote?

Answer 39: Please see response for Question #13.

Question 40: Page 6 of the RFP under section 1. Background lists "business process redefining" and impacted changes to "tasks and roles" during the GIS Modernization Project are anticipated. Is redefining business processes a part of this specific scope of work? If so, which business process will need to be redefined? Is organizational design a part of this scope of work to redefine the tasks and roles in job profiles? If so, which job description titles will be impacted?

Answer 40: See Response for Question #15. As geo systems are used throughout the organization, there will be process changes for a number of groups but the level of change will vary based on their work. The primary changes will involve using a new platform to do existing tasks.

Question 41: Page 6 of the RFP under section 2. Minimum Requirements lists bullet point number three which reads, "preference will be given to proposing firms listing a lead consultant/partner who serviced as a lead consultant in a similar or more complex engagement with at [least] one government agency within the past three years." Is the similar or more complex engagement specific to leading a GIS implementation, working with a utilities agency within government, or leading organizational change management (OCM) for a government agency?



City of Tacoma

Questions and Answers

Answer 41: The third one. We are looking for OCM experience with government entities. This will help us understand if the resource has experience with the culture and speed of working in this type of environment.

Question 42: Page 7 of the RFP under section 3. Summary of Scope of Services and Deliverables indicates the consulting “resource will help Tacoma Power identify the types and audience for training and will assist to coordinate the implementation.” However, page 9 of the RFP under 10.1 Qualification/Experience of the Firm subsection c. notes “Assist in the development of communication and training materials to aid the transition.” Please clarify if the expected scope is to perform a training needs analysis and coordinate training, or if the expectation is to develop communication and training materials.

Answer 42: See Responses to Questions #15, 16 and 17.

Question 43: Page 10 of the RFP lists section 10.6 Equity in Contracting. Would the client be willing to permit a firm who is eligible to be certified within Washington State to self-identify the categories in which they are eligible and remove the requirement to be officially Washington State certified?

Answer 43: The requirement is that they must be certified on the Washington State OMWBE website in order to receive the 5 points in the Equity in Contracting evaluation section.

Question 44: Could you please provide the high-level implementation plan including phases (e.g., user testing) for the implementation of the new GIS platform?

Answer 44: See Response to Question #20 and 22.

Question 45: Does the client plan to do a phased roll-out implementation plan by stakeholder group or a single go-live?

Answer 45: See Response to Question #20 and 22.

Question 46: How many stakeholder groups and total impacted stakeholders are anticipated?

Answer 46: See Response to Question #38

Question 47: Why is the client choosing to do a GIS Modernization Project now?

Answer 47: See Response for Question #2.