

# Project Management Services RFP – Addendum 1



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

**Issued Date: 2/28/2024**

**Addition(s)/Change(s)/Clarification(s):**

- Change in Solicitation Response Due Date
- Change in Terms and Conditions
- Other

**Questions and Answers:**

- 1. Are vendors required to have a Minnesota business license filing number to be eligible to respond to the RFP?**  
Any vendor may respond to this RFP. To be awarded a contract, vendors must be legally eligible to conduct business with a unit of government (such as not being debarred or having any other disqualification) and may be required to register as a business with the Minnesota Secretary of State's office. Information of registering [can be found here](#).
- 2. Will we get a copy of the presentation and the recording?**  
The slide deck and a recording of the pre-proposal conference presentation is available [on the R&E website](#).
- 3. How many projects do you handle in a year?**  
In 2023, the Planning and Project Management department staff (2 FTEs) handled about 30 projects of various sizes, timeframes and complexities. The Planning & Project Management department is still relatively new at R&E. The department was established in September 2022, about 1.5 years ago. Because of that, PPM does not have an annual average project load to provide.
- 4. Is there a way we can see the recommendations from the first consulting organization, and will that organization be eligible for response?**  
The PMO recommendations report is available to [view here](#). Any vendor with the legal right to contract with governmental entities is eligible to respond to this RFP, including entities that have been awarded contracts by R&E in the past.
- 5. Are there any PM/PPM tools that you are currently using?**  
At this time, there is not a specific project management software tool being used by PPM/R&E. R&E currently uses Microsoft 365 products, including Microsoft Teams for collaboration. There are browser-based applications used in the organization by individual staff, such as Monday.com, Smartsheet and TeamGantt, but no universally adopted application for project management.
- 6. What project management software is currently being used?**  
See answer to question 5 in this addendum.
- 7. Is selection of a software tool one of the tasks?**  
Selection/stand-up of a software tool is not a required task of this contract. Goals of the R&E PMO, long-term, include establishing methods for tracking project health, resource management,

performance measurement and strategic alignment of projects/programs. If, after the selected PM services vendor has been onboarded and considered R&E's needs and circumstances, a software tool would be a relevant solution to achieve these goals, PPM would want to explore this with the vendor.

**8. Have you selected project management software?**

See answer to question 5 in this addendum.

**9. Is there a specific PM software/tool in place today? Is there one in mind for the future?**

See answers to questions 5 and 7 in this addendum.

**10. Are you looking for recommendations of any of these project management tools as part of the RFP response?**

Proposers are not required to recommend project management tools as a part of the RFP response but may do so if they choose.

**11. Class size for training - beginner level and the other two levels?**

PPM staff estimate between 15-30 people for the beginner level training, depending on how widely PPM opens this training program up. PPM staff estimate under 10 people for the intermediate level training, and approximately 8-12 people for the managerial/executive level training.

**12. Do the same people who will be trained for beginner level also need to be trained for the intermediary level?**

Not necessarily. If a program or administrative staff is moved into a project management role, then that staff would need intermediate-level training. PPM will expect a recommendation from the selected consultant on how to structure the training program and who to include in which training level.

**13. Do we get a list of who was present on the pre-bid call?**

The list of attendees has been published on the [vendors webpage](#) of the R&E website.

**14. Do we get the attendance list for this meeting?**

See answer to question 13 in this addendum.

**15. Will the trainings that will be conducted need to be recorded?**

The decision to record training sessions is yet to be determined. This decision will be made as part of the co-development of the training program between the consultant and PPM staff.

**16. Are there any expectations of timelines on duration and start/end dates for Scope #1 and Scope #2 across the initial 1.5 years of duration?**

PPM staff anticipate that the planning and development of an R&E PMO (Scope/Phase #1) would occur during the second half of 2024. PPM staff anticipate that the development and implementation of the training program (Scope/Phase #2) to come after that, starting in early 2025. As stated on page 14 of the RFP, as part of responses, vendors should propose an estimated timeline for each project phase, as well as an estimated percentage budget/time commitment for each phase and task.

**17. Will the PMO be a departmental PMO or R&E organizational-wide PMO?**

The PMO will be expected to handle projects across all six departments in the organization. Currently, the primary area of need for project management is in the Joint Activities department, which manages a portfolio of community-focused programs. However, PPM also provides services to the Human Resources, Accounting, Procurement and Facility departments upon request.

**18. Can an R&E org chart (just departments) be made available - especially those where projects are run?**

Two versions of the R&E organizational chart are attached at the end of this addendum. One version shows the leadership and department structure of R&E. The other version additionally shows staff job titles in each department.

**19. Will the employees working through/managing projects be remote, on-site, or hybrid?**

R&E staff involved in projects are either hybrid or on-site with virtual meeting capabilities.

**20. Is there anything specific that should be in the consultant's background via R&E's industry? Does R&E prefer a consultant that has experience in R&E's industry, and does that have weight in the decision?**

There is not a requirement for the consultant to have background or experience in solid waste and recycling to conduct the tasks in the scope of work for this project.

**21. Who will the consultants report to?**

PPM's Planning Specialist will be the primary point of contact for the consultant, with the Planning Manager being actively involved in the direction of the work occurring under this contract.

**22. When does R&E want to be introduced to potential tools?**

See response to question 7 in this addendum.

**23. Who will have the final say in choosing the tool? Consultant or someone from R&E? If R&E, can you specify who this person/ group is?**

The Planning Manager holds approval authority for adoption of all project management tools and methods to be used by the PMO. Additionally, internal buy-in prior to the introduction of any new tool will be critical for successful adoption and use. PPM staff will review recommendations from the consultant and would make a determination to bring this recommendation to R&E leadership, consisting of the Joint Leadership Team and R&E Management Team (department heads) – see attached org. chart for more context. These stakeholders would heavily influence PPM/PMO adoption of a tool for organization-wide project management.

**24. Is R&E open to explore non-USA based / Canada-based or hybrid options to provide the requested services?**

See answer to question 1 in this addendum. Hybrid and remote options to provide services are acceptable. Vendors should include how they intend to provide services in their RFP response.

**25. Is R&E open for remote provision of services for this RFP?**

Services under the project management services contract can be provided remotely.

**26. Does the R&E plan to award a single vendor or multiple vendors to provide these services?**

Per section 3.5 of the RFP (page 12), R&E reserves the right to make no, one or more than one award as a result of this RFP. R&E will make a determination on this during the evaluation process. Vendors may propose for the entire scope of work, or a portion, and may propose as a single entity or as a team. Proposers should include this information in their response to the RFP.

**27. How many employees/users will the training be conducted for?**

See answer to question 11 in this addendum.

**28. Does R&E have any preference for onsite/online training?**

PPM does not have a preference at this time. The decision to host training sessions virtually or onsite is yet to be determined based on what will be most effective for learning outcomes for staff. This

decision will be made as part of the co-development of the training program between the consultant and PPM staff. PPM will expect recommendations from the selected consultant on the structure of the training program, including the medium. Proposers should include how they plan to provide relevant training content in their RFP response.

**29. Does R&E have any learning management system (LMS) tool or is the expectation for the consultant to bring it?**

R&E's Human Resources Department recently began a pilot of the NeoGov LMS for select HR trainings. The ultimate scope of its use beyond HR purposes has not yet been discussed. If a proposer has a specific tool or system they have in mind for this part of the scope of work, the proposer should include that information in the RFP response.

**30. Does R&E need the training material? If yes, does R&E need training material from PMI or consultant-built training material (as per PMI syllabus or customized for R&E per its requirements)?**

Training materials will need to be developed to complete "Phase 2" of the scope of work. PPM staff expect to receive all training materials that are produced as a result of this project, and these materials will become property of R&E per section 5.27 of the RFP (page 20).

Training materials would be developed by the vendor, in collaboration with PPM staff, based on the needs of R&E and consistent with the operations of the PMO. Materials adapted from the Project Management Institute (PMI) are acceptable if they are customized to meet R&E's needs and standards and are approved by the PPM Manager.

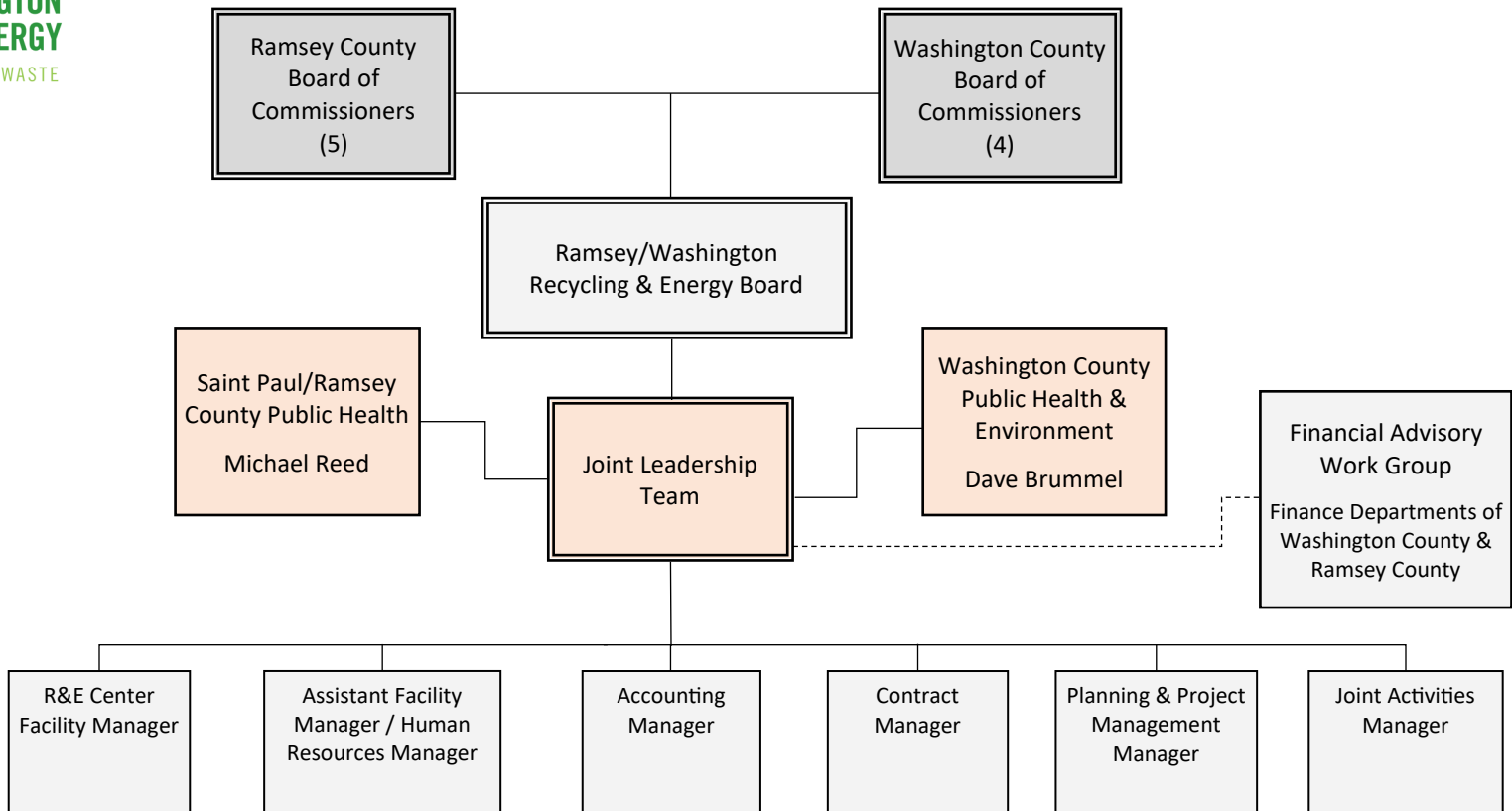
**31. What project management approach (e.g., waterfall, agile, etc.) does R&E use?**

R&E uses waterfall methodology for projects. We rely heavily on up-front analysis, planning and documentation to capture the needs of the project. Project requirements are defined at the start of the project so that the project sponsor, team and stakeholders know what to expect in each phase of a project, including scope, budget and timeline.

**All Addenda are to be acknowledged on the Cover Page to be included with your submission. FAILURE TO DO SO MAY RESULT IN REJECTION OF THE SOLICITATION RESPONSE. Unless otherwise specified above, the Solicitation Response due date and time and all other Terms and Conditions remain the same.**



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