From:	Courtney Magill
To:	DES Contracts Team Cedar
Cc:	Nina Maddux; Ward, Tim (ESD Partner); Kunal Modi; Dilip Wagle
Subject:	Response to Solicitation No. 01620- Business Consulting Services
Date:	Friday, January 22, 2021 3:01:35 PM
Attachments:	Solicitation 01620_Exhibit A-1 Certifications_Final.docx
	Solicitation 01620_Exhibit A-2 - Bidder"s Profile_Final .docx
	Solicitation 01620_Exhibit A-3 - Responsible Bidder_Final.docx
	Solicitation 01620_Exhibit C-2 - Bidder Response Sheet_Final.docx
	Solicitation 01620_Exhibit D-1-MC Issues List_Final.docx
	Solicitation 01620_Certificate of Insurance.pdf

External Email

Dear Mr. Long;

Happy Friday – I hope you are doing well. On behalf of McKinsey & Company, Inc. Washington D.C. (McKinsey) please find attached our response to Washington State's solicitation no. 01620 (Business Consulting Services for Organizational Development, Change Management, and Management and Business Analysis).

As required in section 4.4 of the revised solicitation released January 11 and Amendment #1 released January 20, please find attached the following response documentation:

- Attachment A-1 - Certifications (Certificate of Insurance attached separately, as required in subsection 8)
- Attachment A-2 -Bidder's Profile
- Attachment A-3 -Responsible Bidder
- Attachment C-2 - Bidder Response Sheet
- Exhibit D-1 - Master Contract Issues List

Please acknowledge receipt of this submission at your earliest convenience.

We look forward to the opportunity to serve the State of Washington!

Sincerely,
Courtney J. Magill

Contracts Manager

McKinsey & Company, Inc.

1200 19th Street, NW Suite 1100, Washington, DC 20036
Mobile: 973-641-8901
Courtney_Magill@Mckinsey.com

EXHIBIT A-1 – BIDDER'S CERTIFICATION

Competitive Solicitation:	No. 01620 – Business Consulting Services		
Bidder:	McKinsey & Company, Inc. Washington D.C. Type/print full legal name of Bidder		
Bidder's Address:	1200 19th Street NW Suite 1000 Washington, D.C. 20036 Type/print Bidder's Address		
Bidder Organization Type: Check appropriate box	Corporation:	☐ Domestic	✓ Foreign
	Limited Liability Company (LLC):	☐ Domestic	☐ Foreign
	Partnership:	☐ Domestic	☐ Foreign
	Sole Proprietorship:	☐	
State of Formation:	Delaware 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 <u>has</u> 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).

<div align="center">OR</div>

☐ *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.

<div align="center">OR</div>

☐ *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 <u>not</u> presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from contracting with any federal, state, or local governmental entity.

<div align="center">OR</div>

☐   *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 <u>not</u>, 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.

<div align="center">OR</div>

☐   *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 <u>NOT</u> 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.

<div align="center">OR</div>

☐   *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 <u>NOT</u> 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 <u>NOT</u> 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 <u>not</u>, 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 <u>not</u> 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.

<div align="center">OR</div>

☐ *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.

<div align="center">OR</div>

☐ *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 <u>not</u> utilize subcontractors to provide the goods and/or services subject to this Competitive Solicitation.

<div align="center">OR</div>

☐ *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 the following three (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.

<div align="center">OR</div>

✓ *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: MCKINSEY & COMPANY, INC. WASHINGTON D.C.

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

By: _____

_____
Signature of Bidder's authorized person

Title: Partner

_____
Title of person signing certificate

Date: January 24, 2021

_____

Tony D'Emidio

_____
Print Name of person making certifications for Bidder

Place: Washington D.C.

_____
Print city and state where signed

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:	McKinsey & Company, Inc. Washington D.C.

BIDDER INFORMATION	
Legal name and address of Bidder: Note: This must match information from Business License	McKinsey & Company, Inc. Washington D.C. Business Name 1200 19th Street NW Suite 1000 Address Washington D.C. 20036 City, State, Zip Code
Washington State Department of Revenue Registration Number: Note: This is the Unified Business Identifier (UBI)	603 283 980
Federal Tax ID No. (TIN): Note: If your TIN is a Social Security number, provide only the last four digits.	56-2405213
Is your firm certified as a minority or woman owned business with the Washington State Office of Minority & Women's Business Enterprises (OMWBE)?	Yes ☐ No ☒ If yes, provide MWBE certification no. _____
Is your firm a self-certified Washington State small business? Note: See definitions of 'microbusiness,' 'minibusiness,' and 'small business," set forth in RCW 39.26.010.	Yes ☐ No ☒ If yes, what is your business size? Small ☐ Mini ☐ Micro ☐
Is your firm certified as Veteran Owned with the Washington State Department of Veteran Affairs?	Yes ☐ No ☒ If yes, provide WSDVA certification no. _____.

CONTRACT MANAGEMENT POINTS OF CONTACT	
Authorized Representative Name: Tony D'Emidio Email: Tony_DEmidio@mckinsey.com Phone: 202-731-4792	Contract Administrator Name: Geoff Bradford Email: mckinsey_contracts@mckinsey.com Phone: 202-246-4418
Sales Reporting Representative Name: Geoff Bradford Email: mckinsey_contracts@mckinsey.com Phone: 202-246-4418	Sales Reporting Alternate Name: Liz Abbott-Beaumont Email : Liz_Abbott_Beaumont@mckinsey.com Phone: 202-876-7104
Management Fee Representative Name: Geoff Bradford Email: mckinsey_contracts@mckinsey.com Phone: 202-246-4418	Management Fee Contact Alternate Name: Megan Czerp Email: USG-Accounting@mckinsey.com Phone: 202-876-4164
Address for Enterprise Services to send management fee invoices: Company name: McKinsey & Company, Inc. Washington D.C. Attn: USG Accounting Address: 1200 19th Street NW Suite 1000 City/State/Zip: Washington, D.C.	

ORDERING/SALES POINTS OF CONTACT (expand as necessary)			
Name	**Phone Number**	**E-mail**	**Area of Responsibility**

REFERENCES

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

Reference 1 – Organizational Development, if applicable	
Company Name: Contact & Title: Phone: Email:	Illinois Department of Innovation and Technology Christ Balich, ERP Program Contract and Policy Manager (312) 814-1822 Christ.Balich@illinois.gov
Reference 2 – Organizational Development, if applicable	
Company Name: Contact & Title: Phone: Email:	New Mexico Human Services Department (HSD) Linda Gonzales, Deputy Director, Medical Assistance Division (505) 629-6278 linda.gonzales@state.nm.us
---------------------------------------	--
Reference 1 – Change Management, if applicable	
Company Name: Contact & Title: Phone: Email:	California Department of Motor Vehicles Kathleen Webb, Chief Deputy Director (916) 657-6941 Kathleen.webb@dmv.ca.gov
Reference 2 – Change Management, if applicable	
Company Name: Contact & Title: Phone: Email:	New Jersey Economic Development Authority Tim Sullivan, Chief Executive Officer (609) 858-6700 tsullivan@njeda.com
---------------------------------------	--
Reference 1 – Management and Business Analysis, if applicable	
Company Name: Contact & Title: Phone: Email:	Employment Security Department Cami Feek, Acting Commissioner (360) 790-7460 CFeek@esd.wa.gov
Reference 2 – Management and Business Analysis, if applicable	
Company Name: Contact & Title: Phone: Email:	California Office of Systems Integration Suman Biswas, Enterprise Technology Officer (916) 717-5920 Suman.Biswas@osi.ca.gov

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: <u>None</u>

<div align="center">

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

</div>

EXHIBIT A-3 - RESPONSIBLE BIDDER (COMPETENCIES)

Competitive Solicitation:	No. 01620 – Business Consulting Services

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

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

ATTESTATION

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

Tony D'Emidio, Partner   January 24, 2021

Name, Title   Signature   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: MCKINSEY & COMPANY, INC. WASHINGTON D.C.
Print Name of Bidder – Print full legal entity name of the firm submitting the Bid

By: ___ _____

Signature of Bidder's authorized person

Tony D'Emidio
Print Name of person making certifications for Bidder

Place: Washington D.C.
Print city and state where signed

Title: Partner
Title of person signing certificate

Date: January 24, 2021

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

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

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

- ✔ Organizational Development
- ✔ Change Management
- ✔ Management and Business Analysis

Bidder Name: McKinsey & Company, Inc. Washington D.C.

_____

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

INTRODUCTION TO OUR FIRM:
We are a global management consulting firm deeply committed to helping institutions across the public, private, and social sectors achieve lasting success. Throughout our many decades long history, our firm has served as the most trusted external advisor to governments, nonprofits, and private sector companies in the US and across the globe, helping them to solve their most pressing problems and enabling them to achieve distinctive, substantial, and lasting improvements in their performance.

Our methodology, approaches, and tools have been proven across thousands of engagements. Our firm's US public sector practice specifically supports the unique needs of clients in the US federal, state and local levels of government. In serving public entities, we draw on our firm's full talent pool (30,000+ colleagues around the world) and extensive industry and functional expertise to help the government better fulfill its mission. We bring broad experience serving a range of state government stakeholders, including across health and human services, transportation, education, environment and natural resources, community and economic development, finance and taxation, and general government services. We serve these stakeholders on a range of topics, including strategy, organizational design, change management, research and analysis, technology, business process improvement and re-engineering, project management, risk mitigation, and implementation oversight.

We attract and retain top talent with a great diversity of backgrounds. Approximately 80% of our firm's colleagues have earned advanced degrees. That includes approximately 35% with MBAs, 30% with Non-business master's degrees and 13% who have earned a Ph.D., MD, or law degree. Our firm also has several professionals with significant prior work experience at all levels of government across a range of functional areas.

We purposefully design teams for each of our projects to ensure that our clients have access to specific, interdisciplinary domain expertise. All teams are led by Partner or Senior Partner level personnel (our most senior and experienced colleagues), which ensures commitment and accountability throughout all projects for clients.

OUR AREAS OF SERVICE:
Our firm serves clients from a range of industries on a variety of business topics. Our areas of service can be broadly categorized within the following groups of industries served and business topics on which our projects focus:

Industries:
- Public & Social Sector
- Capital Projects & Infrastructure
- Financial Services
- Electric Power & Natural Gas
- Advanced Industries (electronics, semi-conductors, aerospace & defense, automotive & assembly)
- Banking
- Chemicals & Agriculture
- Consumer & Retail
- High Tech, Media & Telecommunications
- Metals, Mining, Oil & Gas

_____

- Pharmaceutical & Medical Products Research & Development

Business Topics:
- Organization (including Organizational Development, Change Management, and Management & Business Analysis)
- Strategy & Corporate Finance
- Sustainability
- Transformation
- Digital, Analytics & Design
- Digital Strategy
- Marketing & Sales
- Operations Manufacturing

OUR CUSTOMER BASE:
Our US Public Sector practice has served 25 US states and 80% of the US cabinet departments across a variety of topics including customer experience, strategy, operational improvements, organizational design, healthcare, and data analytics. In the private sector, we serve more than 90 of the top 100 corporations worldwide, and over 80 of the 100 largest corporations in the US.

WHAT SETS US APART:
Our organization is distinguished by the following five strengths from which Washington agencies will benefit:

1. We bring a global breadth of capabilities and experiences across sectors to our work. Through proven methodologies, technologies, and a constant focus on building capabilities, we shift the trajectory of entire organizations in ways that last. Our firm is comprised of over 30,000 colleagues globally, serving a range of clients across industries and business topics. Across sectors, 60% of our work involves transformation, digital, analytics, capability building, and implementation. With more than 5,000 experienced technology professionals, our organizational development, change management, and management/business analyst teams are supplemented by technical perspective that grounds our recommendations in pragmatic realities. Our teams are committed to building up the capacities of our clients to ensure that the impact of our work continues after we are gone.

2. We have a track record of impact across the public sector, including partnership with 25 US state governments.
Within the last five years alone, we have undertaken more than 8,925 projects for public agencies, including cities, counties, states and many federal cabinet agencies. We do not need a long ramp up period to get to know state government. We have helped agencies across 25 states to set priorities, define project scopes, and build consensus for various engagements. This deep understanding, experience, and familiarity allows us to present tailored, realistic and actionable day one hypotheses – resulting in rapid delivery of value to Washington's agencies.

3. We bring local depth through our service as a trusted partner over multiple projects and are passionately engaged in Washington's development.
We maintain a thriving office in Seattle which serves companies, philanthropies, and public entities that reflect the state's diverse and innovative environment. We have had the privilege of serving multiple

Washington state government agencies on a range of topics. We also serve many of Washington's leading companies, helping the state become a global leader in innovation and commerce.

Our work in the private sector allows us to bring best practices and innovative approaches to state government agencies, but we know that not all private sector practices translate well into a public sector context. Our expertise across sectors paired with our intimate local understanding allows us to bring insights and approaches to Washington state agencies that are relevant and impactful. We also believe strongly in giving back to the communities in which we work and live. We support over 600 nonprofits per year, including several across Washington.

4. We offer unrivaled research and thought leadership on the macrotrends that will influence Washington's trajectory.

We have our own in-house business and economics research institute that combines our best business insights with leading macroeconomic thinking and research and publishes groundbreaking research on technology and innovation, natural resources and productivity, and financial markets and infrastructure, among other topics. More recently, our team has developed detailed perspectives on the macroeconomic and societal impacts of COVID-19 for Washington. For example, we have led research on the disparate impact of COVID-19 by race, developed a perspective on how to drive an economic recovery rooted in climate resiliency and sustainability, and built a rigorous toolkit to support struggling small businesses. A distinctive feature of our research capabilities is our ability to rapidly generate data-backed insights on urgent challenges state leaders are facing (often faster than academic researchers). For example, during the COVID-19 pandemic, we generated insights on a range of topics including learning loss for K-12 students from school closures, vulnerable jobs and sectors by county, and the impact of changing travel patterns. We seek to bring timely and relevant insights to Washington State leaders – empowering them to make critical decisions in real-time with the most relevant data available.

5. We collaborate with clients to generate fact-based, independent, impactful, and executable solutions, while creating a great partnership experience.

Through each project, we use a collaborative approach that enlists leadership and frontline employees at appropriate stages of the process to ensure that proposed solutions or work products result in practical, sustainable impact. The principles that guide our approach to partnership include:

- **Asking for feedback regularly and adjusting our approach** to ensure that we focus on the most important priorities for our clients. If the activities required to achieve the agreed upon deliverables change, we adapt our approach and resourcing plan accordingly – we do not issue change orders.
- **Providing unbiased counsel focused exclusively on advancing our clients' mission and priorities.** We bring the credibility to work with senior leadership as an objective advisor, providing direct, fact-based recommendations. We believe that external partners should not have any financial interest in the outcome of strategic decisions or in downstream system implementations, including major partnerships that could create a potential organizational conflict of interest.
- **Co-creating solutions** by inclusively tapping ideas and energy throughout our clients' organization to drive tangible impact and bridge headquarter-field disconnects. Throughout our efforts, we seek to onboard and empower clients to lead the change. We also role model agile ways of working by rapidly moving ideas from discovery to design to delivery of solutions or new ways of work. Often, our work involves hosting daily stand ups and weekly problem solving sessions that focus on driving rapid, iterative decision-making.
- **Building skills to sustain improvement** through targeted workshops, trainings, supporting change management plans, and supporting client team members in contributing their best to the project.

As a result of these five strengths, Washington state agencies can expect that engaging our firm will deliver high quality, impactful results that can benefit Washingtonians directly in less time than they could imagine possible.

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

	ORGANIZATIONAL DEVELOPMENT REFERENCE PROJECT 1 *Client: Midwest State Department of Innovation & Technology*
Size of Client	1000 FTE across 30 state agencies
Period of Performance	4/2014 – 3/2019
Context	We partnered with a Midwest State's department of innovation and technology, which had over 400 siloed legacy IT solutions across the executive branch agencies for finance, procurement, human capital, and grants management. These disjointed and obsolete systems (and the corresponding business processes) resulted in high costs and negative auditor general reports on the accuracy and timeliness of financial reporting, putting significant funding at risk (e.g., federal grants). Moreover, there was limited managerial control due to lack of critical up-to-date information and data, making it difficult for state leadership to monitor, detect, and manage major decisions, actions, and issues in a timely manner.
Goals	The goal of the project was to support the state in successfully implementing a new Enterprise Resource Planning (ERP) system, while building the capabilities of state leaders to provide effective, ongoing project management for business process and technology changes required.
Scope & Action Taken to Achieve Goals	We applied our firm's organizational development approach, which has three standard phases (forums to learn, feedback to grown, and fieldwork to apply) to the project in the following ways: • **Forums to Learn:** We designed and delivered two types of trainings for project management, directly training state agency employees on necessary project management skills and using a 'train-the-trainer' approach to enable broader adoption and compliance with the implementation efforts. Over 1,000 employees from 30 different state agencies attended these workshops. The workshops and trainings covered a range of topics tailored to their needs, drawing from our firm's capability building expertise in project management best practices, value assurance, change management, risk mitigation and problem solving. • **Feedback to Grow:** Using a combination of coaching and embedding feedback loops, we supported the project managers in follow up sessions to reinforce their learnings as they began the work of their individual implementations. • **Fieldwork to Apply:** By using microlearning methods combined with assessment and reflection, project managers were able to learn through content that was short, relevant, contextualized, and personalized. A subsequent series of trainings were offered to over 300 leaders in 45 agencies focusing on change management, communications and influencing strategies necessary for effective project management.
Results	Efforts to develop state employees' knowledge, understanding and skill levels in project management contributed to the State's IT efficiency efforts. The State ultimately captured value including:

	1. 10-30% overall price improvement through bidding and contract management counseling; 2. 50-65% timeline reduction from requirements to vendor selection in six months vs. 12-18 months industry average; 3. 12-month time savings of overall IT program by leveraging vendor input, compared to programs with full pre-RFP requirements development; and 4. the redesign of an unstructured list of more than 3,000 requirements to a list of 665 that were prioritized to the program objectives and were mapped into an organized requirements framework.

ORGANIZATIONAL DEVELOPMENT REFERENCE PROJECT 2	
Client: Western State Human Services Department	
Size of Client	~1780 FTE
Period of Performance	2018-Present
Context	Our firm worked with a western US State Human Services Department, which includes the state's Medicaid program, to support its transformation agenda for improving health outcomes, implementing person-centric service models, and pursuing administrative effectiveness. Core to this agenda was an information technology project that impacted more than 15 programs across six different state agencies. Our scope specifically focused on organizational development and associated change management activities in support of this aggressive transformation agenda.
Goals	Our project focused on two priorities for the Department: • Ensure that the department's project to replace the existing Medicaid information system could enable objectives of the Medicaid Agency's future state aspirations by determining critical success factors, developing a change management plan with a focus on executive and team coaching, and creating a communication plan. • Help define a 4-year strategic plan for Medicaid, including initiatives supporting the Department's vision, and onboard selected stakeholders (e.g., deputy director, divisional leadership).
Scope & Action Taken to Achieve Goals	In order to support these goals, our firm has engaged in five separate task orders over the past two and a half years for the Medicaid program. We continue to exceed the client's expectations for value and they continue to engage us in broader scopes of work. Across these five task orders, our work has included activities to: 1. **Set the vision, host coaching workshops, and craft a compelling story for change:** Facilitating discussions across many stakeholders, we helped the Department to develop a vision for its transformation and messaging for the "change story" for a comprehensive set of internal and external stakeholders, through a wide range of channels with consistent messaging and galvanizing key points and issues. We conducted executive coaching to equip leaders to articulate the change story to a range of stakeholders. This change story was grounded in a change readiness assessment completed Department-wide that identified what changes were needed and the size and impact of those changes in their desired future end state. 2. **Design solutions for operational issues through team development coaching:** We supported the design and implementation of a Business Transformation Council comprised of cross-division leaders to drive the design of future-state journeys and establish metrics for measuring progress in the transformation. We identified must-have skills to help ensure a successful transformation, as well as identified the three most critical priorities for each module of the new system. We also facilitated the definition of "quick-wins" to address operational process bottlenecks and inefficiencies using a combination of reviewing existing

	documentation of processes by the Department and various Medicaid information technology vendors, interviews and focus groups with staff, and in-person observation to identify the most important processes associated with each module (i.e., a description of the process, a list of the stakeholders and organizations involved, and the roles and activities they each play in the overall process). **3. Measure and monitor ongoing progress of organizational development change efforts:** We worked with the Department to baseline organizational health using a detailed survey of 150+ staff members and assessed the overall organizational health and performance utilizing key linkages across the department and its vision statement, identifying key design implications for the Medicaid information system replacement project's implementation. We also cataloged changes required in talent, organization, structure, processes and capabilities to inform progress on the change management plan.
Results	Our work resulted in numerous positive outcomes for the Medicaid program, including: 1. Up to 50% reduction in days to process a new application through streamlined and automated processes by eliminating bottlenecks due to manual errors and providing online document delivery. 2. 25% reduction in time spent on enrollment from redesigns that include real time client data synchronization across programs/systems. 3. 50% reduction in touchpoints from centralized care coordination and benefit management by automating paper processes and eliminating duplicative information collection. 4. Increase in feedback loops to improve customer experience by developing client-facing tracking mechanisms to keep them informed and ensure staff accountability. 5. Easier navigation for client, with increased transparency and a more consistent engagement from Medicaid. 6. Automated Managed Care Organization (MCO) processes with ~50% decrease in time spent reviewing for data inaccuracies and more emphasis placed on report analysis and utilization. 7. Increased collaboration with MCOs, starting with clearer data input and exchange requirements to ensure effective use of report findings and improved client health outcomes.

CHANGE MANAGEMENT REFERENCE PROJECT 1	
Client: Western State Department of Motor Vehicles	
Size of Client	~8,900 FTE
Period of Performance	March 2019 – July 2019
Context	Building up over the course of a year, the client, a Western US State DMV, encountered a significant increase in concerns from residents, the Legislature, and the news media as the rollout of REAL ID, a new voter registration program, and a new customer queuing system exposed concerns with fundamental operational processes, outdated IT systems, lack of IT governance, siloed organizational communication, and inadequate workforce and succession planning. Despite an awareness of the increasingly high level of stakeholder concerns, the DMV had limited data or analysis to inform program change.
Goals	Our project focused on two priorities for the Department: • To build a holistic strategy based on rigorous data collection and analysis to prepare employees for business, technical and cultural changes underway. • To begin the transformation to a fully integrated customer-focused organization by preparing, supporting, and helping individuals and teams to transform the customer experience.
Scope & Action Taken to Achieve Goals	In support of these goals, our firm undertook the following activities: 1. **Set the aspiration, strategies to effect change, and assess the current state:** We used several methods to develop a rigorous fact-base to prepare for program evaluation and design, including complex, quantitative survey design and analysis for over 2,000 state residents, qualitative focus group research and analysis, and forecasting demand and capacity analysis. In order to facilitate iterative program evaluation and analysis-supported design, we helped set up an "innovation garage," a physical cross-departmental, co-working space. The walls of the innovation garage featured a rotating gallery of the latest operational analyses, field research, process maps, and customer insights. To help implement strategies for effecting change, we hosted "gallery walks" that broke away from the traditional PowerPoint slide read outs that often occur during transformations and instead role model agile ways of work through collaborative, engaging sessions with senior leaders that focused on sharing key insights and making decisions. 2. **Design solutions and performance improvements:** During this phase, we ran cross-functional design-thinking workshops to design future-state solutions. By involving a broad cross section of stakeholders in these workshops, we helped the organization to control the change that was to come and ensure that those affected by the changes would be more likely to easily adapt. Based on the major pain points and opportunity areas identified through the assessment process, our team partnered with the DMV to define three high-priority solution areas to further detail, including customer preparation, field office processes, and employee empowerment**.** We hosted a series of concept sprints, which are cross-functional innovation workshops designed to solve a specific opportunity area. We sourced participants from across departments that

	represented the range of relevant sponsors, accountable owners, subject matter experts (SMEs), and technologists. During the workshop, teams were empowered to create a set of tangible and testable minimum viable product prototypes that could be quickly piloted in the field. The workshop process produced the solutions for the transformation effort to implement and scale and equipped employees with a more agile, design-thinking way of working that could be applicable across projects. **3. Deliver and build capabilities to equip the organization and employees to adapt to changes and drive impact:** To drive sustainable execution, employees were empowered as product owners for the prioritized solutions and were paired with our team members who worked with them to build capabilities and drive results. This methodology emphasizes "learning while doing" and pairs active coaching with a real-world context. To ensure that DMV employees were equipped to meet the major challenges the department faced in a sustainable way, we designed and helped the DMV execute a first-of-its-kind all field office training day. This training across 5,000+ field employees provided rapid context, upskilling, and capability building. The training featured interactive modules that conveyed key tenets of the transformation to employees and equipped them with the skills needed to execute core initiatives. We partnered closely with the Department's training department and senior leadership to enhance their capability to deliver ongoing, high quality training to employees and bolster the overall employee journey.
Results	The DMV ended up with an improved projection of resource and program needs in the face of surging customer demand for services over a short time horizon, including: 1. a program design process that maximized cross-agency inputs; 2. a cost-effective and program impact-effective deployment of resources; 3. new customer insights through survey and field research; and 4. a redesign of operational processes to drive performance improvements.

CHANGE MANAGEMENT REFERENCE PROJECT 2	
Client: Northeastern State Economic Development Agency	
Size of Client	~300 FTE
Period of Performance	8/2018-8/2020
Context	Our firm served a Northeast US state government economic development agency. The State has a strong legacy of innovation and entrepreneurship, but its economy has had lagging economic growth (e.g., ranked 49th for wage growth and 42nd for employment growth). Due to lagging economic growth, the State sought to develop a robust economic development strategy that would make the economy both stronger and fairer.
Goals	Our engagement focused on two goals for the agency: • To develop a cross-cutting economic development strategy, assess the impact (e.g., costs, timing, economic outcomes) of key initiatives, and create tangible roadmaps to ensure immediate implementation, and • To build the strategy based on rigorous data collection and analysis to deliver the most cost and impact-effective economic development initiatives.
Scope & Action Taken to Achieve Goals	Our approach included the following activities: 1. **Economic Research and Analysis:** We analyzed the current state of the State's economy (e.g., analysis of current tax incentive program of the state) and conducted economic analysis of its competitive advantages and challenges relative to its Northeast peers to understand high-potential industry sectors and core enablers with potential to accelerate the State's economy. 2. **Strategic Planning:** We worked with agency leadership to set a vision and develop core principles for the economic development plan. With an understanding of the current state and high-potential sectors, the team developed a clear vision, concrete goals, and a set of economic development principles on which the State's economic development plan would be anchored. The team also created 12+ signature initiatives to move the state's economy forward with supporting cost-benefit analysis for each initiative, including cost of implementing and running the initiative, time to impact, and the direct job and wage impact. For example, given the State's commitment to 3.5 gigawatts of offshore wind by 2030, the team estimated the potential cost and job impact of achieving this level of production based on the experience of other states and countries. Estimates were used to help inform and shape the role that the agency could play to help optimize the time and impact of the State's offshore wind efforts. Cost-benefit estimates were built on previous economic analysis done by our team, including use of multipliers to estimate direct, indirect, and induced effects of investments. 3. **Operations, Organizational Development, Change Management:** We then identified and mapped key stakeholders across the State whose support would be required for successful implementation and engaged each to collect input on roadmaps created and align on a path to success.

	4. **Community and Public Engagement:** To ensure alignment, we supported the Governor's Office in 40+ stakeholder meetings with mayors and officials across municipalities, key agency leaders, and business leaders. We also held weekly core team meetings between our team, the agency, the Governor's Office, and a nonprofit organization that helps the agency with business attraction and promotion in the State. 5. **Implementation and Project Management:** Finally, we created individual implementation plans for key initiatives. This required identifying near- and long-term actions to execute key initiatives, key stakeholders needed for successful implementation, identifying potential risks and mitigation strategies, and developing recommendations for how best to measure and track key metrics to ensure progress against initiatives and plan goals.
Results	The agency ended up with a group of 100+ stakeholders that coalesced around a common vision, and the Governor was able to launch a public report in the fall of 2018, which included action plans for implementation currently underway. • The impact of the combined initiatives by 2025 is estimated to catalyze 300,000 jobs and $625M in venture capital. • Additionally, we identified an opportunity to create $6B in tax revenue through a more effective use of incentives.

MANAGEMENT AND BUSINESS ANALYSIS REFERENCE PROJECT 1	
Client: Western State Unemployment Insurance Department	
Size of Client	2,800 FTE
Period of Performance	May 2020-August 2020
Context	Our Firm partnered with a Western US State agency that administers the state's unemployment insurance (UI) program. This service is even more critical given the massive economic dislocations associated with COVID-19. Rapid increases in benefits and the expansion of eligibility associated with COVID-19-driven legislation helped mitigate the impact of the downturn on residents, but also increased the program's risk of imposter fraud (identity theft). Starting mid-May, our client had detected a wave of imposter fraud and had flagged hundreds of thousands of suspect applications (well over a year's worth of adjudication work).
Goals	Our goal was to assist the agency management to size the imposter fraud problem, resolve the pending adjudications, and develop a fraud process and organization that uses leading practices to better protect the state's UI program and the workers it serves and therefore meet its objectives and goals.
Scope & Action Taken to Achieve Goals	Our approach included the following: 1. **Develop fraud assessment methodology:** We interviewed agency fraud investigators to develop a taxonomy of fraud types and schemes within each type. We then identified potential data markers for each scheme that we could investigate in the broader application data set. 2. **Measure the current level of fraud:** We explored the agency's data to understand the prevalence of different imposter fraud markets to generate a rough order of magnitude sizing of fraud in terms of dollars and payments. Given the complexity in detecting fraud, we also created a hierarchy of riskiness to allow the agency to focus on exploring those accounts that contain multiple fraud markers. This allowed us to tailor the level of investigative effort to the level of suspiciousness by application. 3. **Develop case management system:** Working with agency investigators, we developed a workable system for them to track their work, including for each case the reason flagged, investigation outcome, and rationale for determination. 4. **Create a structure to continuously develop new detection methods:** Given the ever-evolving nature of fraud, we partnered with investigators to develop a process to continuously design, test, and implement new fraud markers to find additional fraudulent accounts. 5. **Build an application process more resistant to imposter fraud:** We worked with agency leadership to develop an application system with new fraud resiliency features (e.g., escalation paths for applicants deemed high risk) to ensure that the system could meet the critical needs of eligible residents in a timely fashion while mitigating fraud risk to the program.

_____

Results	Through our partnership, the Department was able to: • Quantify the amount of fraud both paid out and prevented. • Clear 90+% of their adjudication backlog through rapid identification, bulk decisioning, and tailored adjudication efforts over an initial 6-week sprint. • Assess the effectiveness of the agency's fraud selection criteria (e.g., by measuring the false positive rate of different fraud selection rules), develop and test new fraud selection rules, developed via both common sense and advanced analytics/machine learning techniques. • Develop a rigorous process for reporting results and testing new rules. The new process was transitioned to the client, who is able to continue to develop and rigorously test new rules without further support. • Implement a new detailed bank recovery processes that enabled the recovery of significant funds previously lost to imposter fraud. • Design and implement a new fraud organization from scratch (including mission, staffing, and organizational design) to bolster the agency's capabilities to fight fraud on an ongoing basis.

MANAGEMENT AND BUSINESS ANALYSIS REFERENCE PROJECT 2	
Client: Western State Department of Information Technology	
Size of Client	~200 FTE
Period of Performance	January 2018 – March 2018
Context	Our firm worked on a project for a Western US State that had three separate public assistance IT systems performing similar functionality (case management for HHS programs) across its numerable counties that was characterized by: • Approximately $250M in annual O&M spend; overall spend annual spend approximately $1B, supported by two vendors • Multi-stakeholder environment with staff from local, county, consortia, state, and federal entities By regulation, the State and its counties are mandated to consolidate the three separate public assistance programs into a single-county managed system by 2023.
Goals	Our project was focused on helping the Department with the following goals: • To identify key considerations for single roadmap, • To develop alternative approaches for migration, • To understand vendor management and governance best practices, and • To interpedently anticipate and design out risks related to the IT implementation.
Scope & Action Taken to Achieve Goals	Our firm's ability to bring both technical and business expertise with a fast-moving, prioritized approach was critical to success for the State. Our team helped by: • Quickly learning the intricacies of complex government IT megaprojects, specifically large integrated systems. • Working across many levels of stakeholders (federal, state, county) and building trust-based relationships. • Bringing industry experience and expertise, benchmarks and tools, and a problem solving toolkit to the public sector. Our firm helped the State in planning for the migration to an integrated single system. Specifically we: • Independently pressure-tested the existing migration plan to a single system. • Developed detailed evaluation criteria that helped the State in assessing different options for migration, including back end infrastructure hosting options (e.g., stay on-premise data centers versus move to cloud). • Shared best practices for a governance model to ensure long-term sustainability and accountability of various stakeholders and advised the State on tailoring them to fit the State's operating model. • Identified vendor management best practices that have been the most important drivers of success in analogous public and/or private sector efforts. • Developed the final single effort roadmap and support overall migration planning, including sequencing, key decision points, milestones, timelines,

	and procurement/vendor strategy for the preferred option coming out of the alternative assessment. • Developed a near-term tactical action plan identifying near-term actions that should be taken within the next six to eight months to build momentum and ensure success.
Results	• Enabled the State to consider multiple alternative approaches for the system migration and take a fact-based decision on the path forward. • Shared best practices on vendor management and guidelines to not only enable a successful migration but also ways to enhance performance and value capture. • Developed near-term actions and tactical plan for five key areas of work that needed to be performed in the next six to eight months.

Quality Assurance (4 pages maximum) (150 points)

<u>OUR APPROACH TO QUALITY ASSURANCE REGARDING THE SERVICES WE PROVIDE</u>

Our approach ensuring the quality of our deliverables:
Our firm prioritizes delivering high quality services and corresponding deliverables to each of our clients. Each of our projects considers quality from the initial proposal. In our initial proposals for task orders resulting from this MSA, Washington state agencies can expect to find clearly articulated deliverables for each body of work we propose to undertake. By firm policy, each proposal is independently reviewed by multiple indepenent partners to ensure that differing perspectives are considered when sizing and scaling the work efforts. This review raises the quality of the methodologies that we propose to clients. Once we have executed a contract, our firm uses the following five step approach to ensure the quality of our deliverables:

Understand	**Document**	**Converge**	**Rigor**	**Approve**
Kick-off meeting held to create a mutual understanding of the work	Deliverable expectation documents used to outline final deliverable & align expectations on content	Regular check-ins and review of interim drafts conducted with client to ensure feedback is regularly incorporated	All deliverables are reviewed by at least 2 partners to ensure high quality & fact basis	Get feedback from customers and resolve any outstanding issues rapidly

Key activities of each step of our quality assurance approach are further elaborated in the table below:

Step	Activity description
Understand	• Build initial project plan based on executed statement of work. • Consider information from prior projects with other clients to accelerate starting point. • Conduct kick-off meeting with combined firm & state agency team to review project plan and approach, including expectations of how we will jointly operate during the project.
Document	• Review internal firm deliverables, toolkits, and knowledge repository for multiple options for deliverable starting points. • Prepare annotated outline of deliverables to review with state agency team to align expectations around content to be produced.
Converge	• Produce deliverables as work is being completed, rather than waiting until the end to produce documentation. • Engage the client in frequent review of interim deliverables as a demonstrated measure of progress and to elicit ongoing feedback that can be incorporated into deliverables along the way.

Rigor	- Conduct problem solving sessions weekly with senior firm leadership to ensure that firm services are meeting the desired client outcomes. - Conduct internal project team review for quality against firm checklists for deliverables. - Complete quality assurance reviews by two separate firm partners prior to submission of any deliverables to ensure that they are providing the expected quality of insights.
Approve	- Provide deliverable walkthrough to client rather than just transmitting via email. - Have a dialogue with the client to review any comments on deliverables. - Resolve comments and resubmit quickly.

Our approach to ensuring the quality of our services:
Consistent with our business philosophy of producing high quality deliverables for our clients, we have developed a management approach that promotes not only on time deliverables, but also quality of the service experience. A hallmark of our consulting approach is the intense involvement of our partners – our most senior personnel – in every project. Our partners take responsibility for reviewing the quality of all deliverables we produce in an engagement. They have extensive experience and expertise in the projects they lead, which gives them the ability to structure problem solving, detect anomalies in any results, and help the client and team consider how various solutions will likely work in practice. At a minimum, management check-ins are done twice a week via scheduled team problem solving sessions and additional check-ins happen throughout the week based on team and client needs.
In addition to ensuring the quality of deliverables, our partner leaders are also held accountable for ensuring that our standard management approach to ensure highest quality service is carried out throughout each project.

The key elements of this management approach are:

1. Heavy leadership involvement in our teams. Unlike other management consulting firms who offer a partner to consultant ratio of 1:50 or 1:200, our partner to consultant ratio is 1:6, as a result, our partners can and do take responsibility for reviewing the quality of all deliverables we produce in an engagement. The partners who will lead the work with the Washington state agencies have experience and expertise in transformation across a variety of industries. This gives them the ability to structure problem solving, detect anomalies in any results, and help these agencies consider how various solutions will likely work in practice.

2. Close collaboration, both in project design and during project execution. We will work in a collaborative manner with Washington state agency project teams. Through our decades of experience in consulting, we have discovered that successful work and high-quality outcomes require substantial interactions between our clients and our personnel. At the outset of projects, we will invest considerable time working with clients on the design of the project to ensure that we achieve the objectives. Throughout the project, we will maintain a high level of collaboration, to ensure that we remain focused on their specific situation and constraints. As a result, we will not develop a "solution" only to discover later on that it does not match the needs of the state agency.

3. Project management and direct reports to client leadership. We will build quality control into project management through team meetings, leadership meetings, and progress reviews with client teams. The

leadership will meet with the team at least twice every week to share information, guide problem solving, challenge progress and hypotheses, identify and resolve potential issues, and ensure that all activities are focused on impact for the state agency.

4. Insisting on a fact-based problem-solving approach. Our work is underpinned by methodologies grounded in thousands of engagements performed with leading organizations around the world. Having our team members use these repeatable, established methods helps us deliver high-quality products and services to our clients. One critical aspect of how we work is our fact-based approach to problem solving. We will immerse ourselves in state agency data and processes, so that we identify the root causes behind the challenges and develop solutions based on information rather than opinion. We will not feel constrained by what the client state agency has done in the past or by any "off the shelf" methodologies. By grounding our work in the facts and being methodical in our analysis of those facts, we can ensure that our clients will have an informed basis for making decisions.

5. Consistent and clear communication. Effective reporting and communication are critical to the success of any project. Our firm recognizes that teams must maintain close relationships with our clients to be the most successful. We do this through the use of tools and methods that become part of the daily, weekly, or monthly cadence of a project. For task orders under this MSA, we will deploy several methods of communication to ensure effective project management including the following, as appropriate:
- Bi-weekly meetings and progress reports. We will provide bi-weekly status updates to share findings, pressure-test emerging hypotheses, and agree on next steps, along with additional meetings that leadership needs. These reports will be provided in MS Word and will be detailed enough to provide explanations of each data element. Progress reports will include the work completed, work planned, and problems and resolutions or plans for resolution.
- Proactive client communications. One of the firm's partners will engage at least weekly with key department leaders to review project progress and identify any issues.
- Leadership meetings. Our leadership meets regularly with the working teams to share information and guide the teams' thinking and approaches.
- Daily working team meetings. All members of the team will meet daily to ensure alignment, and that all information is being effectively shared across the various parts of the engagement that are occurring simultaneously.

Training and Certification Programs:
Our firm attracts and retains top talent with a great diversity of backgrounds. This includes top performers from leading MBA programs, but also professional musicians, authors, athletes, entrepreneurs, health professionals, and former state government leaders. Approximately 80% of our firm's 30,000 colleagues have earned advanced degrees. That includes approximately 35% with MBAs, 30% with non-business master's degrees and 13% who have earned a Ph.D., MD, or law degree. In addition, our Firm includes employees with the following certifications: Six Sigma Black Belt, Prosci change management certification, and Project Management certification (PMP), among others. We seek to meet the needs of any particular project by investing in and retaining the capabilities required to deliver impact.

We invest over $700M annually in knowledge development, capability building and learning. Our partners collaborate with the most highly regarded external training leaders to tailor their offerings to our firm's operating models, ensuring that we provide only the most actionable and practical training to

those who in turn serve our clients. Our staff's training includes not only the most advanced technical domains, such as advanced modeling, project management, specialized scientific subjects, and the full suite of Microsoft Office tools, but also progressive "soft skills" training, including problem solving leadership and workshop facilitation, to enable them to communicate and engage more effectively with clients and stakeholders.

The training our consultants undergo is both formal and informal. During formal training, courses focus on preparing consultants for a new role within our firm. These are either consulting skills-based courses or functional/industry specific courses. Following initial training, which lasts between two to eight weeks depending on experience, our consultants will typically spend at least two weeks per year attending additional formal courses. Consultants also attend internal and external conferences applicable to their areas of specialization.

Informal training happens continually during a consultant's career. 360-degree feedback and coaching is commonplace, and all levels of consultants are assessed on their ability to give and receive coaching, as well as the extent to which they collaborate effectively with client staff. Our project managers are specifically evaluated on their abilities to manage and develop client team members.

Our firm is a strict meritocracy with promotion based purely on demonstrated ability and potential. To ensure that consultants progress as rapidly as possible, they are provided with unrivalled opportunities for development. However, ultimate responsibility for utilizing these opportunities rests with the individual consultant. Development needs are assessed formally at semi-annual performance reviews and informally during the rest of the year. This deliberate emphasis on personal development and training, paired with regular performance reviews and merit-based progression at our firm, helps to ensure that our clients receive only the highest quality services and deliverables from our staff.

Qualifications Essay (8 pages maximum) (200 points)
We show below that we meet the minimum education and experience qualifications outlined in "Exhibit B – Performance Requirements". We have also outlined our qualifications for each of the three categories. In each section, we have structured our responses to match the sub-headings in Exhibit B.

INTRODUCTION AND ADHERENCE TO MINIMUM QUALIFICATION REQUIREMENTS
A hallmark of our consulting approach is the intense involvement of our firm's partners (or principals) in every project. Our partners take responsibility for reviewing the quality of all deliverables we produce. They have deep experience and expertise in the projects they lead, which gives them the ability to structure approaches to problem solving, detect anomalies in any results, and help the client and team consider how various solutions will likely work in practice. We work closely with our clients to design and tailor projects and deliverables that meet each client's individual needs and objectives.
The primary partners who will oversee engagements in Washington each have at least a bachelor's degree in business, management, or leadership. Additionally, our firm has many more than five years of experience with Organizational Development, Change Management, and Management and Business Analysis engagements. Key members of our Washington team's experience in these areas are highlighted in the table below:

Role	Organizational Development Years of Experience	Change Management Years of Experience	Management and Business Analysis Years of Experience
Senior Partner	14 years	10 years	22 years
Senior Partner	15 years	10 years	24 years
Partner	10 years	13 years	13 years
Associate Partner	8 years	8 years	10 years
Expert Associate Partner	13 years	20 years	20 years

OUR EXPERIENCE AND QUALIFICATIONS TO SUPPORT ORGANIZATIONAL DEVELOPMENT
Over 40% of our client work directly involves organizational development related topics, and we retain more than 500 organizational development experts with varied domain expertise. We have completed 6,700+ client projects focused on organizational development in the last five years, hundreds of which were for public and social sector clients. Our Organizational Development Practice has experience across a range of disciplines, including executive coaching, team development, workforce planning, organizational structure and operating models, stakeholder engagement, workshop facilitation, and advancing diversity, equity, and inclusive imperatives. In the pages that follow, we describe our qualifications in the Organizational Development category as they map to the sub-sections outlined by the State in the Performance Requirements (Exhibit B).

Executive Coaching
Our research shows that there is a 2.4x higher likelihood that an organization will meet its performance targets when it develops executives during transformations. Executive coaching can be an effective enabler across varied situations, including during a large scale organizational transformation, to drive personal transformation, foster top team effectiveness, support a role transition, bolster executive presence, or to support a leader through challenging situations, stress, and emotional burnout.
Our approach to driving impact through an executive coaching program is based on five principles:
1. Approach coaching as a co-creation process, in which we collaborate to explore the issues on the table, with a mix of challenge and support.

2. Empower the coachee, with a belief that they hold all the answers; we ask questions to support the coachee to arrive at his/her own insights and resolutions.
3. Foster accountability for the coachee; the coachee is responsible for the outcome and impact of the coaching trajectory.
4. Encourage the coachee to be open to share feelings, opinions and thoughts relevant to the coaching questions.
5. Set the program up for success; we make a clear distinction between coaching and therapy, and assess upfront if coaching best serves our client.

Diversity, Equity, and Inclusion

We have invested in extensive research and proprietary benchmarks on diversity & inclusion to understand how it drives organizational performance and societal impact. We found five common pitfalls to avoid with DEI improvement efforts: (1) broad scope without clear prioritization; (2) arbitrary goals without analytical rigor to assess feasibility and track progress; (3) one-size-fits-all approaches without nuances across the organization; (4) difficult to understand and reliant on complicated D&I jargon; and (5) lack of accountability for driving change.

When working with clients to help improve their DEI, we begin by evaluating the current workforce DEI plans and strategies in place and identify opportunities for improvement. We often stand up committees and convene cross-organizational stakeholders to develop and coordinate initiatives (e.g., initiatives to attract diverse talent, de-bias reviews and promotions, develop talent, engage allies and champions, and evolve the workplace environment).

Team Development Coaching and Coaching Workshops

Our experience working with state governments has shown us that preparing for change requires a sustained, holistic effort that addresses the different ways that people learn and grow. We deploy a holistic "Forum, Feedback, Fieldwork" technique to prepare employees for change and steward them through transformations. This technique has three components: (1) Forums to learn, including in-person workshop and digital learning, (2) Feedback to grow, including coaching and peer learning, and (3) Fieldwork to apply through assignments, assessments, and reflections.

- *Forum:* Senior leaders and employees are engaged through customized in-person workshops that provide opportunities for capability building and collaboration across departments and tenures.
- *Feedback:* Personalized group coaching journeys can be created for senior leaders to build upon themes identified during the assessment phase. E.g., a priority theme may be breaking silos across departments to improve cross-departmental collaboration and partnership. Here, departmental leaders would be paired with a coach and engage in a mix of individual and group coaching sessions. To create high impact coaching interactions, our firm has developed a coaching network of 150+ highly skilled change leaders that bring distinctive skills in facilitation and coaching.
- *Fieldwork:* Employees continue building their skills by working on the initiatives that are core to the broader organizational priorities identified. In addition, employees have opportunities to build their skills through individual assignments and provide reflections through pulse surveys.

<u>OUR EXPERIENCE AND QUALIFICATIONS TO SUPPORT CHANGE MANAGEMENT</u>

In this section, we describe our qualifications in the Change Management category as they map to the key features outlined by the State in the Performance Requirements (Exhibit B, items 2a-2f, Strategic Planning, and Process Improvement).

Exhibit B item 2a: It is critical to comprehensively assess the readiness of an organization to effectively embark upon any transformation and to identify areas where specific interventions and dedicated

actions can enhance its change readiness. Our research shows that 70% of change programs fail to achieve the outcomes they sought. Of those 70%, we have found that the major reasons for failure are organizational issues, particularly employee resistance to change or management that is not equipped or empowered to support the change. Our research further reveals that the 30% of organizations that do succeed in managing organizational change transformations do so by measuring and managing organizational health with the same rigor as performance. To help organizations "flip the odds" of success, we have developed several proprietary tools and approaches, including:

- **Organizational health and change readiness survey tool:** This predicts an organization's capacity to perform in the long-term and equips leaders with both facts and proven health "recipes" for success. It measures critical elements of organizational culture & effectiveness that drive performance and benchmarks across dimensions based on insights from over 1.2 million users.
- **Organization design tool:** This is a tech-enabled tool focusing on organization diagnosis and design and talent deployment. It accelerates organizational decisions through drag-&-drop design software, advanced data analytics, and executive capability building.
- **People analytics and talent match tool:** This tool uses predictive analytics to generate tailored insights and translates them into talent strategy and impact. It combines a dynamic digital environment with a structured approach to facilitate better data-driven decisions on talent.
- **Talent system assessment tool:** This is a proven method for diagnosing the health of an organization's talent processes, including recruiting and onboarding, training and succession planning, engaging and connecting, recognizing/rewarding skills and performance, growing leaders, linking the workforce model to organizational needs, and creating a talent culture.
- **Change leaders' forum workshop**: This custom designed workshop helps government leaders drive change in their organizations and build peer relationships across government agencies.

Exhibit B item 2b: In order to successfully drive organizational change, we have developed an "influence model" that equips organizations to architect a holistic organizational change effort that shifts underlying mindsets and associated behaviors. This approach to preparing, supporting, and helping organizations drive change is rooted in five levers: (1) role modeling, (2) fostering understanding and conviction through effective communications, (3) creating reinforcement mechanisms, (4) building skills required for change, and (5) empowering choice among employees. For each lever, we have codified hundreds of interventions based on our experience serving over 150 government agencies on the topic. Our research indicates that programs that employ all five level of the model compared to those who employ none are 3.6 times more likely to be successful.

Exhibit B item 2c: Embarking on a broad-scale change program requires clear program governance to ensure regular strategic planning, support for change management activities, ongoing focus for delivery management, and clear systems around project management. To ensure that the change program sustains momentum over time, we often setup a Transformation Management Office (TMO) that will be an agile-working group of ~4-6 employees charged with providing ongoing accountability and real time support for change efforts. The TMO will convene regular problem solving and review sessions in an agile co-working space to ensure that the organization can sustain the momentum of launched change initiatives. To effectively carry out its mandate, a TMO should focus on four functions: (1) Strategic context (e.g., resource deployment, budget allocation, major operational decisions), (2) change management activities, (3) delivery management (e.g., business process improvement, technology changes), and (4) program management (e.g., performance tracking, accountability).

Exhibit B item 2d: A change management program must be grounded in the context of the full organization in order to be successful. In particular, we believe that change programs must be (1) aligned to organizational strategic priorities, (2) supported with the necessary leadership sponsorship and investment resources, (3) held accountable through central tracking/monitoring of delivery, and (4)

create visibility and management of transversal risks associated to delivering a change portfolio. These principles ensure that there is not only support for people and teams experiencing change, but efforts to remove underlying barriers and blockers to change throughout the organization. Ultimately, the most successful change programs are core enablers of the main priorities of an organization.
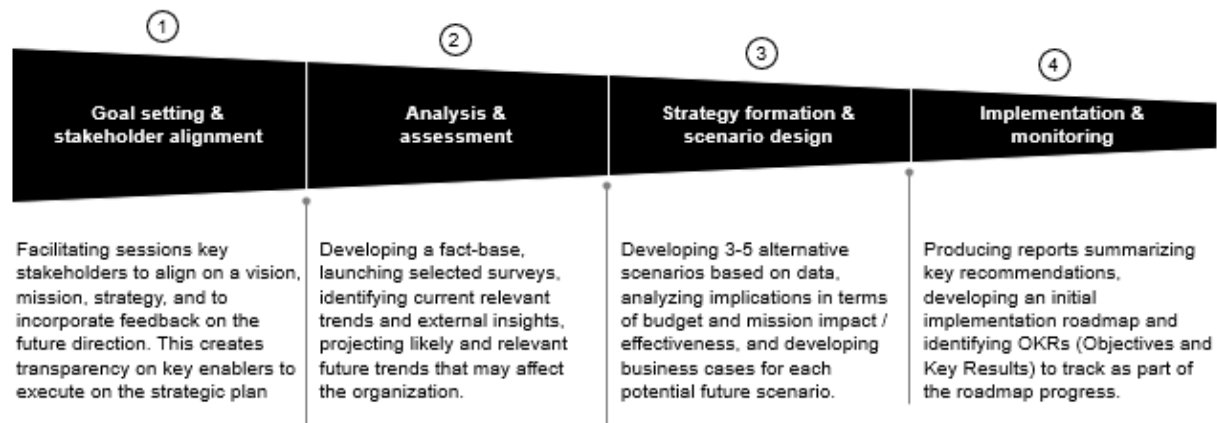
Exhibit B item 2e: Our change management methodology integrates the 16 change management principles outlined in RFP Exhibit B item 2e and builds upon many industry-leading approaches, including John Kotter's 8-Step Process for Leading Change, Kurt Lewin's 3-Phase Change Management Model, Elizabeth Kubler Ross's Change Curve, and Jeff Hiatt's ADKAR model.

Exhibit B item 2f: We integrate diversity, equity, and inclusion into our day-to-day work to ensure that we leave our clients' workplaces more aware and more inclusive than we found them. Diversity and inclusion help to improve organizational performance; win the war for talent; increase customer and employee satisfaction; advance decision making; and improve an organization's ability to serve society. As our teams mentor and work alongside clients during projects, our clients benefit from exposure to our inclusive working model, proprietary technical tools, frameworks, research, and methodologies, developing the critical skills and capacity required for sustainability and scale.

Strategic Planning

Strategic planning is critical to any organization's success, as it sets the foundation and direction for all actions to hinge upon. Our 4-step approach to strategic planning is illustrated in the graphic below:

4-step strategic planning process

① Goal setting & stakeholder alignment	② Analysis & assessment	③ Strategy formation & scenario design	④ Implementation & monitoring
Facilitating sessions key stakeholders to align on a vision, mission, strategy, and to incorporate feedback on the future direction. This creates transparency on key enablers to execute on the strategic plan	Developing a fact-base, launching selected surveys, identifying current relevant trends and external insights, projecting likely and relevant future trends that may affect the organization.	Developing 3-5 alternative scenarios based on data, analyzing implications in terms of budget and mission impact / effectiveness, and developing business cases for each potential future scenario.	Producing reports summarizing key recommendations, developing an initial implementation roadmap and identifying OKRs (Objectives and Key Results) to track as part of the roadmap progress.

Distinctive components of our strategic planning methodology include:

- **Multiple benchmarks and proprietary research** which allow us to rapidly diagnose an organization's current state for strategic planning.
- **A unique approach to co-creation** (e.g., using design thinking sprints), to make it easier to rally employees around a vision.
- **The ability to develop a tailored, fact-based strategy** to communicate to the broader organization and engage key stakeholders.
- **Experience in defining outcomes and measures** that are linked to strategic planning, enabling monitoring and flexibility in the execution phase.
- **Global expertise, experts and experience**: Our firm has conducted over 12,500 strategic planning related consulting projects in the last five years and we bring our best domain-specific expertise to each client engagement.

Process Improvement
Our experience: We have a track record of delivering high impact results on complex, technology-enabled business process improvement programs of large-scale, including on many multi-agency business process redesign efforts. We have served large and complex enterprises facing dynamic policy environments in the public and private sectors, including 93 of the world's top 100 corporations and 240 public sector clients (including 25 US states, and 12 of the 15 US Cabinet departments). We created a center on government performance as a global hub for research, collaboration, and innovation in government performance that addresses critical, common challenges facing public sector organizations. By combining hands-on work with research, we bring proven methodologies and tools that support clients from issue diagnosis to delivering lasting impact.

Our approach: We drive and accelerate impact in business process transformation engagements by applying distinctive design approaches, focusing on change management, and bringing proprietary playbooks, templates, benchmarks, best practices, tools, methodologies and coaching guides. Our unique technical approach weaves together important design principles needed to establish and operationalize new/reimagined journeys at rapid pace (e.g., agile concept sprints, constituent backed design, rigorous approach to prioritization). We bring proven methods for journey/business process redesign, technology requirement identification, organization design and a library of reusable tools and templates. We also believe that winning the hearts and minds of department/agency staff is a highest priority and will result bring the best ideas to the table and ensure that the new ways of working are adopted throughout the organization. We ensure that important stakeholders within the organization and other adjacent agencies are brought along throughout with a robust change management plan.

Our firm follows a holistic, six step approach to assess an agency's current state processes, identify challenges, generate future state initiatives and ideas to fix current state challenges, prioritize initiatives, and create an integrated roadmap to act upon.
1. Identify priority business processes: It is critical to prioritize and focus the efforts on a few critical business processes to ensure the right impact and momentum for the rest of the transformation.
2. Map current state processes and workflows: We assess priority business processes for current operations, based on a holistic evaluation, including: analyses of existing documentation, interviews with staff focus groups, process observations, assessment of technology solutions already in use, and assessment of skills and capabilities in staff members.
3. Analyze challenges and pain points with current state processes: Based on the assessment of current state processes, we then identify associated challenges and pain points. This involves conducting detailed customer and staff interviews to assess areas of inefficiency/rework and unmet expectations from all stakeholders involved. The findings are documented and syndicated with the department/agency leadership team to build consensus on the fact-base.
4. Prioritize pain points/challenges: Identified pain points are then prioritized to ensure that the organization focuses its efforts on the most meaningful challenges that improve the satisfaction of the stakeholders as well as deliver immediate business value. The prioritization can be based on factors including business impact delivered, risk mitigated, and feasibility of implementation.
5. Ideate to generate initiatives to redesign the process and solve pain points: We work with a cross-functional team of stakeholders within the agency and a diverse set of our firm experts to conduct ideation workshops towards solving the priority challenges/pain points. The ideas generated enable near-term impact on business outcomes while also establishing a roadmap for a longer-term solution.
6. Create an integrated roadmap, including resource acquisition, communications, and process for continuous improvement: This involves creating a structured and holistic plan of actions that the

organization needs to take to implement identified initiatives as well as critical enablers needed for success. This also involves establishing a robust change management plan.

OUR EXPERIENCE AND QUALIFICATIONS TO SUPPPORT MANAGEMENT AND BUSINESS ANALYSIS
Effective management and business analysis are a core input to rigorous decision making and to facilitate change. Our approach to management and business analysis includes taking a cross-organization perspective, performing quantitative and qualitative analysis to develop a transparent fact base, fostering leadership alignment on the need for change, and driving actionable execution through operations, process, technology, and systems. Our approach is derived from our experience serving clients across sectors and geographies, while building on industry leading approaches, such as the six knowledge areas outlined in the Business Analysis Body of Knowledge (BABOK) guide.
In the pages that follow, we describe our qualifications in the Management and Business Analysis category as they map to the key features outlined by the State in Exhibit B.

Services to Assist Management…
A hallmark of our client service philosophy is taking a top management approach and unleashing the full potential of an organization. We have a track record of partnering with public sector leaders on over 8,000 projects over the past five years, which collectively represents a breadth of work and experience across a broad range of strategic and business process topics. In assisting agency management with the operation or management of an agency, unit, or division, we focus on four enablers of success:
- **Continuously manage the agency, unit, or division direction and ecosystem:** We help leaders maintain discipline against their strategy, stakeholder management, proactive risk identification and mitigation, case management, and vendor management.
- **Address the budget, technology, and stakeholder interdependencies:** We support leaders in executing their strategy in alignment with technology, budget, and stakeholder requirements (which too often de-rail ambitious transformation efforts).
- **Build teams and capabilities:** We partner with leaders to improve their internal delivery capabilities through team alignment, end-to-end change management, and training.
- **Project management and accountability tracking:** We set up core project management functions, such as a project management office, performance dashboard, and reporting systems to ensure that organizations stay on track with their ambitious agendas.

Services that Impact Agency Policy…
We help public agencies achieve their top managerial priorities and meet the reporting and assessment requirements of other public stakeholders. Examples of the services and capabilities we offer include:
- **Operational/managerial recommendations:** We maintain dedicated experts across a range of disciplines including strategy, finance, operations, organizational and culture transformation. We develop and deliver recommendations through a problem solving process that is hypothesis-led, brings domain-specific knowledge, applies advanced analytics, and uses design thinking, and we de-risk recommendations through prototyping and testing.
- **Need assessments:** We are uniquely qualified, through both direct experience and proprietary tools, to provide clients with needs assessments on business process, risk, audit, and technology solution reviews. Our approach includes understanding the project objectives and success metrics, data collection and analysis to validate need, performing a risk analysis and developing a mitigation strategy, identifying potential alternative approaches or solutions, and communicating insights.
- **Program assessments or feasibility studies:** Our approach is optimized to quickly diagnose the most critical gaps and opportunities in the program or system in support of the agency(s) mission and

goals. We typically deploy a five-step approach to conduct robust assessment and can tweak and refine it depending on the program and system. The steps are (1) understand the as-is setup, (2) generate feasibility options, (3) develop an evaluation framework, (4) perform structured assessment, and (5) summarize and identify potential paths forward.

- **Business process re-engineering:** Our approach to business process reengineering takes a unique human-centered design lens where we assess the department/agency business processes based on their impact on external constituents. As part of this approach, we also embrace an "unconstrained" view of the future to set bold aspirations for the department and agency and then layer in constraints of technology/business processes/organizational skills and capabilities to come up with a pragmatic near/medium-term vision of business processes for departments and agencies to pursue. We typically follow a five-step process: (1) establish success objectives for the effort, (2) discover the current state (e.g., interviews, process mapping, creating user "personas"), (3) design the future state (e.g., run cross-organizational design sprints, identify initiatives to enable future state-journey), (4) develop an execution roadmap (e.g., prioritize, sequence, develop change management plan), and (5)pilot and scale.

Services for Program Development…
Our research shows that a typical Program Management Office (PMO) does not address all of the critical successful factors for a large program. Specifically, ~80% of PMO functions surveyed lacked the assurance function ensuring that the program delivered the value expected.
We offer a distinctive value assurance approach that provides research and experience backed objective program management services and ensures large program quality assurance and value delivery without a system or software sales agenda.
As a value assurance partner, we bring strong pattern recognition, independent perspectives, and a strategic mindset to:
- Provide action-oriented executive communications, structuring complex issues, driving to the main points, & framing critical decisions.
- Focus on schedule discipline; we are willing to reduce or kill elements of program if appropriate.
- Maintain vendor neutrality, while supporting review of integrator performance.
- Drive implementation of highest value and critical components first, with iterative value capture.
- Be oriented to solve for business value, not just technology issues.

These Value Assurance services can be tailored to Washington state agency needs. For example:
- **Comprehensive support**: These services are appropriate when there is insufficient expertise or capacity in the government agency(s) or there is time pressure or a need to accelerate. As part of projects, we support program quality assurance (i.e., benefits, risk management), value-based scope management, organizational change management (e.g., communications), go-live planning, readiness assessment, and post-go-live stabilization etc.
- **Counseling with periodic assessments**: These services are appropriate when the government agency(s) has expertise and capacity but desires an independent review. We provide ongoing counseling to senior executives, support assessments, or help solve specific issues (e.g., refactor program plan to accelerate value capture).
- **Long tail support**: These services are appropriate when there is a need for an initial burst to set the program up for success and the public agency has strong execution capability after initial setup. As part of program management support, we provide specialized, cross-functional team support for critical issue resolution, project-specific special support (e.g., design review), proactive risk management, and client capability building.

_____

Stakeholder Analysis…

For any organizational priority to be successful, it is critical to understand the stakeholder landscape and ensure clarity on ownership, roles, responsibilities, and communications. We analyze stakeholders across a number of critical cohorts, including executive sponsors (to set vision, set expectations), organizational leaders (to guide team members, lead day-to-day program), non-frontline employees (to drive initiatives, serve as subject matter experts), and frontline employees (to generate ideas and provide "voice of the customer" perspective). We then create a stakeholder engagement map to systemically engage the organization based on the impact (by employee or on employees) and the urgency to engage. This approach ensures the project team benefits from a range of perspectives and appropriately engages individuals.

Maintain Requirements…

Effective program management and issue resolution sets the foundation for success of public sector programs. Our program management services include effective meeting facilitation, action-oriented communications (e.g., maintain issue lists, provide regular status updates, synthesize key outcomes), and support ongoing implementation (e.g., setup program management office or oversight body, clarify decision making approaches and escalation protocols, create data dashboards, manage program risk, coordinate all stakeholders responsible for success of the overall program).

Change Management…

Our experience shows us that there are four critical success factors to ensure an effective change management and capability building program that "makes change stick" for employees through business procedures, trainings, and on-the-job work tools and aids. Those factors include:

- **Commitment of senior leadership sponsorship**: Senior leaders should demonstrate support for the program including visible participation and ongoing oversight.
- **Incorporation of adult learning principles:** Our research highlights that adults learn in a variety of settings, formats, and experiential mediums. Our approach incorporates the science of adult learning into the curricula, forums and media for trainings, accommodating the broad range of adult learnings styles and abilities.
- **Continuous improvement of the learning journey:** Training curricula and approaches should adapt based on feedback between course sessions.
- **Making learning "real"**: Participants should apply the learned skills in projects that solve for real-life challenges, where possible.

Assist Entities in Meeting Objectives and Goals…

Unlike most consulting firms, our proprietary research and tools are completely complimentary and available to our clients—we do not have any 'downstream interests', internal revenue targets, or technology products/solutions to market and sell. Our consultants are incentivized by a strong culture of knowledge creation/sharing. In partnering with our clients, the outcomes of our analysis may include new strategic direction, new workforce capability through custom training, new technology-enabled solutions, and new business processes, among other topics.

_____

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

For our firm, diversity and inclusion are critical to achieving **our dual mission—to help our clients make substantial, lasting performance improvements and to build a firm that attracts, develops, excites, and retains exceptional people and partners.** To get the best answers for our clients, we require people with varied perspectives and backgrounds who feel comfortable sharing their views. For this reason, diversity and inclusion, including supplier diversity, is built into our day-to-day operations. Wherever possible, our policy and practice is to source and procure goods and services from small, minority-owned, woman-owned, veteran owned, and other diverse businesses. Our firm works with a wide network of external partners, including certified minority and woman-owned business enterprises (M/WBEs) and small disabled veteran owned businesses (SDVOBs). As needed, we draw upon our network of M/WBEs, SDVOBs, and other partners to address specific client objectives.

We build mentorship, capacity building, and training into every client project—not because a government or client formally requires it, but because we believe it is in the best interest of our clients and partners. This model is what sets our firm apart from others. We believe we are measured by client impact--meaning that as our clients grow, thrive, and become more efficient, independent and self-sustaining, we are successful. Diversity and inclusion help to improve financial performance; win the war for talent; increase customer and employee satisfaction; advance decision making; and improve company image. As our teams work alongside and mentor each diverse client during active projects, these clients benefit from exposure to our proprietary technical tools, frameworks, research, and methodologies, developing the critical skills and capacity required for sustainability and scale.

In 2020, our firm announced specific actions we are pursuing in support of racial justice and equity by committing more to our current programs and adding new initiatives to expand our efforts. These actions include doubling our spending with diverse suppliers over the next three years, doubling our Black leadership and hiring of Black colleagues in our firm over the next four years, making available to our clients at no cost a dedicated virtual leadership program to support rising Black executives, founding a Black economic institute to enable our clients to advance Blank economic empowerment and racial equity in the US and beyond, contributing to the launching of new programs in the US to train and place Black learners in small and medium-sized Black-owned businesses, and committing significant financial resources over the next 10 years in pro bono work globally to advance racial equity and economic empowerment among Black communities.

To drive real change for our clients in the areas of diversity and inclusion, our firm advises, coaches, and trains companies across the globe on best practices, process improvement, and policies required to address a wide variety of topics, including diversity and inclusion and supplier diversity. Our research illustrates that companies with poor gender and non-gender diversity are more likely to underperform financially relative to peers. In fact, to better serve our clients, we formally established a Diversity & Inclusion Service Line, and we invest significant time and energy into the training and development of our clients in the areas of diversity and inclusion.

Bidder Name: McKinsey & Company, Inc. Washington D.C.

_____

Not to Exceed Rates (NTE) (150 points)

<table>
<tr>
<td colspan="3"><h1>Hourly Not to Exceed (NTE) Rates</h1></td>
</tr>
<tr>
<th>NTE Rate for</th>
<th>Maximum Points Available</th>
<th>Quoted Hourly NTE Rate (must provide a rate for both)</th>
</tr>
<tr>
<td>Standard Hourly Work Rate</td>
<td>140</td>
<td>$ 700.00</td>
</tr>
<tr>
<td>Travel to and from worksite(s) if requested and approved by customer (This is only for the employee's salary rate, and does not apply to mileage, airfare, meals, hotels, are per diem)</td>
<td>10</td>
<td>$ 00.01</td>
</tr>
</table>

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

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

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

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

- Redlined Documents Will Not Be Reviewed. Do not provide a redlined Master Contract, paragraph, or clauses. Redlined text may result in Enterprise Services making potentially inaccurate assumptions about what bidders' specific issues or concerns might be.

- Standard Bidder Contract Will Not Be Reviewed. Do not provide a copy of a bidder's or a third party's standard contract or proposed language.

- No Substantial Changes. Bidders are cautioned that this is a competitive solicitation for a public contract and that **Enterprise Services cannot and will not accept a proposal or enter into a Master Contract that substantially changes the material terms and conditions set forth in this Competitive Solicitation**. Bids that are contingent upon Enterprise Services making substantial changes to material terms and conditions set forth in the Competitive Solicitation may be determined to be non-responsive. Enterprise Services will consider the number and nature of the items on the bidders' *Master Contract Issues List* in determining the likelihood of completing a Master Contract with a bidder.

Master Contract Issues List			
Item	**Specify the Master Contract Section #**	**Issue**	**Bidder's Proposed Solution/Rationale**
1.	Revised Exhibit D-Sample Master Contract, subsection 11.1 (p. 11)	In the past the State of Washington has previously agreed to limiting contractor liability, either by limiting the types of liability the contractor can incur under the contract or by providing monetary limitations. To ensure that the limitation of liability is proportionate and commercially reasonable, we suggest that	Will the State please revise this subsection to reflect the following (proposed language in italics): "Contractor shall pay for *all third-party claims arising directly out of the services delivered under this contract* and to any Purchaser's property resulting directly ~~or indirectly~~ from its acts ~~or omissions~~ under this Master Contract. *Neither party shall be liable for lost profits or other indirect,*

Master Contract Issues List

Item	Specify the Master Contract Section #	Issue	Bidder's Proposed Solution/Rationale
		Washington allow for similar limitations in this instance.	*consequential, incidental, punitive, or special damages.* ~~even if not attributable to negligence by Contractor or its agents~~.
2.	Revised Exhibit D-Sample Master Contract, subsection 11.2 (p. 11)	To ensure that the indemnification requirement is proportionate and commercially reasonable, we recommend that Washington limit indemnification solely to grossly negligent or willful misconduct.	Will the State please revise the indemnification language to state the following (proposed language in italics) "…arising from any *grossly negligent or willful misconduct* of Contractor or its successors, agents and subcontractors d*irectly related to the work* under this Master Contract"?
3.	Revised Exhibit D – Sample Master Contract, subsection 13 (p. 11)	Given the gravity of a termination for default, it is generally considered a best practice, both commercially and by governments, to provide contractors with time to "cure" before suspending the contract and to ensure that termination for default is a remedy provided only for material breaches of the contract. We recommend the state clarify the language regarding termination for default.	Will the State please (i) revise the language in subsection 13.1 (proposed language in italics) "Enterprise Services may suspend Contractor's operations under this Master Contract ~~immediately by~~ *after* providing written cure notice of any default *and providing Contractor ten (10) business days to remedy any such default.*" and (ii) revise the language in subsection 13.2 (proposed language in italics)"(a) Contractor fails to perform or comply with any of the *material* terms or conditions of this Master Contract including, but not limited to, Contractor's obligation to pay vendor management fees when due; (b) Contractor breaches any *material* representation or warranty provided herein."?
4.	Revised Exhibit D – Sample Master Contract, subsection 14	In order for contractors to bring the best of their capabilities, including pre-existing intellectual property (IP) developed by the contractor at its own expense, the State has previously agreed to	Will the State please consider adding the following language as subsection 14.24 (proposed language in italics) *"Upon Contractor's completion of the Services, provision to Purchaser of the final Deliverables, and Purchaser's final*

Master Contract Issues List			
Item	**Specify the Master Contract Section #**	**Issue**	**Bidder's Proposed Solution/Rationale**
		negotiate language providing for protections for IP. We recommend the State negotiate IP language in this contract.	*payment for the Services and Deliverables, Purchaser will own all reports and other deliverables prepared for and furnished to Purchaser by Contractor in connection with the Services; provided that Contractor is free to copy, use, share, and disclose the Deliverables. Contractor further retains ownership of all concepts, know-how, tools, questionnaires and assessments, modules, courses, frameworks, software, algorithms, databases, content, models, and industry perspectives developed or enhanced outside of or in connection with the Services (the "Contractor Tools"), it being understood that none of the Contractor Tools will contain Purchaser's Confidential Information. To the extent the Deliverables include any embedded Contractor Tools, Contractor hereby grants Purchaser a non-exclusive, non-transferable, non-sublicenseable, worldwide, royalty-free license to use and copy the Contractor Tools solely as part of the Deliverables and subject to the limitations herein on disclosure of Contractor's materials and publicity. Purchaser agrees that, without Contractor's prior written permission, it will not, nor permit any third party to: (a) access, copy or reverse engineer any Contractor Tool or Deliverable, or (b) remove or circumvent security or technological safeguards, including notices, digital protection mechanisms, metadata, watermarks, or disclaimers provided with any Contractor Tool or Deliverable."*