City of Redmond, Washington
Purchasing Division, M/S: 3NFN
15670 NE 85th Street
PO Box 97010
Redmond, WA 98073-9710

RFP 10916-26
Request for Proposals

Organizational Change Management Consulting Services

The City is soliciting proposals from qualified consulting firms to provide Organizational Change Management Services supporting departmental restructuring, creation of a new Development & Infrastructure Department, and transition support for employees impacted by these organizational changes.

Posting Date: August 21, 2026

Questions Due Date: September 4, 2026

Proposals Due: September 11 at 4:00PM (PST)

The City of Redmond, Washington (the "City") requests interested parties to submit proposals for the above referenced Request for Proposals (RFP).

Background

The City of Redmond, WA is a suburb of Seattle and hub for residential and employment growth due to its strong technology business sector. The City encompasses an area of over 17 square miles and is located less than 20 miles east of downtown Seattle. The City has three urban growth centers in Downtown, Overlake, and Marymoor, which are expected to grow significantly in the next 25 years. Today, the City has about 80,000 residents and 99,000 jobs and by 2050, it is expected to have 152,000 residents and 131,000 jobs.

Purpose

The City of Redmond is soliciting proposals from qualified consulting firms to provide Organizational Change Management Services supporting departmental restructuring, creation of a new Development & Infrastructure Department, and transition support for employees impacted by these organizational changes.

Scope of Work

The purpose of this engagement is to create and execute a comprehensive organizational change-management deployment strategy to guide the City through the creation of a new Development and Infrastructure Department and the reorganization of three existing departments (Public Works, Planning and Fire). The consultant will support strategy development, education of key stakeholders regarding their roles in the new redesigned departments and facilitation of department staff to create new departmental standard operating procedures (SOPs) as well as customer service expectations.

The goals include, but are not limited to:

1. Develop change management strategies associated with the implementation of a new department and reorganization of three existing departments.

2. Create a roadmap to assist the departments' creation and reorganization of work.

3. Execute strategies and actions to successfully achieve a smooth transition for department employees.

4. Communicate with City/Departmental Leadership on departmental challenges and change management issues.

5. Communicate with and lead participants to develop an action plan for change management issues associated with their departments.

6. Provide training and technical assistance to staff impacted by recommended strategies.

7. Evaluate responsibility distribution in the department and recommend improvements for long-term goals. Focus on eliminating redundancies for staff and applicants during review and permitting processes.

8. Evaluate and improve the development review process to meet SB 5290 requirements and enhance the applicant experience.

9. Review permit processes, review timelines, workflows, staffing, and organizational structure. Recommendations should aim to make the review process more predictable and efficient while ensuring quality and code compliance.

10. Organize and participate in staff discussions to provide an overview of the importance of business processes and ensure departmental understanding and commitment.

11. Facilitate thought-provoking discussions encouraging creative thinking regarding organizational challenges.

12. Act as a liaison with top management, celebrating successes and helping resolve elevated issues.

13. Organize and participate in listening sessions to guide long-term actions supporting successful reorganizations.

Subconsultants:
The City **will not** allow subcontracting of any kind to be performed on this work.

Term
The City intends to enter into a six months agreement, from October 2026 to March 2027. With no option for renewal. The City reserves the right to cancel this contract at any time, upon thirty (30) days written notice to Consultant.

Proposed Timeline
The following table outlines the anticipated schedule for this RFP process. The City reserves the right to modify or reschedule milestones as necessary.

Item	Date
RFP Announced	August 21, 2026
Proposals Due	September 11, 2026
Evaluation of Proposals	September 14 – September 18, 2026
Interviews (optional at City discretion)	September 21, 2026
Consultant Selected	September 25, 2026
Contract Negotiation	September 28 – September 30, 2026
City Council Approval (if required)	October 6, 2026
Main Task Order Timeframe	October 2026 – March 2027

Proposal Due Date/Time
4:00PM (local time) on Friday, September 11, 2026. The City must receive proposals no later than said date and time.

Proposal Submittal Procedures
City of Redmond now utilizes Docusign for the electronic submittal of bids and proposals. This service is free of charge for bidders and does not require that a bidder have a DocuSign account to complete the signature process. Please refer to the instructions shared in the online posting for this RFP on www.redmond.gov/bids for step-by-step instructions for submitting a proposal.

The City of Redmond must receive electronically submitted proposals no later than said date and time. Responses received after such time will be returned unopened. By submitting a proposal, respondents acknowledge their satisfaction as to the size, scope and location of the work to be performed.

Response Requirements & Format
All costs for developing a response to this RFP are the obligation of the respondent and are not

chargeable to the City. The respondent must bear all costs associated with the preparation of the submittal and of any oral presentation requested by the City. All responses and accompanying documentation will become property of the City and will not be returned. Proposals may be withdrawn at any time prior to the published close date, provided notification is received in writing to the below listed City agent(s). Proposals cannot be withdrawn after the published close date.

Proposals must include all information requested and meet all specifications and requirements outlined in this RFP. The following submittals must be part of your proposal; if any are not included, your proposal may be judged as non-responsive. A committee will evaluate the submitted proposals. During the evaluation process, the City reserves the right to request additional information or clarification from firms responding to this RFP.

A complete response will include:

1. Cover letter including overview of firm and interest in project.

2. Identification of proposed personnel and their qualifications and relevant experiences (limit to no more than one page per person). Team member qualifications and roles, particularly Lead Consultant qualifications, are important.

3. Organizational chart.

4. List of comparable change-management or organizational development projects.

5. References – Include a list of references, with contact information, of at least three (3) current contracts, within the last three (3) years. Municipal references are preferred. The City reserves the right to contact references without prior notification.

6. Cost – Provide a detailed budget for the requested services, including expenses and billing rates and expected hours from all members of the team. The budget limit for this contract is $50,000.

7. Business name – proposals must be made in the official name of the firm or individual under which business is conducted (showing official business address) and **must be signed** by a person duly authorized to legally bind the person, partnership, company, or corporation submitting the proposal. A corporation must indicate place and date of incorporation.

8. Business license – provide a statement to the effect that you understand and agree to obtain a City of Redmond business license as a requirement for performing these services. If your place of business is not located within the city limits, but you or your agents will be physically coming into the city to conduct business, call on clients, or provide services, you will need a Redmond business license. A city business license application can be found at: http://www.redmond.gov/BusinessLicense.

9. Valid time period – provide a statement indicating the number of calendar days the proposal shall be valid (the City's minimum number of days is 60).

The City of Redmond is an active member of the King County Directors Association (KCDA) and several other joint purchasing entities and would be eligible to seek access to any and all price considerations, terms and conditions outlined in master agreements formed by one of these agencies. If a proposal is based on any of these pricing agreements/arrangements it shall be the responsibility of the bidder to identify such. It is requested that the City be contacted prior to bid submission if beneficial pricing may be achieved by the City via access to an existing contract with one of these agencies.

Selection and Award

All interested parties are requested to provide a response containing all required elements herein to the City by the deadline given. A selection committee will review and evaluate all proposals, with the intention of selecting a Consultant who provides a proposal that, in the opinion of the City, provides the best value (receives the highest score, as determined by the evaluation criteria listed below). If the selection committee so chooses, respondents may be invited for an interview to supplement their submission.

Evaluation Criteria	**Weight**
Experience – firm's background and experience providing organizational change-management services	30
Project Approach – clarity, structure, and quality of proposed methodology and strategy	25
Relevant Project Experience – demonstrate Consultant/team experience with relevant projects similar in scope and size.	20
Project Understanding – demonstrate project understanding, including how the team plans to address challenges unique to is project.	15
Proposed Fees/Cost. Cost will be evaluated by using the formula: (Lowest Bid/Bid Evaluated) x total points available for scoring.	10
TOTAL	***100 pts***

During evaluation, the City may consider the following:

- References – history of errors and omissions via reference checks
- Quality of previous performance
- Ability to meet contract deadlines
- Staff availability for the project
- Responsiveness to solicitation requirements
- Compliance with statutes and rules relating to contracts or services

- Strength and stability of the firm

The City reserves the right to reject any or all proposals and to waive any irregularities or information in the evaluation process. The final decision is at the City's sole discretion and respondents to this request have no appeal rights or procedures guaranteed to them.

The City reserves the right to re-evaluate firms who were not originally short-listed at any time before the determination of a finalist is made. Upon notification of an intent to award, the City reserves the right to limit the period of contract development to thirty (30) days, after which time project award may be rescinded. The City has the option not to award a contract at the end of this process.

Terms and Conditions

The City reserves the right to amend terms of this RFP to circulate various addenda, or to withdraw the RFP at any time, regardless of how much time and effort firms may have spent on their responses. Terms of the agreement are outlined in this solicitation and include the following documents, which are incorporated herein by this reference:

- RFP 10916-26
- Attachment A, Consulting Services Agreement (boilerplate)

Contracting notice:

Upon selection of Consultant, the City intends to enter into an agreement using its standard Consulting Services Agreement which shall be used to secure these services. A copy of this document is attached, as Attachment A and will be the governing document. No changes or deviations from the terms set forth in this document are permitted without the prior approval of the City.

Performance Criteria

Consultant shall perform in accordance with the terms and conditions as stated herein and in accordance with the highest standards and commercial practices. Charges of poor performance/service against the Consultant shall be documented by the City and submitted to the Consultant for corrective action. Continued poor performance shall be deemed a breach of City requirements and shall be the cause for immediate termination of services.

Proposed Personnel

Consultant agrees to provide all professional staff necessary to perform the scope of work, including key individuals named in Consultant's proposal. These key personnel shall remain assigned for the duration of the contract, unless otherwise agreed to in writing by the City. In the event Consultant proposes to substitute any key personnel, the individual(s) proposed must demonstrate similar qualifications and experience as required to successfully perform such duties. The City shall have the sole right to determine whether key personnel proposed as substitutes are qualified to work on the project. The City shall not unreasonably withhold approval of staff changes.

Insurance

Consultant must maintain insurance as outlined in the Consulting Services Agreement (Attachment A). Prior to performing any services, Consultant shall provide the City a standard ACORD Form 25 Certificate of Insurance, naming the City as Additional Insured. Failure of the City to demand such certificate or failure of the City to identify a deficiency in the insurance documentation shall not be construed as a waiver of Consultant's obligation to maintain such insurance.

Invoicing and Payment

Consultant may invoice the City no more frequently than once per month for work completed. Invoices shall contain an itemized listing of all expenses. The City will make payment to Consultant within thirty (30) days after receipt and approval of said invoices. Invoices shall be delivered to:

City of Redmond
Accounts Payable, M/S: 3SFN
P.O. Box 97010
Redmond, WA 98073-9710
accountspayable@redmond.gov

Public Disclosure Notice

Proposals that are submitted in response to this Invitation to Bid or Request for Proposal are subject to public release under the Washington State Public Records Act, chapter 42.56 RCW ("PRA"). Respondents are strongly encouraged to avoid including confidential and/or proprietary information in their proposals. If a respondent includes confidential and/or proprietary information in its proposal, and wishes for the City to withhold it from public release under RCW 42.56.070(1), the respondent's submission should: (a) clearly identify which information should be withheld, (b) cite the legal authority that allows the City to withhold such information, and (c) explain in detail why the information is exempt from release under the PRA. Marking an entire proposal as confidential and/or proprietary will NOT be accepted or honored and may result in disqualification of the proposal. If the City receives a PRA request for a proposal that contains information, which a respondent has identified in whole or in-part as exempt from release, the City will review the proposal and then determine whether the information must be released under the PRA based solely on the information provided by the respondent.

Cooperative Purchasing

The City has entered into intergovernmental (interlocal) purchasing agreements pursuant to RCW 39.34 with other Washington agencies under which either party may make purchases at the other party's accepted bid price. By submitting an offer, the respondent agrees to make the same bid terms and price, exclusive of freight, available to other Washington governmental agencies. Only those public agencies that have complied with the requirements outlined in RCW 39.34 are eligible to use this contract. Further, the public agency accepts responsibility for compliance with any additional or varying laws and regulations governing purchases by or on behalf of the public agency in question. A purchase by a public agency shall be affected by a purchase order from the public agency, directed to the Consultant or other party contracting to furnish goods or services to the City. The City of Redmond will not accept responsibility for purchase orders issued by other public agencies.

This offer of cooperative purchasing shall be extended by the Consultant to cover the City's contract duration (for any subsequent purchase orders/contracts resulting from this RFP) or 60 days post award (for one-time purchases).

Non-Collusion

By submission of this proposal, respondent and each person signing on behalf of respondent certifies, and in the case of joint proposal, each party thereto certifies as to its own organization, under penalty of perjury, that to the best of his/her knowledge and belief: (1) The prices of this proposal have been arrived at independently, without collusion, consultation, communication, or agreement with any other respondent or competitor, for the purposes of restricting competition or as to any matter relating to price. (2) Unless otherwise required by law, the prices quoted in this proposal have not been knowingly disclosed by respondent and will not be disclosed by respondent directly or indirectly to any other respondent or competitor before proposals are opened. (3) No attempt has been made or will be made by the respondent to induce any other person, partnership or corporation to submit or not to submit a proposal on any portion of the project work. If collusion is uncovered, the City maintains the right to reject all proposals from implicated parties

Governing Law and Venue

In the event of litigation, the submittal documents, specifications, and related matters shall be governed by and construed in accordance with the laws of the State of Washington. Venue shall be with the appropriate state or federal court located in King County.

Bid Protest

Respondents have the right to protest certain decisions in contract solicitation, selection and award processes made by the City. The City will consider protests alleging to issues related to: (1) A matter of bias, discrimination or conflict of interest, (2) Errors in computing score (3) Non-compliance with procedures described in the solicitation or City policy.

All protests shall be in writing and clearly state that the respondent is submitting a formal protest. Protests must be emailed to the RFP content contact listed below. Bid Protests will not be accepted later than two (2) business days after respondents are notified of award details. The City's Technical Contact and RFP Content Contact will review any protest and respond to protestor within ten (10) business days. The City may request additional time if needed. Protestor and the other respondents will be notified in writing if protest results in a change to award details and/or protest results in a new solicitation process.

Americans with Disabilities Act (ADA) Information

The City of Redmond in accordance with the Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973 will make every reasonable effort to provide equal opportunity to submit qualifications in response to this request. Visit http://redmond.gov/ADA for more information. This material can be made available in an alternate format by contacting the Customer Service Center at info@redmond.gov or 425-556-2900, option 7.

Title VI Statement

The City of Redmond in accordance with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, subtitle A, Office of the Secretary, Part 21, nondiscrimination in federally assisted programs of the Department of Transportation issued pursuant to such Act, hereby notifies all respondents that it will affirmatively ensure that in any contract entered into pursuant to this advertisement, disadvantaged business enterprises as defined at 49 CFR Part 26 will be afforded full opportunity to submit qualifications in response to this invitation and will not be discriminated against on the grounds of race, color, national origin or sex in consideration for an award. Visit http://redmond.gov/TitleVI for more information.

Questions/Inquiries

Please direct any questions concerning this RFP or the City's requirements to the City agent(s) listed below. No other City official or employee is empowered to speak for the City with respect to this request. Information obtained from any other source shall not be binding and may disqualify your response.

RFP Content:

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