**STATE OF WASHINGTON**

**OFFICE OF THE SECRETARY OF STATE**

**3/30/2020**

**RFP 20-08 – ORGANIZATIONAL CHANGE MANAGMENT SERVICES**

**AMENDMENT # 3**

**Questions and Answers**

**RFP 20-08 Organizational Change Management Services for Office of the Secretary of State (OSOS)**

1. ***What service is the current architect providing, and is OSOS open to working with another architectural firm that would be more focused on the change management aspect of the project?***

**Answer:** OSOS is working closely with our current architectural team, which is experienced in working on library-archives facilities like this project. OSOS is open to additional input, if that would assist with the interface between the existing architectural team and the change management consulting firm and facilitate a more effective change management plan and program. However, we do not have any intention of altering our relationship with our current architect.

1. ***Does OSOS expect the change management consultant to be on-site 40 hours/week?***

**Answer:** No, not 40 hours/week, but there will definitely be an in-person component. The change management consulting firm will need to be in a position to know how different OSOS divisions are reacting to various aspects of the project, and to provide sound feedback. The change management consulting firm will need to be involved enough to be effective and to foster collaboration among OSOS divisions.

1. ***Is OSOS looking at consolidating functions and processes among its divisions?***

**Answer:** Yes. OSOS is looking for assistance in identifying these types of opportunities. The goal is to have a collaborative staff across divisions, drawing on one others’ expertise to develop best practices and other processes that create efficiencies, contribute to a positive workplace environment, and improve the overall customer experience. The successful consulting firm will develop a proposal that helps our divisions, which work so well independently, work well together.

1. ***Does OSOS plan to include its regional offices in the change management process?***

**Answer:** The regional (Archives) locations will not be part of the physical consolidation, but they shouldn’t be overlooked in the change management process. There should be opportunities for participation and support between the local and regional offices in this process.

1. ***Can OSOS provide a specific timeline or budget for the project? What assumptions can be made around maximum duration of the project in developing a cost estimate?***

**Answer:** There are a number of factors that have made it difficult to specify an exact timeline, such as habitat mitigation factors associated with the development of the building site, the possibility that a second building for the National Archives may be co-located on the building site, and most recently the ongoing uncertainty with COVID-19.

Currently, May 1st is the date set for launching the change management process with the successful consulting firm. The project would be front-loaded, with a great deal of information exchange and coordination taking place early on. The expected duration of the engagement is until April 30, 2023, but there is a possibility of it going out further than that if circumstances change.

The budget for this project is undetermined. Costs should align with the scope and types of services anticipated for successful execution of the proposed change management program.

The Executive team believes that the time to bring in resources is now. Much can be accomplished now, even in this uncertain environment, which will lay the groundwork for success down the road as milestones and timelines become clearer.

1. ***Does OSOS have a more recent strategic plan than 2017?***

**Answer:** Yes. OSOS can provide the 2019 strategic plan.

1. ***Has the current architectural team been involved in the initial conversations with the OSOS divisions?***

**Answer:** Yes. The development of a project charter is underway.

1. ***Has OSOS utilized outside change management consultants on other projects, and what has been the response of staff?***

**Answer:** Yes. OSOS engaged OTB on the VoteWA project. OSOS also engaged PCC Technology Group LLC for the Corporations division’s CCFS project. Both consultants had a positive effect on the projects, and enabled OSOS to provide agile responses to circumstances as they arose. Communication with staff and other stakeholders was a huge part of the success of these engagements.

1. ***Is OSOS seeking assistance with both the design/consolidation component of the project and with articulating/communicating those changes to others?***

***Answer:*** Yes. OSOS is seeking help with both.

1. ***Is OSOS going to be extending deadlines for this RFP?***

**Answer:** OSOS is hopeful that the schedules and deadlines set forth in the RFP can be observed without delay.

1. ***Is OSOS requiring that both the prime contractor and any subcontractors involved in the delivery of services under the proposal provide the information in items 1 through 6 in Section 3.1 of the RFP?***

**Answer:** Yes. The information in items 1 through 6 in Section 3.1 should be provided for the prime contractor and any subcontractors involved in the delivery of services under the proposal.

1. ***Regarding the attachment of information in items 1 through 6 in Section 3.1 of the RFP, should it be attached immediately following the Letter of Submittal or in the Attachments section?***

**Answer:** The information in items 1 through 6 in Section 3.1 should be attached immediately following the Letter of Submittal.