



EXHIBIT A-1 – BIDDER’S CERTIFICATION

| | | | |
|--|---|-----------------------------------|---|
| Competitive Solicitation: | No. 01620 – Business Consulting Services | | |
| Bidder: | <u>Gartner, Inc.</u> Type/print full legal name of Bidder | | |
| Bidder’s Address: | <u>2001 Sixth Avenue, Suite 2200, Seattle, WA 98121</u> Type/print Bidder’s Address | | |
| Bidder Organization Type: Check appropriate box | Corporation: | <input type="checkbox"/> Domestic | <input checked="" type="checkbox"/> Foreign |
| | Limited Liability Company (LLC): | <input type="checkbox"/> Domestic | <input type="checkbox"/> Foreign |
| | Partnership: | <input type="checkbox"/> Domestic | <input type="checkbox"/> Foreign |
| | Sole Proprietorship: | <input type="checkbox"/> | |
| State of Formation: | <u>Delaware</u> Type/print the state where the corporation, LLC, or partnership is formed – e.g., ‘Washington’ if domestic and the name of the state if ‘Foreign’ (i.e., not Washington) | | |

Bidder, through the duly authorized undersigned, makes this certification as a required element of submitting a responsive bid. Bidder certifies, to the best of its knowledge and belief, that the following are true, complete, correct, and made in good faith:

1. UNDERSTANDING. Bidder certifies that Bidder has read, thoroughly examined, and fully understands all of the provisions in the Competitive Solicitation (including all exhibits) and the terms and conditions of the Master Contract and any amendments or clarifications to the Competitive Solicitation, and agrees to abide by the same.
2. ACCURACY. Bidder certifies that Bidder has carefully prepared and reviewed its bid and fully supports the accuracy of the same. Bidder further understands and acknowledges that Enterprise Services shall not be responsible for any errors or omission on the part of Bidder in preparing its bid. Bidder certifies that the facts declared here are true and accurate. Bidder further understands and acknowledges that the continuing compliance with these statements and all requirements of the Competitive Solicitation are conditions precedent to the award or continuation of the resulting Master Contract.
3. NO COLLUSION OR ANTI-COMPETITIVE PRACTICES. Bidder certifies that Bidder has not, either directly or indirectly, entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive bidding in connection with this Competitive Solicitation. Bidder certifies that Bidder’s bid prices have been arrived at independently, without engaging in collusion, bid rigging, or any other illegal activity, and without for the purpose of restricting competition any consultation, communication, or agreement with any other bidder or competitor

relating to (a) those prices, (b) the intention to submit a bid, or (c) the methods or factors used to calculate the prices offered. Bidder certifies that Bidder has not been and will not knowingly disclose its bid prices, directly or indirectly, to any other bidder or competitor before award of a Master Contract, unless otherwise required by law. Bidder certifies that Bidder has made no attempt and shall not make any attempt to induce any other person or firm to submit or not to submit a bid for the purpose of restricting competition. Bidder, however, freely may join with other persons or organizations for the purpose of presenting a bid.

4. FIRM OFFER. Bidder certifies that its bid, attached hereto, is a firm offer which cannot be withdrawn for a period of ninety (90) days from and after the bid due date specified in the Competitive Solicitation. Enterprise Services may accept such bid, with or without further negotiation, at any time within such period. In the event of a protest, Bidder's bid shall remain valid for such period or until the protest and any related court action is resolved, whichever is later.
5. CONFLICT OF INTEREST. Bidder certifies that, in preparing this bid, Bidder has not been assisted by any current or former employee of the State of Washington whose duties relate (or did relate) to this Competitive Solicitation, or prospective Master Contract, and who was assisting in other than his or her official, public capacity. Neither does such a person nor any member of his or her immediate family have any financial interest in the outcome of this bid.
6. NO REIMBURSEMENT. Bidder certifies that Bidder understands that the State of Washington will not reimburse Bidder for any costs incurred in the preparation of this bid. All bids become the property of the State of Washington, and Bidder claims no proprietary right to the ideas, writings, items, or samples unless so stated in the bid.
7. PERFORMANCE. Bidder certifies that Bidder understands that its submittal of a bid and execution of this Bidder's Certification certifies bidder's willingness to comply with the Master Contract, if awarded such. By submitting this bid, Bidder hereby offers to furnish the goods and/or services solicited pursuant to this Competitive Solicitation in compliance with all terms, conditions, and performance requirements contained in this Competitive Solicitation and the resulting Master Contract or, if applicable, as detailed on a Contract Issues List, if permitted, in this Competitive Solicitation.
8. INSURANCE. Bidder certifies as follows (must check one):
 - BIDDER HAS REQUIRED INSURANCE.* Bidder has attached a current, valid Certificate of Insurance with each and all of the required insurance coverages as specified in the Master Contract (note: Bidder must attach the Insurance Certificate).
 - OR
 - BIDDER WILL OBTAIN REQUIRED INSURANCE.* Bidder does not have a current, valid Certificate of Insurance with each and all of the required insurance coverages as specified in the Master Contract but, if designated as the Apparent Successful Bidder, Bidder will provide such a Certificate of Insurance, without exception of any kind, to Enterprise Services within twenty-four (24) hours of such designation or notification by Enterprise Services or be deemed a nonresponsive bid.
 - OR
 - BIDDER DOES NOT HAVE REQUIRED INSURANCE.* As detailed on the attached explanation (Bidder to provide), Bidder does not have a current, valid Certificate of Insurance with each and all of the required insurance coverages as specified in the Master

Contract and, if designated as the Apparent Successful Bidder would not be able to provide such a Certificate of Insurance to Enterprise Services within twenty-four (24) hours of such designation.

9. DEBARMENT. Bidder certifies as follows (must check one):

NO DEBARMENT. Bidder and/or its principals are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from contracting with any federal, state, or local governmental entity.

OR

DEBARRED. As detailed on the attached explanation (Bidder to provide), Bidder and/or its principals presently are debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from contracting with a federal, state, or local governmental entity.

10. CRIMINAL OFFENSE. Bidder certifies as follows (must check one):

NO CRIMINAL OFFENSE. Bidder has not, within the three (3) year period preceding the date of this Competitive Solicitation, been convicted or had a civil judgment rendered against Bidder for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a governmental contract; violation of any federal or state antitrust statute; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property. Bidder further certifies that it is not presently indicted or otherwise criminally or civilly charged by a governmental entity with commission of any of the offenses enumerated in this paragraph.

OR

CRIMINAL OFFENSE. As detailed on the attached explanation (Bidder to provide), within the three (3) year period preceding the date of this Competitive Solicitation, Bidder has been convicted or had a civil judgment rendered against Bidder for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a governmental contract; violation of any federal or state antitrust statute; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.

11. WAGE THEFT PREVENTION. Bidder certifies as follows (must check one):

NO WAGE VIOLATIONS. Bidder has NOT been determined by a final and binding citation and notice of assessment issued by the Washington Department of Labor and Industries or through a civil judgment entered by a court of limited or general jurisdiction to have willfully violated, as defined in [RCW 49.48.082](#), any provision of RCW chapters [49.46](#), [49.48](#), or [49.52](#) within three (3) years prior to the date of the above-referenced Competitive Solicitation date.

OR

VIOLATIONS OF WAGE LAWS. Bidder has been determined by a final and binding citation and notice of assessment issued by the Washington Department of Labor and Industries or through a civil judgment entered by a court of limited or general jurisdiction to have willfully violated, as defined in [RCW 49.48.082](#), a provision of RCW chapters [49.46](#), [49.48](#), or [49.52](#) within three (3) years prior to the date of the

above-referenced Competitive Solicitation date.

12. PAY EQUALITY. Bidder certifies as follows (must check one):

PAY EQUALITY FOR SIMILARLY EMPLOYED WORKERS. Bidder's similarly employed individuals are compensated as equals. For purposes of this provision, employees are similarly employed if the individuals work for the same employer, the performance of the job requires comparable skill, effort, and responsibility, and the jobs are performed under similar working conditions. Job titles alone are not determinative of whether employees are similarly employed. Bidder may allow differentials in compensation for its workers based in good faith on any of the following: a seniority system; a merit system; a system that measures earnings by quantity or quality of production; a bona fide job-related factor or factors; or a bona fide regional difference in compensation levels. A bona fide job-related factor or factors may include, but not be limited to, education, training, or experience that is: consistent with business necessity; not based on or derived from a gender-based differential; and accounts for the entire differential. A bona fide regional difference in compensation level must be consistent with business necessity; not based on or derived from a gender-based differential; and account for the entire differential.

OR

NO PAY EQUALITY FOR SIMILARLY EMPLOYED WORKERS. Bidder's similarly employed individuals are NOT compensated as equals.

13. WORKERS' RIGHTS (EXECUTIVE ORDER 18-03). Bidder certifies as follows (must check one):

NO MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES. Bidder does NOT require its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

OR

MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES. Bidder requires its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

14. TERMINATION FOR DEFAULT OR CAUSE. Bidder certifies as follows (must check one):

NO TERMINATION FOR DEFAULT OR CAUSE. Bidder has not, within the three (3) year period preceding the date of this Competitive Solicitation, had one (1) or more federal, state, or local governmental contracts terminated for cause or default.

OR

TERMINATION FOR DEFAULT OR CAUSE. As detailed on the attached explanation (Bidder to provide), within the three (3) year period preceding the date of this Competitive Solicitation, Bidder has had one (1) or more federal, state, or local governmental contracts terminated for cause or default.

15. TAXES. Bidder certifies as follows (must check one):

TAXES PAID. Except as validly contested, Bidder is not delinquent and has paid or has arranged for payment of all taxes due to the State of Washington and has

filed all required returns and reports as applicable.

OR

- DELINQUENT TAXES.* As detailed on the attached explanation (Bidder to provide), Bidder has not paid or arranged for payment of all taxes due to the State of Washington and/or has not timely filed all required returns and reports as applicable.

16. **LAWFUL REGISTRATION.** Bidder, if conducting business other than as a sole proprietorship (e.g., Bidder is a corporation, limited liability company, partnership) certifies as follows (must check one):

- CURRENT LAWFUL REGISTRATION.* Bidder is in good standing in the State of Washington and the jurisdiction where Bidder is organized, including having timely filed all required annual reports.

OR

- DELINQUENT REGISTRATION.* As detailed on the attached explanation (Bidder to provide), Bidder currently is not in good standing in the State of Washington and/or the jurisdiction where Bidder is organized.

17. **SUBCONTRACTORS.** Bidder certifies as follows (must check one):

- NO SUBCONTRACTORS.* If awarded a Master Contract, Bidder will not utilize subcontractors to provide the goods and/or services subject to this Competitive Solicitation.

OR

- SUBCONTRACTORS.* As detailed on the attached explanation (Bidder to provide), If awarded a Master Contract, Bidder will utilize subcontractors to provide the goods and/or services subject to this Competitive Solicitation. In such event, Bidder certifies that, as to the State, Bidder shall retain responsibility for its subcontractors, including, without limitation, liability for any subcontractor's acts or omissions. Note: Bidder must provide the precise legal name (including state of organization), business address, and federal tax identification number (TIN) for each subcontractor. Note: If the TIN is a SSN, provide only the last four (4) digits.

18. **WASHINGTON SMALL BUSINESS.** Bidder certifies as follows (must check one):

- WASHINGTON SMALL BUSINESS.* Bidder is a Washington Small Business as defined in RCW 39.26.010. To qualify as a Washington Small Business, bidder must meet two (3) requirements:
1. Bidder's principal office/place of business must be located in and identified as being in the State of Washington. A principal office or principal place of business is a firm's headquarters where business decisions are made and the location for the firm's books and records as well as the firm's senior management personnel.
 2. Bidder must be owned and operated independently from all other businesses and have either: (a) fifty (50) or fewer employees; or (b) gross revenue of less than seven million dollars (\$7,000,000) annually as reported on its federal income tax return or its return filed with the Washington State Department of Revenue over the previous three consecutive years).
 3. Bidder must have certified its small business status in [WEBS](#).

OR

NOT WASHINGTON SMALL BUSINESS. Bidder is not a Washington Small Business as defined in RCW 39.26.010.

19. VETERAN-OWNED BUSINESS. Bidder certifies as follows (must check one):

VETERAN-OWNED BUSINESS. Bidder is a certified Veteran-Owned business under RCW 43.60A.190 and is identified as such on WEBS (which is confirmed by the Washington Department of Veterans' Affairs).

OR

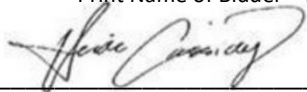
NOT VETERAN-OWNED BUSINESS. Bidder is not a certified Veteran-Owned business under RCW 43.60A.190.

20. REFERENCES. Bidder certifies that the references provided to Enterprise Services have worked with Bidder and that such individuals and firms have full permission, without any additional requirement or release, to provide such references and information to Enterprise Services. Bidder hereby authorizes Enterprise Services (or its agent) to contact Bidder's references and others who may have pertinent information regarding Bidder's prior experience and ability to perform the Master Contract, if awarded. Bidder hereby authorizes such individuals and firms to provide such references and release to Enterprise Services information pertaining to the same.

Bidder further certifies that it shall provide immediate written notice to Enterprise Services if, at any time prior to a contract award, Bidder learns that any of its certifications set forth herein were erroneous when submitted or has become erroneous by reason of changed circumstances.

I hereby certify, under penalty of perjury under the laws of the State of Washington, that the certifications herein are true and correct and that I am duly authorized to make these certifications on behalf of the Bidder listed herein.

BIDDER NAME: GARTNER, INC.
Print Name of Bidder – Print full legal entity name of the firm submitting the Bid

By:  Heide Cassidy
Signature of Bidder's authorized person Print Name of person making certifications for Bidder

Title: Managing Partner Place: Seattle, WA
Title of person signing certificate Print city and state where signed

Date: January 24, 2021

Return this Bidder's Certification to Procurement Coordinator at:
DESContractsTeamCedar@des.wa.gov



CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
07/02/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

| PRODUCER Aon Risk Services Northeast, Inc. Stamford CT Office 1600 Summer Street Stamford CT 06907-4907 USA | CONTACT NAME: PHONE (A/C No. Ex): 8662837122 FAX (A/C No.): (800) 363-0105 E-MAIL ADDRESS: | | | | | | | | | | | | | | |
|--|---|--|-------------------------------|--------|--|-------|---|-------|--|-------|--------------------------------------|-------|--|-------|---------------------------------------|
| | <table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: The Continental Insurance Company</td> <td>35289</td> </tr> <tr> <td>INSURER B: National Fire Ins. Co. of Hartford</td> <td>20478</td> </tr> <tr> <td>INSURER C: American Casualty Co. of Reading PA</td> <td>20427</td> </tr> <tr> <td>INSURER D: Valley Forge Insurance Co</td> <td>20508</td> </tr> <tr> <td>INSURER E: AIG Specialty Insurance Company</td> <td>26883</td> </tr> <tr> <td>INSURER F: Lloyd's Syndicate No. 2623</td> <td>AA1128623</td> </tr> </tbody> </table> | | INSURER(S) AFFORDING COVERAGE | NAIC # | INSURER A: The Continental Insurance Company | 35289 | INSURER B: National Fire Ins. Co. of Hartford | 20478 | INSURER C: American Casualty Co. of Reading PA | 20427 | INSURER D: Valley Forge Insurance Co | 20508 | INSURER E: AIG Specialty Insurance Company | 26883 | INSURER F: Lloyd's Syndicate No. 2623 |
| INSURER(S) AFFORDING COVERAGE | NAIC # | | | | | | | | | | | | | | |
| INSURER A: The Continental Insurance Company | 35289 | | | | | | | | | | | | | | |
| INSURER B: National Fire Ins. Co. of Hartford | 20478 | | | | | | | | | | | | | | |
| INSURER C: American Casualty Co. of Reading PA | 20427 | | | | | | | | | | | | | | |
| INSURER D: Valley Forge Insurance Co | 20508 | | | | | | | | | | | | | | |
| INSURER E: AIG Specialty Insurance Company | 26883 | | | | | | | | | | | | | | |
| INSURER F: Lloyd's Syndicate No. 2623 | AA1128623 | | | | | | | | | | | | | | |
| INSURED Gartner, Inc. 56 Top Gallant Road PO Box 10212 Stamford CT 06904-2212 USA | | | | | | | | | | | | | | | |

Holder Identifier :

COVERAGES CERTIFICATE NUMBER: 570082889668 REVISION NUMBER:


THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. **Limits shown are as requested**

| INSR LTR | TYPE OF INSURANCE | ADDL INSD | SUBH WVD | POLICY NUMBER | POLICY LEFT (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|--|-----------|----------|--|--------------------------|-------------------------|---|
| B | <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC <input type="checkbox"/> OTHER: | | | 6081135048 | 06/30/2020 | 06/30/2021 | EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$15,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 |
| A | AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY | | | 6081318420 | 06/30/2020 | 06/30/2021 | COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) |
| A | <input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$10,000 | | | 6011488543 | 06/30/2020 | 06/30/2021 | EACH OCCURRENCE \$25,000,000 AGGREGATE \$25,000,000 |
| C | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N If yes, describe under DESCRIPTION OF OPERATIONS below | | N/A | WC585006231 AOS WC585006276 CA | 06/30/2020 | 06/30/2021 | <input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE-EA EMPLOYEE \$1,000,000 E.L. DISEASE-POLICY LIMIT \$1,000,000 |
| E | E&O-MPL-Primary | | | 014363354 Cyber/Privacy/Claims SIR applies per policy terms & conditions | 06/30/2020 | 06/30/2021 | Each Claim \$15,000,000 Aggregate \$15,000,000 Retention \$2,500,000 |

Certificate No : 570082889668

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

All Limits Show in USD. Entities may be included as Additional Insured as required by written contract, but limited to the operations of the Insured under said contract, per the applicable endorsement with respects to the General Liability, Automobile Liability and Professional Liability policies. In addition, a waiver of subrogation can be granted in favor of a third party as required by written contract but limit to the operations of the Insured under said contract, with respect to the General Liability and Automobile Liability policies. Umbrella liability follows form of underlying coverage: General Liability and Automobile Liability policies.

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|---|---|
| CERTIFICATE HOLDER Gartner, Inc. 56 Top Gallant Road PO Box 10212 Stamford CT 06904-2212 USA | CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE:  |
|---|---|

ACORD 25 (2016/03)

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ADDITIONAL REMARKS SCHEDULE

| | | | |
|---|-----------|--------------------------------|--|
| AGENCY Aon Risk Services Northeast, Inc. | | NAMED INSURED Gartner, Inc. | |
| POLICY NUMBER See Certificate Number: 570082889668 | | | |
| CARRIER See Certificate Number: 570082889668 | NAIC CODE | EFFECTIVE DATE: | |

ADDITIONAL REMARKS
THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: ACORD 25 FORM TITLE: Certificate of Liability Insurance

| INSURER(S) AFFORDING COVERAGE | NAIC # |
|-------------------------------|--------|
| INSURER | |
| INSURER | |
| INSURER | |
| INSURER | |

ADDITIONAL POLICIES If a policy below does not include limit information, refer to the corresponding policy on the ACORD certificate form for policy limits.

| INSR LTR | TYPE OF INSURANCE | ADDL INSD | SUBR WVD | POLICY NUMBER | POLICY EFFECTIVE DATE (MM/DD/YYYY) | POLICY EXPIRATION DATE (MM/DD/YYYY) | LIMITS |
|----------|----------------------|-----------|----------|------------------------------|------------------------------------|-------------------------------------|--------|
| | WORKERS COMPENSATION | | | | | | |
| D | | N/A | | wc585006326 Retrospective | 06/30/2020 | 06/30/2021 | |
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DETACH BEFORE POSTING



STATE OF WASHINGTON
Profit Corporation

BUSINESS LICENSE

Unified Business ID #: 601422801
Business ID #: 001
Location: 0001
Expires: Mar 31, 2020

GARTNER, INC.
GARTNER
56 TOP GALLANT PO
STAMFORD, CT 06904

UNEMPLOYMENT INSURANCE - ACTIVE
TAX REGISTRATION - ACTIVE

INDUSTRIAL INSURANCE - ACTIVE

CITY ENDORSEMENTS:
SPOKANE GENERAL BUSINESS - ACTIVE

LICENSING RESTRICTIONS:
Not licensed to hire minors without a Minor Work Permit.

REGISTERED TRADE NAMES:
GARTNER INC

This document lists the registrations, endorsements, and licenses authorized for the business named above. By accepting this document, the licensee certifies the information on the application was complete, true, and accurate to the best of his or her knowledge, and that business will be conducted in compliance with all applicable Washington state, county, and city regulations.

Director, Department of Revenue

UBI: 601422801 001 0001

GARTNER, INC.
GARTNER
56 TOP GALLANT PO
STAMFORD, CT 06904



UNEMPLOYMENT INSURANCE - ACTIVE
INDUSTRIAL INSURANCE - ACTIVE
TAX REGISTRATION - ACTIVE
SPOKANE GENERAL BUSINESS - ACTIVE

DETACH THIS SECTION FOR YOUR WALLET

Expires: Mar 31, 2020

Director, Department of Revenue

IMPORTANT!

**PLEASE READ THE FOLLOWING INFORMATION CAREFULLY
BEFORE POSTING THIS LICENSE**

General Information

- Post this Business License in a visible location at your place of business.
- If you were issued a Business License previously, **destroy the old one and post this one in its place.**
- All endorsements should be renewed by the expiration date that appears on the front of this license to avoid any late fees that may apply.

If there is no expiration date, the endorsements remain active as long as you continue required reporting (see Endorsements).

- Login to **My DOR** at business.wa.gov/BLS if you need to make changes to your business name, location, mailing address, telephone number, or business ownership.

Telephone: 1-800-451-7985

Endorsements

Although tax registration, unemployment, and industrial insurance endorsements appear on your Business License, the registration with the agencies that govern these endorsements is not complete until they have established an account for your business.

Each registering agency requires you to submit periodic reports. Each agency will send you the necessary reporting forms and instructions.

Corporations, limited liability companies, etc.

You must submit a Business License Application **and** file with the Corporations Division of the Secretary of State before you can legally operate as a corporation, limited liability company, or other business organization type that requires registration. If you have any questions, call (360) 725-0377.

For assistance or to request this document in an alternate format, visit <http://business.wa.gov/BLS> or call 1-800-451-7985. Teletype (TTY) users may use the Washington Relay Service by calling 711.

BLS-700-107 (04/14/16)



EXHIBIT A-2 – BIDDER’S PROFILE

| | |
|-------------------------------|--------------------------------------|
| Competitive Solicitation No.: | 01620 – Business Consulting Services |
| Bidder: | Gartner, Inc. |

| BIDDER INFORMATION | |
|--|---|
| Legal name and address of Bidder: Note: This must match information from Business License | _____ Gartner, Inc. _____ <small>Business Name</small> _____ 56 Top Gallant PO _____ <small>Address</small> _____ Stamford, CT 06904 _____ <small>City, State, Zip Code</small> |
| Washington State Department of Revenue Registration Number: Note: This is the Unified Business Identifier (UBI) | _____ 601422801 _____ |
| Federal Tax ID No. (TIN): Note: If your TIN is a Social Security number, provide only the last four digits. | _____ 04-3099750 _____ |
| Is your firm certified as a minority or woman owned business with the Washington State Office of Minority & Women’s Business Enterprises (OMWBE)? | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes, provide MWBE certification no. _____ |
| Is your firm a self-certified Washington State small business? Note: See definitions of ‘microbusiness,’ ‘minibusines,’ and ‘small business,’ set forth in RCW 39.26.010. | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes, what is your business size? Small <input type="checkbox"/> Mini <input type="checkbox"/> Micro <input type="checkbox"/> |
| Is your firm certified as Veteran Owned with the Washington State Department of Veteran Affairs? | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes, provide WSDVA certification no. _____ |

| CONTRACT MANAGEMENT POINTS OF CONTACT | |
|--|--|
| Authorized Representative Name: <u>Heide Cassidy</u> Email: <u>Heide.Cassidy@gartner.com</u> Phone: <u>+1 206 245-8321</u> | Contract Administrator Name: <u>Scott Lyon</u> Email: <u>Scott.Lyon@gartner.com</u> Phone: <u>+1 571 303 3469</u> |
| Sales Reporting Representative Name: <u>Heide Cassidy</u> Email: <u>Heide.Cassidy@gartner.com</u> Phone: <u>+1 206 245-8321</u> | Sales Reporting Alternate Name: <u>Steve Anderson</u> Email : <u>Steve.Anderson@gartner.com</u> Phone: <u>+1 503 9492260</u> |
| Management Fee Representative Name: <u>Heide Cassidy</u> Email: <u>Heide.Cassidy@gartner.com</u> Phone: <u>+1 206 245-8321</u> | Management Fee Contact Alternate Name: <u>Steve Anderson</u> Email : <u>Steve.Anderson@gartner.com</u> Phone: <u>+1 503 9492260</u> |
| Address for Enterprise Services to send management fee invoices: Company name: <u>Gartner, Inc.</u> Attn: Client Financial Services Address: P.O. Box 91131 City/State/Zip: Dallas, TX - 75391-131 | |

| ORDERING/SALES POINTS OF CONTACT (expand as necessary) | | | |
|--|-----------------|--|------------------------|
| Name | Phone Number | E-mail | Area of Responsibility |
| Heide Cassidy | +1 206 245 8321 | Heide.Cassidy@gartner.com | Account Management |
| Client Financial Services | +1-239-561-4025 | purchaseorders@gartner.com | Finance |
| Client Financial Services | +1-239-561-4025 | cashapplications@gartner.com | Finance |

REFERENCES

Provide a minimum of two (2) commercial or government references for which bidder has delivered goods and/or services similar in scope as described in the Competitive Solicitation. Additional references may be required if Bidder intends to submit a bid for more than one category. See instructions in *Exhibit C-1 – Bid Evaluation Criteria*, Item No. 2 Experience.

| Reference 1 – Organizational Development, if applicable | |
|--|--|
| Company Name: | <u>Iowa Department of Revenue</u> |
| Contact & Title: | <u>Emily Banks, Communications Team</u> |
| Phone: | <u>515.281.8450</u> |
| Email: | <u>emily.r.banks@iowa.gov</u> |
| ----- | ----- |
| Reference 2 – Organizational Development, if applicable | |
| Company Name: | <u>Plains All American Pipeline, L.P.</u> |
| Contact & Title: | <u>Dan Reinbold, Vice President, Information Services – NA</u> |
| Phone: | <u>403.451.3440</u> |
| Email: | <u>Dan.Reinbold@plainsmidstream.com</u> |
| ----- | ----- |
| Reference 1 – Change Management, if applicable | |
| Company Name: | <u>Bexar County Information Technology</u> |
| Contact & Title: | <u>Kimberly Turner, Strategic Services Program Manager</u> |
| Phone: | <u>210-209-7459</u> |
| Email: | <u>kim.turner@bexar.org</u> |
| ----- | ----- |
| Reference 2 – Change Management, if applicable | |
| Company Name: | <u>Los Angeles Police Department (LAPD)</u> |
| Contact & Title: | <u>Maggie Goodrich, Former Chief Information Officer (CIO)</u> |
| Phone: | <u>+1 949-466-9955</u> |
| Email: | <u>maggoodrich@me.com</u> |
| ----- | ----- |
| Reference 1 – Management and Business Analysis, if applicable | |
| Company Name: | <u>City of Phoenix</u> |
| Contact & Title: | <u>Matthew Arvay, Chief Information Officer</u> |
| Phone: | <u>+1 602-262-7662</u> |
| Email: | <u>Matthew.arvay@phoenix.gov</u> |
| ----- | ----- |
| Reference 2 – Management and Business Analysis, if applicable | |
| Company Name: | <u>Maricopa County</u> |
| Contact & Title: | <u>Rebecca Hood, IS Project Manager, Sr.</u> |
| Phone: | <u>+1 602-506-8166</u> |
| Email: | <u>Rebecca.hood@maricopa.gov</u> |

PURCHASE CARDS (I.E., CREDIT CARDS)

Please indicate which types of purchasing (credit) cards are accepted (note: any card fees must be included in the unit price of the bid):

Visa Master Card American Express Discover Other: _____

Return this Bidder's Profile to Procurement Coordinator at:
DESContractsTeamCedar@des.wa.gov



EXHIBIT A-3 - RESPONSIBLE BIDDER (COMPETENCIES)

| | |
|---------------------------|--|
| Competitive Solicitation: | No. 01620 – Business Consulting Services |
|---------------------------|--|

Bidder, through the duly authorized undersigned, makes this certification as a required element of submitting a responsive bid. Bidder certifies, to the best of its knowledge and belief that the following are true, complete, correct, and made in good faith:

Diversity, Equity, and Inclusion (DEI) is important to Washington State must be present in the fabric of the work we do in all areas. For professional services, where outside entities are coming into and directing the work of our civil servants, it is essential that they align with these values. As a requirement for responsibility, your firm must attest to the state’s values and culture. This will become part of any resultant contract and Bidder will be required to meet or exceed the commitments listed herein.

ATTESTATION

I and the named leader(s) below have read and understand the [Washington State Enterprise Leadership Competencies](#) and the Enterprise DEI Competencies for all employees posted by the [DEI Committee of the Office of Financial Management](#), and titled “Enterprise DEI Competencies – All Employees – A pathway for success [PDF]”. The named leader(s) below have the authority to, and shall ensure, that Bidder, Bidder’s employees, and Bidder’s subcontractors will follow the base expectation for values and culture established by Washington State. As Washington State continues to listen to our state family, this leader will enhance diversity, equity, and inclusion within this organization. I will notify Enterprise Services within 30 days if these named leader(s) need to be changed.

| | | |
|---------------------------------------|--|-----------------------|
| _Heide Cassidy, Managing Partner_____ |  | _24 January 2021_____ |
| Name, Title | Signature | Date |

| | | |
|-------------|-----------|-------|
| _____ | _____ | _____ |
| Name, Title | Signature | Date |

| | | |
|-------------|-----------|-------|
| _____ | _____ | _____ |
| Name, Title | Signature | Date |

Bidder Name: Gartner

Categories that your company is bidding on (Mandatory, Not Scored)

Check the box(s) next to each category that your company is bidding on:

- Organizational Development
- Change Management
- Management and Business Analysis

Bidder's Organization (4 pages maximum) (150 points)

Government agencies represent a diverse community that encompasses multiple government programs, including revenue and taxation, health and human services, public safety, justice, transportation, pensions and retirement, environmental, defense, central finance and human resource organizations. While each of these programs has specific needs for organization development, change management and management and business analysis, our research shows that government and public sector organizations share decision-making processes and priorities that clearly differentiate them from the private sector.

We have completed thousands of engagements with a variety of public sector and commercial clients, tackling a diverse set of challenges across a wide variety of stakeholder environments. These experiences have resulted in strong methodologies that can be reliably executed. Our breadth of clients and engagements has allowed us to develop the deep understanding of the challenges, practices, and dynamics within state and local government. In fact, our Consulting organization has a dedicated State and Local Government Practice composed of consultants who have a deep understanding of government.

We help public sector agencies make confident business decisions, many of which include technology, by providing them the necessary tools to successfully plan, evaluate, execute, and manage their most vital initiatives. Our Consulting organization provides our clients with on-site support, helping them to operationalize research insights and realize benefits in their organizations. We do this by offering consulting services that are closely aligned with our research key initiatives.

We deliver:

- **Innovative thinking** — We leverage unique sources of information (including industry leading research) and best practices from our 2,500 Consulting engagements a year — information that can make the difference between the success and failure of clients' key initiatives. Our innovations create breakthrough opportunities and keep clients at the top of their game.
- **Deep expertise and unparalleled data** — We create customized solutions for clients' unique problems delivered on-site by our 750 experienced practitioners who know our clients' industries and have an average of 15 years of experience. Our engagements include critical subject matter expertise to the agency domain.
- **Tangible results** — We are focused on delivering quantifiable results across all of our services. We bring a complete set of tools and templates developed via prior engagements and applied subject matter expertise, enabling more effective use of resources, and reducing potential rework or wasted effort.

Our consultants help our clients:

- Run more efficiently and effectively
- Get more for less on IT vendor contracts
- Mitigate security threats to their enterprises
- Ensure the success of their key IT initiatives

No other company can provide the unique combination of assets that we bring to bear in delivering value to our clients every day.

Providing services like those requested by WA DES is a core consulting offering and we have assisted clients on the West Coast for more than 20 years. We have a robust and detailed project management methodology that has been developed and updated over hundreds of engagements.

We have guided billions of dollars in expenditures while helping government leaders around the world solve their most complex business issues — our client base includes national, federal, state, regional and local government agencies (cities, counties, municipalities, etc.).

We understand the unique operating environment and priorities of public sector organizations, as well as the key issues our public sector clients are facing, including:

- How government can efficiently manage and use IT budgets to meet business needs
- How government can leverage technology to improve service delivery
- How government IT organizations can modernize architectures, information management and applications to improve operational efficiency and effectiveness
- How government can implement shared services to be successful
- How government benefits from emerging alternatives in IT sourcing models to support new acquisitions or improve the cost and effectiveness of recompleted services

The result is our unique ability to deliver realized benefits for our clients' organizations. We home in on clients' most critical needs, quickly operationalize research insights with custom focus to their industry and their enterprise, and provide on-site support through long-term engagements — ultimately delivering cost and time saving. What differentiates us is the objectivity and validity of our support, which yields trustworthy and defensible recommendations as shown in Figure 1 below.

Figure 1. Our Services are Grounded in World-Class Research Insights







- We are objective and independent — We have been a trusted advisor for over 40 years, and our Consulting organization maintains the same strict adherence to independence as our Research organization. We're not obligated to any external agenda or influenced by any third party. The Wall

Street Journal, The Economist and The Financial Times, along with more than 30 other leading business publications worldwide, consider us a trusted, independent source, quoting us an average of 70 times every week

- In summary, we have a deep understanding of the industry practices related to the scope, challenges, and successful approaches for successfully and effectively delivering organizational development, change management and management and business analysis consulting services. We are excited at the opportunity to partner with the State of Washington as it looks to improve public services, grow the relationship with its citizens, and enhance operational performance.

Figure 2. Why Choose Us?

| Differentiation | Proof Points | Impact for WA DES |
|---|--|--|
|  <p>WA DES' Goals Support Washington State Agencies' Business Consulting Needs</p> | <p>Our digital talent and organization practice covers the scope of the categories in which we are responding. In addition, our team is composed of public sector dedicated consultants who understand the unique nuances between Washington State policy areas and the difference between public sector and commercial clients.</p> | <p>Our capabilities and understanding of the public sector environment will support the state of Washington in achieving transformative change through organizational development, change management and analysis that is critical to all major initiatives.</p> |
|  <p>Solution Research-aligned consulting approaches to meet targeted mission-critical-priorities</p> | <p>Our research based methodologies ensure that our team isn't looking "backward to what worked historically at prior clients," but to the best practices and innovative approaches that are emerging in the marketplace.</p> | <p>We bring a complete set of tools and templates developed via research and applied subject matter expertise, enabling more-effective use of resources reducing potential rework or wasted effort.</p> |
|  <p>People Seasoned experts that have mitigated risks and driven success for clients</p> | <p>Our consultants execute 2,500+ technology-driven strategic consulting and contract optimization engagements annually with CIOs and other senior executives through our Consulting business. Senior Consulting partners and top-shelf professionals expedite results on critical initiatives.</p> | <p>The seniority of our experience reinforces the credibility of the results created for stakeholders. Continuously refreshed real-world experience feeds back into the development of IP and expertise.</p> |
|  <p>Brand Power of Research, Independence and Objectivity</p> | <p>Our consultants can access proprietary methodologies that produce leading-edge business and technology insights to inform your decisions. We have a deep bench of 2,250+ research and advisory experts 750 consultants, 60% of who are hired with 20+ years' experience.</p> | <p>Our insight is based on cutting-edge research. We provide credible advice that leads to defensible business decisions.</p> |

Experience (4 pages for each category bid) (200 points)

Project 1/Reference 1 — Organizational Development

Large-Scale Modernization with Organizational Change Management (OCM) Support

Client Context

Our company worked on a project for a State Department of Revenue Office in which we were initially brought in to support the modernization of its primary systems through the procurement of a new modern, integrated tax solution. This large-scale transformation project spanned multiple years and represented significant change for the client, its business processes, operational capabilities, and its 200+ employees and constituencies. During that project, our client requested that we run a parallel engagement to help them effectively navigate the anticipated change associated with the tax solution.

Across all of our engagements, we believe that each client and situation is unique. This project was no different. To that end, we collaborate with our clients to assess and clearly articulate their needs. We began by conducting a strategic visioning workshop with the client's leadership team. The interactive workshop led to a strategic vision that was used as an artifact and tool that the OCM team used to create an overarching strategy that could evolve with the program and stay true to the organization's vision.

Throughout the three-month OCM Support engagement, which spanned from October through December 2019, our consulting team facilitated a series of coaching workshops and trainings with the Executive Team to establish OCM best practices, a structured framework for Change Leadership, and equipped the Executives with tools to manage one of the most critical and challenging components of their tax modernization program.

Approach/Differentiation

During the course of the engagement, we:

- **Facilitated Executive Coaching Workshops and Trainings:** We conducted strategic visioning, OCM and Leadership coaching workshops to develop a clear program vision and coached Executives to connect with stakeholders impacted by the large-scale change.
- **Developed Reusable Tools to Empower the Client:** We developed a stakeholder analysis, engagement plan, and communications plan with the Executive Team to ensure stakeholder engagement through the various stages of the transformation.
- **Provided Education and Reinforcement for a Growth-Mindset:** We educated influential stakeholders and prepared them for change leadership, and established an effective change network.
- **Delivered Objective and Independent Data, Insights, and Recommendations:** We used industry best practice tools and techniques for building awareness, communicating with the project's stakeholders, assessing organization impact and change readiness, and facilitating the deployment of initiatives to address people, policy, process, and procedural changes impacting the organization.

Benefits Achieved

- **Built the Client's Change Management Capability:** We provided the agency with a methodology and skills to deliver successful and sustainable change. We helped to develop the foundation for delivering organizational change for future Office of the Deputy Director projects.
- **Delivered an Organizational Impact Assessment:** We helped develop a shared understanding of the impact the tax modernization represented to the organization, its operations, and other constituencies.
- **Delivered the Change Management Plan:** We developed a robust communications and stakeholder engagement plan to lead change, inspire and enable adoption from the onset of the initiative.

Project 2/Reference 2 — Organizational Development

Organizational Improvement Services

Client Context

Our consulting team was engaged to support a large multi-national oil and gas pipeline and storage company with a net revenue of over \$43 billion. The client had just merged the operations of two separate regions. Our team was engaged to work with the client in identifying and developing a new IT Operating Model. As part of this engagement, our seasoned experts also worked on a parallel workstream to support and educate the client on organizational change management and change leadership (OCM/OCL) strategies and best practices. Over a three-month span, from January to March 2020, our team facilitated workshops to coach the client's Leadership team through culture change to identify mindsets and key behaviors, consider systemic culture-change levers, and implement culture hacks to drive culture change.

Approach/Differentiation

During the course of the engagement, we:

- **Conducted Interviews:** We interviewed 40+ regional leaders from both regions to understand current operations and assess the perception of IT within each organization.
- **Assess Organizational Maturity:** We conducted an IT Operating Model Maturity Assessment, IT Governance Maturity Assessment, and IT Capabilities assessment and prioritized key operating model components (Ways of Working, Decision Rights, and Organizational Structure) and key capabilities.
- **Implemented a Change Framework:** We introduced a formal organizational change management process to address the inherent difficulties associated with large and complex transformations:
 - Stakeholder Analysis and Change Risk Assessment
 - Change Leadership, Communications and Engagement Strategy
 - Operating Model Vision Statement, Culture Enablers and Culture Hacks
 - Organizational Impact Assessments & Change Readiness Assessment
- **Established a Target Vision:** We developed a target state operating model to merge the disparate organizations and modernize IT Service Delivery.

- **Delivered Strategic Recommendations:** We provided consolidated recommendations and an implementation roadmap for achieving the target state operating model over the course of an 18-month timeline.

Benefits Achieved

- **Established a Shared Target State Vision:** We enabled key stakeholders to develop a collective understanding and acceptance of the future state vision.
- **Delivered a Combined IT Operating Model:** We developed a clearly articulated IT operating model designed to unify two currently disparate IT organizations after the company merger.
- **Enabled and Developed the Client's Change Management Capability:** We delivered game-changing culture hacks and organizational change management processes and coached the client to support the large-scale transformation.
- **Delivered Actionable Recommendations:** We detailed strategic, target state recommendations for implementation:
 - Ways of Working processes to support Service-Aligned Operating Model
 - IT Governance Framework and Decision Rights Processes
 - Merged Organizational Structure

Project 1/Reference 1 — Change Management

Telework Program Design & Implementation

Client Context

Our company worked on an open source change management engagement with a local government client to implement a more sustainable telework program, “Telework 2.0”, which not only enabled the technical aspects but also addressed the people and policy/procedural considerations critical to driving culture, productivity, and employee engagement.

Due to the COVID-19 pandemic, the client was forced to transition approximately ¼ of their 6000 employee workforce into a remote work arrangement in accordance with their “stay home, stay safe” directive. Given the short time frame, the transition was very tactical and IT-focused. Going forward, the business goal was to transition 3000 employees to a hybrid work model.

Beyond some initial telecommuting guidelines, the client lacked clear policies and procedures for governing remote work. As a result, the processes for managing employee performance and productivity varied across departments and offices.

Moreover, the client lacked a consistent approach to managing the organizational change to a blended work model. Paper-intensive processes and a lack of remote access to critical systems further increased the barriers to effective telework in some areas.

If left unaddressed, this dynamic could impede the client’s ability to deliver critical citizen services remotely and negatively impact culture and employee productivity and morale.

This project was delivered over a four month timeframe, from August through December 2020.

Approach/Differentiation

During the course of the engagement, we:

- **Facilitated Interviews and Focus Groups to Inform Continuous Improvement:** We conducted interviews and focus groups with 60+ Department Heads, Elected Officials, and their staff to understand key telework-related barriers, lessons learned and continuous improvement opportunities.
- **Conducted Detailed Telework Policy Analysis:** We analyzed current county policies, procedures (e.g., performance management) and other artifacts (e.g., job descriptions and architecture) against industry best practice telework program requirements and identified gaps.
- **Designed a Sustainable Telework 2.0 Program:** We developed a Telework 2.0 program charter and readiness criteria.
- **Assessed Client Readiness for Telework 2.0:** We conducted readiness assessments for key stakeholder groups and made targeted recommendations to achieve telework readiness.
- **Developed Strategic Recommendations:** We developed content and recommendations to mature the client’s current program, manage ongoing organizational change, and enable sustainability.

Benefits Achieved

- **Delivered a Current State Assessment to Inform Continuous Improvement:** We conducted a current state assessment of macro-level barriers and required changes to enable telework across pertinent people, process, and technology dimensions.
- **Delivered Detailed Policy Analysis & Recommendations:** We developed a Telework 2.0 policy and application process to codify employee eligibility and expectations for telework.
- **Developed a Sustainable Telework 2.0 Program:** We delivered a clearly articulated Telework Program 2.0 charter that establishes the key program elements, tools/technologies, and criteria to enable telework.
- **Delivered Actionable Recommendations:** We developed content changes for the client’s job descriptions and job architecture. We delivered an OCM strategy and roadmap of practical steps to enable more offices and departments to adopt and adapt to a blended work model. We conducted a “test and learn” pilot that assessed the impact of teamwork and trust techniques in a telework environment on employee engagement.

Project 2/Reference 2 — Change Management

Quality Assurance and Organizational Change Management Support

Client Context

The goal of this project was to enable the client, a city police department with approximately 10,000 officers and 3000 civilian staff, to migrate from a legacy mainframe environment for core applications. This required the development and implementation of a migration strategy and modernization program.

The second phase of the project focused on the acquisition and integration of a new records management system and supporting data management components. During this phase, which was delivered over the course of a four month timeframe, we delivered a robust organizational change management program to enable adoption of the new technologies. Note: The client maintained various mission-critical, complex, and disparate systems supporting law enforcement and organizational and personnel management.

Approach/Differentiation

During the course of the engagement, we:

- **Developed an Applications and Data Modernization Program:** We developed the client’s applications and data modernization program that incorporated a mainframe migration strategy.
- **Integrated Key Components within Applications and Data Modernization Program:** This included the client’s Records Management System (RMS), data warehouse, business intelligence, analytics platforms, and key data infrastructure areas.
- **Supported Client in Modernization Planning:** We assisted the client with the planning and implementation of a modernization plan — including the replacement of the mainframe with a

commercial off the shelf (COTS)-based records management system as well as cloud-based reporting, analytics, and advanced analytics.

- **Supported Procurement Activities:** We developed detailed records management system requirements, a market ready Request for Proposal (RFP), and supporting vendor evaluation and selection.
- **Delivered Quality Assurance and OCM Support:** We provided organizational change management support in addition to QA and IT governance support throughout the client's Modernization Program life cycle.

Benefits Achieved

- **Delivered a Successful Procurement:** We streamlined requirements documentation (both functional and technical) which allowed for a hands-on evaluation process that exceeded client expectations.
- **Enabled Continuous Organizational Change Management:** We delivered a detailed Modernization Program enabled by robust, ongoing organizational change management support.
- **Modernized Critical IT and Business Processes for Client:** We leveraged our extensive expertise in large-scale IT modernization to transform the client's core applications and supporting business processes.
- **Mitigated Risk and Issues:** Throughout the project phases, we identified potential risks and assisted client in resolved issues to drive successful adoption, resolution, and enable achievement of expected business benefits.

Project 1/Reference 1 — Management and Business Analysis

Smart Jurisdiction Strategy and Roadmap

Client Context

The goal of the project was to rebuild and rehabilitate the client's Information Technology Services (ITS) organization and function, which was negatively impacted by downsizing in the previous decade and created ambiguities around what ITS' strategic direction should be vis in relation to the other departments.

By leveraging previously completed work, a high-level review of the client's technology capabilities conducted in early 2017, this allowed the client to focus efforts to move strategically into the smart jurisdiction area and mitigate known risks.

The project approach enabled the client to establish a vision grounded in critical smart jurisdiction trends, a clear-eyed view of the risks they faced, and the client's perspective on how to drive smart jurisdiction initiatives by partnering with private sector, citizens, and other governments.

The project started in May 2018 and the final stage was completed in April 2020, making the length of time of this project just shy of 2 years.

The client is a local jurisdiction with an estimated population of 1,680,992 (as of July 2019) and an employee base of more than 14,000 across 35 departments.

Approach/Differentiation

During the course of the engagement, we:

- **Defined Smart and Digital Jurisdiction Vision:** We held 3 visioning workshops with leadership across the organization to identify the initial vision statement and set of guiding principles. We developed a formal consensus statement describing the client's aspirations for how it will be using smart jurisdiction technologies over the next 5 years. A primary focus of this phase was the identification of the civic outcomes to be achieved for the client's stakeholders and the purposeful application of technology to achieve those outcomes.
- **Assessed People, Process, and Technology:** We conducted 22 interviews with the ITS staff, 5 interviews with the federated departments, and 5 interviews with the business departments. Each interview included a guide that was sent out to the participants prior to the meeting to allow the most efficient use of the client's time. We conducted a risk-based assessment of the client's IT practices, processes, and services. We documented current Smart Jurisdiction accomplishments and inventoried technology assets planned for imminent deployment or currently in use.
- **Benchmarked Clients' IT Staffing, Spending:** We collected client data on every material aspect of IT related activity. This data collection was accompanied with workshops, status calls, and other communication to help facilitate this exercise. We analyzed the efficiency and productivity of IT support to quantify opportunities for improvement and areas of risk. We created a better understanding of IT costs, staffing, and service levels compared to similar organizations and peers.

- **Developed a 5-Year Smart and Digital Jurisdiction Strategy and Roadmap:** Through an iterative approach, we used information gathered from prior work within the project and internally drafted the Strategy and Roadmap for review, comment, and feedback from the client.

Benefits Achieved

- **Developed a 5-Year Smart and Digital City Strategy and Roadmap:** We developed a strategy and roadmap that included a prioritized and integrated set of sequenced, tactical initiatives to be completed for the client to realize its Smart and Digital Jurisdiction vision:
 - **Governance:** The client needed to establish a governance structure and process as the first step for building a Smart Jurisdiction program. Among the governance functions to define: authorization, funding, and oversight of Smart Jurisdiction initiatives. This structure also needed to align and integrate with the client's overarching strategic planning processes.
 - **Partner Ecosystem:** The client expressed its intent to work heavily with partners to develop solutions for Smart Jurisdiction initiatives. By taking advantage of various partnering opportunities (federal, regional, education, and local) the client would be able to define their role as a leader in the community while simultaneously assessing the digital maturity of partners to drive and participate in solutions.
 - **Community Engagement:** During the visioning workshop, leaders identified Community Engagement as the most important capability to develop as part of a Smart Jurisdiction program. They stressed the necessity of being able to obtain a pulse on community sentiments as vital for designing and delivering personalized and responsive public services. They identified the need to obtain information via multiple channels (direct surveys and indirectly through social media) in order to receive well-vetted information from a diverse set of voices from the community vs. from a vocal few.
 - **Data & Analytics:** Data & Analytics is the connective tissue for all Smart Jurisdiction programs and this capability is the cornerstone of an integrated Digital Government Technology Platform (DGTP) that provides the foundation for testing and scaling smart jurisdiction solutions. We recommended (based on best practices gleaned from peer governments and research) a decentralized, iterative, and evolutionary approach for building core competencies for Data & Analytics enterprise wide. Under this approach, the client's ITS team would enable business users to implement use case-driven analytics capabilities vs. trying to support all of their needs directly. This approach would also assist in data aggregation across disparate sources and help the client define standardized data-sharing, security, data governance, and privacy policies.
 - **Equitable Service Design:** As a guiding principle, the Client aspires to deliver its public services equitably and enable all community members to thrive and enjoy a vibrant way of life. To achieve this aspiration, the client needed to clearly articulate how it defined equity and build the capacity to design and deliver personalized, responsive public services.
 - **Sustainable Infrastructure & Operations:** The primary outcome from the development of a Sustainable Infrastructure & Operations Core Capability is more automated and predictive maintenance of assets. Unfortunately, no single vendor offered an all-encompassing tool to aggregate the data for decision-making. Subsequently, the client needed to integrate solutions across various vendors, which introduced data exchange hurdles. In response, we presented an

approach whereby the client would accumulate the data incrementally and iteratively move from “run to failure” to more predictive approaches.

- **Innovation:** In response to an emerging business trend and focus on government innovation, we identified a set of attributes that clients should develop to make their innovation programs sustainable and scalable. Several of these attributes had already been identified for development as core capabilities by our team and the client as part of this project (i.e., Governance, Data, Community Engagement, Partner Ecosystem). The development of the aforementioned capabilities and other complementary processes, like agile procurement, enabled the client to make the innovation competency available to all employees vs. just a few. In other words, it enables innovation as a normal course of business vs. as stand-alone, sporadic events like hackathons and innovation challenges.

Project 2/Reference 2 — Management and Business Analysis

Infrastructure/Cloud Readiness Assessment and Future State

Client Context

The goal of the project was to provide the client’s Office of Enterprise Technology (OET) with a complete and comprehensive Cloud Assessment and Roadmap that anticipated the needs for the next 3 to 5 years. The client requested that an assessment and recommendations around Enterprise infrastructure, Applications, Security and Staffing are considered.

The project was designed with a 24 week engagement timeline from kickoff to final deliverable.

The client is a local jurisdiction with a population estimate of 4,485,414 in July, 2019 (Census, 2019) and an employee base of more than 13,000.

Approach/Differentiation

During the course of the engagement, we:

- **Conducted Discovery:** We collected and analyzed pertinent data and conducted interviews to understand and document the client’s business context for expanding the use of cloud services. We reviewed the current cloud adoption posture, reviewed application inventory, deployed data collection templates and surveys, and conducted workshops to validate and baseline current understanding.
- **Assessed the Current State:** We conducted and synthesized research on cloud adoption/migration, conducted information sessions, assessed enterprise infrastructure, assessed applications, assessed security, assessed staffing, synthesized analysis from 4 workstream into a comprehensive current state, and conducted workshops to validate and baseline current understanding.
- **Determined Future State:** We identified and evaluated future state options, leveraged research and methodologies for cloud readiness, and conducted two workshops to review and solicit feedback on future state profile and recommendations.

- **Developed Actionable Roadmap:** We developed a set of implementation initiative to support achieving the future state in 3-5 years, developed a mini charter for each initiative identified, and developed timelines for completion.

Benefits Achieved

- **Developed a Current State Assessment:** This was completed based on leading best practices and industry standards and includes OET's 2 primary data centers, network infrastructure, internet edge, data storage, mobile device usage and anticipated future usage, carrier services, information security tools, remote access/VPN services, enterprise, and key departmental applications.
- **Delivered Future State Recommendations:** This included infrastructure recommendations for the next 3-5 years, supported by a decision model and process for evaluating cloud suitability for existing, on-premises applications as well as new and emerging solutions and workloads to support requirements.
- **Developed an Implementation Roadmap of Prioritized Initiatives:** The roadmap clearly articulated the how, when, and investment (budgetary and personnel) required to enable the client to move to the recommended future state.

The result of the project was a detailed infrastructure strategic plan, including cost, prioritization, and timeframes, for all recommendations, including detailed recommendations around applications, security, infrastructure, and staffing.

Quality Assurance (4 pages maximum) (150 points)

Quality Assurance: Services

We follow a detailed Project Management Life Cycle to ensure the quality of services provided. The figure below illustrates several crucial activities are accomplished via our project management process.

Figure 3. Project Management and Control



Our project management process guides reporting, risk mitigation and engagement control:

- Maintain responsibility for accomplishing assigned activities within the project schedule, remaining within project budget, and ensuring we meet the project scope.
- Conduct weekly written status reports including project progress, key activities executed, and risks/issues.
- Conduct weekly status meetings with the Project Manager and Core Team members to review the project status report and discuss any identified risks/issues.
- Manage the project team.
- Ensure continual communication with stakeholders for full awareness of activities, the associated timeline and actions required to ensure efficient control of project change.
- Confirm the appropriate resources are available to participate in project meetings and the preparation of project deliverables.

We will be in constant communication to ensure full awareness of activities, and the associated timeline and actions required to ensure efficient completion of project steps.

The Project Management Life Cycle used for every engagement is based on our internal subject matter expertise and lessons learned, as well as external sources including the Project Management Institute's (PMI's) Project Management Body of Knowledge (PMBOK) Guide. We align with this globally recognized standard to maximize value for our clients, minimize the risk for our clients' projects and ultimately ensure client satisfaction.

Deliverable Expectation Document Development

As a project management best practice, we will also develop a Deliverable Expectation Document (DED) for each major deliverable. This document helps to establish alignment on the look, feel, approach, and expected content of the deliverable. The objective of the DED is to ensure that deliverables meet or exceed the contractual obligations and expectations, and to deliver the expected outcomes. At a minimum, DEDs provided by the project team will contain the following components:

- Sample Table of Contents of the deliverable
- Short description of all sections to be included in the deliverable
- Samples of any diagrams or report structures planned to be included as part of the deliverable

- Clear indication of how the deliverable will meet and/or exceed the deliverable requirements

Maintaining ongoing agreement on deliverables is crucial to ensuring alignment on where we are going, what we plan to accomplish for each project step, what is expected to be part of upcoming deliverables, and how we can best prepare for future content development.

Quality Assurance: Client Satisfaction

Client satisfaction is our primary focus. A key ingredient to satisfaction is fielding a top-notch team that understands client needs and then translates them into project approaches that meet and exceed client expectations and achieve performance outcomes.

We ensure continuity from project to project through our dedicated Consulting Managing Partner (MP) role. For the State of Washington, our Account team will provide oversight of each project to ensure that our support not only meets the individual project objectives but also ties to the organization's mission and goals, as well as the mission of the State as a whole. The Account team will work closely with all Project Managers to help ensure continuity between projects. Our dedicated Account Executives, will continue to provide continuity by ensuring that our consulting work for the State of Washington is in line with our other services including Research, Executive Programs and Events.

Quality Assurance: Staffing

We have a sizable global consultant pool from which to choose project resources for the State of Washington engagements. At any given time, there are approximately 150+ associates with the appropriate skills and government consulting experience who would be available to readily support State engagements. These totals are obviously variable and may be impacted by the time of year, consultant availability, number of new hires and other related factors. However, our client commitment is unwavering, and our commitment to our projects enables us to make the right resources available to support an engagement, even when that requires backfilling them on another project.

Our success is always defined by the level of satisfaction our clients experience when they engage our firm. We recognize that a primary pathway to such satisfaction is to immediately field a top-notch team that understands client needs and then translates them into workable strategies that are carried out as part of a cogent project in a reasonable time frame. We acknowledge and recognize that the exact nature of the projects under this contracting vehicle is currently unknown. Despite this fact, we also recognize the importance of mobilizing project staff as soon as planning and execution of the state's projects commence.

To that end, we maintain a team called Professional Development (PD), a global function, sponsored at the most senior levels of our Consulting organization, which sets consistent standards for people-related initiatives across the organization. The PD function is a physical manifestation of Consulting's commitment to individual growth and development, established in response to the needs of both associates and clients. PD managers are based in hub offices, tasked with the objective of integrating these initiatives on a local/regional level as well as acting as the pipeline for providing feedback and input from associates to guide activity. PD partners with other functions to promote a vibrant, enthusiastic local community that places priority on skill enhancement and growth. Three key advantages gained from the implementation of the PD function include:

- Offers local leadership to support all people-related initiatives
- Enhances efficiency and effectiveness of associate staffing — i.e., matching client needs with associate availability and interests
- Provides regular guidance to associates on career development and progression

The teams assembled for the State of Washington engagements will have or quickly develop a comprehensive understanding of the state's, as well as public sector business process best practices, and will have managed complex vendor business environment and integration decisions. Our teams' experience in Washington will allow us to quickly grasp the state's requirements, interdependencies, and risks, thus ensuring that agency projects are successfully delivered.

Commitment to Ongoing Professional Development

Ongoing professional development, for new graduates or experienced hires, is a top priority. Because our clients look to us for best-in-class industry knowledge and insight, our commitment to education and professional growth is a core component of our corporate strategy.

Given our global footprint and deep portfolio of service offerings, our firm offers the ideal place for associates to forge their own path for professional growth and education. For example, we offer a generous Global Tuition Reimbursement Program as well as local Toastmasters meetings to help associates improve presentation skills. Associates have the opportunity to learn new skills, deepen experience within a particular discipline or apply talents to new challenges.

We offer resources to help associates develop in their current roles and prepare for future opportunities that are both instructor-led (live, in-person) courses and on-demand, e-learning courses that can be completed at their convenience. In general, courses fall into these categories:

- Company-specific courses
- Role-specific courses (managers, sales professionals, etc.)
- Skill-specific courses (Excel training, time management, etc.)

We are committed to investing in the development of our people. It is one of the five evaluation criteria for all of our leaders each year: application of company values, client satisfaction, contribution to building the business, contribution to thought leadership and people leadership respectively. The focus on people leadership breaks down into:

- Provision of mentoring and coaching of every individual associate
- We have a dedicated, full time Professional Development Manager to ensure every single Associate can shape their career and gain the development they want
- Establishment of relationships with key Universities in order to:
 - Provide opportunities for undergraduates to spend a year or shorter period as a paid intern
 - Provide opportunities for Graduate employment and a career within our firm
 - Provide Universities with access to Associates to talk about a career in Consulting
- For junior Associates (Interns, Fixed Term Contracts and Permanent Employees below Senior Consultant level), a tailored development plan that provides them with an opportunity to work with:

- A wide variety of clients; manufacturing, public sector, energy and utilities, telecommunications, financial services, retail
- Experience in our principal practices; Sourcing, Applications, Digital Talent and Organization, Business Intelligence and Market Analytics, Benchmarking, Security, Strategy, Infrastructure and Operations
- Provision of three career paths for each Associate to follow:
 - Managing Partner
 - Expert Partner in one of our Practices
 - Expert Engagement Manager

Finally, the table below illustrates relevant “Certifications” held by our consultants and are based on market-demand.

Table 1. Certifications/Professional Designations

| Certification/Professional Designation | No. of Consultants |
|---|---------------------------|
| Lean Six Sigma | 23 |
| Project Management Professional (PMP) | 56 |
| Prosci | 7 |
| ITIL | 22 |

Qualifications Essay (8 pages maximum) (200 points)

We are pleased to submit the following proposal in response to the Washington State Department of Enterprise Services' (WA DES) request for Business Consulting Services. Through this essay, we will demonstrate our expertise and experience relevant to the scope of this solicitation. Moreover, the projects described in the Experience section provide a representative sample of the comparable organizational development, change management and management and business analysis-related services that we have delivered for clients of relative size and scope to that of the state. This essay will further expound on our qualifications and the research-backed perspectives that we bring to our work. Our hope is that you will appreciate how our capabilities will meet and exceed the State of Washington's most critical organizational priorities, ensuring that the state maximizes its investments while minimizing risk.

Minimum Qualifications

1. The principal of the company must have at least a bachelor's degree in business, management and leadership, organizational leadership, business law, project management, executive coaching, change management, business analysis, or related field. Proof of education must be provided prior to contract award. Education requirements must be maintained throughout the term of the contract.

Our Response

Our Account Manager to the State of Washington is a Senior Managing Partner and serves as the Market Leader for our public sector state and local government consulting practice within the Pacific Northwest. The Account Manager is local to Washington. The following table summarizes her education credentials and relevant experience.

Table 2. Summary of Principal's Education and Work Experience

| Principal — Account Manager | Our Response |
|---|---|
| Years and general subjects of education and training | <ul style="list-style-type: none"> ▪ BA, Political Science — Pacific Lutheran University (1997) ▪ BA, Economics — Pacific Lutheran University (1997) ▪ BBA — General Business Administration — Pacific Lutheran University (1997) ▪ Masters Level Course work at the JFK School of Government, Harvard University (2000) |
| Credentials (e.g., licenses, degrees, and certifications) | Project Management Professional (PMP) |
| Description of the Principal's work experience, relevant to the services required in this RFP | She has worked in state and local government consulting for over 23 years including more than 15 years of work with State of Washington clients. She has broad experience across numerous government domains (Health and Human Services, Transportation, Administration, Natural Resources, etc.) as well as wide range of government functions. She has implemented policy, launched new government programs, transformed state agency operations through technology and led teams |

of more than 300 implementing transformative change for state and local public sector organizations. Through these prior experiences, she has become deeply familiar with the unique nuances of organizational development, change management and management and business analysis in the public sector.

In the last 13-15 years of her career, she has been responsible for overseeing client engagements acting as the primary point of contact for state executives. She is familiar with public sector contracting, engagement management, and issue resolution.

Relevant government experience

As way of demonstrating her experience with government, we have provided a selective list of public sector entities she has worked with over the course of her career. Her experience spans State, Local, Transits, Airports and Higher Education:

- State of Washington Agencies: OFM, DOR, DSHS, LCB, LNI, DRS, HCA, HBE, and others
 - State of Oregon Agencies: OHA, DHS, OIS, OED, EIS, DAS, OYA, OSP, HECC, OLCC, PERS, ODOT, ETS, and others.
 - Port of Portland
 - City of Portland
 - State of Montana, Department of Administration
 - State of Colorado, Department of Transportation
 - Sound Transit
 - King County
 - Los Angeles World Airports
 - County of Riverside
 - University of Massachusetts
-

How the Principal's work experience enables the company to provide quality business consulting services to the Customers of the WA DES Master Contract

There are three ways that the Principal's experience enables the company to deliver quality services:

- Her firsthand experience delivering the services outlined in this solicitation for public sector organizations gives her an understanding of the work. She's not a "salesperson" but a consultant with demonstrated prior experience.
 - Her familiarity with the Account Manager role. She has overseen client engagements for the last 13-15 years of her career and understands the importance of clear expectations, open communication with clients, and how to resolve issues. She also understands how to match the right consultants with the right skills to the client need.
 - Her breadth across multiple government functions. While there are similarities, working in a transportation agency is distinctly different from a health and human services agency. Her experience enables her to understand these nuances and design engagements appropriately.
-

2. The Bidder must have at least 5 years of experience in each of the categories they are bidding on, Organizational Development, Change Management, or Management and Business Analysis as described in the Contract Description and Scope listed below.

Our Response

We have over 40 years of experience delivering business consulting services to more than 14,000 client enterprises in 100 countries. We serve every enterprise function across every industry and have experience working with enterprises of all sizes — in both the public & private sector.

Our Government and Public Sector practice has supported clients from national, federal, state, regional and local government agencies (cities, counties, municipalities, etc.) and organizations around the world.

Summary of Additional Qualifications Relevant to the Contract Description and Scope

Our Digital Talent and Organization practice helps clients by identifying, organizing, and transforming culture, workforce, structures, and enabling capabilities for success. We achieve this by:

- Designing operating, organizational and governance models for innovation and agility
- Defining, acquiring, and building a workforce fit for digital transformation and success
- Defining the plan and budget for change
- Driving change across business and IT, accelerating digital transformation, and engaging the workforce in the change

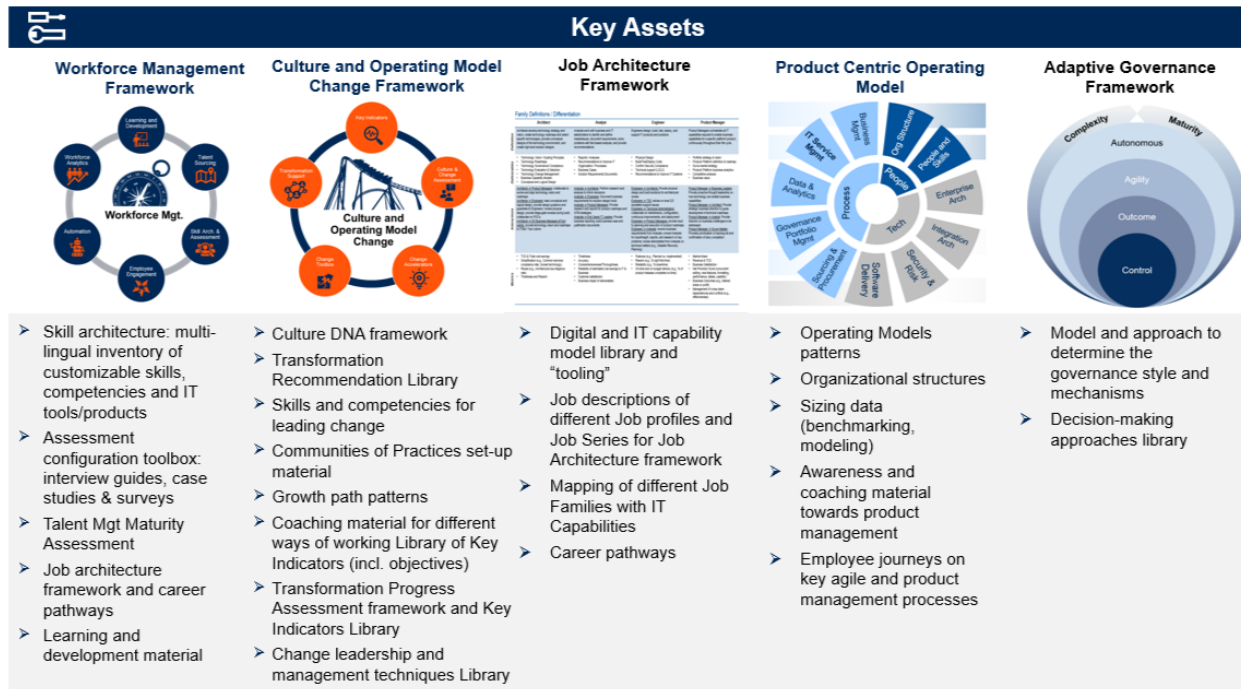
The following figure details our services and solutions.

Figure 4. Digital Talent and Organization Service Portfolio

|  Operating Model Design |  Organizational Design |  Governance |  Workforce Management |  Culture and Operating Model Change |
|--|--|--|---|---|
| <ul style="list-style-type: none"> > Capability models > High level review of existing model > Deep dive into agreed components > Design high level new model > Detail design for agreed deep dived components > Recommendations and Roadmap | <ul style="list-style-type: none"> > New vision, strategy & design aligned with business strategy > Define job and roles definitions and map with skill architecture > Align Jobs / roles, reporting, responsibilities > Sizing and locations > Transition roadmap | <ul style="list-style-type: none"> > New decision-making framework > Improve business alignment, collaboration, workflow, and productivity | <ul style="list-style-type: none"> > Workforce Strategy, Roadmap and Budget > Workforce Management Maturity Assessment > Future state Skill Architecture, > Workforce Assessment > Employee Engagement > Career pathway maps and Growth Path introduction > Learning and Development > Talent Sourcing and Attractiveness | <ul style="list-style-type: none"> > Case for Change, Change Approach and Motivation Levers / Drivers for change > Agile Ways of Working Change Strategy (pilots, communications, etc.) > Target Agile Culture (values, behaviors, and outcomes) > Change accelerators (culture hacking, nudging, communities of practice, etc.) > Outcome-based transformation plan > Key Indicators and Transformation Management Process Set-up > Change Capability Assessment, Change Leadership Capability Set-up & Launch Support |

Additionally, our custom methodologies, toolkits, research, and frameworks provides the State of Washington with an unmatched depth of resources. While not exhaustive, the following figure highlights key assets that we typically leverage during our engagements.

Figure 5. Key Digital Talent and Organization Assets



Our Point of View: Organizational Development

Organization’s realization of their digital ambitions and ability to thrive in uncertain business environments rely heavily on its culture and people to foster a more agile and resilient organization. Based on our research, employees who thrive following a disruption are more likely to feel that their organization offers a ‘strong sense of purpose and identity’ and ‘positive work environment.’ However, the leadership and management skills that enabled organizations to cultivate their current culture and talent may not take them where they need to be.

Figure 6. Organizational Development Considerations

We work with our clients to take a holistic view towards their organizational development considerations and partner with them to develop a pragmatic approach to cultivating an agile and resilient organization. As the figure to the right illustrates, culture, people, leadership, and a diverse and inclusive work environment are all critical factors. Typical questions that we help clients address include:



- **Leadership Development** — What skills and competencies should be developed to generate confidence and trust within the workforce and enable management to lead across the enterprise?

- **Diversity and Inclusion** — How can we create and maintain a diverse and inclusive workplace by developing effective programs that promote understanding, shared objectives, and a safe work environment?
- **Talent Management** — How can we develop the skills and competencies required to realize current and future business needs? What talent attraction, retention, upskilling, and reskilling strategies are required?
- **Culture and Change** — What key changes are required within a specific organization, across the enterprise and the ecosystem will foster a culture that is adaptive and enables the enterprise vision?

While our clients look to us for objective, strategic and research-based insights, they also engage us for the holistic approach that we take to address their most critical and challenging initiatives. This was evident in the first Organizational Development project referenced: a tax modernization program for a State Department of Revenue Office. While the procurement and implementation of a new, integrated tax solution was a core element of the program, leadership capability development — to lead the change and employ an inclusive, growth mindset — was also crucial to the ongoing success and sustainability of the modernization initiative. To that end, our team designed and delivered a series of leadership development workshops and trainings to equip leaders with the skills and mindset to drive all aspects of the transformation: people, process, technology, and culture.

Enabling our clients to translate strategy into execution is a guiding principle that we take into every engagement. Within the second Organizational Development project referenced, we designed and delivered a new IT operating model for a large multi-national oil and gas pipeline client. Given the nature and complexity of the changes requiring adoption, the project team realized that it would not be enough to leave the client with a set of strategic recommendations. New behaviors and skills were required to enable the systemic change. Subsequently, we designed and delivered a series of coaching workshops to equip executives and their teams with the necessary skills and tactics to cultivate the culture required to support the change. “Culture hacks” (a series of small, targeted changes designed to elicit an emotional response and reinforce a desired behavior change) was a key strategy that we employed for this client and could be an effective tool for State of Washington initiatives, where culture change is required.

Beyond our frameworks and research-based insights, our highly experienced consultants enable the effectiveness of our Organizational Development offerings. The ability to truly appreciate our client’s context and considerations is important to fostering collegial and collaborative coaching relationships. Given that a significant number of our consultants have experience working in the public sector and have held comparable positions to our clients, our collective perspectives enable us to establish the credibility and rapport that is central to the trusted coach and advisory role that we are often asked to play.

Our Point of View: Change Management

The high rate of change in technology and regulatory environments has made traditional change management practices obsolete. Traditional “tops-down” change management strategies simply cannot keep up with the rapidly changing landscape. Based on our research and client experience, best-in-class strategies embody “open source change” whereby impacted employees are expected to play an equal role in creating and implementing the change strategy.

Figure 7. Open Source Change Management



With open source change:

- The probability of change success increases by as much as 24 percentage points.
- Implementation time decreases by as much as one third.
- Employee engagement increases by as much as 38 percentage points.
- Intent to stay increases by as much as 46 percentage points.
- The number of employees who feel ownership for making change successful increases by as much as 29 percentage points.

Based on our own personal experience, we know that change adoption is more effective and successful when it is done ‘with us’ and not ‘at us.’ This is the true essence of open source change and is a core tenet of the approach we take to leading change management initiatives.

Within the first Change Management project referenced, our county government client was looking to transition one half of their workforce (approximately 3000 employees) to a permanent, remote work model in response to the COVID-19 pandemic. When client leadership recognized that this effort required more than an IT initiative, they engaged us to help them address the people, process, policy, and technology considerations. During the rollout of the new program (Telework 2.0), the project team employed open source change principles to enable managers and their teams to be active change catalysts and adopters. A good example was the creation of telework agreements between managers and their (now) remote employees. These agreements, which codified employer and employee expectations, helped maintain trust and accountability which were key to enabling the county to more broadly adopt the Telework 2.0 program.

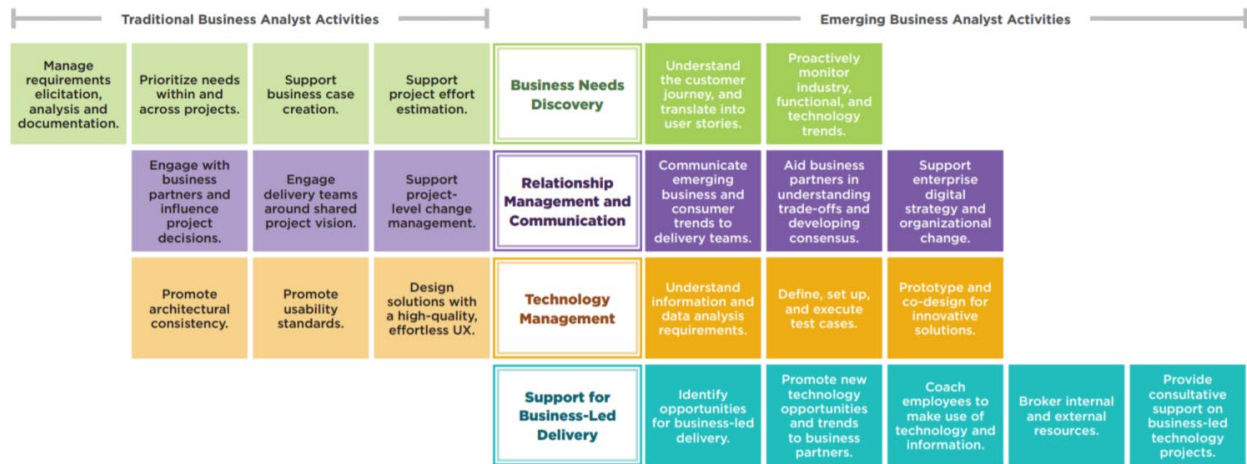
Within the second Change Management project referenced, our government client engaged us to develop a modernization strategy and Applications and Data Management Program. In addition to providing guidance on how to modernize many of its critical, core applications, our client also sought to better enable sustainable change related to organizational and personnel management. Given these objectives, we delivered a robust change management program that enabled affected stakeholders to understand and adopt the necessary process improvements to adopt the new solution. Additionally, we also provided IT governance support to ensure that leaders remained informed and aligned on the modernization program.

Our Point of View: Management and Business Analysis

Digitalization leads to greater diversity of business demands, delivery methods, and business partner participation in technology projects. To effectively advance digital initiatives, business analysts need to take on new activities to navigate changing needs and responsibilities at the IT and business interface.

As the figure below details, the traditional Business Analyst role is evolving to a more adaptive one, which requires new skills and expectations.

Figure 8. Adaptive Business Analyst Role



Rather than employing a ‘one-sized-fits-all’ approach, Business Analysts should adopt a ‘fit-for-purpose’ engagement strategy to address specific business partner needs and the activities required to achieve them. Based on our client experience, we typically employ and/or work with client teams to develop the necessary skills to apply several “fit-for-purpose” engagement strategies:

- **Evangelize** — Keep abreast of emerging trends, and educate business partners on opportunities to create value from technology; provide context, showing where technology presents specific opportunities and challenges for the enterprise.
- **Consult** — Offer advice and frameworks to enable successful business leadership of technology investments; enable business partners to lead.
- **Broker** — Facilitate the creation of internal and external connections required for business leadership of technology investments; assist business partners by asking the deep technology questions beneath the immediate business need.

Given the ever-increasing diversity and complexity of the technology landscape, Business Analysts’ ability to understand business needs and translate them into technical requirements is no longer enough. A strong grasp of emerging trends and socio/economic/political factors is also critical to maintaining organizational viability and resiliency. While many of our clients approach us because of our research-backed insights and methodologies, what differentiates and makes us truly effective is our ability to objectively analyze our client’s business needs and utilize our knowledge of emerging trends to co-create a path forward...not just for today, but also for years to come.

Within the two Management and Business Analysis projects referenced, both cases demonstrate how we apply our “fit-for-purpose” approach. Both government clients were looking to establish a smart jurisdiction vision (on how best to leverage technology to improve citizen services and outcomes as well as internal operations) and strategic roadmap for getting there. First, we facilitated several visioning sessions where we “evangelized” critical smart jurisdiction trends and risks to help our clients understand their opportunities and challenges. Next, we “consulted” with our clients to assess the

current state of their organizations in contrast to their vision, develop future state organizational requirements, and deliver a roadmap of actionable recommendations to help them build the required capabilities. In some instances, our recommendations required the 'brokering' of new partnerships at the federal, regional, educational, and local levels. Subsequently, our roadmap also included guidance on how to create the partner ecosystems necessary to achieve their vision.

Commitment to Diversity, Equity, and Inclusion (DEI) (2 pages maximum) (150 points)

We believe that as individuals, as communities, and as an organization we are stronger and better by bringing diverse perspectives and experiences together. We are a multi-cultural global business that serves clients in more than 100 countries around the world. We are committed to diversity, equity, inclusion, and engagement across all aspects of our business. One of our key cultural pillars embedded in how we make decisions and deliver for our clients is embracing diversity and being inclusive. Our teams are composed of individuals from different geographies, cultures, religions, ethnicities, races, genders, sexual orientations, abilities, and generations. We are united in our mission and we work together to solve problems. In doing so, we operate at the highest ethical standards with respect for all across our employees, clients, and communities.

We foster an environment of exceptional professional development to ensure our employees reach their full potential. This includes embracing diversity and actively removing barriers to support inclusion, engagement, and growth. We support diversity in our hiring practices and have active initiatives to celebrate and educate on diversity, equity, and inclusion inside our organization. Creating a positive work environment that fosters innovation requires people with varied skills, ideas, and backgrounds — including those that may not have followed a linear career path. To source this talent, we invest in diversity partnerships, return to-work programs and early-career programs that cultivate a strong future workforce. In addition, we assist clients to address diversity and inclusion practices through our research products. We offer dedicated research on diversity and inclusion as part of our Human Resources research product offerings.

We have received the following employer awards and recognitions:

- Fortune — World’s Most Admired Companies 2016, 2017, 2018
- Forbes America's Best Employers 2018; Best Management Consulting Firms 2017, 2018; America's Best Midsize Employers 2016, 2017; and Most Innovative Growth Companies 2015
- LinkedIn Top 50 Companies For 2017 and Top 25 Most Socially Engaged Companies 2013, 2014
- Glassdoor Best Place to Work, Employees’ Choice 2013, 2014, 2015, 2016
- Human Rights Campaign Corporate Equality Index — Best Places to Work for LGBTQ Equality 2018

In addition, we are part of the CEO Action for Diversity & Inclusion, the largest CEO-driven business commitment to advance diversity and inclusion within the workplace.

We are committed to conducting business in an ethical and honest manner that follows all applicable laws and regulations, while furthering our values of diversity, inclusion, respect, and integrity. Toward that goal, we endeavor to choose reputable suppliers which conduct their business in a manner that shows such a commitment. We view our suppliers as partners in delivering on our commitments and, just as we hold ourselves to the highest standards of ethics and compliance, we expect the same from each of them. In fact, we pride ourselves on the strong relationships we build with suppliers and our shared focus on ethics, compliance, fair practices, integrity, safety, and quality. To ensure consistency and mutual commitment, we require that our suppliers (including their employees, representatives, and subcontractors) comply with our Supplier Code of Conduct.

We maintain a Small Business Program to satisfy government contracting requirements. This program is necessary for the government to purchase services from our company. Our program, at a high level,

requires our procurement office to identify vendor spend opportunities and agree on plan goals each year with the U.S. General Services Administration (GSA) and the Small Business Administration (SBA). Our plan is not solely a supplier diversity program. We also focus on small business suppliers that may also be considered minority businesses.

As a valued partner with the public sector for over 30 years, we are committed to meeting and exceeding the Women-owned or Minority-owned Business Enterprise (WMBE), Historically Underutilized Business (HUB), and Disabled Veteran Business Enterprise (DVBE) goals of our state and local government clients. To do this, we work with local organizations to identify and contract with both capable women and minority businesses and we ensure those firms have a meaningful role on our projects. We develop long term partnerships with WMBE firms and, where required and appropriate, we utilize them on our engagements. For example, in California we have a long-standing partnership with a DVBE, where we mutually bid and deliver several projects. In Texas, we have a partnership with a HUB to pursue and deliver projects to the State of Texas.

As we expand and create even more opportunities within the company, we are continually renewing our commitment to diversity, inclusion, and engagement. We do this through recruiting, professional development, networking, education, celebrating heritage and history, creating safe spaces for all employees, and establishing opportunities for community service and outreach. We are changing the world by creating communities, by raising awareness, and by driving change.

Not to Exceed Rates (NTE) (150 points)

| Hourly Not to Exceed (NTE) Rates | | |
|--|---------------------------------|---|
| NTE Rate for | Maximum Points Available | Quoted Hourly NTE Rate (<i>must provide a rate for both</i>) |
| Standard Hourly Work Rate | 140 | \$ 418 |
| Travel to and from worksite(s) if requested and approved by customer (<i>This is only for the employee's salary rate, and does not apply to mileage, airfare, meals, hotels, are per diem</i>) | 10 | \$ 0 |

TRAVEL COSTS. Travel wages will only be paid at the behest/discretion of the customer for work performed for and at the Not to Exceed Rate quoted on their bid. Per diem, accommodations, and other related items will only be paid at the behest/discretion of the customer, and in accordance with the [Washington Office of Financial Management's State Administrative & Accounting Manual \(SAAM\), Chapter 10](#).

Return this Bidder Response Sheet to Procurement Coordinator at:
DESContractsTeamCedar@des.wa.gov

**Exhibit D-1 – Master Contract Issues List
01620 – Business Consulting Services**

Instructions. Issues, concerns, exceptions, or objections to any of the terms or conditions contained in *Exhibit D – Master Contract* must be documented by bidders in the Master Contract Issues List provided below. The *Master Contract Issues List* frames discussions between Enterprise Services and bidders regarding the terms and conditions contained in the Master Contract. In completing the *Master Contract Issues List*, bidders must describe, in business terms, a concern, exception, or objection and then propose a compromise that is reasonable in light of the commitment being sought by Enterprise Services. The *Master Contract Issues List* must provide the reason or rationale supporting the issue.

- **Redlined Documents Will Not Be Reviewed.** Do not provide a redlined Master Contract, paragraph, or clauses. Redlined text may result in Enterprise Services making potentially inaccurate assumptions about what bidders’ specific issues or concerns might be.
- **Standard Bidder Contract Will Not Be Reviewed.** Do not provide a copy of a bidder's or a third party’s standard contract or proposed language.
- **No Substantial Changes.** Bidders are cautioned that this is a competitive solicitation for a public contract and that **Enterprise Services cannot and will not accept a proposal or enter into a Master Contract that substantially changes the material terms and conditions set forth in this Competitive Solicitation.** Bids that are contingent upon Enterprise Services making substantial changes to material terms and conditions set forth in the Competitive Solicitation may be determined to be non-responsive. Enterprise Services will consider the number and nature of the items on the bidders’ *Master Contract Issues List* in determining the likelihood of completing a Master Contract with a bidder.

| Master Contract Issues List | | | |
|------------------------------------|--|--|---|
| Item | Specify the Master Contract Section # | Issue | Bidder’s Proposed Solution/Rationale |
| 1. | 4.3 | Contractor only intends to provide services (not goods) under the Master Contract. The warranties of merchantability and fitness for a particular purpose are typically only provided for goods. In addition, the Purchaser is protected at Section 4.7 by Contractor’s warranty that the services will meet all “performance and operational standards, | Contractor requests that Section 4.3. be revised to read as follows: 4.3. QUALITY OF SERVICES. Contractor represents and warrants that any services sold pursuant to this Master Contract shall conform to this Master Contract and Purchaser’s Purchase Order, shall be free from defects in materials and workmanship, and shall be produced |

| Master Contract Issues List | | | |
|------------------------------------|--|---|--|
| Item | Specify the Master Contract Section # | Issue | Bidder's Proposed Solution/Rationale |
| | | <p>requirements" and "contract specifications".</p> <p>In addition, Contractor requests a standard disclaimer of other implied warranties and has proposed such language at the end of Section 4.3.</p> | <p>and delivered in full compliance with applicable law. Contractor further represents and warrants the services provided free of liens and encumbrances and that the same do not infringe any third party patent. Upon breach of warranty, Contractor will repair or replace (at no charge to Purchaser) any goods and/or services whose nonconformance is discovered and made known to the Contractor. If, in Purchaser's judgment, repair or replacement is inadequate, or fails of its essential purpose, Contractor will refund the full amount of any payments that have been made. The rights and remedies of the parties under this warranty are in addition to any other rights and remedies of the parties provided by law or equity, including, without limitation, actual damages, and, as applicable and awarded under the law, to a prevailing party, reasonable attorneys' fees and costs. EXCEPT AS SET FORTH HEREIN, ALL SERVICES ARE PROVIDED ON AN "AS IS" BASIS. CONTRACTOR DISCLAIMS ALL WARRANTIES, EXPRESS OR IMPLIED, STATUTORY OR OTHERWISE, INCLUDING, WITHOUT LIMITATION, ANY IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE. THE INFORMATION IN THE DELIVERABLES HAS BEEN OBTAINED FROM SOURCES THAT CONTRACTOR BELIEVES TO BE RELIABLE. ALL DELIVERABLES SPEAK AS OF THE DATE OF DELIVERY.</p> |

| Master Contract Issues List | | | |
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| Item | Specify the Master Contract Section # | Issue | Bidder's Proposed Solution/Rationale |
| 2. | 4.7 a) | Contractor typically avoids the use of "professional" standards. While Contractor and its employees will act in a highly professional manner, having this as a contractual requirement can imply fiduciary responsibilities. For this reason, Contractor requests replacing "professional" standards with "industry" standards. | Contractor requests that Section 4.7 a) be revised as follows: a) Perform its obligations in a timely, and workmanlike manner consistent with standards in the industry. |
| 3. | 11.1 | Contractor is willing to assume the risk of damages caused by its negligence acts or omissions, or its willful misconduct. Contractor cannot assume liability that is not a result of its acts or omissions, and thus requests removal of the clause at the end of Section 11.1. | Contractor requests that Section 11.1. be revised to read as follows: ASSUMPTION OF RISKS; CLAIMS BETWEEN THE PARTIES. Contractor assumes sole responsibility and all risks of personal injury or property damage to itself and its employees and agents in connection with its operations under this Master Contract. Enterprise Services has made no representations regarding any factor affecting Contractor's risks. Contractor shall pay for all damage to any Purchaser's property resulting directly or indirectly from its negligent acts or omissions or willful misconduct under this Master Contract. |
| 4. | 11.2 | Contractor requested revisions clarify that Section 11.2 applies to third-party claims, and limits Contractor's liability to claims based on Contractor's negligence or willful misconduct. | Contractor requests that Section 11.2. be revised to read as follows: 11.2. THIRD-PARTY CLAIMS; INDEMNITY. To the fullest extent permitted by law, Contractor shall defend, indemnify, and hold harmless Enterprise Services and any Purchaser and their employees and agents from and against all third-party claims, demands, judgments, assessments, damages, penalties, |

| Master Contract Issues List | | | |
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| Item | Specify the Master Contract Section # | Issue | Bidder's Proposed Solution/Rationale |
| | | | <p>finest, costs, liabilities or losses including, without limitation, sums paid in settlement of claims, attorneys' fees, consultant fees, and expert fees (collectively "claims") arising from any act or omission of Contractor or its successors, agents, and subcontractors under this Master Contract, except claims caused solely or to the extent caused partially by Enterprise Services or any Purchasers' negligence. Contractor shall take all steps needed to keep Purchaser's property free of liens arising from Contractor's activities, and promptly obtain or bond the release of any such liens that may be filed.</p> |
| 5. | Section 13.4 | <p>Contractor requests a limitation of liability for direct damages and requests the inclusion of its proposed language at the end of Section 13.4. It should be noted that Contractor's recommended change includes a limitation of liability, but makes clear that the limitation does not apply to indemnification obligations set forth elsewhere in the Master Contract.</p> | <p>Contractor requests that Section 13.4 be revised to read as follows:</p> <p>13.4. LIMITATION ON DAMAGES. Notwithstanding any provision to the contrary, the parties agree that in no event shall any party or Purchaser be liable to the other for exemplary or punitive damages. Except for liability for personal injury or death or for damage to property caused by the negligence or willful misconduct of Contractor or its employees, Contractor's total liability arising out of this Agreement and the provision of the Services shall be limited to the fees paid by Enterprise Services under the specific Statement of Work under which such liability arises.</p> |