**City of Seattle**

**Seattle Information Technology Department**

**REQUEST FOR PROPOSALS #ITD-170017**

**Consolidation and Integration Plan for the**

 **Applications Division Organization**

**&**

**Project Management Office Organization**

1. **Schedule.** The following is the estimated schedule of events. The City of Seattle (“City”) reserves the right to modify this schedule at its discretion. Notification of changes will be posted on the City’s website at <http://consultants.seattle.gov/>

|  |  |
| --- | --- |
| RFP Release | 01/23/17 |
| Pre-Proposal Conference | 01/27/17 @ 11:00 AM PTIn person attendance at:700 5th AVE Seattle, WA 98104Floor 27, Room 2750Or by Skype meeting:🡪 [Join Skype Meeting](https://meet.seattle.gov/jeremy.doane/7QMP11YK)   Join by phone844-386-1200 (US) Conference ID: 5281673 |
| Deadline for Proposer Questions  | 01/30/17 @ 2:00 PM PT |
| Written Proposals Due to the City | 02/03/17 @ 2:00 PM PT |
| Announcement of Top Scoring Proposers or Successful Proposer\* | 02/10/17 |
| Interviews of Finalist Proposers (If Necessary)\* | 02/15/17 – 02/16/17 |
| Negotiation Agreement\* | Week of 02/13/17 |
| Contract Execution\* | 02/17/17 |

 \*Estimated Date

**Procurement Contact**

Seattle IT Contracting Advisor: Jeremy Doane – jeremy.doane@seattle.gov

Table 2: Delivery Address

**It is important to use the correct address for the delivery method you chose.**

|  |  |
| --- | --- |
| **Fed Ex & Hand Delivery - Physical Address** | **US Post Office - Mailing Address** |
| Jeremy Doane, IT Contracting AdvisorDepartment of Information Technology700 Fifth Avenue, Suite #2700Seattle, Washington, 98104 | Jeremy Doane, IT Contracting AdvisorDepartment of Information TechnologySeattle Municipal TowerP.O. Box 94709Seattle, Washington, 98124-4790 |

Unless authorized by the IT Contracting Advisor, no other City official or employee may speak for the City regarding this solicitation until award is complete. Any Proposer contacting other City officials or employees does so at Proposer’s own risk. The City is not bound by such information.

#

# Purpose and Background.

This solicitation contains two bodies of work. For the first body of work, the City seeks proposals from experienced consultants to develop the operating and organizational model, high level department processes, services, and metrics of the newly combined Application organization. This should include identifying high risk areas and remediation, developing a plan to address organizational change, and creating communication strategies.

With the integration of IT services from across the City into the Seattle IT Department, common functions will be consolidated to reduce duplication, implement standard best practices, and deepen back-up and support. The Seattle IT Applications Division will be merging 12 different supported teams together into one Division with approximately 200 total staff. To help meet the need of the new consolidated IT environment, Seattle IT is investing in the creation of an organizational module for the Applications Division with 3 major functional areas:

1. Applications including Public Experience, Finance, HR, Work Management, and Asset Management
2. Shared Platforms including Engineering and Spatial Analysis, Analytics, SharePoint, and Content Management
3. Cross Platforms Services including Quality Assurance, Database Analysts, Integration Services, Access Management, and Solution Architects.

The Application Division needs to support the goals of Seattle IT integration which include:

* Create capacity to deliver on the most important technology projects in the City within current levels of staffing
* Establish consistent standards and priorities for IT investments
* Make IT a strategic business partner, enabling the delivery of IT solutions for a safe, affordable, vibrant, and innovative city
* Protect our resources from threats, especially related to security and privacy risks
* Develop our workforce to evolve with technology, helping us to continually deliver technology solutions to meet the City’s objectives

For the second body of work, the City seeks proposals from experienced consultants to develop the operating and organizational model, services and metrics of the newly combined Project Management Office team. This should include identifying high risk areas and remediation, developing a plan to address organizational change, and creating communication strategies.

With the integration of IT services from across the City into the Seattle IT Department, common functions will be consolidated to reduce duplication, implement standard best practices, and deepen back-up and support. The Seattle IT Project Management Office (PMO) will be merging 6 different supported teams together into one team with approximately 80 total staff. To help meet the need of the new consolidated IT environment, Seattle IT is investing in the creation of an organizational module for the PMO. Functional areas include but are not limited to business analysis, project management, and training/best practices, across 15 legacy departments with IT PM staff. Tasks included in organizational design include:

* Aligning staff with appropriate span of control
* Best practices for categorizing project managers and business analysts based on the current number of staff, lines of business, scale of projects, etc.
* Provide metrics and documentation to determine the performance of individual projects, as they align with existing portfolio management metrics

It is preferred that the PMO to be organized and fully arranged by April 30th for the team to meet with the Seattle IT Consolidation timeline, although proposals with alternative timelines will be considered.

# Performance Schedule.

The preferred performance period will be Feb 21, 2017 through April 30, 2017, although the City will consider proposals with alternative timelines.

# Solicitation Objectives.

The City expects to select an expert consultant to create Consolidation and Integrations Plans for the Applications Division Organization and for the PMO. The Plan for the Applications Division may include but will not be limited to:

* Develop and implement a one-city approach for Applications support that is understood and trusted by City stakeholders
* Develop standardization roadmap and establish a measurement technique and reporting structure on the Applications operating metrics
* Define relationships and processes for coordinating with other functions across the Seattle IT department
* Create change management initiatives that effectively communicate integration processes and outcomes to staff, management, and customers throughout the life of the project.
* Develop and launch an organization transition map from the “as is” state to the future state
* Document and manage the communications, processes, and protocols needed for staff to understand and engage with the IT Application Division consolidation and integration process. Outline changes needed and review new processes and communications with IT Leadership Team as part of their organizational development
* Create communications and visuals related to consolidation and integration developments, including newsletters, emails, and Intranet posts. Provide updates to supported departments and other stakeholders
* Develop a final organizational chart with position roles and responsibilities and processes that will cover the 3 major functional areas

The Consolidation and Integrations Plan for the PMO may include but will not be limited to:

* Develop and implement a one-city approach for PMO support that is understood and trusted by City stakeholders.
* Develop standardization roadmap and establish a measurement technique and reporting structure on any identified PMO operating metrics that are not portfolio-related
* Define relationships and processes for coordinating with other functions across the Seattle IT department
* Create change management initiatives that effectively communicate integration processes and outcomes to staff, management, and customers throughout the life of the project.
* Develop and launch an organization transition map from the “as is” state to the future state.
* Document and manage the communications and protocols needed for staff to understand and engage with the Seattle IT PMO.
* Outline changes needed and review communications with IT Leadership Team as part of their organizational development
* Create communications and visuals related to consolidation and integration developments, including newsletters, emails, and Intranet posts. Provide updates to supported departments and other stakeholders
* Develop a final organizational chart with position roles and responsibilities and processes that will cover the 3 major functional areas

# Minimum Qualifications.

A Proposer must meet or exceed the minimum qualifications in Attachment A and will be asked to demonstrate these in its proposal. In the event the Proposer does not clearly demonstrate that it meets the minimum qualifications, the proposal shall be rejected.

1. Consultant must have performed at least 2 projects with public agencies that included integration along with organizational design & operating metrics.

# Scope of Work 1 & 2

**SCOPE 1: Consolidation and Integrations Plan for the Applications Division**

**TASK 1 Project Initiation:** The consultant will develop the processes, methods, metrics, and reports, to collectively manage the creation of an organizational chart for Applications Division.

Work performed under this task include:

* Review background material
* Propose deliverable templates and review cycle
* Prepare kick off meeting presentation
* Identify kick off meeting participants
* Conduct kick off meeting
* Follow up on open items from the kick off meeting

**TASK 2 Ongoing Project Management:** It is required for the vendor project manager to work in alignment with the City project manager to ensure the effectiveness of progress and completion of the project in a timely manner. In addition, the Optimization team is used to support the vendor as necessary. The vendor project manager is assigned to their City counterpart(s) with total support responsibility, and resources from the competency centers are matrixed to them as required. Issues and risks are identified on weekly base with the leadership team to minimize the impact on the project timeline and deliverable quality.

**TASK 3** **Project Status Reporting and Communications:**

* Conduct weekly status briefings with project leadership
* Participate in ad hoc meetings
* Support project communications

**TASK 4 Confirm Project Scope:** Vendor will work closely with the Applications Division director to identify the scope for this effort.

**TASK 5 Create Project Charter:** With agreement on scope, vendor will develop a draft project charter. The charter will be reviewed with Seattle IT leadership to ensure vendor and the City are in agreement. The charter will be updated and will become the guide for subsequent project activities.

**Out of Scope:** The following Seattle IT functions and activities intersect with the work that will be performed in this engagement, however, they are out of scope for this RFP.

* Enterprise architecture
* Evaluation of project management resource skills/capabilities
* Assessment of existing project health and recommendations

**SCOPE 2: Consolidation and Integrations Plan for the PMO**

**TASK 1 Project Initiation:** The consultant will develop the methods, metrics, and reports, to collectively manage the creation of an organizational chart for PMO team.

Work performed under this task include:

* Review background material
* Propose deliverable templates and review cycle
* Prepare kick off meeting presentation
* Identify kick off meeting participants
* Conduct kick off meeting
* Follow up on open items from the kick off meeting

**TASK 2 Ongoing Project Management:** It is required for the vendor project manager to work in alignment with the City project manager to ensure the effectiveness of progress and completion of the project in a timely manner. In addition, the Optimization team is used to support the vendor as necessary. The vendor project manager is assigned to their City counterpart(s) with total support responsibility, and resources from the competency centers are matrixed to them as required. Issues and risks are identified on weekly base with the leadership team to minimize the impact on the project timeline and deliverable quality.

**TASK 3**  **Project Status Reporting and Communications:**

* Conduct weekly status briefings with project leadership
* Participate in ad hoc meetings
* Support project communications

**TASK 4 Confirm Project Scope:** Vendor will work closely with the PMO Manager to identify the scope for this effort.

**TASK 5 Create Project Charter:** With agreement on scope, vendor will develop a draft project charter. The charter will be reviewed with Seattle IT leadership to ensure vendor and the City are in agreement. The charter will be updated and will become the guide for subsequent project activities.

**Out of Scope:** The following Seattle IT functions and activities intersect with the work that will be performed in this engagement, however, they are out of scope for this RFP.

* Enterprise architecture
* Evaluation of project management resource skills/capabilities
* Assessment of existing project health and recommendations
* Project portfolio metrics and reporting

# Contract Modifications.

Consultants shall submit proposals understanding all Contract terms and conditions are mandatory. Response submittal is agreement to the Contract without exception. The City reserves the right to negotiate changes to submitted proposals and to change the City's otherwise mandatory Contract form during negotiations. If the Consultant is awarded a contract and refuses to sign the Contract form, the City may reject the Consultant from this and future solicitations for the same work. Under no circumstances shall Consultant submit its own boilerplate of terms and conditions.

# Procedures and Requirements.

This section details City instructions and requirements for your submittal. The City reserves the right in its sole discretion to reject any Consultant response that fails to comply with the instructions.

**7.1 Registration into the Online Business Directory.**

If you have not previously done so, register at: <http://www.seattle.gov/obd>. The City expects all firms to register. Women- and minority- owned firms are asked to self-identify. For assistance, call 206-684-0383.

##

## 7.2 Pre-Submittal Conference.

Seattle IT shall conduct an optional pre-submittal conference on the time, date, and location provided in page 1. Though Seattle IT will attempt to answer all questions raised during the pre-submittal conference, the Seattle IT encourages Consultants to submit questions Consultants would like addressed at the pre-submittal conference to the Seattle IT Contracting Contact, preferably no later than two (2) days in advance of the pre-submittal conference. This will allow Seattle IT to research and prepare helpful answers, and better enable the Seattle IT to have appropriate representatives in attendance.

Proposers are not required to attend in order to be eligible to submit a proposal. The purpose of the meeting is to answer questions potential Proposers may have regarding the solicitation document and to discuss and clarify any issues. This is an opportunity for Proposers to raise concerns regarding specifications, terms, conditions, and any requirements of this solicitation. Failure to raise concerns over any issues at this opportunity will be a consideration in any protest filed regarding such items that were known as of this pre-submittal conference.

**7.3 Questions.**

Proposers may submit written questions to the Seattle IT Contracting Advisor until the deadline stated on page 1. The City prefers questions be through e-mail to the Seattle IT Contracting Advisor. Failure to request clarification of any inadequacy, omission, or conflict will not relieve the Consultant of responsibilities under in any subsequent contract. It is the responsibility of the interested Consultant to assure they receive responses to Questions if any are issued.

## 7.4 Changes to the RFP.

The City may make changes to this RFP if, in the sole judgment of the City, the change will not compromise the City’s objectives in this solicitation. Any change to this RFP will be made by formal written addendum issued by the Seattle IT Contracting Advisor and shall become part of this RFP.

**7.5 Receiving Addenda and/or Question and Answers.**

It is the obligation and responsibility of the Consultant to learn of addenda, responses, or notices issued by the City. Some third-party services independently post City of Seattle solicitations on their websites. The City does not guarantee that such services have accurately provided all the information published by the City.

All submittals sent to the City may be considered compliant with or without specific confirmation from the Consultant that any and all addenda was received and incorporated into your response. However, the Seattle IT Contracting Advisor reserves the right to reject any submittal that does not fully incorporate Addenda that is critical to the project.

## 7.6 Proposal Submittal.

###### Proposals must be received by the City no later than the date and time on page 1 except as revised by Addenda.

1. All pages are to be numbered sequentially, and closely follow the requested formats.
2. The submitter has full responsibility to ensure the response arrives at the City within the deadline. A response delivered after the deadline may be rejected unless waived as immaterial by the City given specific fact-based circumstances.

**Hard Copy Submittal.**

The Proposer must submit two (3) hardcopy sets of all proposal documents; one (1) set clearly marked original and two (2) sets clearly marked copy; and three (3) electronic CD/Flash Drive copies. The original and copies shall be in 3-ring binders. If your proposal contains proprietary information, please submit one (1) additional redacted CD/DVD/Flash Drive copy of your proposal.

1. Hard-copy responses should be in a sealed box or envelope marked and addressed with the IT Contracting Strategic Advisor’s name, the solicitation title and number. If submittals are not marked, the Proposer risks the response being misplaced and not properly delivered.
2. The Submittal may be hand-delivered or otherwise be received by the IT Contracting Strategic Advisor at the address provided, by the submittal deadline*.* Delivery errors will result without careful attention to the proper address.

## 7.7 License and Business Tax Requirements.

The Consultant must meet all applicable licensing requirements immediately after contract award or the City may reject the Consultant. Companies must license, report and pay revenue taxes for the Washington State business License (UBI#) and Seattle Business License, if required by law. Carefully consider those costs before submitting an offer, as the City will not separately pay or reimburse such costs.

**Seattle Business Licensing and associated taxes.**

1. If you have a “physical nexus” in the city, you must obtain a Seattle Business license and pay all taxes due before the Contract can be signed.
2. A “physical nexus” means you have physical presence, such as: a building/facility in Seattle, you make sales trips into Seattle, your own company drives into Seattle for product deliveries, and/or you conduct service work in Seattle (repair, installation, service, maintenance work, on-site consulting, etc.).
3. We provide a link to the Consultant Questionnaire Form in our submittal package items later in this RFP, and it will ask you to specify if you have “physical nexus”.
4. All costs for any licenses, permits and Seattle Business License taxes owed shall be borne by the Consultant and not charged separately to the City.
5. The apparent successful Consultant(s) must immediately obtain the license and ensure all City taxes are current, unless exempted by City Code due to reasons such as no physical nexus. Failure to do so will cause rejection of the submittal.
6. The City of Seattle Application for a Business License can be found here:

<http://www.seattle.gov/Documents/Departments/FAS/Licensing/Seattle-business-license-application.pdf>

1. You can find Business License Application help here:[http:/www.seattle.gov/licenses/get-a-business-license/license-application-help](http://www.seattle.gov/licenses/get-a-business-license/license-application-help)
2. Self-Filing You can pay your license and taxes on-line using a credit card <https://dea.seattle.gov/self/>
3. For Questions and Assistance, call the Revenue and Consumer Protection (RCP) office which issues business licenses and enforces licensing requirements. The general e-mail is rca@seattle.gov. The main phone is 206-684-8484.
4. The licensing website is <http://www.seattle.gov/licenses>
5. The City of Seattle website allows you to apply and pay on-line with a Credit Card if you choose.
6. If a business has extraordinary balances due on their account that would cause undue hardship to the business, the business can contact the RCA office at rca@seattle.gov to request additional assistance.
7. Those holding a City of Seattle Business license may be required to report and pay revenue taxes to the City. Such costs should be carefully considered by the Consultant prior to submitting your offer. When allowed by City ordinance, the City will have the right to retain amounts due at the conclusion of a contract by withholding from final invoice payments.

**State Business Licensing.** Before the contract is signed, you must have a State of Washington business license (a “Unified Business Identifier” known as a UBI#). If the State of Washington has exempted your business from State licensing (some foreign companies are exempt and sometimes, the State waives licensing because the company has no physical presence in the State), then submit proof of that exemption to the City. All costs for any licenses, permits and associated tax payments due to the State because of licensing shall be borne by the Consultant and not charged separately to the City. Instructions and applications are at <http://bls.dor.wa.gov/file.aspx> and the State of Washington Department of Revenue is available at 1-800-647-7706.

## Federal Excise Tax. The City is exempt from Federal Excise Tax (Certificate of Registry #9173 0099K exempts the City).

## 7.8 Proposer Responsibility to Provide Full Response.

It is the Proposer’s responsibility to respond that does not require interpretation or clarification by the City. The Proposer is to provide all requested materials, forms and information. The Proposer is to ensure the materials submitted properly and accurately reflects the Proposer’s offering. During scoring and evaluation (prior to interviews if any), the City will rely upon the submitted materials and shall not accept materials from the Proposer after the RFP deadline; this does not limit the City right to consider additional information (such as references that are not provided by the Proposer but are known to the City, or past City experience with the consultant), or to seek clarifications as needed.

**7.9 No Guaranteed Utilization.**

The City does not guarantee utilization of any contract(s) awarded through this RFP process. The solicitation may provide estimates of utilization; such information is for Consultant convenience and not a usage guarantee. The City reserves the right to multiple or partial awards, and/or to order work based on City needs. The City may turn to other appropriate contract sources or supplemental contracts, to obtain these same or similar services. The City may re-solicit for new additions to the Consultant pool. Use of such supplemental contracts does not limit the right of the City to terminate existing contracts for convenience or cause.

**7.10 OMITT**

**7.11 Right to Award to next ranked Consultant.**

If a contract is executed resulting from this solicitation and is terminated within 90-days, the City may return to the solicitation process to award to the next highest ranked responsive Consultant by mutual agreement with such Consultant.  New awards thereafter are also extended this right.

**7.12 Negotiations.**

The City may open discussions with the apparent successful Proposer, to negotiate costs and modifications to align the proposal or contract to meet City needs within the scope sought by the solicitation.

## 7.13 Effective Dates of Offer.

Solicitation responses are valid until the City completes award. Should any Proposer object to this condition, the Proposer must object prior to the Q&A deadline on page 1.

## 7.14 Cost of Preparing Proposals.

The City is not liable for costs incurred by the Proposer to prepare, submit and present proposals, interviews and/or demonstrations.

**7.15 Readability.**

The City’s ability to evaluate proposals is influenced by the organization, detail, comprehensive material and readable format of the response.

**7.16 Changes or Corrections to Proposal Submittal.**

Prior to the submittal due date, a Consultant may change its proposal, if initialed and dated by the Consultant. No changes are allowed after the closing date and time.

## 7.17 Errors in Proposals.

Proposers are responsible for errors and omissions in their proposals. No error or omission shall diminish the Proposer’s obligations to the City.

**7.18 Withdrawal of Proposal.**

A submittal may be withdrawn by written request of the submitter.

## 7.19 Rejection of Proposals.

The City may reject any or all proposals with no penalty. The City may waive immaterial defects and minor irregularities in any submitted proposal.

## 7.20 Incorporation of RFP and Proposal in Contract.

This RFP and Proposer’s response, including promises, warranties, commitments, and representations made in the successful proposal once accepted by the City, are binding and incorporated by reference in the City’s contract with the Proposer.

**7.21 Independent Contractor.**

The Consultant works as an independent contractor. The City will provide appropriate contract management, but that does not constitute a supervisory relationship to the consultant. Consultant workers are prohibited from supervising City employees or from direct supervision by a City employee. Prohibited supervision tasks include conducting a City of Seattle Employee Performance Evaluation, preparing and/or approving a City of Seattle timesheet, administering employee discipline, and similar supervisory actions.

Contract workers shall not be given City office space unless expressly provided for below, and in no case shall such space be provided for over 36 months without specific authorization from the Seattle IT Contracting Strategic Advisor.

Some project work requires the Consultant to be on-site at City offices. This benefits the City to assure access, communications, efficiency, and coordination. Any Consultant on-site remains a Consultant and not a City employee. No Consultant shall be on-site at a City office for over 36 months, without specific authorization from the City. The Consultant shall notify the City if any worker is within 90 days of a 36 month on-site placement.

The City will not charge rent. The Consultant is not asked to itemize this cost. Instead, the Consultant should absorb and incorporate the expectation of such office space within the Consultant plan for the work and costs. City workspace is exclusively for the project and not for any other Consultant purpose. The Seattle IT Contracting Strategic Advisor will decide if a City computer, software and/or telephone is needed, and the worker can use basic office equipment such as copy machines. If the Consultant worker does not occupy City workspace as expected, this does not change the contract costs.

## 7.22 Equal Benefits.

Seattle Municipal Code Chapter 20.45 (SMC 20.45) requires consideration of whether Proposers provide health and benefits that are the same or equivalent to the domestic partners of employees as to spouses of employees, and of their dependents and family members. The Consultant Questionnaire requested in the Submittal instructions includes materials to designate your equal benefits status.

**7.23 Women and Minority Subcontracting/Inclusion Plan.**

The Mayor’s Executive Order and City ordinance require the maximum practicable opportunity for successful participation of minority and women-owned subcontracts. All proposers must agree to SMC Chapter 20.42, and seek meaningful subcontracting opportunities with WMBE firms.

A Woman and Minority Inclusion Plan, Attachment E is a mandatory submittal with your RFP response, and is provided for you in the Submittal Instruction section of this RFP document. The City requires all vendors to submit an Inclusion Plan. Failure to submit a plan will result in rejection of your RFP response. The inclusion plan will be scored as part of the evaluation. The Inclusion Plan is a material part of the contract. Read the Inclusion Plan carefully; it is incorporated into the contract. At City request, vendors must furnish evidence of compliance, such as copies of agreements with WMBE subcontractors. The plan seeks WMBE business utilization as well as recognizes those companies or respondents that have a unique business purpose for hiring of workers with barriers.

## 7.24 Insurance Requirements.

Any special insurance requirements are provided as an Attachment. If attached, provide proof of insurance to the City before Contract execution. Seattle IT will remind the apparent successful Proposer in the Intent to Award letter. The apparent successful Proposer must promptly provide proof of insurance to the Seattle IT Contracting Strategic Advisor.

Consultants are encouraged to immediately contact their Broker to begin preparation of the required insurance documents, if the Consultant is selected as a finalist. Proposers may elect to provide the requested insurance documents within their Proposal.

## 7.25 Proprietary Materials.

## The State of Washington’s Public Records Act (Release/Disclosure of Public Records), Under Washington State Law (reference RCW Chapter 42.56, the Public Records Act), deems all materials received or created by the City of Seattle public records.  These records include but are not limited to bid or proposal submittals, agreement documents, contract work product, or other bid material.

The State of Washington’s Public Records Act requires that public records must be promptly disclosed by the City upon request unless that RCW or another Washington State statute specifically exempts records from disclosure.  Exemptions are narrow and explicit and are listed in Washington State Law (Reference RCW 42.56 and RCW 19.108).

Bidders/proposers must be familiar with the Washington State Public Records Act and the limits of record disclosure exemptions.  For more information, visit the Washington State Legislature’s website at <http://app.leg.wa.gov/rcw/default.aspx?cite=42.56>.

If you have any questions about disclosure of the records you submit with your bid, please contact the Project Manager named in this document.

## Marking Your Records Exempt from Disclosure (Protected, Confidential, or Proprietary)

As mentioned above, all City of Seattle offices (“the City”) are required to promptly make public records available upon request.  However, under Washington State Law some records or portions of records are considered legally exempt from disclosure and can be withheld.  A list and description of records identified as exempt by the Public Records Act can be found in RCW 42.56 and RCW 19.108.

If you believe any of the records you are submitting to the City as part of your bid/proposal or contract work products, are exempt from disclosure you can request that they not be released before you receive notification.  To do so you must complete the City Non-Disclosure Request Form (“the Form”) provided by City Purchasing (see attached) and very clearly and specifically identify each record and the exemption(s) that may apply.  (If you are awarded a City contract, the same exemption designation will carry forward to the contract records.)

The City will not withhold materials from disclosure simply because you mark them with a document header or footer, page stamp, or a generic statement that a document is non-disclosable, exempt, confidential, proprietary, or protected.  Do not identify an entire page as exempt unless each sentence is within the exemption scope; instead, identify paragraphs or sentences that meet the specific exemption criteria you cite on the Form.  Only the specific records or portions of records properly listed on the Form will be protected and withheld for notice.  All other records will be considered fully disclosable upon request.

If the City receives a public disclosure request for any records you have properly and specifically listed on the Form, the City will notify you in writing of the request and will postpone disclosure.  While it is not a legal obligation, the City, as a courtesy, will allow you up to ten business days to file a court injunction to prevent the City from releasing the records (reference RCW 42.56.540).  If you fail to obtain a Court order within the ten days, the City may release the documents.

The City will not assert an exemption from disclosure on your behalf.  If you believe a record(s) is exempt from disclosure you are obligated to clearly identify it as such on the Form and submit it with your solicitation.  Should a public record request be submitted to City Purchasing for that record(s), you can then seek an injunction under RCW 42.56 to prevent release.  By submitting a bid document, the bidder acknowledges this obligation; the proposer also acknowledges that the City will have no obligation or liability to the proposer if the records are disclosed.

## Requesting Disclosure of Public Records

The City asks bidders and their companies to refrain from requesting public disclosure of bids until an intention to award is announced.  This measure is intended to protect the integrity of the solicitation process particularly during the evaluation and selection process or in the event of a cancellation or re-solicitation.  With this preference stated, the City will continue to be responsive to all requests for disclosure of public records as required by State Law.  If you do wish to make a request for records, please address your request in writing to the Project Manager named in this document.

**7.26 Ethics Code.**

Please familiarize yourself with the City Ethics code: <http://www.seattle.gov/ethics/etpub/et_home.htm>. For an in depth explanation of the City’s Ethics Code for Contractors, Consultants, Customers and Clients, please visit: <http://www.seattle.gov/ethics/etpub/faqcontractorexplan.htm>. Any questions should be addressed to Seattle Ethics and Elections Commission at 206-684-8500.

**No Gifts and Gratuities**.

Consultants shall not directly or indirectly offer anything (such as retainers, loans, entertainment, favors, gifts, tickets, trips, favors, bonuses, donations, special discounts, work, or meals) to any City employee, volunteer or official, if it is intended or may appear to a reasonable person to be intended to obtain or give special consideration to the Consultant. An example is giving a City employee sporting event tickets to a City employee on the evaluation team of a solicitation to which you submitted. The definition of what a “benefit” would be is broad and could include not only awarding a contract but also the administration of the contract or evaluating contract performance. The rule works both ways, as it also prohibits City employees from soliciting items from Consultants. Promotional items worth less than $25 may be distributed by the Consultant to City employees if the Consultant uses the items as routine and standard promotions for the business.

**Involvement of Current and Former City Employees.**

The Consultant Questionnaire within your submittal documents prompts you to disclose any current or former City employees, official or volunteer that is working or assisting on solicitation of City business or on completion of an awarded contract. Update that information during the contract.

**Contract Workers with over 1,000 Hours.**

The Ethics Code applies to Consultant workers that perform over 1,000 cumulative hours on any City contract during any 12-month period. Any such employee must abide by the City Ethics Code. The Consultant is to be aware and familiar with the Ethics Code accordingly.

**No Conflict of Interest.**

Consultant (including officer, director, trustee, partner or employee) must not have a business interest or a close family or domestic relationship with any City official, officer or employee who was, is, or will be involved in selection, negotiation, drafting, signing, administration or evaluating Consultant performance. The City shall make sole determination as to compliance.

**7.27 Background Checks and Immigrant Status.**

The City has strict policies regarding the use of Background checks, criminal checks and immigrant status for contract workers. The policies are incorporated into the contract and available for viewing on-line at <http://www.seattle.gov/city-purchasing-and-contracting/social-equity/background-checks>.

# Response Materials and Submittal.

**Prepare your response as follows. Use the following format and provide all attachments. Failure to provide all information below on proper forms and in order requested, may cause the City to reject your response.**

1. **Letter of interest (optional).**
2. **Minimum Qualifications (Mandatory) – Attachment A:** Complete this page that lists each Minimum Qualification, and exactly how you achieve each minimum qualification. Provide attachments or additional information as requested. Remember that the determination you have achieved all the minimum qualifications is made from this page. The IT Contracting Advisor is not obligated to check references or search other materials to make this decision.

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1. **Consultant Questionnaire (Mandatory) - Attachment B:** Submit the questionnaire with your response, even if you sent one in to the City for previous solicitation.

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1. **Proposal Response (Mandatory) – Attachment C**: This document details the format for your proposal response to the City.



1. **Cost and Pricing (Mandatory) - Attachment D:** State a firm fixed price, to include all direct, indirect, and overhead expenses, including travel and living expenses, incurred by the Consultant to perform the project.

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1. **Inclusion Plan (Mandatory) – Attachment E:** The City requires Proposers to submit an Inclusion Plan for including minority- and women-owned firms in the performance of the contract.

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**Package Checklist.**

**Your response should be packaged with each of the following. This list assists with quality control before submittal of your final package. Addenda may change this list; check any final instructions:**

1. Letter of Interest (optional)
2. Minimum Qualifications, Attachment A (mandatory)
3. Consultant Questionnaire, Attachment B (mandatory)
4. Proposal Response, Attachment C (mandatory)
5. Cost and Pricing, Attachment D (mandatory)
6. Inclusion Plan, Attachment E (mandatory)

# Selection Process.

**STEP 1: Initial Screening**: The City will review submittals for initial decisions on responsiveness and responsibility. Those found responsive and responsible based on this initial review shall proceed to Step 2.

**STEP 2: Minimum Qualifications:** The Evaluation Team will review responses to the Minimum Qualifications, Attachment A. Those proposals found to meet the minimum qualifications will proceed to Step 3.

**STEP 3: Proposal Evaluation:** The Evaluation Team will evaluate and score the proposals using the criteria specified below.

 **Evaluation Criteria:**

|  |  |
| --- | --- |
| Response to Written Proposal Questions | 70 |
| Response to Financial Proposal | 20 |
| Inclusion Plan  | 10 |
| **TOTAL POINTS** | **100** |

Pricing will be scored as follows: The lowest price will receive the maximum amount of points available. Higher prices will receive a percentage of the maximum amount of points available. The following calculation will be used to assign points: Lowest Total Price / Proposed Total Price x Max Points = Points Awarded.

 Pricing Example: Vendor 1 total price $50, Vendor 2 total price $75, 20 max points available.

Vendor 1: $50 (lowest total price) / $50 (proposed total price) x 20 (max points available) = 20 (points awarded)

Vendor 2: $50 (lowest total price) / $75 (proposed total price) x 20 (max points available) = 13.3 (points awarded)

 The Inclusion Plan will be evaluated and assigned a score by the Evaluation Team.

**STEP 4: Interviews (OPTIONAL):** At the City’s option, the City may interview top scoring firms that cluster within a competitive range, in the opinion of the evaluation team. Interviews may be in person or on-line. Consultants invited to interviews are to bring the assigned Project Manager named by the Consultant in the Proposal, and may bring other key personnel named in the Proposal. The Consultant shall not bring individuals who do not work for the Consultant or are not on the project team without advance authorization by the IT Contracting Advisor. If conducted, the interviews will be scored using the criteria specified below. Points from Step 3 will not be carried over to Step 4.

 **Evaluation Criteria:**

|  |  |
| --- | --- |
| Response to Interview | 100 |
| **TOTAL POINTS** | **100** |

**STEP 5: Reference Checks (OPTIONAL):** At the City’s option, the City may contact one or more professional references that have been provided by the Proposer or other sources that may not have been named by the Proposer but can assist the City in determining performance. If reference checks are conducted, they will be scored on a pass/fail basis.

**STEP 6: Selection:** The City will select the highest scoring Proposer for award as a result of the previous steps.

**STEP 7: Contract Negotiations:** The City may negotiate elements of the proposal to best meet the needs of the City with the apparent successful Proposer. The City may negotiate any aspect of the proposal or the solicitation.

**Repeat of Evaluation**: If no Consultant is selected at the conclusion of all the steps, the City may return to any step in the process to repeat the evaluation with those proposals active at that step. The City shall then sequentially step through all remaining steps as if conducting a new evaluation process. The City reserves the right to terminate the process if no proposals meet its requirements.

# Award and Contract Execution.

The Seattle IT Contracting Strategic Advisor will provide timely notice of intent to award to all Consultants responding to the Solicitation.

**Protests to Seattle IT Contracting Advisor.**

Interested parties that wish to protest any aspect of this RFP selection process provide written notice to the Seattle IT Contracting Strategic Advisor for this solicitation. Note the City shall notify Federal Transit Administration if protesting a solicitation for contracts with FTA funds.

**Instructions to the Apparently Successful Consultant(s).**

The Apparently Successful Consultant(s) will receive Intent to Award Letter from the Project Manager after award decisions are made by the City. The Letter will include instructions for final submittals due prior to execution of the contract.

Once the City has finalized and issued the contract for signature, the Consultant must execute the contract and provide all requested documents within ten (10) business days. This includes attaining a Seattle Business License, payment of associated taxes due, and providing proof of insurance. If the Consultant fails to execute the contract with all documents within the ten (10) day time frame, the City may cancel the award and proceed to the next ranked Consultant, or cancel or reissue this solicitation. Cancellation of an award for failure to execute the Contract as attached may disqualify the firm from future solicitations for this same work.

**Checklist of Final Submittals Prior to Award**.

The Consultant(s) should anticipate the Intent to Award Letter will require at least the following. Consultants are encouraged to prepare these documents ahead of time when possible, to eliminate risks of late compliance.

* Seattle Business License is current and all taxes due have been paid
* State of Washington Business License
* Certificate of Insurance
* Special Licenses (if any)

**Taxpayer Identification Number and W-9.**

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Unless the Consultant has already submitted a Taxpayer Identification Number and Certification Request Form (W-9) to the City, the Consultant must complete and submit this form prior to the contract execution date.

**City’s Insurance Requirements**



**City’s Terms and Conditions**

