

City of Seattle Request for Proposal # ITD-170230  
**Organizational Change Management (OCM) for Police Records Management System**  
 Addendum

**Dated: 09/14/2017**

The following is additional information regarding Request for Proposal # ITD-170230, titled “Organizational Change Management (OCM) for Police Records Management System” released on 08/29/2017. The due date and time for responses will remain as 09/28/2017 @ 1:00PM (Pacific). This addendum includes both questions from prospective proposers and the City’s answers, and revisions to the RFP. This addendum is hereby made part of the RFP and therefore, the information contained herein shall be taken into consideration when preparing and submitting a proposal.

Item #	Date Received	Date Answered	Consultant’s Question	City’s Answer	RFP Revisions
1	8/30/2017	9/12/17	Whether companies from Outside USA can apply for this? (i.e. from India or Canada?)	Anyone can provide a proposal, however to move through the evaluation process a consultant will need to meet the minimum qualifications and be able provide the required services as set forth in the RFP.	N/A
2	8/30/2017	9/12/17	Do we need to come over there for meetings?	Yes, vendors/consultants will need to be available to come to Seattle as needed, as determined by the City. Given the scope of the project, this is likely to be frequent.	N/A
3	8/30/2017	9/12/17	Can we perform the tasks (related to RFP) outside USA? (like, from India or Canada)	Yes, certain tasks—especially fundamentally administrative tasks--may be performed from outside the US. Key resources performing contract work must be available to come to the US and work generally onsite as needed.	N/A
4	8/30/2017	9/12/17	Can we submit the proposals via email?	No, proposals will be in hard copies as set forth in the RFP.	N/A
5	9/7/2017		Who is the Executive Sponsor for the Mark43 implementation (role only, name not necessary)	The Chief Operating Officer, and where he is unavailable the Chief Financial Officer.	N/A

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6	9/7/2017		What is the targeted, desired or ideal budget for this RFP?	We expect the proposers to provide their estimate based on the scope outlined in the RFP. We expect a firm/fixed bid. We anticipate bids in the neighborhood of \$250,000 and anticipate comparing bids based on a combination of cost effectiveness and comprehensiveness	N/A
7	9/8/2017	9/12/17	The minimum qualifications refer to “the consultant,” but the RFP states that the City expects multiple types of resources. Can you confirm that the minimum qualifications can be met at the organizational level (rather than the individual level)?	Yes, organizational level.	N/A
8	9/8/2017	9/12/17	Can the WMBE requirements be met by the use of 1099 subs (e.g., independent contractors)?	Yes	N/A
9	9/8/2017		Consultant resumes are requested. Must all resumes represent a commitment to staff that specific individual, or can organizations use representative resumes?	Resumes for key staff must be from the specific people anticipated to staff the engagement. Resumes from supporting staff may be representative.	N/A
10	9/8/2017	9/12/17	If an organization does not subcontract to any entity, is the inclusion (WMBE) requirement still relevant?	Yes	N/A

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11	9/8/2017		<p>Section 5 states that the consultant will “Support development of a test plan that includes objectives, test criteria, testers, scenarios, and expected results that support the various audience needs and requirements for success.” Development of a test plan is typically not the responsibility of the change management team. Can you provide more detail on the division of responsibilities between the implementation team and the OCM team pertaining to test planning, coordination, and execution?</p>	<p>You are correct. Test Plans and Facilitation of test efforts are not part of OCM. The RFP will be amended.</p>	<p><b>5. Scope of Work.</b>  <small>Under direction of the Project Manager, the consultant will provide Organizational Change Management (OCM) or “Business Readiness” services, specifically:</small></p> <p>Manage the entire scope of Organizational Change Management (OCM) or “Business Readiness”.</p> <ul style="list-style-type: none"> <li>• Prepare and develop the change management plan (referenced in previous section) which encompasses process and application changes resulting from fit gap scope reviews.</li> <li>• Implement the change management plan that includes business stakeholders, process owners and departmental change agents.</li> <li>• Monitor progress on the upgrade plan and change management plan and tasks by creating and documenting status reports.</li> <li>• Facilitate and / or attend meetings with the project team to discuss, resolve and document progress and issues logs.</li> <li>• <del>Support development of a test plan that includes objectives, test criteria, testers, scenarios, and expected results that support the various audience needs and requirements for success.</del></li> <li>• <del>In cooperation with the Project Manager, coordinate and document the testing activities and schedules with users.</del></li> <li>• Document application and business processes to be adopted by end users</li> <li>• Knowledge transfer to City staff.</li> </ul>
12	9/8/2017		<p>Section 5 also references an expected “Training Needs Assessment to support Training Plan Development.” Section 1, Background, seems to indicate that training is the responsibility of the NRMS implementation team. Can you provide more detail on the division of responsibilities between the implementation team and the OCM team pertaining to training planning, development, and delivery?</p>	<p>The OCM consultant will work with the Police Trainers, the RMS Vendor, and the ‘Train the Trainers’ team on all the training preparation and communication activities.</p>	<p style="text-align: center;">N/A</p>

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13	9/12/17		The RFP only references the work for Phase A - Assessments (see “Purpose and Background: section) and the “Performance Schedule” section states that “services will last up to the project implementation date...”. The “Implementation Methodology” attached and referenced for guidance on scope and timing of work states that “Phase B-Implementation” focuses on the activities to set-up and transition to the new RMS. Is the scope of this RFP including “Phase B-Implementation” as well?	Yes	N/A
14	9/12/17		Was OCM a part of the Seattle PD’s original Mark43 project? The discussion during the pre-bid conference indicated that it was not, but we wanted to confirm that fact.	OCM has always been in scope, the procurement of OCM was delayed.	N/A

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15	9/12/17		What drove the decision to use the Prosci Change Management methodology?	Awareness of that model and the availability of a trainer to deliver the internal training as a basic introduction into the concept of OCM for key internal personnel. The RFP calls out that model so that any proposer is aware of generally what level internal personnel are at; there is no requirement on any proposer to limit themselves to or follow that model.	N/A
16	9/12/17		Are the eighteen key people trained in Prosci Seattle PD staff, consultants, or a combination of the two?	They are full time permanent City of Seattle Staff	N/A
17	9/12/17		If the 18 people are consultants, are you able to share what firm they are with?	n/a, please see above	N/A
18	9/12/17		What role will the 18 people play in the implementation?	They are a mix of leadership and line employees whose responsibilities to the project range from subject matter expertise to executive guidance. Their implementation roles vary depending on their individual expertise, role in the project, and role in the larger organization. We expect the OCM consultant to outline resources to assist in the activities.	N/A

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19	9/12/17		Have the cities in the “cooperative agreement”/South Bay Consortium already implemented Mark43 or will their implementations be done concurrently with Seattle’s implementation?	Concurrently	N/A
20	9/12/17		Have any of the other Mark 43 projects, King County or Hawthorne, incorporated a change management component?	We don’t know	N/A
21	9/12/17		What has led the department to determine that the following consulting resources are needed for the project: <input type="checkbox"/> Certified Change Consultants <input type="checkbox"/> Business Analysts <input type="checkbox"/> Training Specialists <input type="checkbox"/> Communication Specialists  Do you have anticipated numbers for each of these roles?	The span of impact to the organization and the focus on business process reform. Although we anticipate these types of consultants, you can propose what you believe is necessary and at whatever headcount you believe is needed.	N/A
22	9/12/17		Do you anticipate a need for any other roles in addition to the four listed in the previous question?	No	N/A

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23	9/12/17		What will be the level of resource involvement from the City of Seattle Police Department on the OCM Team? In what roles?	The OCM consultant will work with the project leadership team and sponsors to determine what is needed to achieve the OCM activities. This is an available pool of approximately 15 people at varying levels in the Department and with varying roles/skill sets.	N/A
24	9/12/17		Does the City anticipate any changes to operational roles within the organization as a result of this implementation?	Yes	N/A
25	9/12/17		What is the leadership structure of the project and workstreams?	See project org chart below.	N/A
26	9/12/17		Is there a Sponsorship Committee from senior leadership within the SPD that will interface and engage with the project?	Yes	N/A
27	9/12/17	9/12/17	Are travel expenses for out-of-area resources allowable? If so, should they be built into hourly rates/milestone fees or passed through at cost?	The proposed rate must include all direct, indirect, and overhead costs, including travel and living expenses, incurred by the Consultant in performance of the services.	N/A
28	9/12/17	9/12/17	Must projects listed on the Minimum Qualifications Form be completed as of the submission date or are in progress projects acceptable?	Projects must be complete.	N/A

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29	9/12/17		How many stakeholder groups are represented in the 2,000 PD employees referenced in the RFP?	Four. (uniformed operations, investigations, evidence control, records administration, public disclosure, reporting and analytic)	N/A
30	9/12/17		Are there other city departments that will need access to the NRMS such as the Municipal Court, Emergency Services, IT, Audit, etc.? If so, are those departments included in the population to be trained?	External departments will need to be considered in messaging strategy and issue/interest identification. They are not meant to be trained.	N/A
31	9/12/17		Is there a Not To Exceed budget for this project?	See answer to question #6	N/A
32	9/12/17		What are you trying to accomplish?	Unclear what the question is.	N/A
33	9/12/17		Have you heard any concerns from your staff regarding the new records management system? If so, what are they?	Yes. Without meaning to agree or suggest that there is any factual basis for any of the concerns, they are: discomfort with change in general, lack of confidence in the City’s ability to successfully implement the system, preference for the existing system, lack of confidence in the Vendor ability to perform.	N/A
34	9/12/17		Have you previously tried to implement/utilize organizational change management services in the past? If so, how and what were the results?	No	N/A



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35	9/12/17		How will the 18 Prosci certified staff support the project?	Their primary role in the project will remain based in the operational needs addressed by their assignment to the project. Their additional familiarity with OCM is intended to assist the consultant in understanding this organizational culture and approaches that may be more or less effective within it. We do not require that a vendor follow the Prosci model or use any PROSCI branded material or approach.	N/A
36	9/12/17		What have you identified as your biggest challenge for this implementation?	Internal factional opposition to the change that reflects anticipated extent of process changes, and support of current vendor and home grown processes,	N/A
37	9/12/17		As stated in the RFP, the NRMS project is centered on the Prosci model. Who and how was this model introduced to the project?	See answer to question #15	N/A
38	9/12/17		Why is utilizing organizational change management services a priority for this implementation?	The Department recognizes that reconciling employees to the nature and scope of this change and moving to acceptance and full implementation of it is a long term process that it has not handled as well in the past as it could have.	N/A
39	9/12/17		What do you see as the biggest roadblock?	Please see #33 and 36, above	N/A
40	9/12/17		Is this a priority for leaders in the company?	Yes	N/A

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41	9/12/17		Do you have certain indicators you (or your team) focus on to measure progress in this area?	None have yet been specifically defined as to the four core internal groups.	N/A
42	9/12/17		What is the estimated budget for the use of organizational change management services on the NRMS project?	See answer to #6	N/A
43	9/12/17		What do you want to see in this area of organizational change management within the implementation?	In general, the scope as outlined in the RFP. Further, identification of specific issue areas where adoption of the new process and system are stalled and recommend a strategy to address those issues	N/A
44	9/12/17		When you fast forward 2-3 years from now and you reflect on the NRMS project, what do you want to see?	Full adoption and acceptance of a more efficient RMS, aligned with organizational goals, that does not require extensive training to use or maintain, and which is not subject to legacy and ad hoc procedures.	N/A
45	9/12/17		What level of OCM support is the SI vendor (Mark 43) responsible for this opportunity?	None	N/A
46	9/12/17	9/12/17	Is the City of Seattle open to invoicing on hourly basis?	No, invoicing for completed and accepted deliverables only with a firm/fixed payment schedule.	N/A
47	9/12/17	9/12/17	Is the City open to reimbursing for actual travel expenditures? Will the City please provide its travel reimbursement policy?	No, the proposed price must include all direct, indirect, and overhead costs, including travel and living expenses, incurred by the Consultant in performance of the services.	N/A

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48	9/12/17	9/12/17	Would the City please consider an extension to Tuesday, 10/3/17 as this is a hard copy submission and due at the end of the quarter?	No, the City cannot extend the due date.	N/A
49	9/12/17		The RFP identifies Training Specialists, but the scope of OCM vendor training services appears limited. Could you please elaborate on the expectations of the Training Specialists, and how their support relates to the scope of the SI?	See answer to question #12	N/A
50	9/12/17		Would the City please provide the maximum budget for this engagement and if this project has the required funding?	See answer to #6	N/A
51	9/12/17		Would the City please provide its expectations of number of resources and associated levels of effort to be provided by the OCM vendor?	We anticipate that the proposer will recommend the number of resources and associated levels of effort based on the scope of the RFP and their approach to executing on the deliverables.	N/A
52	9/12/17		There are 4 distinct role types listed, would the City please provide the maximum number of resources to accommodate these skillsets?	We anticipate that the proposer will allocate resources in a manner that they believe is most appropriate to achieve the deliverables.	N/A

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53	9/12/17		Would the City please provide the latest project timeline of Mark 43 so the vendor community can see when/how the OCM services fit into the overall project timeline?	As the City continues to review scope on the project, any timeline publication would tend to be more misleading than helpful. At this point, we are approaching a fit-gap review, having just completed a requirements review.  That said, the City does expect the vendor to begin work at whatever point has been achieved at the time the contract has concluded.	N/A
54	9/12/17		Would the City please provide an organizational chart for the project?	See answer to question #25	N/A
55	9/12/17		Would the City please provide the governance model for project changes?	See answer to question #25	N/A
56	9/12/17		Does the City have existing business process documentation that can be shared with the vendor community?	No such comprehensive documentation exists.	N/A
57	9/12/17		What role will the City's certified Prosci practitioners play in the project?	See answer to question #15 and #23	N/A

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58	9/12/17		Will the City please provide the rate sheet and/or format for roles and expertise?	The City does not have rate sheets for the roles. We are expecting firm/fixed bids.	N/A
59	9/12/17		Can the City share the evaluation criteria, percentages, and calculations that will be used for this opportunity?	Methodology for scoring is incorporated in the RFP. Score sheets are forthcoming.	N/A
60	9/12/17		Is the OCM vendor excluded from bidding on any future PQA or IV&V work related to the RMS project?	There is no specific exclusion, however, having the same vendor for those functions as well as for OCM may present a conflict of interest issue.	N/A

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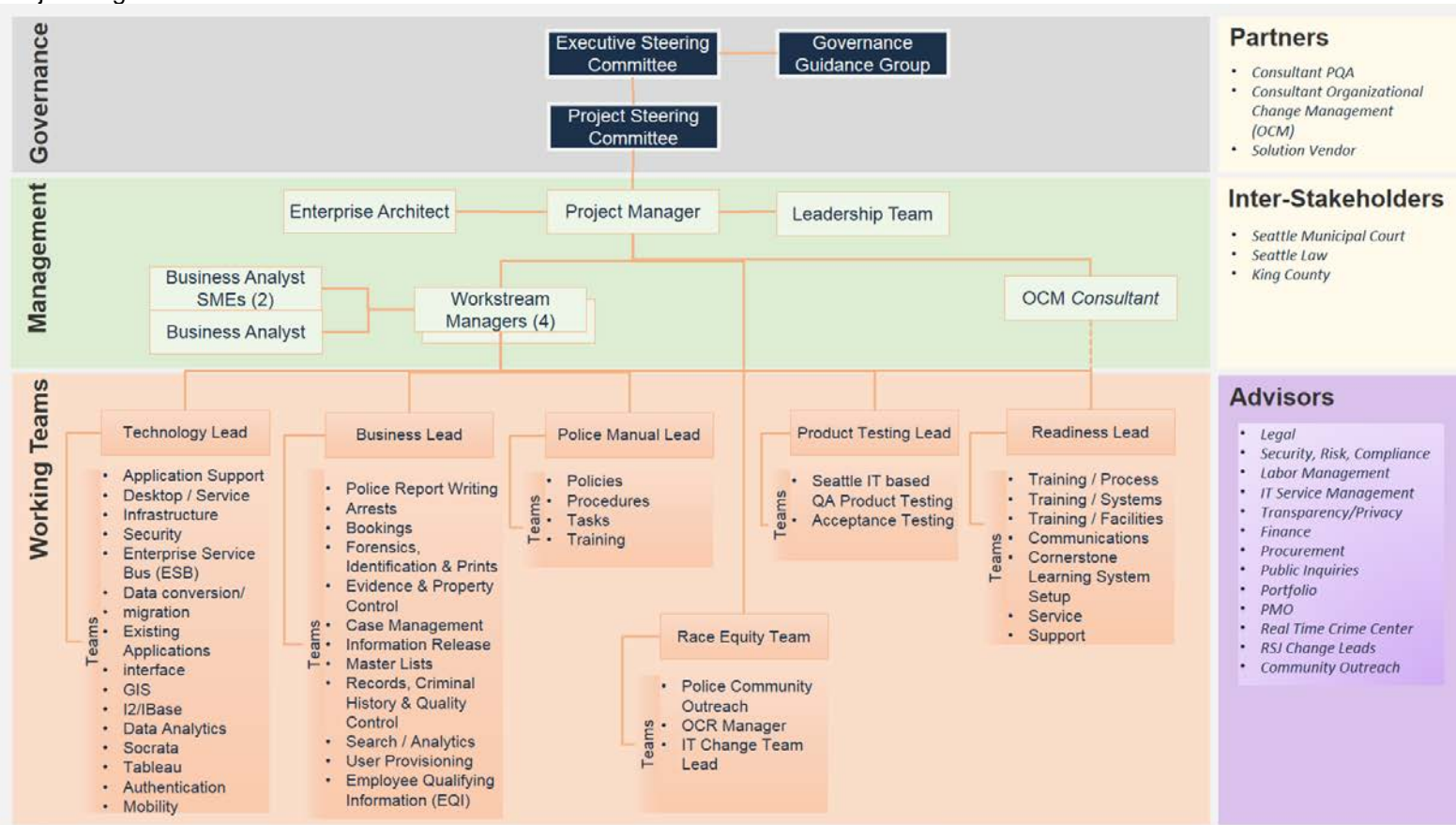
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Project Org Chart



Preliminary Time Line

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