

Proposal

To



Business Consulting Services for Organizational Development, Change Management, and Management and Business Analysis

Competitive Solicitation No. 01620

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Categories that your company is bidding on

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

We have provided consulting services in support of Information Technology (IT) and business transformation projects within the public sector since our inception 13 years ago. We have in-depth experience and success leading public sector organizations through process improvement initiatives and facilitating change management for complex projects. Our consultants are seasoned professionals with many years of experience guiding government organizations through challenging technology and business process-related projects, helping them navigate through change.

Our experience allows us to be agile and have laser-sharp focus on delivering results. We have a 100% track record of managing projects to completion within budget and schedule, with high client satisfaction. Our strong quality management approach begins with defining clear, desired outcomes. We are certified as a Woman-Owned Business, Veteran-Owned Business, and Disadvantaged Business Enterprise in Washington; we are also a King County Small Contractor and Supplier.

Throughout this section, we highlight some of the key factors that demonstrate the capability, stability, and strength of our organization.

Financial Stability

Over our many years in business, our revenue and profit margins have remained stable and are steadily growing. Our cash flow is more than adequate, and we are debt free. We did not experience a slowdown due to the pandemic nor did we apply for federal or state aid. We are developing a business for the long term; one we believe will be around for many years to come. Ownership transitioned once since company formation; the current owner has been a partner for ten years and the owner for more than five. Because of our reputation for delivering value and providing high-quality services, many of our clients are referrals and return with more projects. For example, we have been working with a large city for the entire 13 years we have been in business, working with eight different departments on various projects.

Public-Sector Focus

We are committed to the public sector, serving state and local government, utilities, and higher education institutions in the Pacific Northwest. We have a long history of successful change management and process improvement projects in the public sector. The diverse range of agencies we have served include state, county, and city and involve most types of government services and functional areas. This diverse experience with government agencies will allow us to understand the environment of Washington State agencies and the issues they face.

Strong Core Team and Strategic Partnerships

Our experienced team of consultants are experts in transforming process and culture, with a long, successful track record serving the public sector. We staff each project thoughtfully based on the qualifications and expertise required, tailoring the team to best suit the unique needs of each client. In addition to our core team of consultants that have been with us many years, we have a long list of qualified partners we call upon to augment our team as needed to increase the value and diversity we bring to our clients. Our partners provide specialized services including strategic planning; Diversity, Equity, and Inclusion (DEI); human resources; culture transformation; leadership coaching; IT strategic planning; and quality assurance.

Areas of Service

Change Management: We enable businesses to identify the impacts of changing their culture, processes, and technology and achieve their desired results by managing the people side of the change. We collaborate with our clients to tailor a change management approach suited to their unique needs and environment. We guide organizations through each phase of their transition, from the current to the future state. We start by engaging stakeholders to clearly articulate a vision of the change and enable successful adoption through change management activities including communication, stakeholder engagement, training, and coaching. We utilize the Prosci ADKAR Model as a framework to develop our change management plans. Our own change methodology, the *5 Es: Envision, Engage, Enable, Execute, Evaluate*, helps organize and focus the work. We facilitate the execution of change management plans through implementation, working with all levels of the organization. Executive sponsors are coached and supported to work together as a coalition, championing change throughout the organization. Teams are coached and supported through the five building blocks of change: Awareness, Desire, Knowledge, Ability, and Reinforcement. We believe reinforcement is often the most overlooked yet most important element of change management, allowing changes to be sustained. We coach our clients to create reinforcement plans including recognition, measurement, and evaluation.

Process Improvement: We guide government agencies to systematically improve processes to achieve their strategic improvement goals. We utilize Lean, a proven system for continuous improvement, to facilitate our clients through documentation, analysis, and redesign of their processes to provide the greatest value to their customers with the least amount of waste. Through research and benchmarking, we help clients align their business processes with industry standards and best practices. We also include equity analysis to advance equity for employees and customers. One of the principles of Lean is “Respect for People”— in every engagement, we involve of all levels of the organization to collaboratively cocreate their future processes. This involvement and collaboration create the buy-in needed for changes to stick, leading to lasting improvements. All our engagements are designed with inclusion as a critical success factor, and we are always sensitive to accommodation needs of the diverse groups of people we work with.

Quality Assurance Services: We guide government agencies to build quality assurance into their projects from the beginning, defining what quality means to them and establishing structured monitoring and accountability mechanisms to continually evaluate and improve quality. Thinking proactively about quality prevents mistakes and problems, leading to more effective and efficient outcomes. We help set up quality assurance plans and programs as projects are initiated, then we monitor and report on progress throughout the project lifecycle, culminating with a lessons learned assessment to be utilized for future projects. This delivers ongoing value to our clients after project completion.

Strategic Planning: We facilitate government agencies to create missions, visions, and values that guide their organizations toward a brighter future and enable them to better meet the needs of their constituents and adapt to change. We guide our clients to collaboratively develop their vision and values involving all levels of the organization, creating ownership. From employee focus groups to executive retreats, we have tools and approaches to enable tapping into the inherent creativity within an organization. We coach our clients to develop supporting goals and action plans based on mission, vision, and values. We believe a strategic plan does not provide value unless there is an actionable plan with assigned responsibility for following through.

Client Roster

Our client roster is made up of a variety of public institutions in the Pacific Northwest. The table below includes clients by type with services we have provided, duration we have worked with them, and whether we have current, active projects with them.

Client Roster	Areas of Service			Duration and Activity	
	Change Management	Business Process Improvement	Quality Assurance Services	Project Duration	Project Status
Conservation Agency (State)	X	X		10 mos.	Complete
Community College 1	X	X		3 yrs.	Active
Community College 2	X	X		15 mos.	Active
Community College 3	X	X		1 yr.	Active
Community College 4	X	X		2 mos.	Active
Community College 5		X		10 mos.	Active
Libraries (State)		X		6 mos.	Complete
Dept. of Revenue (State)	X	X		7 mos.	Complete
Dept. of Fish and Wildlife (State)	X	X		1 mo.	Active
Human Services Dept. (Municipality)	X	X		4 yrs.	Complete
Dept. of Finance and Admin. Services (Municipality)	X	X		4 yrs.	Complete
Dept. of Information Tech. (Municipality)	X	X		3 yrs.	Complete
Police Dept. (Municipality)	X	X		2 yrs.	Complete
Electrical Dept. (Municipality)	X	X		8 yrs.	Complete
Public Utilities (Municipality)	X	X		10 yrs.	Complete
Dept. of Construction and Inspections (Municipality)	X	X		2 yrs.	Complete
Dept. of Transportation (Municipality)	X	X		6 yrs.	Complete
Office of Management and Finance (Municipality)	X	X		6 mos.	Complete

Office of Community and Civic Life (Municipality)	X	X		6 mos.	Complete
Dept. of Revenue (Municipality)			X	15 mos.	Active
Facilities Management (Municipality)		X		1 yr.	Complete
Parks Dept. (Municipality)		X		6 mos.	Complete
Human Resources (Municipality)		X		2 mos.	Active
Consumer Direct Employer of Long-Term Caregivers (State)	X			2 mos.	Active

Our Guiding Principles

We share common values as a team that permeate everything we do and allow us to provide the highest value to our clients:

- **Client First:** We are committed to putting client interests first, focusing on how we can best help them meet their goals.
- **Partnership:** We partner with our clients because when change is embraced, ownership is established, and lasting results are created.
- **Collaboration:** We collaborate within our team and with client team members; by working together, we achieve stronger results.
- **Inclusivity:** We are inclusive in our approach, valuing diversity in our employees and clients.
- **Clear Communication:** We create an environment of open, honest, clear communication, ensuring that everyone understands and is understood.
- **Transferred Knowledge:** We transfer knowledge to our clients so they are equipped with actionable solutions that they can use and build on for years to come.
- **Adaptability:** We are open-minded and adaptable to client and project needs, enabling the right mix of tried-and-true methodology and innovative, customized solutions.

Summary

We are a leading government consulting firm in Washington with a wealth of experience providing change management and process improvement to many state, county, and city entities. Our business has proven to be financially stable over our entire history and has been steadily growing. Most of our business comes from repeat clients and referrals due to our high client satisfaction. We are known for taking on the most challenging projects, often spanning multiple years. We have a track record of delivering change management projects on time and within budget, delivering high-value results. Our team includes highly qualified and experienced consultants with focused expertise in leading change management and process improvement in the public sector. Our experience, expertise, and drive for excellence will pave our way to success with any future work performed under this Master Contract.

Experience

Project 1 – Change Management for a City Information Technology (IT) Consolidation

Size, Scope, and Timeline

A city's new IT department was created to consolidate more than 650 IT employees from 12 departments ("source departments") into a single, city-wide team. The consolidation was planned and implemented in less than a year. We were engaged to plan and manage the organizational change management (OCM) element of the consolidation process, including the stabilization period after the new department was created.

Goals

- Develop and execute an OCM strategy and plan to ease the transition for employees being consolidated and their former departments.
- Integrate and standardize the various IT services based on best practices to ensure seamless transition for source departments with varying service-level requirements.
- Design and implement best practice Human Resources (HR) and finance processes for the new IT department.
- Create a shared vision and values for the culture of the new department.
- Manage staff and customer resistance; increase buy-in and confidence in a successful implementation.

Actions Taken

Overview: We developed and executed a change management plan to address the needs and concerns of IT staff in source departments, including but not limited to police, fire, transportation, permitting, facilities, finance, parks, and utilities. This involved a comprehensive change management approach to assess the current state, develop an understanding of department needs, and work collaboratively with all stakeholders to define the ideal state. We engaged representative staff from all levels of the impacted departments throughout the change process to facilitate cross-departmental collaboration for transition planning and development of standardized service delivery models.

We engaged executives from within each source department to solidify the relationships between those departments and IT. There was significant resistance as the departments were used to controlling their own IT resources for many years. We assessed the resistance and created interventions to reassure departments their service levels would be maintained and helped them see the value of the consolidation for their respective departments.

To ensure success in this effort, we followed the tenets of our *5 Es* change model to manage the comprehensive change necessary to build the new department. The following are our *5 Es*:

- **Envision:** We guide organizations to *envision* the future state together.
- **Engage:** We *engage* stakeholders within every level of the organization and externally.
- **Enable:** We *enable* stakeholders through communication, training, and other change management activities.

- **Execute:** We *execute* the change effectively by creating a clear plan for the transition and supporting users through it.
- **Evaluate:** We *evaluate* and adjust results based on change management metrics.

Communications Strategy and Execution: Working with executive leadership, we developed key messages to repeat throughout the project at specific milestones, customized approaches for communicating with different stakeholder groups, and ideas for injecting meaningful and fun communications throughout the project. We planned and facilitated town hall sessions, worked with communications staff to develop newsletter items and *Staff Spotlight* interest pieces to introduce IT staff to one another, and shared milestone updates with stakeholders.

Facilitation of Transition Teams: Our consultants led workshops that engaged stakeholders in structured discussions around relevant issues and generated actionable solutions to critical concerns. Workshops had a regular cadence and were clustered around specific operational areas necessary to build the infrastructure of the new department, such as HR, finance, culture, and values. Teams consisted of diverse, active, and engaged members at various organization levels and represented different source departments. The HR transition team identified and resolved issues such as how source departments and the new IT department would collaborate on hiring key IT staff. The finance transition team comprised of budget and finance leaders from across the City resolved issues such as how the process for capitalizing IT projects funded from multiple sources would work.

The culture and values transition team identified culture mismatches among the various source departments. We facilitated efforts with the cross-departmental team to identify the values and cultural elements that unite and inspire staff in the new department, as well as cultural elements they wanted to leave behind. The team used input from over 100 IT staff members to develop values that would work for employees merging into the new department. This highly interactive and structured process created a cultural foundation for the new department that responded to the needs and desires of its workforce.

Facilitation of Service Design Teams: We facilitated service design teams for all IT services. Those teams included representatives from each source department. The teams worked collaboratively to develop models and methods for delivering services that would maintain or exceed IT service levels for all departments within the City. We also facilitated the teams to define roles for the consolidated organizations and standardized processes based on best practices.

Results

- Over 650 employees from a dozen different departments were successfully consolidated into one centralized department without any layoffs or significant turnover of staff.
- Staff merging from disparate departments agreed on standardized processes and service-level agreements (SLAs) that met the needs of their customers, creating ownership and a collaborative environment.
- The employee-inspired, employee-created values were accepted by executive leadership, HR, and employees, allowing them to set the direction for development of the new department's culture.

Project 2 – Change Management and Process Improvement for a Community College System Modernization

Size, Scope, and Timeline

We partnered with a community college for three years to prepare for transition from a 35-year-old administrative system to a new, more modern system. This project was part of a larger one to standardize systems across 30-plus colleges. The new system resulted in complete changes to processes for all college employees and a major change to how students interact with the college. Our scope included current state process documentation and analysis, Lean process improvement analysis, future state process design, and the development of change management plans to support transition to the new system. Our team engaged with over 80 Subject Matter Experts (SMEs) from all organization levels to document over 300 current processes, develop over 100 future state process maps, and create change action plans across all processes.

Goals

- Document existing processes (current state).
- Develop processes that will work with the new system (future state).
- Build ownership of future state processes amongst employees.
- Identify changes from current state to future state and analyze impacts on stakeholders.
- Create plans for supporting users and external stakeholders in adjusting to changes.

Actions Taken

Overview: We guided the college to prepare and execute a strategy to understand and plan for business process change. We coached project leadership to structure the project, identifying 35 cross-functional process teams. We created a comprehensive methodology to lead each team through documentation and analysis of current state processes, development of future state processes, and planning for key changes. Our methodology was highly effective for in-person meetings. COVID-19 created circumstances that required us to adjust to an all-virtual environment towards the project's end, and we were able to create a modified process equally effective at engaging teams and surfacing improvement opportunities.

We partnered with the college teams to complete the process and change management work over a three-year period. As a result of our success with preparing the college's teams for the transition, we were selected by four other colleges to provide similar change management services for their implementations. We are still working with these colleges.

Current State Process Documentation: We facilitated workshops with teams of SMEs in 35 different cross-functional process groups from across the college to map their current state processes. We documented the results of these workshops with swim-lane process maps and accompanying process narratives that included details such as inputs/outputs, roles, technology interfaces, and key assumptions. This documentation provided the college a baseline from which to develop new and more efficient processes.

Our process mapping clearly highlighted process and system dependencies made it easy for teams to identify inefficiencies. The cross-functional team facilitation created ownership of work processes and built a deeper understanding of the downstream effects of each process. We often saw lightbulbs going

off for the team members in our sessions as they realized how the processes all come together, as most had only been previously aware of immediate steps within their areas. Our documentation was clear and easy to follow as a result of our best-practice standard for process maps. Throughout the project, we were able to continually refer to the process maps as we worked with the teams on other activities, such as future state process development, which helped teams easily re-engage with the material and quickly make connections.

Future State Process Development: We facilitated cross-functional teams from all levels of the organization to develop over 100 future state processes in a series of workshops with each team. In the first workshop, we guided the teams to analyze their current state processes, comparing them to the best practice, standard processes that were developed collaboratively by all the colleges (common processes). We also compared roles from current state to common processes, identifying where adjustments needed to be made to the college's current roles to adapt to the new system, and we reviewed technology systems used in the current state to determine whether these systems would be replaced or remain to be used in the future state with the new system.

After completing the comparison of current to common processes, we facilitated the teams through an analysis of their current processes to identify opportunities for improvement. For each team, we started with identifying success criteria for the process and stakeholders. We then facilitated the teams to identify pain points of their current processes, asking probing questions through a Lean lens and an equity lens. For each pain point, we led the teams to brainstorm root causes and potential solutions. In follow-up workshops, we collaborated with teams to map the future state processes based on insights from the analysis sessions and refined the list of changes from current to future state. We then completed documentation and followed up with the teams to review and validate the maps.

Change Impact Analysis and Action Planning: During future state process development, we identified changes from current state to future state. For each change, we guided the teams to assess overall impact on stakeholders and identify challenges they needed to plan for. For each change impact, we created targeted action plans including college-specific training, procedures, job aids, role changes, stakeholder communication plans, or policy changes. We facilitated teams to identify owners and establish deadlines for completion of each action.

Communication and Change Management Planning: Throughout the project, we coached the project sponsor and change manager to develop transparent and inclusive communications for employees and external stakeholders on the project, creating awareness and buy-in. We facilitated periodic update meetings with all staff to review the project status and recognize team members for their efforts. We created an interactive trivia game for updates that helped staff learn about the project in a fun and rewarding way. We facilitated a communication planning process with the communications lead and change manager to create targeted plans for communicating with stakeholder groups.

Results

- College staff developed confidence and buy-in regarding how their new processes would work upon transition to the new system.
- Many improvement opportunities were identified, with some implemented prior to transition.
- Change action plans were developed to support staff, faculty, and students through the transition with training, procedures, job aids, communications, and policies.

Quality Assurance

Quality Assurance Approach

We know our work quality is paramount to meeting client expectations and maintaining our stellar reputation. We apply a consistent Quality Assurance (QA) approach that includes the following key elements:

Staff Assignment: Assigning appropriate staff is key to the success of any project. We evaluate project needs and identify our staff or partners best suited to deliver high-quality results. We only assign highly-experienced staff who have previously done the type of work required by a project. Our staff is experienced, flexible, and able to work well independently and as part of a team.

Expectation and Goal Setting: Quality begins and ends with the Voice of the Customer. At the start of each project, we hold a work session with our clients to fully understand their expectations and identify project goals to ensure we have a clear vision for the project. These conversations surface both the explicit and implicit desired outcomes our clients have.

Evaluation: Based on the goals set at the start of the engagement, we identify desired outcomes and set accountability measurements to periodically evaluate how well we are meeting them. Adjustments are made as needed to ensure the engagement's success.

Deliverable Review: We hold all our staff to high standards when it comes to developing deliverables. We have documented standards and templates for deliverables and require review of all deliverables by a second consultant before we submit them to a client, ensuring overall quality and that it meets requirements as defined by the project scope.

Status Reporting and Client Check-Ins: We work closely with clients to communicate progress and monitor client satisfaction. Our quality assurance approach includes timely status reporting. Our team prepares and presents, at minimum, monthly status reports for all projects. Each monthly report summarizes accomplishments, articulates next steps, and identifies high-priority risks. We review each status report with our clients and check in on how we are meeting expectations.

Project Management Standards: Our project management approach follows Project Management Institute (PMI) standards and includes foundational elements to manage quality, schedule, budget, resources, scope, and risks. We strive to proactively identify and resolve issues before they become problems. We believe issues should be identified and resolved at the point closest to origin and will escalate to our project sponsor in a timely, professional manner as necessary. We identify potential risks to successful completion of our work, mitigation options, and who has responsibility for corrective action.

We also offer the option to add services of an external QA consulting firm for additional quality assurance support on our large, complex contracts. On these engagements, our QA consultant will review all major deliverables and meet with the client teams monthly to review significant issues and risks. This firm has provided independent quality assurance services on a wide range of government and private entity projects for over 25 years. Their clients include states, cities, counties, and a variety of special districts.

Staff Qualifications

We include details in this section regarding our team’s education, training, and areas of expertise. 86% of our team members have master’s degrees, and the following is a collective list of our education, certifications, and training:

Master’s and Bachelor’s Degrees: MBA; MBA Operations Management; MA Organizational Systems; MA Social Work Administration; MBA Quantitative Analysis; BS Industrial Engineering; BA Economics; BA Sociology, Social Justice and Corrections; BA Psychology; BS Accounting, Computer Science; BS Marketing; BS Business Administration; BS Anthropology, Archaeology.

Certifications and Training: Six Sigma Black Belt (ASQ); Prosci Change Practitioner; Lean Six Sigma Green Belt; Creative Learning’s Benchmarks 360 Assessment Tool; Quality Improvement; Trained Mediator; Certified Management Consultant (CMC); Certified Ethics Professional; Project Management Professional; Chemistry for Conservators.

Our primary areas of expertise are listed below in addition to years of experience for each consultant:

Areas of Expertise and Years of Experience	Principal	C1	C2	C3	C4	C5	External QA
Change Management	30 yrs.	15 yrs.	18 yrs.	6 yrs.	25 yrs.	15 yrs.	25 yrs.
Process Improvement	30 yrs.	15 yrs.	36 yrs.	6 yrs.	30 yrs.	15 yrs.	30 yrs.
Quality Assurance	30 yrs.		21 yrs.		15 yrs.	5 yrs.	30 yrs.
Strategic Planning and Visioning	20 yrs.		18 yrs.		30 yrs.	15 yrs.	25 yrs.
Facilitation	30 yrs.	15 yrs.	36 yrs.	6 yrs.	30 yrs.	15 yrs.	25 yrs.
Government Services	30 yrs.	8 yrs.	28 yrs.	14 yrs.	30 yrs.	3 yrs.	30 yrs.
Information Technology Planning	30 yrs.			6 yrs.	35 yrs.	2 yrs.	30 yrs.
Stakeholder Engagement	30 yrs.		28 yrs.	14 yrs.	35 yrs.	15 yrs.	30 yrs.

We provide brief biographies for our core team of consultants to further illustrate and expand on our education, training, experience, and areas of expertise:

Principal: Our principal is a thought leader and strategic thinker with more than 30 years’ experience guiding organizations to breakthrough results in the public and private sector. As a certified Six Sigma Black Belt (ASQ) and Prosci Change Management practitioner, she is skilled at analyzing what is working and what is not in an organization and orchestrating positive change. She has led over 100 highly-successful consulting engagements. Her recent clients include government agencies throughout the Pacific Northwest. She has led change management and process improvement initiatives at a wide range

of agencies including transportation, utilities, human services, permitting, revenue, customer service, finance, administrative services, and emergency services. She is a highly-skilled process improvement facilitator with many years of experience working with teams to redesign their processes for better outcomes. She has been with our company for over 11 years and has owned it for five. She has an MBA in Operations Management from UCLA and a BS in Industrial Engineering.

Consultant 1 (C1): Consultant 1 brings over 15 years' experience managing complex projects, analyzing strategic and tactical objectives, implementing improved business processes, leading teams, and developing people. She helps organizations manage change in processes and systems to ensure project success. She specializes in business process improvement, change management, and training development for integrated software implementations. She has extensive experience in designing training, creating training plans, and development and delivery of training, both in-person and remotely. She recently led training development and delivery at a city department of transportation in support of their permitting software implementation projects. Other recent clients include a community college and human services department. A highly-motivated team member, Consultant 1 has a master's degree in business administration and a Bachelor of Arts in Economics. She is currently leading process improvement and change management for two community college system implementations.

Consultant 2 (C2): Consultant 2 has over 36 years' experience in the field of health and human services and has worked in health systems, nonprofit organizations, and county and state governments. In addition to her work on our team, she was recently a chief operating officer and director of county human services. In these roles, she led teams to successfully implement major change efforts, including leading emergency operations; operations during a department-wide workforce equity strategic plan; three human resource equity initiatives; change management related to adopting a performance management framework approach to budgeting processes; and change management efforts focused on facilitating a county's transformation to a new culture of safety, trust, and belonging. In addition, she has led teams in risk mitigation efforts utilizing continuous quality improvement methods and mediation techniques. She has a Master of Arts in Social Work Administration and is a Certified Prosci Change Practitioner. She is currently developing change management plans for multiple system and business projects.

Consultant 3 (C3): Consultant 3 has over six years' specialization in organizational change management, process improvement, and stakeholder engagement for large state and local government organizations, including libraries, social services, and information technology projects. She leads cross-functional teams to ensure the people side of change is well-supported for a variety of organizational changes, such as system implementations, consolidations and reorganizations, process and policy changes, and changes in service offerings. Consultant 3 adjusts her approach and methodology to fit the needs and culture of the organization, the size and scope of the change, and the context of the change. She facilitates engaging workshops and meetings, both in-person and virtually, including process mapping, planning sessions, strategizing communications, and many other collaborative activities involved in organizational change management. Consultant 3 uses a mix of conventional and unconventional methods for team development, problem-solving, maximizing collaboration, and creative solution development. She has a Master of Arts in Organizational Systems: Leadership and Organizational Development, a Lean Six Sigma Green Belt certification, and a Bachelor of Arts in Psychology. She is currently leading change management for a state agency system implementation.

Consultant 4 (C4): Consultant 4 has over 35 years' experience in a broad array of industries and disciplines including state and local government. She is a creative, innovative executive with proven expertise in management consulting, strategic planning, technology, quality assurance, and organizational culture change. She combines strong planning, organizational development, and communication skills with exceptional political savvy and the ability to work collaboratively in extremely fast-paced environments. Consultant 4 works effectively with executives, managers, and staff at all levels and brings a practical, operational perspective of change management. She has led large organizational change as an executive, overseeing complex department-level reorganizations, leading a wholesale transition of a local government to a new, cloud-based Enterprise Resource Management (ERP) system, and leading change management on many other large, complex projects. She has a Bachelor of Science in Accounting and Computer Science, has attended MBA courses, and is certified in the Center for Creative Learning Benchmarks 360 assessment tool. She is currently providing quality assurance services for a city's tax system implementation.

Consultant 5 (C5): Consultant 5 brings several years of recent experience in local government and a track record of leading projects on time and on budget. She is trained in organizational change management, project management, and product management, and she has a passion for helping government agencies manage through change. She is adept at mapping business processes, leading change action planning discussions, and drafting communication plans, which she has applied to government projects. Examples include leading change management and process improvement for three state colleges and helping a city's retirement group prepare for launch of a self-service member portal. Consultant 5 brings 15 years' experience as a manager in banking, where she focused on developing and implementing strategic initiatives to grow product lines and make processes more efficient. She excelled at leading banks through numerous mergers/acquisitions involving change management, staff training, communicating changes to customers, and leading policy/procedure documentation. She has an MBA and is Prosci-certified and PMP-certified. She is also a member of the ACMP Pacific Northwest Chapter and the PMI – Puget Sound Chapter.

External QA: Our external QA holds an MBA in Quantitative Analysis and is a Certified Management Consultant with over 30 years' experience in information systems planning, design, development, implementation, change management, training, and project quality assurance. He has extensive experience in business process reengineering, information systems strategic planning, and information technology management. He has served as the lead quality assurance consultant on numerous implementation projects for cities, counties, states, and school districts. He was previously a principal in an international accounting and consulting firm.

Qualifications Essay

How We Meet the Request for Proposal's Minimum Qualifications

Principal's Experience

Our company owner has an MBA in Operations Management from UCLA and a Bachelor of Science in Industrial Engineering from Oregon State University. She has been focused on change management and process improvement for her entire career of over 30 years, 27 of them as a professional management consultant and the last 17 almost exclusively consulting with state and local government agencies. She is a certified Six Sigma Black Belt and has multiple change management certifications including Prosci Change Practitioner. She started her career in the US Air Force where she was certified as a Total Quality Management (TQM) facilitator and studied under continuous improvement experts including W. Edwards Deming and Genichi Taguchi. After the Air Force, she served as an internal consultant for Hughes Aircraft, where she led process improvement projects and taught classes in continuous process improvement, statistical process control, quality function deployment, and design of experiments. She started her career as a professional consultant with Ernst & Young and IBM, completing extensive additional training and earning certifications in process improvement and change management. Throughout her career, she has continually updated this training through professional development and training in Lean and change management. Additionally, she is currently hosting an online virtual learning community for process improvement professionals to discuss strategies for facilitating process improvement in a remote environment. She has been with the company for eleven years and the owner for over five.

Experience in Change Management

We have 13 years of experience in providing change management services, primarily in the public sector. We have coached numerous public agencies through transforming their processes, systems, and organizational cultures to achieve their strategic goals. Depending on the project, our change management work is in support of a system replacement or is part of an organizational or process improvement initiative. Regardless of what initiates the change, we have been successful in helping our clients navigate impacts to their policies, organization structures, business processes, and information systems.

Sample engagements demonstrating our diverse change management experience, which we will draw upon to serve Washington State agencies, are included in this section. All these engagements involved members of our existing team, and we have incorporated lessons learned from each of these engagements to refine our methodology.

Organizational Change Management for a Revenue Department Within a State Agency: A state agency initiated Organizational Change Management (OCM) activities for their unclaimed property system replacement project. The unclaimed property system directly impacts over 30 agency employees, more than 60,000 holders of unclaimed property, and countless prospective claimants of unclaimed property. As the selected OCM consultants, we performed a baseline assessment of the current project status and already-existing OCM activities. With the baseline assessment in mind, we developed an OCM plan, formed an OCM leadership team, and launched an OCM team to ensure bi-directional communication and informal readiness monitoring.

We are working closely with the project director and project manager to better integrate OCM into their regular project activities and into the fabric of the agency. Our efforts have included coaching sessions with sponsors and internal OCM resources to ensure knowledge-transfer and experiential learning opportunities to enhance their current skillset and solidify OCM concepts. We take intermittent “pulse checks” to assess progress in both readiness for the system implementation as well as participant comfort with OCM. Both continue to increase as we progress. We continue to work with them to ensure they are ready for the system go-live date in April 2021 and can put their new OCM skills into practice on future projects.

Salmon Recovery Funding Lean Study for a State Agency: A state’s conservation-focused agency initiated a project to redesign their salmon recovery grant funding process to improve efficiency, standardize processes across geographies, and streamline the process to secure funding for salmon recovery in a short amount of time. As the selected consultant, we led a team-based study of the process, policies, organization, and systems. The study was multifaceted, including data analysis, extensive stakeholder outreach, process workshops, and benchmarking. We facilitated teams to document and analyze processes, identify issues, identify the root cause of the issues, and develop policy, organizational, and system recommendations. The redesigned process and recommendations address core issues raised by the customers of the process – the project applicants – around having a more streamlined, less time-consuming process with fewer iterations of the application.

Change Management and Process Redesign for Multiple Community and Technical Colleges as Part of an Enterprise System Implementation: A large group of community and technical colleges within a state is undergoing a major undertaking, replacing all their legacy systems to create one common, integrated set of services for all the colleges working together. The new system is a single, centralized system for students, faculty, and staff that will streamline and standardize practices. It will transform most of the business processes within each college and how they interact with students and other external stakeholders. The change all these stakeholders will experience is profound and deep, and we have guided four of these colleges through change management and process improvement.

For the first college (Community College 1) that we helped prepare for implementation, we completed comprehensive documentation of 285 business processes and facilitated the development of over 100 future state processes. We supported them through change management planning, facilitated identification of the changes from current to future state, and identified the key actions to support staff and stakeholders through the transition from a people, process, and organization perspective.

Our change management work was so successful that this college recommended us to other colleges in future deployment groups. We continue to work with three other colleges, assisting with process improvement and change management in support of their system implementations. At Community College 3, we developed an OCM plan and have been facilitating a college-wide change management task force that is supporting external and internal stakeholders through the transition. We have continued all this work remotely throughout the pandemic.

Strategic Planning for a City’s and County’s Customer Service: A city hired our company to assess its current customer service centers and develop a strategic plan for implementing 311, including a partnership with the County the City resides in. We facilitated development of a joint vision for customer service with City and County executives in a series of off-sites. To assess the City’s current service and identify strategic improvement opportunities, we interviewed 16 contact centers across the City within multiple departments, collecting data on FTEs, cost, service levels, and improvement

opportunities. We also conducted benchmarking with 5 other cities that implemented 311 programs. The information was compared and analyzed to identify city-wide opportunities to improve customer service and recommendations for the 311 implementation, including integration of change management. We prepared a final report which was presented to City Council. The report was well received, and implementation is underway.

Information Technology (IT) Consolidation Organizational Change Management: A city contracted with us to provide OCM when it decided to consolidate its hundreds of IT employees distributed across a dozen different departments into one new IT department. This project had been attempted numerous times before, and there was a high degree of resistance across the City's departments. The consolidation needed to be planned and managed in a way that would not impact service levels to the departments.

Our change management approach included a high degree of engagement and partnership with departments to design processes, organization, services, and culture. Our work consisted of standardizing and optimizing financial, human resources, and IT service processes, as well as managing the deep cultural changes necessary to create a single, new department with consistent values. We led a culture and values team to evaluate the cultures of the departments and created a vision for culture and values for the new, consolidated department.

We led service design teams to integrate and standardize services, evaluating the best practices of each department, and we managed transition teams for human resources and financial processes. We managed the entire communication process, which included town hall meetings with all employees and a monthly newsletter. Resistance to change for this effort was significant from the executive level to front-line staff, and it involved unions. We guided executives and change management team members in the new department to proactively manage this resistance.

Change Management and Process Improvement for a Transportation Department's Permitting System Implementation Project: We led change management and process design for a major upgrade of a city department of transportation's permitting system that resulted in major changes to business processes. The project also created the capability for the public to access all permitting and licensing applications through a single online portal. Throughout this multi-year project, we mapped current processes, analyzed current state processes, developed future state processes, and identified requirements. This effort helped the city's department of transportation improve processes that allowed them to provide better customer service and helped staff better transition to the change.

In preparation for implementation, we created business procedures and job aids and developed and delivered training in person and remotely for staff and the public. This integral part of the change management plan paved the way for a smooth go-live and transition to the new system.

Strategic Service Improvement Planning for a City's Central Services Department: A city department providing central services to all other City departments, including vehicles, facilities, financial management, risk management, and procurement initiated a project to improve service to its customers. The department hired our company based on our past reputation for delivering value and enabling other city departments to reach their goals. We supported the department to create a comprehensive service management program to standardize their service management approach across all divisions. The goal was to provide transparency on the levels of service provided and associated costs and to improve overall satisfaction with the department's customers.

At the start of the project, we guided the executives to develop strategic improvement goals. We then reviewed the department's 16 services and prioritized them based on current customer satisfaction, complexity, and strategic business priority. We reviewed the service management practices of each, identifying best practices and opportunities for improvement. Based on the identified best practices, we developed a standard service management process, including service-level agreements. Our final step was to create an actionable plan to implement the approach department-wide.

Financial System Process Redesign and Organizational Change Management: We led change management and process redesign for a city's human services and finance departments undergoing a major system replacement that completely altered their financial, procurement, and contract management processes. In collaboration with Subject Matter Experts (SMEs) during the two years preceding the implementation, we redesigned their processes and managed organizational change in a way that built ownership among stakeholders and incorporated Lean improvements into the process teams. The finance department's processes were city-wide and resulted in process standardization across the City's seven capital departments that were used to operating independently. There was extreme resistance, and we coached the finance department to collaborate with their stakeholders, the other City departments, to create future state processes together, which increased buy-in and supported the stakeholders to transition to the new, standardized processes more easily.

We developed procedures and training for both departments and led the development and execution of organizational change management plans. The change management team we facilitated for the human services department was so successful that they kept it operating to manage future changes. The process definition, OCM, and comprehensive training, procedures, and job aids supported staff adoption of the new system and improved the process.

Tool Room Optimization Study: We led a joint study with two city utilities facing increased costs in tool expenditures resulting from inefficient processes and lack of controls and standardization to identify opportunities for reducing cost and preventing loss. Each utility manages approximately \$10 million worth of tools, and each spends more than \$1 million annually on tool purchase and repair. We partnered with both utilities to assess the processes, systems, and organizations across their combined tool rooms. We visited each tool room, interviewing employees and observing processes in action. We analyzed the processes, identified the risks and inefficiencies associated with current practices, benchmarked practices against industry-leading best practices, and compiled and prioritized a list of specific, actionable recommendations to be implemented. The two utilities have implemented the recommendations, which included organizational, process, and system improvement projects, resulting in improved worker safety and efficiency, reduced risk, and loss prevention.

Work and Asset System Organizational Change Management and Process Redesign: We led change management and process design for a city utility's replacement of their legacy work and asset management systems. This change impacted over 300 staff in customer service and field operations, including unionized staff. We served as their change management consultant through the entire implementation. We started by leading the development of a change management plan that was designed to enable stakeholders to successfully transition to the new system, based on our *5 Es* methodology (*Engage, Envision, Enable, Execute, and Evaluate*). We guided them to document their current state processes, develop future state processes, and identify the key change impacts to plan for. We developed more than fifty detailed work procedures and work aids in addition to checklists for cutover from the old system to the new. We facilitated the change management team with

representatives from across the entire utility who served as ambassadors to the rest of the organization. The implementation was viewed as highly successful, and the processes and procedures are still being utilized today.

How Our Experience Enables Us to Perform High Quality Change Management Services

There are a number of ways that our experience will enable us to provide high-quality service for government agencies in Washington State:

In-Depth and Diverse Public Sector Experience: Over our 13 years in business, we have been focused on serving public sector clients. We understand the unique challenges a public sector organization faces, including growing and maintaining strong relationships within the community, meeting the needs of those they serve, and balancing budgets. The variety of our clients in state and local government is broad. We have worked with state, county, and city governments in a wide range of areas including human services, transportation, courts, law enforcement, fire, permitting, environment, utilities, higher education, revenue, administration, finance, human resources, facilities, procurement, and customer service. This in-depth and diverse experience will allow us to fully and quickly understand the issues any Washington State agency contracting with us faces, enabling us to tailor project plans and methodologies to reach agency goals most effectively.

Specific Experience in Washington State: Our focused experience in the public sector includes over 20 organizations in state and local government within Washington State, including State, city, and county agencies. This experience equips us with a foundational understanding of the unique culture within Washington State agencies and the rules and regulations they all operate within, enabling us to provide a more targeted approach to managing change.

Diverse Change Management Experience with Highly-Complex Projects: We have worked with many different types of organizations experiencing varying degrees and types of change including cultural, technological, and process. We have managed process improvement and change management for many, highly-complex projects. For example, one change management project for a municipal utility involved utility rules and processes, city-wide financial regulations, state financial management and reporting requirements, Federal Energy Regulatory Commission (FERC) requirements, and contracts with multiple unions. Most of our projects span multiple years and involve standardization across diverse stakeholder groups, both externally and internally. External stakeholder impacts range from students moving to a fully online system to interface with a college to permitting applicants submitting online plans for approval. Internal stakeholder impacts range from college faculty adopting completely online processes for monitoring attendance and submitting student grades to unionized staff being consolidated into a central organization. This diverse experience will allow us to create effective change management plans and to expertly guide Washington State agencies through complex process, cultural, and technological changes.

Our Consultants Have Worked Together on Multiple Projects: Our shared experience on past projects and experience working with a wide range of clients allows us to hit the ground running. Our skilled and committed consultants have worked successfully together using methodologies and approaches that are uniformly understood and supported. We share a common vision and values with a focus on customer satisfaction, quality, and equity. The shared values and experience of our team members increase the efficiency and quality of our change management services.

Our Consultants Bring a Wealth of Experience to the Table Beyond Projects with Our Firm: We only hire the most experienced consultants. Within our team, we have an average experience of over 20 years in the public sector, 23 years in process improvement, 19 years in change management, and 15 years in strategic planning. Our consultants have a combination of senior government leadership experience and management consulting experience, bringing even more, high-value experience and expertise to the work we do with our clients. This breadth of experience allows us to deliver the highest quality of service to Washington State agencies.

We Have Approaches and Methodologies for Change Management and Process Improvement Based on Best Practices: We have fine-tuned our approaches and methodologies across multiple engagements. We draw upon them for every project, including our deliverable templates and lessons learned. We have utilized our approach with many public sector organizations and projects with unique situations and challenges. At the completion of each engagement, we reflect and document our lessons learned and make adjustments for future considerations. Whether it is a cultural, process, or technological change, we consider the characteristics of the organization and the degree of change they are undergoing while customizing our approach to their change management project. We have a proven and robust approach to ensure all risks are considered. The number of templates that we may draw upon include:

- Templates for communication plans, change management plans, and training plans.
- Multiple templates for mapping current and future state maps in various formats.
- Multiple templates for documenting procedures and job aids.
- Multiple templates for training curriculum and classes to be delivered in person and remotely.

We believe in the power of well-designed Organizational Change Management (OCM) so much that we have developed our own methodology, the *5 Es: Envision, Engage, Enable, Execute, Evaluate*. We have successfully deployed this method over multiple engagements, and we adapt it to best serve the situation every time. This methodology supports organizations to manage change more effectively by 1) *Envisioning* the future state together, 2) *Engaging* stakeholders within every level of the organization and externally, 3) *Enabling* stakeholders through communication, training, and other change management activities, 4) *Executing* the change effectively by creating a clear plan for the transition and supporting users through it, and 5) *Evaluating* and adjusting results based on change management metrics. We also draw upon industry best-practice methodologies, such as the Prosci Change Management approach and Lean for process improvement. 50% of our consultants are Prosci-Change Management certified and a number hold Lean certifications.

Having go-to methodologies that all our team members are familiar with allows us to deliver high-quality change management services based on best practices.

Our Proven Ability to Adjust Strategies and Methodology to Fit Client Size and Scope of the Project:

Our methodologies provide a starting point. Each project is unique, and we have demonstrated our capability to adjust to each agency's unique culture and work environment. This adaptability has been cited by numerous clients as a key element of our success in change management and process improvement.

Our Excellent Communication Skills: We are skillful in documenting processes, needs, and opportunities in clear, understandable ways, as well as actively listening to our clients for complete understanding. We

pride ourselves in addressing issues honestly as they arise so they can be resolved properly, respectfully, and efficiently. We believe and have seen it proven time and again that strong, transparent communication is one of the most important factors in achieving project goals. In every engagement, we build in communication plans to maintain transparent communication throughout the organization with appropriate stakeholders. We coach our clients and provide drafts of communication messages and talking points for sponsors as needed.

We Are Adaptable to Unique Circumstances: When projects extend for a period of time, we acknowledge that it is natural for client needs and priorities to evolve. To illustrate our flexibility, we have had multiple, ongoing client engagements throughout the pandemic and have been able to adjust our approach to complete them all online and successfully. This adaptability supports our projects in staying on track as circumstances change.

A note regarding work during COVID-19 – we have adjusted the way we work during COVID-19. The quick change to a mainly virtual environment for much of our global community created unique opportunities in conducting process analysis, brainstorming, and change management, and our team has expertly adjusted to this change. We appreciate how our clients have adjusted too, so we plan with clients for the best methods and tools to communicate, host meetings, provide training, and do other project work throughout the engagement. We are using the latest tools for online collaboration to keep team members engaged during our process improvement and change management sessions. Additionally, the principal has been hosting monthly virtual meetings since June 2020 for process improvement professionals to network and discuss strategies and best practices for process improvement and change management in the remote workplace environment.

We Build Knowledge Transfer into Every Engagement: We train client staff so they can carry on process improvement and change management work after our engagements are complete. One of our guiding principles is knowledge transfer, and we always make sure we have a partner on the client side to learn and develop new skill sets. Our goal is to create lasting capability for our clients to improve their processes and manage change for years to come.

Commitment to Diversity, Equity, and Inclusion (DEI)

Demonstrated Commitment to Diversity, Equity, and Inclusion (DEI)

As an organization and as individuals, we are all deeply committed to Diversity, Equity, and Inclusion (DEI) principles not only as a social cause but as a good business practice. We demonstrate this commitment in many ways on a continual basis through our day-to-day operations. For example, we include DEI as an important element at team meetings to guide our decision-making. We strive to create an authentic and accountable equity culture embedded in all we do, from our internal policies and procedures to the services we offer. With each new employee and subcontractor, we discuss our expectations and practical strategies for equitable treatment of all, recognizing and addressing our own implicit bias, and disrupting microaggressions.

Since our inception in 2007, we have shown our firm commitment to the principles of diversity, equity, and inclusion by prioritizing engagement with minority and woman-owned business enterprises (M/WBEs). We find and work with a diverse and talented roster of partners.

Pursuant to our commitment to DEI, we integrated the following over the past year:

- Equity in our process improvement analysis questions.
- Equity analysis questions in our change impact analysis templates.
- Cultivation of relationships with DEI consulting partners.
- Selection of an equity consultant to train and provide guidance.
- Addition of DEI-related processes and techniques to our facilitation practices.
- Refinement of recruiting practices to focus on equity.
- Improved hiring process to utilize sources specializing in recruitment of diverse candidates.

We are experienced in working with diverse groups of staff from our own team, public sector client teams, and their external stakeholders. Most of our clients demonstrate their strong commitment to DEI as well. We have learned how to incorporate inclusive and equitable practices in all our engagements with employees and external stakeholders, whether in interviews or facilitated sessions.

Several members of our team have over ten years of experience with DEI from their previous work as government agency leaders. We leverage their experience for the rest of our team by including them as advisors on our engagements. Even with our experience in DEI, we never pretend to be experts; we engage partners to assist where necessary. We have three highly-qualified DEI consulting partners who we can bring to our engagements as necessary for assistance, depending on client needs.

Our experience with and commitment to DEI in our own organization and in working with our clients puts us in an excellent position to utilize the [Washington State Enterprise Leadership Competencies](#) and the [Enterprise DEI Competencies](#). We have reviewed and understand these competencies, and we will ensure all consultants working with us on any future engagements for the State understand and are committed to supporting them.

DEI Development Plans

We know that developing both personal and organizational cultural competencies is a long-term commitment and journey of continuous growth. Therefore, we continue dedicating resources to this endeavor and have contracted with a highly-experienced equity consultant who focuses on building systems of inclusive cultures through equitable practices, policies, and procedures. We are working with this consultant to further develop our DEI plan, creating our equity vision statement and strategies to support it. A three-month training series for our entire team will include the following topics:

- Assessment of a team's implicit bias.
- Understanding discrimination and microaggressions.
- Race talks/courageous communication.
- White fragility, racism, ableism, ageism, sexism (including gender bias, sexuality, and transphobia), religious status, immigration status, and advancing workforce equity.

Our consultant will also provide coaching support to ensure our team approaches work through an equity lens with accountability and strategic thinking to sustain our diversity, equity, and inclusion work.

Working with a DEI consultant will allow us to broaden our skillset, benefiting our client engagements and internal needs. We will apply an equity lens to policies, procedures, and services. This equity lens considers impact on people, place, process, and power. The application of the equity lens includes asking the following questions at each decision point in a process or practice:

- **People:** Who may be impacted positively or negatively?
- **Process:** Who is included and excluded from the process; what are the possible barriers in maintaining equitable and collaborative processes?
- **Place:** How are decisions accounting for people's emotional and physical safety, as well as their needs to be valued and productive?
- **Power:** What are the barriers to doing equity and racial justice work, and who is accountable?

In this assessment, we will develop performance measures for the services we provide externally to ensure we are demonstrating a responsible commitment to equity. Our staff are experienced in utilizing this equity lens, and our equity consultant is available to support our client engagements.

Summary

We remain committed to doing the work required in equity and social justice for our organizations, our clients, local communities, and beyond. We recognize that much work is needed to repair the impacts of historic and structural inequities that limit opportunities for historically marginalized populations both locally and globally. We know that ongoing, active, and intentional action, in partnership with accountable leadership, is required to move the needle. Our organization seeks to experience and participate in the lifelong growth necessary for equity and social justice work. We are actively improving and building an organizational culture that fosters a sense of belonging, fairness, and trust for all. We are committed to continually learning and advancing DEI in our own organization and in our client engagements.

Not to Exceed Rates (NTE)

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	\$ 210 per hour
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	\$ 210 per hour (for time above one hour round trip)

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

From: [Judy Wells](#)
To: [DES Contracts Team Cedar](#)
Cc: [Rachel Hackney](#)
Subject: Response to Solicitation # 01620 - Business Consulting Services
Date: Sunday, January 24, 2021 10:10:00 PM
Attachments: [image.png](#)
[Response to Solicitation # 01620 - Exhibit A-1.pdf](#)
[Response to Solicitation # 01620 - Exhibit A-2.pdf](#)
[Response to Solicitation # 01620 - Exhibit A-3.pdf](#)
[Response to Solicitation # 01620 - Business Consulting Services.docx](#)

External Email

Dear Mr. Long:

MC² Consulting is pleased to respond to the Washington State Department of Enterprise Services' Request for Proposal for Competitive Solicitation No. 01620, "Business Consulting Services for Organizational Development, Change Management, and Management and Business Analysis" under the **Change Management** category.

We are a leading Washington-based change management and process improvement consulting firm serving state and local government agencies. We have led change management for many large-scale organizational change, process improvement, and technology projects in the public sector. Our state and local government client list is impressive with over 20 government agencies in Washington State, including State agencies, cities, and counties. We are a Washington small business self-indicated as a Washington Small Business on our WEBS profile, and we are State certified as a Veteran-Owned Business, Woman-Owned Business, and Disadvantaged Business Enterprise.

Our consultants have many years of experience guiding organizations through change and process improvement. The team we are proposing is entirely based in Washington and Oregon. With a long history of success in leading change management and process improvement, we have the experience and tools to coach agencies in Washington through complex change to process, technology, and culture.

We expand on our qualifications, experience, and business in the enclosed bidder's response documents, which we have attached for your review. We are excited about this opportunity, and we look forward to hearing from you.

Sincerely,

Judy Wells
President, MC² Consulting
206.713.4869



judy@mc2-consulting.com
www.mc2-consulting.com

EXHIBIT A-1 – BIDDER’S CERTIFICATION

Competitive Solicitation:	No. 01620 – Business Consulting Services		
Bidder:	<u>Chakoian McClure Group Inc., dba MC² Consulting</u> Type/print full legal name of Bidder		
Bidder’s Address:	<u>13215 SE Mill Plain Blvd., Ste. C8152, Vancouver, WA 98684</u> Type/print Bidder’s Address		
Bidder Organization Type: Check appropriate box	Corporation:	<input checked="" type="checkbox"/> Domestic	<input 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>Washington</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.

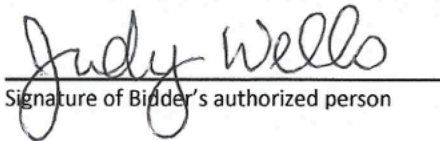
Bidder further certifies that it shall provide immediate written notice to Enterprise Services if, at any time prior to a contract award, Bidder learns that any of its certifications set forth herein were erroneous when submitted or has become erroneous by reason of changed circumstances.

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: Chakoian McClure Group Inc., dba MC² Consulting

Print Name of Bidder – Print full legal entity name of the firm submitting the Bid

By:


Signature of Bidder's authorized person

Judy Wells

Print Name of person making certifications for Bidder

Title:

President

Title of person signing certificate

Place:

Washougal, Washington

Print city and state where signed

Date:

December 22, 2020

Return this Bidder's Certification to Procurement Coordinator at:

DESContractsTeamCedar@des.wa.gov

EXHIBIT A-2 – BIDDER’S PROFILE

Competitive Solicitation No.:	01620 – Business Consulting Services
Bidder:	Chakoian McClure Group Inc. dba Mc ² Consulting

BIDDER INFORMATION	
<p>Legal name and address of Bidder:</p> <p>Note: This must match information from Business License</p>	<p><u>Chakoian McClure Group Inc. dba Mc² Consulting</u> Business Name</p> <p><u>13215 SE Mill Plain Blvd., Ste. C8152</u> Address</p> <p><u>Vancouver, WA 98684</u> City, State, Zip Code</p>
<p>Washington State Department of Revenue Registration Number:</p> <p>Note: This is the Unified Business Identifier (UBI)</p>	<p><u>602-647-159</u></p>
<p>Federal Tax ID No. (TIN):</p> <p>Note: If your TIN is a Social Security number, provide only the last four digits.</p>	<p><u>20-8129011</u></p>
<p>Is your firm certified as a minority or woman owned business with the Washington State Office of Minority & Women’s Business Enterprises (OMWBE)?</p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, provide MWBE certification no. <u>W2F0024580</u></p>
<p>Is your firm a self-certified Washington State small business?</p> <p>Note: See definitions of ‘microbusiness,’ ‘minibusines,’ and ‘small business,’ set forth in RCW 39.26.010.</p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, what is your business size? Small <input type="checkbox"/> Mini <input type="checkbox"/> Micro <input checked="" type="checkbox"/></p>
<p>Is your firm certified as Veteran Owned with the Washington State Department of Veteran Affairs?</p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, provide WSDVA certification no. <u>PwMng3cr.</u></p>

CONTRACT MANAGEMENT POINTS OF CONTACT	
Authorized Representative Name: <u>Judy Wells</u> Email: judy@mc2-consulting.com Phone: <u>206-713-4869</u>	Contract Administrator Name: <u>Judy Wells</u> Email: judy@mc2-consulting.com Phone: <u>206-713-4869</u>
Sales Reporting Representative Name: <u>Judy Wells</u> Email: judy@mc2-consulting.com Phone: <u>206-713-4869</u>	Sales Reporting Alternate Name: <u>Rachel Hackney</u> Email : rachel@mc2-consulting.com Phone: <u>503-764-5232</u>
Management Fee Representative Name: <u>Judy Wells</u> Email: judy@mc2-consulting.com Phone: <u>206-713-4869</u>	Management Fee Contact Alternate Name: <u>Rachel Hackney</u> Email: rachel@mc2-consulting.com Phone: <u>503-764-5232</u>
Address for Enterprise Services to send management fee invoices: Company name: <u>Chakoian McClure Group Inc. dba Mc² Consulting</u> Attn: <u>Judy Wells</u> Address: <u>13215 SE Mill Plain Blvd., Ste. C8152</u> City/State/Zip: <u>Vancouver, WA 98684</u>	

ORDERING/SALES POINTS OF CONTACT (expand as necessary)			
Name	Phone Number	E-mail	Area of Responsibility
Judy Wells	206-713-4869	judy@mc2-consulting.com	Company President
Rachel Hackney	503-764-5232	rachel@mc2-consulting.com	Administrative Assistant

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 – Change Management, if applicable	
Company Name:	<u>PCC Natural Markets</u>
Contact & Title:	<u>Will Schoentrup, Vice President of Information Technology</u>
Phone:	<u>206-965-1508</u>
Email:	<u>Will.Schoentrup@pccnaturalmarkets.com</u>
Reference 2 – Change Management, if applicable	
Company Name:	<u>Highline College</u>
Contact & Title:	<u>Tim Wrye, Information Technology Director</u>
Phone:	<u>206-592-3790</u>
Email:	<u>twrye@highline.edu</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-2 – BIDDER’S PROFILE

Competitive Solicitation No.:	01620 – Business Consulting Services
Bidder:	Chakoian McClure Group Inc. dba Mc ² Consulting

BIDDER INFORMATION	
Legal name and address of Bidder: Note: This must match information from Business License	<u>Chakoian McClure Group Inc. dba Mc² Consulting</u> <small>Business Name</small> <u>13215 SE Mill Plain Blvd., Ste. C8152</u> <small>Address</small> <u>Vancouver, WA 98684</u> <small>City, State, Zip Code</small>
Washington State Department of Revenue Registration Number: Note: This is the Unified Business Identifier (UBI)	<u>602-647-159</u>
Federal Tax ID No. (TIN): Note: If your TIN is a Social Security number, provide only the last four digits.	<u>20-8129011</u>
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 checked="" type="checkbox"/> No <input type="checkbox"/> If yes, provide MWBE certification no. <u>W2F0024580</u>
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 checked="" type="checkbox"/> No <input type="checkbox"/> If yes, what is your business size? Small <input type="checkbox"/> Mini <input type="checkbox"/> Micro <input checked="" type="checkbox"/>
Is your firm certified as Veteran Owned with the Washington State Department of Veteran Affairs?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If yes, provide WSDVA certification no. <u>PwMnq3cr.</u>

CONTRACT MANAGEMENT POINTS OF CONTACT	
Authorized Representative Name: <u>Judy Wells</u> Email: judy@mc2-consulting.com Phone: <u>206-713-4869</u>	Contract Administrator Name: <u>Judy Wells</u> Email: judy@mc2-consulting.com Phone: <u>206-713-4869</u>
Sales Reporting Representative Name: <u>Judy Wells</u> Email: judy@mc2-consulting.com Phone: <u>206-713-4869</u>	Sales Reporting Alternate Name: <u>Rachel Hackney</u> Email : rachel@mc2-consulting.com Phone: <u>503-764-5232</u>
Management Fee Representative Name: <u>Judy Wells</u> Email: judy@mc2-consulting.com Phone: <u>206-713-4869</u>	Management Fee Contact Alternate Name: <u>Rachel Hackney</u> Email: rachel@mc2-consulting.com Phone: <u>503-764-5232</u>
Address for Enterprise Services to send management fee invoices: Company name: <u>Chakoian McClure Group Inc. dba Mc² Consulting</u> Attn: <u>Judy Wells</u> Address: <u>13215 SE Mill Plain Blvd., Ste. C8152</u> City/State/Zip: <u>Vancouver, WA 98684</u>	

ORDERING/SALES POINTS OF CONTACT (expand as necessary)			
Name	Phone Number	E-mail	Area of Responsibility
Judy Wells	206-713-4869	judy@mc2-consulting.com	Company President
Rachel Hackney	503-764-5232	rachel@mc2-consulting.com	Administrative Assistant

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 – Change Management, if applicable	
Company Name:	<u>PCC Natural Markets</u>
Contact & Title:	<u>Will Schoentrup, Vice President of Information Technology</u>
Phone:	<u>206-965-1508</u>
Email:	<u>Will.Schoentrup@pccnaturalmarkets.com</u>
Reference 2 – Change Management, if applicable	
Company Name:	<u>Highline College</u>
Contact & Title:	<u>Tim Wrye, Information Technology Director</u>
Phone:	<u>206-592-3790</u>
Email:	<u>twrye@highline.edu</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
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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.

Judy Wells, President Name, Title	 Signature	January 24, 2021 Date
Name, Title	Signature	Date
Name, Title	Signature	Date

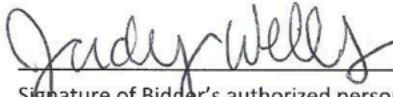
CERTIFICATION

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: Chakoian McClure Group Inc., dba MC²Consulting

Print Name of Bidder – Print full legal entity name of the firm submitting the Bid

By: 
Signature of Bidder's authorized person

Judy Wells
Print Name of person making certifications for Bidder

Title: President
Title of person signing certificate

Place: Washougal, Washington
Print city and state where signed

Date: January 24, 2021

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