

AMENDMENT #4 TO RFP 21-02

ORGANIZATIONAL CHANGE MANAGEMENT SERVICES

This Amendment #4 to RFP 21-02 contains the following:

1. Revised Schedule of Procurement Activities
2. Vendor Questions and Answers
3. Overview of the Office of the Secretary of State

REVISED SCHEDULE OF PROCUREMENT ACTIVITIES

The Estimated Schedule of Procurement Activities set forth in section 2.2 of the RFP is revised as follows:

Publish Complete List of Q&As	March 17, 2021
Last Amendment to RFP	March 24, 2021
Last Date for Complaint	March 26, 2021
<u>Proposals Due</u>	<u>April 2, 2021</u>
Evaluate Proposals	April 5-April 9, 2021
Conduct Oral Presentations with Finalists (if applicable)	April 12-April 15, 2021
Announce Apparent Successful Contractor and Notify Unsuccessful Contractors	April 16, 2021
Hold Debriefing Conferences (if requested)	See Section 4.10
Protest	See Section 4.10
Negotiate Contract	April 19-April 23, 2021
Begin Contract Work	April 26, 2021

VENDOR QUESTIONS AND ANSWERS

Status of Project Efforts to Date:

1. Are there any other organizational change management vendors currently engaged with OSOS on this or any other initiative? Was there a consulting firm that helped develop the project vision and goals, project governance and decision-making, and the team behaviors and communications?

A: The architectural firm OSOS is working with on this project - Miller-Hull - has OCM resources and has applied those principles in the definition of the groups set forth in the project charter (Charter).

2. Has OSOS engaged professional project management services on this effort? If so, is that individual or firm overseeing all project elements, or only a part of the effort (e.g., construction, procurement, logistics, etc.)?

A: The Department of Enterprise Services (DES), as well as Miller-Hull, are providing project management services on this effort. The vendor is not expected to provide project management services on this project, only OCM services.

3. Have any traditional change management assessments been conducted for this project? Does OSOS have a need for such tools?

A: No traditional change management assessments have been conducted for this project, but OSOS is interested in understanding what assessments are available, and would expect vendors to describe in their proposals the methodologies and tools that they would use to gather change management information on this project.

4. Have the Project Governance Groups referenced in the Charter started meeting?

A: Yes. The Project Executive Committee (PEC) and the Project Management Committee (PMC) have already held meetings.

5. What work, if any, has begun to orient internal staff to the project?

A: This project has been years in the planning. Each individual division of OSOS has had subject matter experts involved in that planning process. All of the divisions are aware of the project goals to co-locate the offices and share office space in an efficient and effective manner.

6. Are the OSOS Staff Teams referenced in the Charter the division groups, or something else? Who currently comprises the Change Management Team and the Communications Teams and what are their respective roles and responsibilities? What are the key interdependent roles and responsibilities between the Change Management Team and the Communications Team referenced in the Charter? How is OSOS delineating the purposes of the Change Management Team, the Communications Team, and the Project Management Committee from the role of the contractor?

A: In many cases the OSOS Staff Teams are comprised of a subject matter expert selected by each division to represent that division on that team. Some of the teams are constituted differently, depending on the team's purpose. For example, the Change Management Team will be comprised of the vendor awarded the contract for this solicitation, as well as each of the OSOS division directors. As noted in the Charter, the Communications Team will be headed by the OSOS Communications Director. It will also be comprised of communications staff from the Archives division, and from DES and Miller-Hull.

The roles and responsibilities of the Communications Team and the Change Management Team are set forth in the Charter. The Communications Team will be a resource for the Change Management Team. The Change Management Team will be acting as a conduit between OSOS staff and the OSOS Staff Teams, and the Communications Team will be managing internal and external messaging, based on the Change Management Team's information.

The Project Executive Committee (PEC), the Project Management Committee (PMC) and the Miller-Hull Project Work Teams (PWTs) identified in the Charter are responsible for management of the project. The vendor will be expected to report up to the governance groups but will not be expected to participate in their meetings unless invited to participate, or to determine their agendas, but it is expected and anticipated that vendor will be providing some of the content for those meetings (i.e., agenda items) through its role as facilitator of the OSOS Staff Team discussions and its identification of actionable items, issues, conflicts and recommendations from those meetings.

7. Have the OSOS Staff Team members been determined?

A: Yes. Please note, however, that the Division Programming Team referenced under the description of the Change Management Team in the Charter has been combined with the Change Management Team. There is no separate Division Programming Team. Also, the Facilities Management Team referenced under the Relocation Planning Team is the OSOS Facility Manager, and not a separate team in the Charter.

8. Have building design guiding principles and vision already been documented to drive tactical decision-making throughout the project lifecycle (e.g., preferred design parameters and prioritization/weighting of them)?

A: The decision-making process has already been defined through the PEC and the PMC, but the parameters and weighting methodology have not, and would have to be addressed individually.

Methodologies/Background and Experience of Participants:

9. Is the OSOS Staff Change Management Team using a particular OCM methodology (e.g. Prosci)? Is there a preferred methodology for this project?

A: OSOS has not selected a particular methodology. OSOS would like to be provided with options by the vendor, and is interested in knowing what the vendor would recommend in this regard.

10. Does OSOS have experience with any specific change management methodologies? If so, what made that experience particularly helpful and where was it lacking? What is the background/experiences of the OSOS Staff that will serve on the Change Management Team? How much experience and exposure does the staff involved in this project have with working with organizational change management vendors/consultants? Does the broader leadership/manager group have any experience/training in change management? If so, what is the estimated level of experience of this group (e.g., limited, has navigated multiple change efforts in the past, experienced change leaders)?

A: OSOS leadership, management and staff have varying levels of experience working with OCM vendors and methodologies. For instance, the Elections and Corporations divisions have worked with OCM vendors on different projects for their divisions, but there is insufficient information readily available at this time regarding the specific individuals involved or the methodologies employed to make any statements about the efficacy of those past efforts. The estimated level of experience of the broader leadership/manager group would be that it has navigated multiple change efforts in the past.

11. Do any of the Project Management Committee members hold project management certifications (e.g. PMP)?

A: Yes. Both the DES Project Manager and the OSOS Facilities Manager serving on the PMC hold project management certifications.

Vendor's Role in the Project:

12. Is the vendor's role spelled out in the Charter?

A: No. In addition to serving as a member of the Change Management Team, the vendor will be expected to facilitate the meetings of the OSOS Staff Teams, work with the agendas provided by Miller-Hull, facilitate discussions throughout the meetings, take notes on the meetings, come up with actionable items to be addressed after the meetings, and identify any conflicts or issues during those meetings. The information from those meetings would be reported to the project governance groups, and conflicts and issues would be brought to the Change Management Team to discuss and develop recommendations for resolution.

13. Is Miller/Hull the "host" and convener of the Miller/Hull Project Work Teams referenced in the Charter?

A: Yes. The PWTs are Miller-Hull teams. The vendor would not be expected to participate in the PWT meetings unless invited to participate.

14. How does OSOS see the vendor's work integrating with the work of any project management individual or firm currently in place?

A: Miller-Hull has requested and assembled the individual operational needs of each division. Miller-Hull will be presenting the individual divisions' needs to the OSOS Staff Teams to discuss those needs and how they will effectively share the space, work together, etc. The vendor would be expected to facilitate those discussions of the OSOS Staff Teams and perform the other functions described above.

15. Is this a project support position or one for particular deliverables? Is the vendor playing a supportive role in this project, and in what capacity (change management, project management, or both?) Is the vendor's role to support execution of existing work plans created by project management and/or change management staff, rather than creating vendor's own plans to execute? If OSOS is desiring vendor to develop its own plans, what is OSOS looking for in that regard? And if vendor's plans are expected to align with the work plans developed by the project management and change management staff, can OSOS provide vendor with those plans and specify how they would like them to align with those plans?

A: The vendor will be expected to develop an OCM work plan that fits into the existing work plan (i.e., the Charter) defined by Miller-Hull and OSOS management, and to facilitate and track the OSOS Staff Team discussions. The vendor will not be expected to serve in a project management role, only an OCM role. There may be a need for vendor to interface with Miller-Hull OCM resources during the project.

16. Is the vendor able (expected) to create the project governance meeting agendas? Who is responsible for these groups and creating meeting agendas? Can the vendor be part of each of the project work teams? What will the vendor's involvement be in the meetings of the OSOS Staff Teams?

A: The vendor will not be expected or able to create the agendas for the project governance group meetings (PEC, PMC, or PWTs), but it is expected and anticipated that vendor will be providing some of the content for those meetings (i.e., agenda items) through its role as facilitator of the OSOS Staff Team discussions and its identification of actionable items, issues and conflicts from those meetings. Nor will the vendor be a part of the PWTs unless invited to participate.

The vendor will be a member of the Change Management Team and will facilitate meetings of the other OSOS Staff Teams as already noted.

17. Is the contractor expected to conduct any external stakeholder forums with the public?

A: No.

18. Is the contractor intended to be part of the OSOS Staff Change Management Team?

A: Yes.

19. What are the key knowledge, skills and abilities that OSOS is looking for in the vendor?

A: Project support and OCM guidance.

20. Is the desired project delivery method design/bid/build?

A: Yes.

Specific Work Details/Location/Timeline:

21. Does OSOS have examples of tasks it is looking for to "assist in the coordination of information gathering and organizational change management necessary to successfully co-locate operations of OSOS"?

A: One example would be how OSOS can effectively utilize the specifically conditioned secured storage space to efficiently accommodate Washington State Library materials and Archive materials co-located together? Optimal utilization of shared office space amongst co-located divisions would be another example.

22. What vendor deliverables are specifically around OSOS culture?

A: The vendor would be expected to incorporate and promote the OSOS Core Values of Integrity, Service Excellence, Visionary Leadership, and Collaboration in its OCM work plan and facilitations.

23. Is it intended that the vendor will support the identification of members to the OSOS Staff Teams?

A: No.

24. Is OSOS able to provide any other details on the scope of the Change Management Team's work, other than what is stipulated in the Project Charter for the Change Management Team?

A: Please see previous answers.

25. Can OSOS provide examples of the deliverables it is looking for to accomplish the objectives set forth in Section 1.2 of the RFP?

A: Please see previous answers.

26. What is the expected allocation/dedication of time of the vendor's staff for project management and change management? How many individuals and what amount of time for each, in hours (in total or per year or month)? Will there be parallel facilitation needs? What is the timeline for contractor's involvement?

A: It is anticipated that the most time-intensive period of the engagement, involving the facilitation of discussions around shared space in the new facility and how it will be utilized, will take place from late April 2021 to October 2021. During that period, there will be 6-7 OSOS Staff Team meetings held weekly that the vendor would be facilitating, documenting and reporting on. Due to scheduling variabilities, it should be anticipated that there will be some parallel facilitation needs during that time.

27. How will OSOS know that the change management services provided by contractor have been successful at the end of the project?

A: When OSOS has a successful plan for shared space in the new facility.

28. Will all work by the vendor be performed remotely? What is the expectation for on-site work through the lifecycle of the project?

A: It is anticipated that most meetings will be taking place virtually, but there may be some circumstances where an in-person meeting or on-site visit is desirable or preferred, depending on the status of the pandemic and potentially other factors.

29. Does OSOS anticipate any travel associated with this work outside of the greater Olympia area? If so, please detail the assumptions.

A: No.

30. The period of performance for the proposed contract ends a few months after construction of the building begins- won't vendor's services be needed at occupancy?

A: Potentially. As noted above, the most intensive work will occur in the period from late April 2021 to October 2021. It is expected that change management services will be needed on a less demanding basis through construction of the building. The contract for this engagement would provide for the option of two additional 6-month extensions in the event that the need for change management services continues at and/or after occupancy. Any extension would be subject to mutual agreement between OSOS and the vendor.

Identification of Known Issues:

31. What are the biggest risks and challenges that could hinder the successful outcome of this change? Has OSOS identified any conflicts or issues already that it can share with bidders?

A: OSOS staff feeling as though they were not heard throughout the process, or not being able to consider or agree on how they're going to share and co-locate space in the new facility. One issue concerns the co-location of Washington State Library materials and Archive materials in conditioned secured storage space.

32. What, if any, staffing changes (# of employees or responsibilities) are anticipated due to co-location of functions?

A: There isn't anticipated to be any reduction in staff as a result of the co-location of functions.

33. What, if any, facility standards will be changed due to this consolidation (e.g., office or cubicle size, or who is eligible for an office)?

A: There will be a number of changes to facility standards that will need to be discussed and communicated to staff; some of the changes have already been decided upon and simply need to be communicated to staff; others will need to be discussed with staff before decisions are made.

34. How has the pandemic affected the planned operations of the facility (e.g., on-going remote work)?

A: OSOS is not looking at reducing the number of staff coming into the building, but there may be individuals that continue to work remotely whose space availability will change in the new facility, possibly adopting a shared-workspace situation where one doesn't currently exist, as an example.

OSOS Organization and Functions/Current Locations and Project Site:

35. Can you provide an OSOS organization chart and number of employees in each of the divisions? How many leaders and managers will be impacted by this change? Can OSOS expand on the current relationships of the impacted divisions and what resources (e.g., data, tools, information) may already be shared?

A: An overview of the Office of the Secretary of State is attached. This change will impact all OSOS leaders and managers to varying degrees, whether or not they are part of the physical consolidation. A small number of resources and tools are currently shared amongst the divisions, but there will be many opportunities for resource sharing in the new facility.

36. Where is the proposed building sited? What is the address?

A: The proposed building site is located in Tumwater, Washington. It does not currently have a street address.

37. Where are the current locations (addresses) for the existing facilities to be consolidated?

A: The current locations for the existing facilities to be consolidated are located in Olympia and Tumwater, Washington.

38. What OSOS functions will not be part of the consolidated facility?

A: The Executive offices in the Legislative Building, the regional Archives branches, and several record storage sites will remain in their current locations.

39. Will facilities management be shared in the new facility?

A: Yes. Facilities personnel that are currently working in different locations in Olympia and Tumwater will be consolidated in the new facility. There will also be a need for new

facilities personnel for specialized functions in the new facility, such as HVAC maintenance.

40. Which OSOS functions are part of the Operation division?

A: Fiscal Services, Human Resources, Mail and Facilities, Records Management, and Budget.

41. Are staff impacted by this change represented by unions/collective bargaining agreements? If so, which unions/CBAs?

A: Yes. Elections and Archives staff are represented by unions/collective bargaining agreements.

Specific RFP Requirements:

42. RFP Section 2.4: Are proposals required to be submitted electronically via attachment(s) to email to the RFP Coordinator?

A: Yes.

43. RFP Section 3.3.B.1: What is meant by “including provision of the same to government entities” in the statement: “Indicate the experience (in years and in substantial projects) the Contractor and any proposed subcontractors have in organizational change management consultation and services, *including provision of the same to government entities* and on projects involving relocation to a new facility.”?

A: OSOS is seeking a statement of the vendor’s experience generally in providing organizational change management consultation and services, but also its experience providing those services specifically to governmental clients, and specifically on projects involving relocation to a new facility.

44. RFP Section 3.3.C: Are references to be provided by the vendor or the proposed staff, or both?

A: The references requested are the vendor’s references, not the references of proposed staff.

45. RFP Section 3.2: The RFP requests that vendors provide a project approach/methodology, detailed work plan, project schedule, deliverables, and outcomes and performance measures the vendor expected to achieve. Based on the Charter, it is clear that the PEC, the PMC, and the PWTs are driving project efforts and creating project work plans. It is also clear that the Change Management Team is driving change management efforts and creating change management plans.

If the vendor is to play a supportive role in this project, we would assume that the vendor's role would be to support the execution of existing work plans created by project management and/or change management staff, rather than creating our own plans. Alternatively, if OSOS is seeking a vendor individual or team solely to provide support to the project (rather than developing new work plans in addition to those already in use by OSOS's project teams), would OSOS consider amending the RFP to remove the requirements for vendors to provide a project approach/methodology, detailed work plan, project schedule, deliverables, and outcomes and performance measures the vendor expected to achieve, and instead state the roles, role descriptions, and requested hours (in total or per year or month) for each position OSOS would like for this project?

A: The project governance groups (PEC, PMC and PWTs) are driving project efforts and have created a work plan in the Charter. Agendas for the meetings of the OSOS Staff Teams will be prepared by Miller-Hull in coordination with the project governance groups. The vendor is expected to provide an OCM work plan and proposed methodology that aligns with the Charter and OSOS Core Values. The vendor will be a member of the Change Management Team and will facilitate meetings of other OSOS Staff Teams. Given the additional information provided herein, it is expected that the vendor will be capable of providing a methodology, work plan, project schedule, deliverables, and outcomes and performance measures the vendor expects to achieve, as well as the number of staff and estimated staff hours necessary to prepare a cost proposal.

46. Does the vendor need to have an issued UBI number before submitting a response to the RFP or may the vendor submit a response while the UBI number is in the process of being issued?

A: The vendor's proposal must contain an active UBI number for the vendor to be considered responsive.

47. Sections 3.3.B.3 and 3.3.C: It appears that both sections are requesting the name, email, etc. of references. Can the same references be provided for both of those sections? Do the callable references in section 3.3.C. need to be aligned to the same client projects outlined in section 3.3.B.? If not, *can* they be the same or must they all be unique?

A: Section 3.3.B.3 is requesting information regarding vendor's contracts over the last three years, including contract reference numbers and period of performance. Section 3.3.C is requesting business references, which contain no time frame for including. The vendor need not, but may if it wishes use the same individuals or entities for each section, but should take care to include all of the information requested in each section for each of the individuals or entities.

48. Section 2.18: Please confirm that section 2.18 Evaluation Preference is referencing Exhibit D in lieu of Exhibit B.

A: Correct. The section should be referencing Exhibit D, not Exhibit B.

49. Section 3.3.B.3: If some of the contracts the vendor has had during the last three years include confidential information that cannot be shared (e.g., contract reference numbers and contact persons information), how would you advise they complete this proposal requirement?

A: Please refer to section 2.5 of the RFP- Proprietary Information/Public Disclosure.

50. Section 3.3.B.3: Is the contact person referenced in this section intended to be a contact person for the vendor or for the client that the vendor supported?

A: This section is requesting the contact information for the client that the vendor supported.

51. Can OSOS please clarify under which section of the proposal should Exhibit D and Exhibit F be included?

A: Exhibits C through F may be placed at the end of the proposal.

52. RFP Section 3.4.B: Can OSOS please clarify whether section 3.4.B. should be part of the vendor's proposal? Do vendors need to include this section and provide an attestation?

A: No. Section 3.4.B. is merely informational for the vendor and does not need to be included in the vendor's proposal.

53. RFP Section 3.1: Can OSOS please confirm whether the information about the Contractor and any proposed subcontractors requested to be included by attachment to the Letter of Submittal in section 3.1 can be provided in the body of the Letter of Submittal?

A: Yes. The requested information need not be an attachment to the Letter of Submittal. It may be included within the Letter of Submittal.

54. RFP Section 3.3: Can OSOS confirm that an organizational chart showing lines of authority across the project is sufficient expanding on what is desired by the need to show relationships of staff to other programs or functions of our firm?

A: An organizational chart showing lines of authority of the proposed project team across the project, together with a description of the proposed project team structure and internal controls to be used during the course of the project, including any

subcontractors, and who within the vendor will have prime responsibility and final authority for the work, is sufficient to satisfy the information requests of section 3.3.A.1.

OVERVIEW OF THE OFFICE OF THE SECRETARY OF STATE

The Office of Secretary of State (OSOS) is Washington's Chief Administrator of Elections, Corporations and Charities filings, the Washington State Archives, and the Washington State Library. The OSOS mission is to promote public trust by:

- Preserving the integrity of elections in the state of Washington
- Providing the business community and the public with easy access to information about corporations and charities
- Safeguarding vital government records, documents, publications and process
- Performing public outreach to improve civic knowledge and participation, and
- Leveraging technology to improve efficiency and enhance customer service

The Secretary of State has set four core values that define OSOS staff and culture:

- Integrity
- Service Excellence
- Visionary Leadership
- Collaboration

Organized into the following divisions with approximately 300 employees, OSOS carries out a broad range of responsibilities and mandates.

Executive Office

From the Legislative Building on the State Capitol Campus, the Executive Office interacts with the people of Washington, key stakeholder groups, leaders, and media outlets. The Executive Office provides general oversight and leadership of the office, the development of public policy, legislative relations, and external communications. The Executive Team, which is comprised of the Secretary of State, the Assistant Secretary, and the Deputy Secretary, operates in the Legislative Building with members from the Communications, Community Programs Division (Legacy Washington, the Combined Fund Drive and Front Desk staff), our Legislative team and the OSOS Facilities Manager.

Elections Division

The Elections Division plays a critical role in ensuring Washington's democratic process is fair, accurate, accessible, and secure. Elections staff provide valuable services to voters, as well as statutorily required training and certifications to election administrators in all 39 Washington

counties. The division develops elections policy, administers our statewide voter registration database, manages statewide elections, and verifies and accepts petitions for initiatives and referenda.

The Elections Division is currently located in a leased building in downtown Olympia. The division employs 20 full-time personnel, with an additional 30 non-permanent initiative verification personnel.

Corporations and Charities Division

The Corporations and Charities division is instrumental in Washington's business and nonprofit community. This division registers all corporations, charities, and nonprofits in Washington State, in-person and on-line, and provides essential information about businesses and charities to promote public trust and confidence. The division also registers trademarks for use in Washington, administers the Apostilles Program to authenticate notarized documents for international use, and administers the Domestic Partnership Program.

The Corporations and Charities Division is currently located in the Dolliver Building, an historic building near downtown Olympia, and employs 66 personnel at the facility.

Archives and Records Management

The Washington State Archives preserves and provides the people of Washington with access to millions of legal and historical records of our state and local governments. Washington's Digital Archives in Cheney, Washington is the first of its kind in the nation and accessible worldwide via the web.

Citizens depend on the Archives to research genealogy, state and city history, property transfers, legislative intent, court records, and academic projects. Archives regional branches are on the Capitol Campus in Olympia and college campuses around the state.

The State Archives main location is currently in the Archives Building on the east Capitol Campus in Olympia. The Archives employs 29 personnel in that facility, including 6 temporary interns.

State Library

The Washington State Library connects people to the power of libraries. As Washington's oldest cultural institution, the library's unique and rare collections date back to territorial days. Resources include historical print and digital compilations, collections of state newspapers and maps, state and federal government publications, and the Ask-a-Librarian service.

The library benefits local libraries and their patrons through its consulting services, grants, subsidies, training, and programming. Additionally, the Washington State Library provides

services to state prison and state hospital libraries. OSOS also operates the Washington Talking Book & Braille Library in Seattle, a library for people unable to read standard print.

The central State Library facility is currently located in the Point Plaza East building in Tumwater, a leased facility it shares with Operations, Information Technology and Community Programs staff. The State Library employs 55 personnel, including 4 interns, at this facility.

Operations Division

The Operations Division is the heart of the Office of Secretary of State, supporting the Executive Office and every division through the internal functions of Public Records, Financial Services, Budget, Facilities, and Human Resources. This division serves as a trusted and knowledgeable resource to both its internal and external customers. Its success depends on the expertise of employees who ensure public access to information, protect financial resources, and help develop our most valuable asset: people.

The Operations Division currently includes 27 employees. Twenty-six are located in the Point Plaza East facility. The OSOS Facilities Manager is currently based in the Legislative Building.

Information Technology

The Information Technology Division is made up of knowledgeable and innovative IT professionals with a passion for their work and problem-solving in the IT arena. The division provides IT support for all applications and IT-based services to all OSOS divisions and programs, manages all OSOS enterprise networks, facilitates the collection, storage, integrity, access and security of electronic data, and provides strategic and tactical leadership in IT use and planning across OSOS divisions. The IT Division currently has approximately 20 employees in Olympia and the remainder of the staff are at the Digital Archives in Cheney, Washington.