Request for Proposal (RFP) Number

22-RFP-003

For

**IT Professional Services to Assist with Establishing Enterprise Cloud Computing Program**

by

State of Washington

Consolidated Technology Services (CTS)

(a.k.a. WaTech)

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**SECTION 1- INTRODUCTION**

1. Introduction

## Acquisition Authority

The Department of Enterprise Services (DES) has authority over goods and services under RCW 39.26 and sets processes for procuring information technology based on the policies and standards set by the Technology Services Board. Chapter 43.41A of the Revised Code of Washington (RCW) as amended establishes the Washington State Technology Services Board (TSB). While the TSB does not purchase for agencies, it establishes policies and standards addressing how the manner in which state agencies may acquire information technology equipment, software, and services.

RCW 39.26.100(2) provides Consolidated Technology Services (CTS) with an exemption from the Department of Enterprise Services procurement rules and requirements. Specifically, the competitive procurement rules stated by Department of Enterprise Services do not apply to CTS as it is contracting for the following:

1. Services and activities that are necessary to establish, operate, or manage the state data center, including architecture, design, engineering, installation, and operation of the facility, that are approved by the technology services board or
2. The acquisition of proprietary software, equipment, or IT services for or part of the provision of services offered by the consolidated technology services agency.

This procurement is within the exemption and is performed consistent with CTS’ internal Procurement Policy.

This RFP is issued in good faith, but it does not guarantee an award of contract, nor does it represent any commitment to purchase whatsoever. This RFP is being issued for CTS’ exclusive use.

## Background

Consolidated Technology Services (CTS), also known as [Washington Technology Solutions (WaTech)](https://watech.wa.gov), provides telecommunications, computing, security, and data center services to more than 700 state agencies, boards and commissions, local governments, tribal organizations, and qualifying non-profits. CTS includes the [Office of the Chief Information Officer (OCIO)](https://ocio.wa.gov/) which sets information technology (IT) policy and direction for the State of Washington.

The state Legislature, seeking to understand the financial benefits and business impacts of migrating the state’s core IT systems to cloud services, directed the OCIO to conduct a statewide cloud readiness assessment and to recommend strategies and migration targets. The OCIO worked with Unisys to conduct the assessment that involved 79 executive branch agencies, excluding higher education.

The assessment concluded that the state could achieve significant business and financial benefits by facilitating statewide migration of existing IT systems to commercial cloud services. Cursory analysis (See Appendix G) of more than 11000 virtual servers found that approximately 3300 applications on 9000 of those servers are good candidates for cloud migration. In addition, the physical hardware supporting those applications will reach end-of-life over the next five years, representing a good opportunity to shift hardware replacement budgets to less expensive cloud infrastructure.

The assessment also found that state agencies and the state’s IT workforce are generally not ready for a rapid, large-scale migration to cloud services. The assessment recommended the state take a coordinated enterprise approach and make necessary investments in infrastructure, security, organizational change, IT workforce development, cloud architecture, and governance. A foundational part of the recommendation is creation of a central cloud computing organization to orchestrate the migration plan, facilitate ongoing adoption, and ensure cloud environments are optimized for security and cost-effective operations.

The OCIO delivered Unisys’ [Statewide Cloud Computing Readiness Assessment](https://ocio.wa.gov/sites/default/files/public/Reports/Unisys%20Deliverable%203%20Statewide%20Cloud%20Computing%20Readiness%20Assessment-FINAL-103020.pdf?ka4pfb) (Cloud Assessment) (See also *Cursory Analysis* – Appendix G) and the OCIO’s [Washington State Cloud Readiness Report](https://ocio.wa.gov/sites/default/files/public/Reports/Cloud%20Readiness%20Report.pdf?ka4pfb) (OCIO Cloud Report) to the Legislature and Governor in late December 2020. In April 2021, the Legislature passed [ESSHB 1274](http://lawfilesext.leg.wa.gov/biennium/2021-22/Pdf/Bills/Session%20Laws/House/1274-S2.SL.pdf?q=20210422162558) that clearly expresses the state’s direction towards Cloud Computing. Section 1 (3) states:

*Therefore, the legislature intends to migrate the state's information technology toward cloud services, which will deliver the capacity, security, resiliency, disaster recovery capability, and data analytics necessary to allow the state to provide Washingtonians the services they require during this pandemic and in the future.*

The OCIO cloud report contains a recommended State Cloud Migration Plan that describes how the state will implement the recommendations contained in the cloud assessment. Using the recommended enterprise approach, the plan implements the projects required to prepare agencies, the infrastructure, and the IT workforce and establishes migration targets for the state’s existing cloud-ready IT systems. The plan puts the state on a firm path to IT modernization and achieves the Legislature’s direction to migrate the state’s information technology toward cloud services.

Given the breadth of the Enterprise, a wide variety of applications and architectures are deployed to support agency needs. Further, applications targeted to be in scope for this program include a wide breadth of compliance standards to include PCI, HIPAA, FedRamp, CJIS, and others. Appendix G provides the available information about these applications currently and represents most of the agencies in scope. While the cursory analysis represented by Appendix G provides some insight on the lifecycle stage of applications and user counts, more information may be required (e.g. age and capacity of current hardware, performance objectives, disaster recovery and network requirements) to categorize and plan migrations. The deliverables defined in section 1.5.1 capture the need to collect this information for planning and scheduling purposes.

As captured in Appendix G, about 7% of applications in the survey are already deployed as Software as a Service (SaaS) solutions. For the candidates identified as strong fits for cloud, CTS anticipates a variety of solutions will be leveraged. More SaaS is desired, while some applications will be a fit for infrastructure or platform solutions. The deliverables defined in section 1.5 articulate the desire to define and prioritize these future state architectures, including the nature of the virtual state data centers (public, private, shared, etc.), the number of cloud providers, and enterprise technical needs (authentication mechanisms, platform components, operating systems, databases, etc.). CTS anticipates a variety of application approaches will be leveraged to enable the target migration: replacement, transformation, optimization, refactoring, lift and shift, etc.

The enterprise cloud program will address needs of the executive branch agencies, excluding higher education.

## Business Objective

CTS is seeking to award and execute one contract through this Request for Proposal (RFP) to acquire professional services needed to implement parts of the State Cloud Migration Plan, as described in the OCIO cloud report. The primary objectives of the migration plan are to provide the state with a more agile, resilient, and cost-effective IT infrastructure and to ensure state agencies have the tools they need to innovate and modernize digital government services.

The state intends to migrate approximately 3300 applications on 9000 virtual servers from on-premises data centers to services offered by major commercial cloud providers. The state has determined the best way to achieve desired outcomes is by taking a coordinated, enterprise approach and completing migration of the cloud-ready applications by June 30, 2026. Some of the outcomes expected from this approach include:

* + Overall reduction in the state’s IT capital expenses by coordinating and accelerating migration of existing IT systems to commercial cloud services;
  + Enhanced statewide security, resilience, and recovery through collective application of technology and security architectures and standards;
  + Improved ability to optimize cloud operating costs through aggregated pricing, centralized service level monitoring, and transparent usage and cost metrics;
  + Modernized digital government services by enabling rapid and sustainable adoption of innovative cloud solutions; and
  + Empowered agencies and IT workforce equipped to expertly provision and operate cloud environments using cloud-optimized processes, skills, and tools.

The approach will be managed under a program called Enterprise Cloud Computing (ECC). This program will be located with CTS Office of the Chief Information Officer. This program has a three-pronged mission:

* Provide statewide leadership and expert resources to enable the ongoing strategic adoption of cloud technologies including the development and governance of the state’s cloud architecture, policies, and standards;
* Implement a cloud services brokerage function that helps agencies identify and acquire the best solutions at the best prices, and ensures cloud investments are operated securely, efficiently, and in compliance with the state’s IT policies and strategic plan; and
* Orchestrate cloud migration initiatives using contracted resources to help agencies identify migration candidates and to plan and implement migration projects.

The ECC program is currently in the formative stage with planned functionality phased in throughout 2021 and 2022. One objective of this procurement is to partner with a vendor that has expertise to assist CTS to fully develop the ECC program’s functions and capabilities.

Text

Description automatically generated with low confidenceThe following model depicts the functional layers considered to be within scope for the ECC program.

## Scope of Program

The [Cloud Assessment](https://ocio.wa.gov/sites/default/files/public/Reports/Unisys%20Deliverable%203%20Statewide%20Cloud%20Computing%20Readiness%20Assessment-FINAL-103020.pdf?ka4pfb) and the [OCIO Cloud Report](https://ocio.wa.gov/sites/default/files/public/Reports/Cloud%20Readiness%20Report.pdf?ka4pfb) describe several projects that are required to successfully prepare the state for an accelerated migration to cloud services. CTS seeks to partner with a vendor who will assist CTS with planning and implementing the ECC program and accomplishing, initially, the Business Objectives described above. To start the program, the priority projects to be addressed are identified in these reports as:

* Cloud Services Broker and Cloud Center of Excellence – (GOV-2)
* Cloud Management Tools (EA-1);
* Cloud Ready Operations (WF-10); and
* Cloud Migration Projects (EA-4).

The program includes other projects which will require collaboration, coordination, and potential engagement thru the duration of the contract: Cybersecurity GOV-5, Network Assessment EA-3, and Identity Management EA-11. In addition to other project within the scope of the OCIO cloud report and cloud assessment and execution of the plan as developed during the execution of the initial work effort may be addressed in subsequent statements of work under the resulting contract.

## Cloud Services Broker and Cloud Center of Excellence

Services broker and center of excellence capabilities are the cornerstone of the Enterprise Cloud Computing program and the State Cloud Migration Plan as described in the OCIO Cloud Report. The ECC is the organization responsible for orchestrating the state’s cloud migration journey including preparation of the foundational elements, implementing enabling processes and tools, and providing cloud migration expertise to organize, coordinate, and accelerate the state’s migration to cloud services. Long term, the organization is responsible for facilitating ongoing adoption and ensure cloud environments are optimized for security and cost-effective operations. A primary objective of this RFP is to procure expert resources that has similar experience to help the state define and build the cloud service broker functions and cloud center of excellence framework, based on the following goals, key activities and outcomes at this formative stage for ECC program.

|  |  |  |
| --- | --- | --- |
| Goals | Key Activities | Outcomes |
| * Design and build the cloud service brokers functions, emphasizing integration enablers between the Agency and the cloud service providers. * Design and facilitate the cloud center of excellence for the State * Deliver simplified cloud adoption experience; improve cost and operational efficiency, with consistent security standards | * Establishes relations with cloud providers, service providers, and professional services organizations * Coordinate and facilitate the community of practice, share best practices for broader adoption * Design and deliver tangible solutions to help the state discover, consume and manage cloud services, including process design, migration readiness activities, and security policies reviews * Design key performance indicators and provide regular reporting on outcomes and performance against targets * Establish governance function for decision making and management of the program. Iterate the overall ECC program functions, processes, tools and technologies based on data and feedback * Facilitate staff readiness and training within CTS and other agencies * Focus on planning and preparation and reduce the friction of repeatability | * An Enterprise cloud launchpad for agencies to discover, purchase, provision and manage cloud services. Provide cloud-ready resources, processes, and enterprise tools * Consistent cadence to iterate and update new versions of the ECC cloud launchpad including functions, process and tools * Relevant CTS and Agencies personnel are trained and able to leverage the centralized cloud launchpad * Measurable business impact such as financial, efficiency and user experiences |

## Cloud Management Tools

Cloud Management Tools supports several ECC enabling functions related to cloud optimization. Tool acquisition is outside the scope of this RFP and it is assumed these tools will be acquired through separate competitive procurements. However, an objective of this RFP is to acquire expert vendor resources to assist CTS in defining tool requirements and in developing processes to use these products, in addition to cloud native tools, to monitor and optimize cloud usage and costs for a multi-cloud environment. Tools will provide ECC visibility to the state cloud environment and agency-specific views for their own cloud workloads. The Cloud Management Tools project is composed of the following sub-projects:

* Cloud Service Asset and Configuration Management Platform: Implementing a service asset inventory and configuration management tool to provide the State of Washington with a single system to track assets through their lifecycle. The processes and tools also identify relationships between business services and their components across the daily activities performed on the IT infrastructure.

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| Goals | Key Activities | Outcomes |
| * Provides consistent visibility into cloud service assets, with self-service, continuous discovery, and automation capabilities * Improve state’s cloud service health with proactive monitoring and analysis, effective diagnose and troubleshooting * Support cloud service and financial planning | * Collect business and technical requirements from agencies and stakeholders * Implement a cloud service inventory and configuration management system/tool * Deploy and configure cloud service asset & configuration management workflows * Design and enable continuous discovery and self-service in the multi-cloud environment, support DevOps/DevSecOps automation as needed * Proactively analyze the infrastructures and performance data to identify potential issues * Design and provide regular reporting on outcomes and performance against targets, drive improvement actions accordingly | * Cloud service asset and configuration management tools and processes implemented across multi-cloud environments used by agencies * Cloud service assets, service mapping and related data are kept up to date * Service health, incident, user experiences and other performance targets are delivered according to plan |

* Cloud Finance Management Platform: Implementing cloud financial management provides the State of Washington with a single system to plan, measure, manage and optimize cost of cloud services.

|  |  |  |
| --- | --- | --- |
| Goals | Key Activities | Outcomes |
| * Design and implement cloud financial measurement & accountability, including integration with the State’s strategic financial management platform * Design and implement cloud cost optimization function * Enable cloud cost planning & forecasting * Design and execute cloud financial operations | * Establish partnership between finance and technology organizations * Design and implement cloud cost dashboard, supporting different roles with necessary processes to improve awareness and enable accountability * Establish cost optimization function, leveraging data and processes to drive results * Enable cloud budget management and forecasting to manage cloud cost proactively * Report on cost optimization, monitor cost and resource consumption proactively * Iterate the cloud financial management functions, processes, and technologies based on data and feedback | * Cloud financial management tool for the state across multi-cloud environments with ECC and agency views * Consistent cadence to iterate and release new versions of the cloud financial management tool including functions, process and updates * Relevant CTS and Agencies personnel are trained and use the financial management tool to manage cloud cost ongoing basis * Deliver measurable impact such as cost efficiency, financial variances, and user experiences. |

* Multi-Cloud Management Platform: An integrated automation approach and architecture are required to maximize the use of cloud and on-premise infrastructure while also reducing operational costs through standardization and process controls. This project includes assessing current IT management and monitoring tools, automation, and service management data. Following the assessment, an architecture including automation, IT system management, and monitoring will be developed, with recommendations for updating, replacing, or procuring additional tools to support the overall architecture.

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| --- | --- | --- |
| Goals | Key Activities | Outcomes |
| * Ensures State of Washington focuses IT spend on most relevant, core, strategic value components * Provides Agency-accessible self-service capabilities, and reduce manual work * Reduces cost of IT operations across the IT management estate including management, monitoring, and automation | * Automation & operations Assessment * IT Management and monitoring tools assessment * Create IT management, monitoring and automation architecture, and roadmap * Implement the solution with necessary process and readiness activities * Iterate and deploy updates with new functions technologies to support evolving multi-cloud adoption and business needs * Define key performance indicators, and deliver regular business intelligence reports for measurement and improvements | * Deliver consistent, secure and auditable services across multi-cloud with proper governance * Reduce manual work and improve work efficiency, such as call volumes/service request reduction, faster resolution times * Faster cloud service adoption and better user experience |

Note: There is no centralized configuration management database deployed for the state’s assets. Bidders should assume tools described will not require integration or synchronization with existing tools. Vendors should also assume a variety of current states for application documentation – some information will be known and available; other applications will be missing documentation, source code, and/or architectural design.

## Cloud Ready Operations

Cloud Ready Operations describes foundational ECC capabilities specifically related to defining the state’s cloud architectures, standards, and core cloud environments for security, identity, and network. The state often refers to this concept as the “virtual state date center” or as providing “guardrails”. Cloud vendors reference a similar concept as “landing zones”, or pre-configured environments – provisioned through code – that provide a starting place for successful cloud migration. The state intends to define standardized templates and blueprints that agencies build on to provision their unique landing zones with their preferred cloud infrastructure providers. A primary objective of this RFP is to procure expert resources to help the state define these landing zone templates and blueprints, and the processes for governing them.

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| Goals | Key Activities | Outcomes |
| * Establish adoption and operations teams * Identify existing cloud vendor use and integrate with strategic tools * Evaluate and update existing cloud vendor use for operational and security alignment based on enterprise cloud standards, building a multi-cloud environment * Implement additional cloud vendor accounts and landing zone environments based on need | * Collect operational business and technical requirements from agencies and stakeholders * Design the initial standard landing zone, align with state enterprise security requirements, architecture standards and policies * Deploy and operate the landing zones, with necessary guardrails, templates, configuration management and integrations as needed * Develop an iterative approach to expanding capabilities and services * Define key performance indicators, and deliver regular business intelligence reports for measurement and improvements | * Design and deliver landing zone environments for major public cloud services, with ongoing release and updates * Implement additional cloud vendors and landing zone environments based on business needs * Faster adoption by agencies, less incidents and improved KPIs |

## Cloud Migration Projects

Preparing for cloud migration projects is the prime catalyst for this procurement. The cloud assessment (See *Cursory Analysis* – Appendix G) analyzed more than 4000 applications and 11000 servers. High level analysis concluded that approximately 3300 applications on 9000 virtual servers are good candidates for cloud migration, assuming few modifications were needed. Based on that assessment, the State Cloud Migration Plan recommends a five (5) year coordinated, enterprise effort to migrate the 3300 applications to commercial cloud services.

Unfortunately, data collection varied considerably during the assessment, so migration targets are based on cursory analysis and informed assumptions. It is possible that more than 3300 applications can be migrated, but the inverse could also be true. The assessment did not perform in-depth analysis of performance, security, data dependencies, or use cases that would nullify cloud benefits. Therefore, a major objective of this effort is to triage and refine the list of migration candidates, perform additional analysis as needed, and develop a detailed migration plan and schedule. Applications should be put into logical groups ranging from early adopters thru those that will never migrate.

CTS intends to procure the expert resources necessary to perform planning and analysis and to migrate cloud-ready applications that do not require extensive remediation. It is important that the triage identify early adopter, already cloud-ready, or imminent capital expenditure opportunities as soon as possible and to migrate those applications expeditiously. CTS anticipates a variety of mechanisms to inform the inventory creation and triage, including tools, interviews, financial spending analysis, and other sources.

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| --- | --- | --- |
| Goals | Key Activities | Outcomes |
| * Enable and support agencies through the cloud migration journey * Improve the speed of cloud adoption, deliver smooth migration experience, reduce security risk and deliver optimal business value | * Inventory applications. Analyze application and infrastructure data, provide migration options and guidance * Identify the initial wave of applications * Assist with and facilitate specific migrations projects * Leverage pilots to demonstrate ECC capabilities * Iterate migration roadmap based on results from pilots, user feedback and evolving business needs * Define key performance indicators for the migration, and deliver regular business intelligence reports for measurement and improvements | * Produces documented strategy and plan to migrate each application to the cloud or regional data centers * Performs Proof of Concept(s) migration to the cloud * Continues using tools for performance collection and cloud readiness analysis * Using tools and data for performance monitoring and communication, drive consistent migration progress |

## Adjacent workstreams

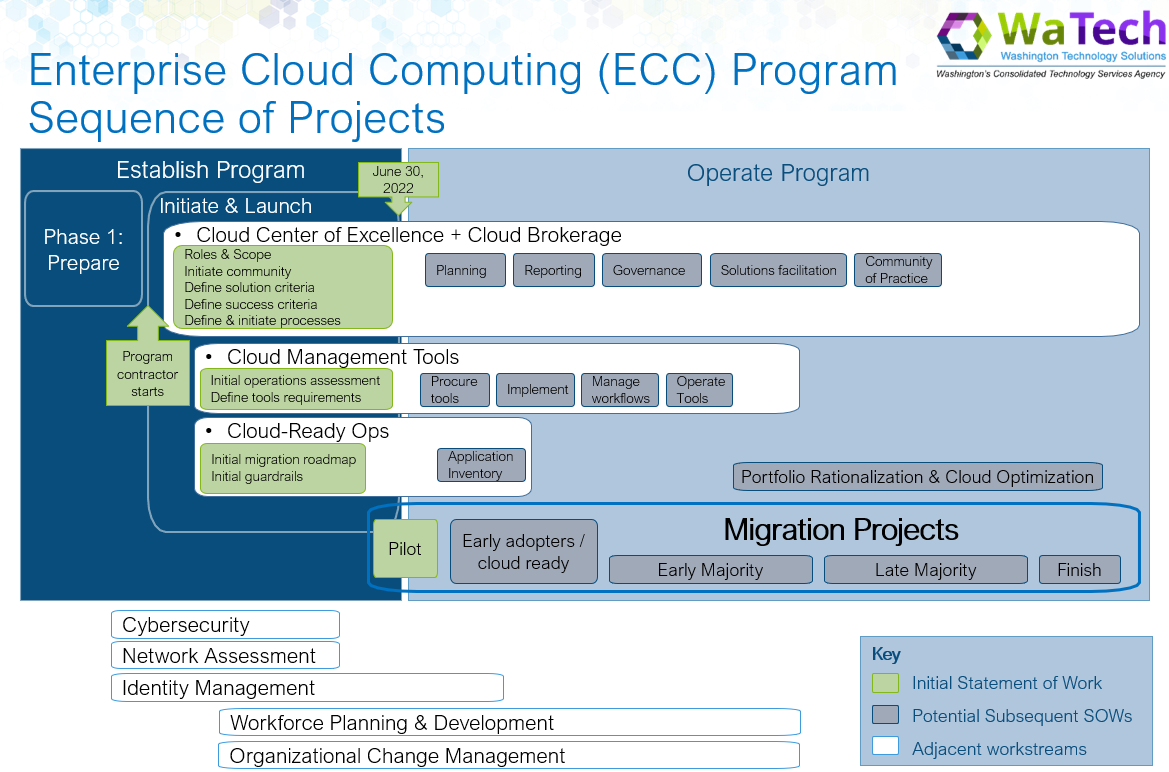
Additional work efforts are critical path to a successful cloud program for the state. These include Cybersecurity, Network Assessment, and Identity Management. It is anticipated that these efforts will be driven by CTS personnel and that the activities defined in the approach will collaborate with these adjacent workstreams. Beyond consultation and collaboration, specific ownership of deliverables for Cybersecurity, Network Assessment, and Identity Management would be addressed under a subsequent Statement of Work within the contract.

## Cloud Services Provider Procurement

Agencies will negotiate and procure cloud services based on their workload needs. CTS anticipates standard contract vehicles facilitated by the Department of Enterprise Services will be leveraged by agencies. Centralized Cloud procurement on behalf of the state is not expected for the ECC nor within this procurement.

## Program Timeline

For the state’s cloud migration plan to be successful, multiple workstreams must be executed simultaneously. The following graphic represents a high-level view of the expected parallel workstreams and timing objectives. The initial focus for the work effort will be the workstreams to establish the program, define the tools, and prepare operations. The target to complete the EA-4 Migration Projects is June 30, 2026. Additional aspects of the initial workstreams as well as additional workstreams may be added by subsequent statements of work under this procurement.



## Work Location

While CTS will allow remote work, the ASV may be required to perform certain tasks on site at CTS’ Olympia, WA location.

## Data Security

All data transacted during the course of performance of the resulting contract (e.g. inventory) shall remain the property of the State of Washington. In the event of contract cancellation or termination, Vendor shall surrender all data to the State and following, an attestation of data destruction. The State is considered the custodian of the data and shall determine the use, access, distribution, destruction, and other conditions based on appropriate Federal and State of Washington statutes and regulations. Audit access shall not be unreasonably withheld. All State of Washington data **must** reside at all times without exception (including while in transit) within the United States.

## Initial Statement of Work

The first statement of work for this procurement will address the initial work highlighted in the graphic above that are further described as deliverables in Section 1.5.1. For the purposes of evaluation of cost as described in Section 6, the initial work activities and identified deliverables are in scope and to be addressed by bidders with a target start date at contract execution in early November and a planned completion by June 30, 2022.

At CTS’ option and initiation, subsequent Statements of Work may be created for follow on work activity to address the needs of the ECC and the scope of the workstreams described. Any future Statements of Work must be within scope of this RFP.

## Deliverables in Initial Statement of Work

CTS is seeking to award and execute a contract through this Request for Proposal (RFP) to acquire professional services needed to initiate and implement parts of the state’s Cloud Migration Plan as noted in the Business Objectives section. CTS expects the vendor to act in partnership with, and at the direction of, the CTS ECC program and to achieve the following deliverables:

1. An operational Enterprise Cloud Computing (ECC) program in CTS, with the functions and capabilities generically described in the Washington State Cloud Readiness Report as preparatory project establishing an enterprise cloud services broker and a cloud center of excellence :. Activities required to complete this deliverable will include but are not limited to:
   * Defining the roles of the ECC and the scope of the solutions to be addressed. Initiate requirements for the ECC functionality and service catalog scope anticipating a multi-cloud environment.
   * Defining the functions and capabilities for the Enterprise Cloud Computing program (e.g. architecture, strategy, and brokerage).
   * Initiating a community environment to foster collaboration between agencies, collect requirements, engage constituents to collect feedback and inform program direction.
   * Designing the process flow for agencies to engage the ECC and get support for the adoption of Cloud services (to include infrastructure, platform, software, and other cloud topologies).
   * Defining solution selection criteria (decision matrix) and service level objectives for cloud services.
   * Facilitating and assisting ECC personnel, transferring knowledge and expertise to accelerate implementation of ECC functions and capabilities.
   * Defining and implementing other ECC processes and functions the Vendor recommends to accelerate the state’s cloud migration objectives.
2. Documented functional and nonfunctional requirements for enterprise multi-cloud management tools, and the business processes required to use the products along with cloud-native tools, to monitor and optimize cloud usage and costs as captured in 1.4.2 Cloud Management Tools workstream. Activities required to complete this deliverable will include but are not limited to:
   * Assess operational needs for inventory, financial, and cloud management tools.
   * Defining procurement-ready requirements for enterprise cloud management tools that could include inventory, configuration, finance, multi-cloud management, service management, and other tools Vendor recommends to efficiently manage an enterprise multi-cloud environment.
   * Defining roadmaps, implementation plans, and processes required to implement and manage cloud environments using the cloud management tools.
3. Preparing for Cloud Ready Operations: migration roadmap and the initial guardrails
   1. A five-year migration plan and roadmap, developed in collaboration with agencies’ migration teams and vetted through enterprise governance. Activities required to complete this deliverable will include but are not limited to:
      * Define an approach and methodology to categorize applications into waves for migration planning. Capture the list of data points necessary to inform readiness and plan migration (e.g. architectural elements, performance expectations, interfaces, capacity and utilization, identity providers, infrastructure age).
      * Identify applications in the initial, priority wave of migrations, engaging with agencies to identify these first movers.
      * Identifying applications that are cloud-ready early adopters, those that require various levels of remediation, and those which are recommended to remain in the State Data Center indefinitely, or until they can be redesigned and replaced with cloud-native solutions.
      * Developing a roadmap that describes migration sequence, schedule, state and vendor resource requirements, and cost estimates.
      * Identify capacity requirements for provisioning rates, personnel and systems resources, and otherwise to execute the plan.
      * Define a plan to manage changes to the baseline roadmap over time, ensuring the five-year plan remains actionable through the execution.
      * Provide consulting solutions support for agencies to plan migrations.
   2. Prepare documents and models that define statewide cloud “guardrails”. This includes statewide cloud governance, technology architectures, and standardized cloud services landing zone templates and blueprints that effectively extend the state’s computing infrastructure to a “virtual state data center”. Activities required to complete this deliverable will include but are not limited to:
      * Designing the architectures and building the templates and blueprints aligned with state and federal security and compliance standards
      * Defining the processes to maintain and govern the blueprints and templates going forward.
4. Plan and prepare pilot projects to demonstrate the ECC capabilities.
   * Identifying suitable initial pilots demonstration project.
   * Partner with the identified pilot agency to plan cloud migrations.
5. An ECC program management office to govern and coordinate sub projects above and other related projects within the ECC program. coordinate with CTS and other agencies as required to successfully migrate state IT systems to cloud services. Activities required to complete this deliverable may include, but are not limited to:
   * Designing key metrics and the reporting mechanism for providing visibility to progress against program objectives as well as status on scope, schedule, and budget.
   * Executing the program activity with excellence and best-practice controls to coordinate and govern the project while ensuring alignment and engagement from stakeholders.
6. Other deliverables and activities as proposed by the Vendor to achieve the scope and objectives defined above.

CTS is planning for deliverable a thru f to be completed by June 30, 2022. To be successful by this deadline, this will require the vendor to execute multiple workstreams simultaneously.

CTS may require follow on statements of work to execute cloud migration projects, tool implementation, additional ECC support, and related work after June 30, 2022. This additional work shall be based on the hourly rate(s) Vendor submits with its Response in Section A Hourly Rates of Appendix E Cost Proposal Form. Subsequent SOWs could also be deliverables-based derived from these hourly rates.

## Skills/Responsibilities

CTS does not have the skilled resource capacity to independently conduct the work outlined in this RFP at this time. To improve outcomes, CTS is seeking to award a contract with an experienced cloud migration vendor who will partner with the ECC program to refine the state’s cloud migration plans, apply expert technical knowledge, and best practices, and use expert program and project management skills to facilitate and manage cloud migration projects to achieve the state’s business objectives.

CTS will use the following strategies to accomplish the above in partnership with the selected vendor:

* CTS leading and owning responsibility for funding and leadership of the program, including engagement with decision makers and funding bodies; policy authoring and compliance; program oversight and deliverable approval.
* The vendor leading and owning responsibility for the architectural details, process design, implementation of the initial minimally viable environment, program planning to include application / server migration scheduling, program execution and deliverable development as described herein, documentation and knowledge transfer to ECC resources, facilitation, communication, engagement with stakeholder as needed to support execution of the program.
* Collaboration and partnership between CTS and the vendor facilitated by daily engagement with ECC resources and weekly engagement with program sponsors; Microsoft Teams workplace tools for deliverable development, collaboration, and communications; strong program management to provide visibility to tasks and report on schedule, scope, and budget.

Vendors will be evaluated based on their demonstration and ability to provide the Contractor skills listed in the following table:

|  |  |  |  |
| --- | --- | --- | --- |
| Skills/Responsibilities | Contractor | CTS | Agencies |
| Program planning, development, and management | X |  |  |
| Skills seeding, staff augmentation, and knowledge transfer to state staff | X |  |  |
| Cloud brokering processes for solution assessment, vendor contracting, financial monitoring, service level monitoring, optimization, others as needed for multi-cloud environment. | X |  |  |
| Center of Excellence processes for architecture, governance, consulting to agencies, others as needed. Provide input to policies and standards. | X |  |  |
| Facilitating governance and stakeholdering processes for the Program, including key deliverables. | X |  |  |
| Process, content, and resources for regular interface and communication with internal and external stakeholders, oversight, and authorizing partners. | X |  |  |
| Multi-cloud architecture - Landing Zone design, configure, governance | X |  |  |
| Cloud security and networking architecture | X |  |  |
| Workload migration planning / prioritization / scheduling | X |  | X |
| Workload migration execution (coordinated with agencies) | X |  | X |
| Enterprise governance and decisions, i.e. approvals for strategy, policy, architecture, and program deliverables |  | X |  |
| Policy and standard development |  | X |  |
| Enterprise Architecture design |  | X |  |
| Software/Services Procurement |  | X |  |
| Vendor management |  | X |  |
| Security Design Reviews |  | X |  |

## Contract Usage

It is anticipated that the Initial Term of the resulting Contract will be through June 30, 2023 commencing on the effective date of the Contract. The term of the initial SOW will begin on contract execution and is anticipated to end June 30, 2022. As described above and subject to available funding, it is CTS’ intent that subsequent SOWs will be executed to address follow-on work as planned by the deliverables in the initial SOW. It is anticipated that the contract be extended at CTS’ sole option for up to six (6) periods of one (1) year each.

## Definitions

**“Apparently Successful Vendor”** (**ASV**) shall mean the Vendor(s) who: best meets all the requirements of this RFP and is selected to provide the service.

**“Business Days” or “Business Hours”** shall mean Monday through Friday, 8 AM to 5 PM, local time in Olympia, Washington, excluding Washington State holidays.

**"Cloud” or “Cloud Computing"** has the same meaning as provided by the special publication 800-145 issued by the national institute of standards and technology of the United States department of commerce as of September 2011 or its successor publications.

**“Contract”** shall mean the RFP, the Response, Contract document, all schedules and exhibits, and all amendments awarded pursuant to this RFP.

**“CTS”** shall mean Consolidated Technology Services – a.k.a Washington Technology Solutions or WaTech.

**“Desirable”** or **“(D)”** shall mean the Vendor has the option to respond, and the Response will be not be scored.

**“Desirable Scored” or “(DS)”** shall mean that answering is optional, and the Response will be scored.

**"ECC” s**hall mean the Enterprise Cloud Computing program defined herein.

**“Mandatory” or “(M)”** shall mean the Vendor must comply with the requirement, and the Response will be evaluated on a pass/fail basis.

**“Mandatory Scored” or “(MS)”** shall mean the Vendor must comply with the requirement, and the Response will be scored.

**“Purchaser”** shall mean the Consolidated Technology Services.

**“RCW”** means the Revised Code of Washington.

“**Response**” shall mean the written proposal submitted by Vendor to CTSin accordance with this RFP. The Response shall include all written materialsubmitted by Vendor as of the date set forth in the RFP schedule or as further requested by CTS. The Response shall be in the English language, and all measurements and qualities will be stated in units required by law in the United States.

**“Services”** includes Purchased Services and shall mean those Services provided by Vendor relating to solicitation, deployment, development and/or implementation activities that are appropriate to the scope of this solicitation.

**“Software”** shall mean the object code version of computer programs Licensed pursuant to the Contract. Software also means the source code version, where provided by Vendor. Embedded code, firmware, internal code, microcode, and any other term referring to software residing in the Equipment that is necessary for the proper operation of the Equipment is not included in this definition of Software. Software includes all prior, current, and future versions of the Software and all maintenance updates and error corrections.

**“Solution”** shall mean a product, combination of products, services, or a mix of products and services that an original equipment manufacturer, vendor, service provider or value-added reseller offers to customers to address a specific business problem or scenario. The requirements stated must be part of the Solution that is commercially available at the time of the Vendor’s response to the RFP. Functionality and requirements may not be on the Vendor’s roadmap or soon to be released.

**“State”** shall mean the state of Washington.

**“Subcontractor”** shall mean one not in the employment of Vendor, who is performing all or part of the Products under the resulting Contract under a separate contract with Vendor. The term “Subcontractor” means Subcontractor(s) of any tier.

**“Vendor”** shall mean the company, organization, or entity submitting a Response to this RFP, its subcontractors and affiliates.

**“Washington Technology Solutions” or “WaTech”** shall mean the same as CTS.

## Overview of Solicitation Process

The evaluation process will narrow the pool of competitors to assure only the highest scoring finalists move to the next Step in the evaluation process. CTS, in its sole discretion, will determine the number of top scoring vendors to move to the next Step.

Step 1: A preliminary examination of the completeness and validity of responses. All responsive vendors will move to Step 2.

Step 2: An evaluation to determine compliance with Section 4 and 5 requirements and financial evaluation. Only the top scoring vendors will move to Step 3. The financial review will look at commercial risk and cost analysis of all pricing, terms and conditions contained within the Response. CTS, in its sole discretion, will determine if it will conduct a Step 3, and the number of top scoring to move to the next Step.

*Optional* Step 3: Interviews, and reference checks.

Step 3 is discretionary. If CTS chooses to move forward with a Step 3, CTS will interview and optionally visit the top scoring finalists and representative staff who will work on the project and conduct a reference check of the top scoring vendor Step 4: Announce one Apparently Successful Vendor (ASV).

After completing the evaluation steps as set forth above, CTS plans to enter into contractual negotiations with the Apparently Successful Vendor (“ASV”) with a view to finalizing a contract. Award of contract will depend on a satisfactory outcome to these negotiations.

## Funding

Any contract awarded as a result of this procurement is contingent upon the availability of funding.

## Statements of Work (SOW)

Any services performed for CTS under the resulting Contracts shall be documented in a Statement of Work (SOW) established between the CTS and the Vendor. The SOW will reference the Contract by number, the SOW term, provide a description of the scope of work to be performed, and the maximum compensation for the project. Multiple SOWS may be entered into between the parties to document the activities necessary to perform the work herein.

**SECTION 2**

1. SCHEDULE

This RFP is being issued under the following Schedule. The Response deadlines are mandatory and non-negotiable. Failure to meet any of the required deadlines will result in disqualification from participation. All times are local time, Olympia, WA.

**DATE & TIME EVENT**

|  |  |
| --- | --- |
| August 5, 2021 | RFP Issued |
| August 12, 2021 | Pre-Response conference **2:00PM-3:00PM** |
| August 17, 2021 | Final Vendor Questions and Comments due **12 NOON** |
| August 26, 2021 | State’s Final Written Answers issued |
| August 27, 2021 | Post Question & Answer Conference (optional) |
| September 16, 2021 | Responses due by **12 NOON** |
| September 17 – October 1, 2021 | Evaluation period |
| October 5, 2021 | Invitation for interviews |
| October 11 - 13, 2021 | Finalist interviews and reference check (optional) |
| October 18, 2021 | Announcement of ASV |
| October 20, 2021 | Vendor Request for Optional Debriefing due |
| October 25 - 27, 2021 | Optional Vendor Debriefings |
| November 15, 2021 | Contract available |

**CTS, at its sole discretion, reserves the right to revise the above schedule.**

**SECTION 3**

1. INSTRUCTIONS TO RESPONDING VENDORS

## RFP Coordinator (Proper Communication)

All communications relevant to this RFP must be addressed in writing to the RFP Coordinator at the contact information below:

Contact Name: Michael Callahan

E-mail Address: [michael.callahan@watech.wa.gov](mailto:michael.callahan@watech.wa.gov)

Phone: 360-407-8765

Backup Coordinator:

Contact Name: Donna Beatty

E-mail Address: [donna.beatty@watech.wa.gov](mailto:donna.beatty@watech.wa.gov)

Phone: 360-407-8656

All oral communications will be considered unofficial and non-binding on the State. Any other direct or indirect communication with employees or (sub) contractors of our organization regarding this RFP will be treated as misconduct and may result in your response being disqualified.

## Vendor Questions and Pre-Response Conference

It is the Vendor’s responsibility to identify and resolve any ambiguity, inconsistency, error or omission within this document before submitting their Response. Vendors shall submit all questions to the contact above no later than 12 noon on the date stated in Section 2. An official written CTS response will be provided for Vendor questions received by this deadline. Written responses to Vendor questions will be posted on the CTS web site at: [http://CTS.wa.gov/procurement-announcements](http://watech.wa.gov/procurement-announcements)

Vendors who wish to submit a response to this RFP must participate in the Pre-Response Conference on the date identified in the *Schedule* (Section 2). Vendors are required to attend in order to submit a Response. The Pre-Response Conference will be conducted via Microsoft Teams, and CTS will communicate the details of the Pre-Response Conference via amendment.

The purpose of this conference is to provide Vendors an opportunity to address questions they may have concerning the RFP. Verbal answers to additional Vendor questions at the time of the conference will be unofficial. Vendors should rely only on written statements issued by the RFP Coordinator. Please be aware this Pre-Response Conference will be recorded.

At the sole option of CTS will hold a second Vendor Conference after CTS issues its Final Answers to Vendor Questions and Answers on the date listed in the schedule. The purpose of the conference is for CTS to address major themes in the Vendor Q&A and shall not be an opportunity for Vendors to submit additional questions.

## Vendor Complaints Regarding Requirements and Specifications

Vendors may submit specific complaints in writing to the RFP Coordinator if Vendor believes requirements exist that unduly constrain competition. The complaint must be made in writing to the RFP Coordinator before the Response due date. The complaint must state how the requirement unduly constrains competition and provide the relevant facts, circumstances, and documentation. The solicitation process may continue.

## Response Contents

The Response must contain information responding to all mandatory requirements, a signed certification and assurances, and must include the signature of an authorized Vendor representative on all documents required in the appendices.

The Response should be submitted in two (2) separate files containing what is listed below. This separation of documentation protects the integrity of the State’s evaluation process. No mention of the cost response may be made in Volume 1.

File entitled --Volume 1:

* Vendor’s cover letter explicitly acknowledging receipt of all RFP revisions issued, if any; and
* The Response to Section 4, *Vendor Requirements* and Section 5, *Technical Requirements*

File entitled--- Volume 2:

* The Responses to the financial requirements
* The cost response in a completed *Cost Proposal Worksheet* (Appendix E)
* Vendor’s signed and completed *Certifications and Assurances* (Appendix A)
* Vendor’s exceptions and/or proposed revisions to the *Proposed Contract* (Appendix B)
* Vendor’s *MWBE Certification* (Appendix C), if applicable

Failure to provide any requested information in the prescribed format may result in disqualification of the Response.

## Response Requirements

The signature block in Appendix A, Certifications and Assurances, must be signed by a representative authorized to bind the company to the offer.

**Vendor must respond to each Requirement identified as Mandatory (M) and Mandatory Scored (MS). Failure to comply with any applicable item may result in the Response being disqualified.** **In each Requirement title is a designation indicating how the Response will be evaluated, as set forth in Section 5.**

## Delivery of Responses

All proposals must arrive via an attachment to an e-mail to the RFP Coordinator at the email address above, no later than the proposal due date and time stated in Section 2. Responses arriving in the RFP Coordinator’s in-box after the time stated in Section 2 will be disqualified. The "receive date/time" posted by CTS’ email system will be used as the official time stamp but may not reflect the exact time received.

Vendors should allow sufficient time to ensure timely receipt of the proposal by the RFP Coordinator. Late Responses will not be accepted and will be automatically disqualified from further consideration.

CTS assumes no responsibility for delays caused by Vendor’s e-mail, network problems or any other party. Zipped files cannot be received by CTS and cannot be used for submission of Responses.

## Proprietary or Confidential Information

Any information contained in the Response that is proprietary or confidential must be clearly designated. Marking of the entire Response or entire sections of the Response as proprietary or confidential will not be accepted nor honored. CTS will not accept Responses where pricing is marked proprietary or confidential, and the **Response will be disqualified**.

To the extent consistent with chapter 42.56 RCW, the Public Disclosure Act, CTS shall maintain the confidentiality of Vendor’s information marked confidential or proprietary. If a request is made to view Vendor’s proprietary information, CTS will notify Vendor of the request and of the date that the records will be released to the requester unless Vendor obtains a court order enjoining that disclosure. If Vendor fails to obtain the court order enjoining disclosure, CTS will release the requested information on the date specified.

The State’s sole responsibility shall be limited to maintaining the above data in a secure area and to notify Vendor of any request(s) for disclosure for so long as CTS retains Vendor’s information in CTS records. Failure to so label such materials or failure to timely respond after notice of request for public disclosure has been given shall be deemed a waiver by Vendor of any claim that such materials are exempt from disclosure.

## Waive Minor Administrative Irregularities

CTS reserves the right to waive minor administrative irregularities contained in any Response. Additionally, CTS reserves the right, at its sole option, to make corrections to Vendors’ Responses when an obvious arithmetical error has been made in the price quotation.

## Errors in Response

Vendors are liable for all errors or omissions contained in their Responses. Vendors will not be allowed to alter Response documents after the deadline for Response submission. CTS is not liable for any errors in Responses.

## Administrative Clarifications

CTS reserves the right to contact Vendor for clarification of Response contents.

## Amendments/Addenda

CTS reserves the right to change the *Schedule* or other portions of this RFP at any time. Any changes or corrections will be by one or more written amendment(s), dated, and attached to or incorporated in and made a part of this solicitation document. If there is any conflict between amendments, or between an amendment and the RFP, whichever document was issued last in time shall be controlling.

## Right to Cancel

With respect to all or part of this RFP, CTS reserves the right to cancel or reissue at any time without obligation or liability.

## Contract Requirements

To be responsive, Vendors must indicate a willingness to enter into a Contract substantially the same as the Proposed Contract in Appendix B, by signing the *Certifications and Assurances* located in Appendix A. Any specific areas of dispute with the attached terms and conditions must be identified in the Response and may, at the sole discretion of CTS, be grounds for disqualification from further consideration in the award of a Contract.

Vendor must explain why each item proposed as additional Contract terms is in CTS’ best interest as a customer and how it will support CTS’ business objectives. Under no circumstances is a Vendor to submit their own standard contract terms and conditions as a response to this solicitation.

Instead, Vendor must review and identify the language in Appendix B that Vendor finds problematic, state the issue, and propose the language or contract modification Vendor is requesting. CTS expects the final Contract signed by the ASV to be substantially the same as the contract located in Appendix B. Any Proposed changes to the Proposed Contract raised by the Vendor during contract negotiations will be disallowed.

Where terms and conditions cannot be changed and may have negative consequences on the quality of goods and services or their supply, Vendors are required to recommend methods of mitigating or limiting these negative consequences.

The final contract executed by the parties must satisfy CTS’s obligations with respect to performance-based contracting as directed in Executive Order 10-07. The parties may negotiate performance-based elements, in addition to those in Appendix B, for inclusion into the final contract.

The foregoing should not be interpreted to prohibit either party from proposing additional contract terms and conditions during negotiation of the final Contract.

The ASV will be expected to execute the Contract within five (5) Business Days of its receipt of the final Contract. If the selected Vendor fails to sign the Contract within the allotted three (5) days’ time frame, CTS may elect to cancel the award, and award the Contract to the next ranked Vendor, or cancel or reissue this solicitation.

## Incorporation of Documents into Contract

This solicitation document and the Response will be incorporated into any resultingContract.

## Minority and Women’s Business Enterprises (MWBE)

CTS strongly encourages participation of minority and women businesses. Vendors who are MWBE certified or intend on using MWBE certified Subcontractors are encouraged to identify the participating firm on Appendix C. No minimum level of MWBE participation is required as a condition of receiving an award and no preference will be included in the evaluation of Responses in accordance with chapter 39 RCW. For questions regarding the above, contact Office of MWBE at (360) 664-9750, or toll free at (866) 208-1064.

## No Obligation to Contract/Buy

CTS reserves the right to refrain from Contracting with any and all Vendors. Neither the release of this solicitation document nor the execution of a resulting Contract obligates CTSto make any purchases. CTS reserves the right to cancel the procurement at any time during the procurement or resulting contract negotiation process.

## Non-Endorsement and Publicity

In selecting a Vendor to supply Products and/or Services to the state of Washington, the State is neither endorsing Vendor’s Products, nor suggesting that they are the best or only solution to the State’s needs. By submitting a Response, Vendor agrees to make no reference to CTS or the state of Washington in any literature, promotional material, brochures, sales presentation or the like, regardless of method of distribution, without the prior review and express written consent of CTS.

## Optional Vendor Debriefing

Only Vendors who submit a response may request an optional debriefing conference to discuss the evaluation of their Response. The requested debriefing conference must occur on or before the date specified in the *Schedule* (Section 2**).** The request must be in writing (fax or e-mail acceptable) addressed to the RFP Coordinator.

The optional debriefing will not include any comparison between the Response and any other Responses submitted. However, CTS will discuss the factors considered in the evaluation of the Vendor requesting the Response and address questions and concerns about Vendor’s performance with regard to the solicitation requirements.

## Protest Procedures

Vendors who have submitted a Response to this solicitation and have had a debriefing conference may make protests. Upon completion of the debriefing conference, a Vendor is allowed five (5) Business Days to file a formal protest of the solicitation with the RFP Coordinator. Further information regarding the grounds for, filing and resolution of protests is contained in Appendix D, *Protest Procedures*.

## Vendor Assumption and Dependencies

CTS will rely upon representations made in the Response. If the Vendor chooses to identify assumption or dependencies on which it has based its proposal, CTS retains the right to determine if the Vendor’s assumptions/dependencies render the Response non-responsive.

## Selection of Apparently Successful Vendor

All Vendors responding to this solicitation will be notified by e-mail when CTS has determined the ASV. The ASV will be the respondents who: (1) meets all the requirements of this RFP; and (2) receives the highest number of total points as described herein.

## Best and Final Offer (BAFO)

Offerors are encouraged to submit their most competitive offer, but there is a potential for a best and final (BAFO) process. This section defines the BAFO process.

Once a Response has been submitted, Vendors will not be allowed to make material changes to those Responses unless they receive a request for a BAFO. The circumstances under which a BAFO may be requested are described in this Section.

CTS reserves the right, that at any point after completing evaluation of Responses, CTS may notify all remaining Vendors that have not otherwise been disqualified that CTS will require them to submit BAFOs.

The notice will be in writing and will set a specific time and date certain by which the BAFO must be submitted. The BAFO notice may set additional conditions and requirements for the submission of the BAFO. The notice will advise Vendors that the BAFO shall be in writing. Vendors shall be accorded fair and equal treatment with respect to any opportunity for BAFO, and such revisions may be permitted after submissions and prior to award for the purpose of obtaining BAFOs. In conducting discussions, there shall be no disclosure of any information derived from Responses submitted by competing Vendors.

For purposes of the BAFO, Vendors may make such changes to their original bids as they believe appropriate to enhance their potential for selection and award under the selection criteria set forth in the RFP and BAFO notice. Changes to the original bid must be clearly identified in the re-submitted proposal using the Track Changes function in Microsoft Word.

Evaluation of BAFOs and selection of an ASV will be based upon the evaluation criteria set out in the RFP. Terms proposed as part of a BAFO must be substantially in accordance with the terms requested in this RFP and may not materially alter the requirements of the RFP.

Vendors are not required to submit a BAFO and may submit a written response stating that their original response remains as originally submitted. CTS has full discretion to accept or reject any information submitted in a BAFO. BAFO discussions shall not disclose the content or pricing of another offerer.

**SECTION 4** **- VENDOR REQUIREMENTS**

COMPLIANCE WITH ALL SECTIONS OF SECTION 4 IS REQUIRED. FAILURE TO FOLLOW THESE VENDOR REQUIREMENTS MAY RESULT IN IMMEDIATE DISQUALIFICATION

1. Vendor Requirements

## (M) Vendor Profile

The following detail about the Vendor’s organization is required to ensure that it can meet CTS’ requirements. The Vendor working on its behalf shall each provide the following information:

1. The legal entity — for example, a private or public corporation — together with its name and registered address.
2. The total number of years the legal entity has been in business and, if appropriate, the number of years under the present business name.
3. A brief overview of your company, its history and ownership.

## (M) Vendor Licensed to do Business in Washington

Within thirty (30) days of being identified as an ASV, Vendor must be licensed to conduct business in Washington State, including registering with the Washington State Department of Revenue. The Vendor must collect and report all applicable taxes. The Vendor must submit Vendor’s Unified Business Identification (UBI) number within 30 days of being identified as the ASV.

## (M) Use of Subcontractors

CTS will accept Responses that include one or more third-party contractor involvement only if the Vendor submitting the Response agrees to take complete responsibility for all actions of such Subcontractors. Vendors must state whether Subcontractors are/are not being used. CTS reserves the right to approve or reject any and all Subcontractors that Vendor proposes.

Specific restrictions apply to contracting with current or former state employees pursuant to chapter 42.52 RCW. Vendors should familiarize themselves with the requirements prior to submitting a Response.

## (M) Prior Contract Performance

Vendor must submit full details of all Terminations for Default for performance similar to the Servicesrequested by this RFP experienced by the Vendor in the past five (5) years, including the other party’s name, address and telephone number. Vendor must describe whether the Vendor has experienced no such Terminations for Default in the past five years, so declare. If Vendor has been suspended or debarred by the Department of Enterprise Services, so declare and provide details surrounding the suspension/debarment.

CTS will evaluate the information and may, at its sole discretion, reject the Response if the information indicates that completion of a Contract resulting from this RFP may be jeopardized by selection of the Vendor.

## (M) Client References

CTS at its sole discretion may elect to check the references provided for the top scoring vendors as part of the evaluation process. CTS reserves the right to disqualify a vendor and move to the next top scoring vendor if a vendor receives a negative reference.

All responding Vendors shall provide as references the names, addresses, telephone numbers, e-mail addresses, and contact person for three (3) representative customers. References must be for similar scope of the Services anticipated in this RFP.

Provide evidence that the Vendor has been providing cloud implementation support services, similar to those Services requested in this RFP, to at least three (3) clients for a minimum of three years.

As evidence of meeting this requirement, the Vendor will provide the following for the client:

* client name
* description of the services provided
* the date that the Proposer began providing services to the client
* the associated scope and volume of services provided

The Services purchased by these clients should be similar to those requested by this RFP.

References must not be from a person, company or organization with any special interest, financial or otherwise, in the Vendor.

To the extent a Response may give rise to confidentiality obligations, CTS will not sign an NDA to receive the information. Instead, please respond with sufficient information to enable CTS to evaluate and contact the Client Reference. CTS expects the contact information to be provided and will not coordinate contacting a reference through the Vendor.

In the event that one of the provided references is a member of the evaluation team, CTS will contact the Vendor for an alternate reference. The alternate reference shall be provided timely and must be available during the evaluation period.

CTS will make one (1) attempt to contact the client and obtain a reference, CTS will leave voicemail, and send an email and it is acceptable if a return call is received within the timeframe set forth in Schedule – Section 2. If a contact cannot be made, the reference will be disallowed.

It is the Vendor’s responsibility to provide CTS with references that will be timely and available during the evaluation period set forth in Schedule – Section 2. CTS reserves the right to eliminate from further consideration in this RFP process any Vendor who, in the opinion of CTS, receives an unfavorable report from a Vendor Client Reference. CTS also reserves the right to contact other Vendor customers for additional references for consideration.

## (MS 500) Optional Interviews

**Vendor must acknowledge its availability to this Requirement in its RFP Response.**

CTS at its sole discretion may elect to select the top scoring finalists for an interview as part of the evaluation process. If CTS elects to hold interviews, it will contact the Vendors it deems as the top scoring Vendors. Vendors must assure that they are available. Representations made by the Vendor during the interview will be considered binding. The Vendor’s must be available for interviews via Microsoft Teams virtual meeting on the dates stated in Section 2. **In its RFP response, Vendor must acknowledge its availability.**

## (D) Vendor Employee Arbitration Clause

Pursuant to Executive Order 18-03, CTS seeks to contract with qualified Vendors that can demonstrate or will certify that their employees are not required to sign, as a condition of employment, mandatory individual arbitration clauses and class or collective action waivers. Please demonstrate or certify.

SECTION 5 – Program Requirements

COMPLIANCE WITH ALL SECTIONS OF SECTION 5 IS REQUIRED. FAILURE TO FOLLOW THESE REQUIREMENTS MAY RESULT IN IMMEDIATE DISQUALIFICATION.

Supporting documentation should be succinct and to the point specifically addressing the information requested only and generally should not exceed identified page limits.

1. REQUIREMENTS

## Experience and Skill

## (MS 100) Vendor’s Organization (2 pages maximum)

Provide information about your organization such as areas of services, customer base, and any other pertinent information that would aid evaluators in formulating a determination about the capability, stability, and strength of the Vendor’s organization.

## (MS 100) Qualifications Essay (3 pages maximum)

Vendor’s essay shall include, at a minimum, the following:

* How the Vendor meets the minimum qualifications described herein.
* How Vendor’s experience and qualifications will enable the company to provide quality services to customers.
* Scope of resources that could be made available to satisfy the needs of Washington, including a description of any partnerships that the Vendor would leverage to accomplish the objectives of the program.

## (MS 100) Staff Qualifications (5 pages maximum)

Describe staff qualifications for resources anticipated to be assigned to the project including, but not limited to training documentation, certifications, education, and experience. Address activities, roles, skills, and responsibilities outlined in Section 1.4 Scope of Services. Include a matrix that names staff resources for proposed roles and summarizes qualifications. Specify any resources to be leveraged via sub-contracting.

## (M) Résumés (two pages per resume, 20 pages maximum)

Vendor must provide a clear and concise professional résumé for Vendor proposed candidates presented to work on this project detailing each staff person’s experience and qualifications that meet the requirements and how the staff person is qualified to fulfill the tasks described in this RFP.

The current résumé must describe both educational and work experience. Résumés should contain the following information at a minimum:

* + 1. Name of candidate and Work Title
    2. Related Work Experience Summary
    3. Certifications
    4. Education
    5. Experience and demonstrated ability to serve in identified roles.

The Vendor must commit that the Candidate(s) inclusive of named sub-contractors proposed in its proposal will perform the contracted services. The Vendor by submitting a proposal agrees that it will not remove the selected Candidate(s) without the prior approval of CTS which shall not be unreasonably withheld. If removal is permitted, the Vendor agrees that it will submit the name of the proposed replacement, who must meet the qualifications/experience requirements, for CTS’ review and approval before that individual is assigned responsibility for work under any SOW. CTS may at its sole discretion, without cause, and at any time during the term of the SOW require immediate replacement of a Contractor’s employee(s).

## Plan and Approach

## (MS 200) Plan and Approach (5 pages maximum)

Provide a summary narrative describing your plan and approach for accomplishing the business objectives outlined in Section 1.3, inclusive of how the vendor will solve for the projects described within the section.

## (MS 300) Methodology for Providing the Services and Achieving the Deliverables (10 pages maximum)

Please provide the methodology and approach to the delivery of Services as set forth herein, including a detailed description and the specific tasks that would need to be accomplished for the Service and Deliverable as set forth in Section 1.4. Please describe the anticipated roles to be provided by CTS, what roles and functions the vendor will leverage for the tasks, how the Vendor will manage the overall engagement, and what approach is used to coordinate and collaborate with impacted state agencies and stakeholders. Include target milestone dates and schedule of activities as well as key dependencies and approach for engaging key constituents, including agencies with applications targeted for migration.

## (MS 50) Tools (2 pages maximum)

Identify any tools that would be required for your approach including a description of any licensing obligations to the state. Describe how the data created by the tools will be used and how the state retains access to and use of the data once the contract is complete. Address expectations for licensing of tools and the need for CTS to procure tools it will license. Pricing for required or planned tools must be included in Section C *Miscellaneous Pricing* of Appendix E *Cost Proposal Worksheet*. If the Vendor intends for CTS to procure the tools separately, the Vendor must include and highlight estimated costs based on other Vendor engagements in the Financial Quote.

## (MS 100) Work Plan and Schedule Management (4 pages maximum)

Describe how the Vendor will align to industry standard project management methodology to manage the specific tasks that would need to be accomplished for the Service and Deliverables as set forth in Section 1, ensure completion of the scope of services, and accomplish required objectives. In the description, please address at minimum each of the following:

* 1. Workplan, schedule and schedule management
  2. Change Management Process
  3. Communication Management Plan
  4. Issue Management
  5. Risk Management

## (MS 50) Ensuring the Quality of Deliverables and Services Provided (2 pages maximum)

Describe your approach to assuring quality of the deliverables and services provided.

## (MS 50) Deliverables Management (2 pages maximum)

Description of your approach to managing deliverables and document management for engagements of this scope.

## (M) Vendor Assumption and Dependencies

CTS will rely upon representations made in the Response. If the Vendor chooses to identify assumption or dependencies on which it has based its proposal, CTS retains the right to determine if the Vendor’s assumptions/dependencies render the Response non-responsive.

## (MS 100) Value-Added Services (5 pages maximum)

Describe any value-added services that are included within the Vendor’s proposal, above and beyond what the State has asked for, that provide significant business relationship advantages and synergies.

Be aware that any services described in response to this question must be included within the pricing that the Vendor has provided in Section D *Value Added Services* of Appendix E *Cost Proposal Worksheet*. However, **DO NOT include, or make any reference to pricing in response to this question, or anywhere else within Volume I of Vendor’s Response – *See* Section 3.4 *Response Contents*.**

## Previous Engagements

## (MS 300) Example solutions (9 pages maximum)

Describe three projects Vendor’s organization has completed or has in process within the past three years similar to the description in Section 1.2 *Background* and utilizing the Vendor’s proposed methodology. Describe the client need, the Vendor approach, and how the Vendor executed the services and assisted the client. Describe risks or issues encountered during the engagement, and a description of the resolution. Describe key lessons learned and how the lessons were incorporated into the production environment. CTS requests Vendor provide a point of contact for each client example.

## (MS 50) Example Statement of Work (15 pages maximum)

Provide a copy of a Statement of Work for a project on which the Vendor has worked with another client for services the same, or similar to, those requested herein. Sample should include the scope of the engagement, the deliverables, and the schedule but may be redacted or genericized as needed to protect client confidentiality.

**SECTION 6- FINANCIAL** **QUOTE**

**All requirements in Section 6 are Mandatory. Vendor agrees that a submission of a Response to CTS constitutes acceptance of all Mandatory Requirements in this Section 6 and Vendor has read, understands and will comply with EACH of the Mandatory requirements listed in the Financial Quote Requirement Section.**

1. Financial quote

## Overview

CTS seeks to acquire professional services that best meet the State’s needs at the lowest cost and best value. Prices must include all aspects needed for the delivery of the Services described in this RFP. Failure to identify all costs in a manner consistent with the instructions in this RFP is sufficient grounds for disqualification.

## (MS 500) Vendor Cost Proposal Form

Vendor must include in its Response a completed *Cost Worksheet* contained in Appendix E. The *Cost Worksheet* will be the basis for evaluation of the Financial Response as specified in Section 7.

Responses must be complete and include pricing for all tasks. Vendor’s Responses to Cost Proposal Form, Appendix E will be the basis of evaluation of the Financial Proposal as specified in Section 7. Where there is no charge or rate,enter N/C (no charge) or zero (0) on the Cost Proposal Form, as applicable. If the Vendor fails to provide a price, the State will assume the item is free. If the Vendor states “no charge” for an item in the model, the State will receive that item free for the period represented in the model.

## Taxes

Vendor must collect and report all applicable state taxes as set forth in Section 4.4, *Vendor Licensed to do Business in Washington*.

## Presentation of All Cost Components

All elements of recurring and non-recurring costs included prices set forth in the Vendor Cost *Worksheet* (Appendix E). This must include, but is not limited to, all taxes, administrative fees, labor, travel time, consultation services, and supplies needed for the provisioning of the Services described within this RFP. CTS shall ***not*** reimburse vendor for any expenses related to the provisioning of services contemplated in this RFP.

## Price Protection

For the entire initial term of the Contract, the Vendor must guarantee to provide the Services at the proposed rates, or less, unless a Contract amendment is mutually negotiated.

**SECTION 7- EVALUATION**

1. Evaluation

## Overview

The Vendors who meet all the RFP requirements and receive the highest number of total points as described below will be declared the ASVs and will enter contract negotiations with CTS.

## Administrative Screening

Responses will be reviewed initially by the RFP Coordinator to determine on a pass/fail basis compliance with administrative requirements as specified in Section 3, *Administrative Requirements*. Evaluation teams will only evaluate Responses meeting all administrative requirements.

## Mandatory Requirements

Responses meeting all of the administrative requirements will then be reviewed on a pass/fail basis to determine if the Response meets the Mandatory requirements. Only Responses meeting all Mandatory (M) requirements will be further evaluated.

The State reserves the right to determine at its sole discretion whether Vendor’s response to a Mandatory requirement is sufficient to pass. If, however, all responding Vendors fail to meet any single Mandatory item, CTS reserves the following options: (1) cancel the procurement, or (2) revise or delete the Mandatory item.

## Qualitative Review and Scoring

Only Responses that pass the administrative screening and Mandatory (M) requirements review will be evaluated and scored based on responses to the scored requirements in the RFP. Responses receiving a “0” on any Mandatory Scored (MS) element(s) will be disqualified.

## Requirements Evaluation

1. Sections 4 - Vendor Requirements and 5 - Program Requirements review by Evaluation team

Each scored element in the Vendor Requirements and Technical Requirements sections of the Response will be given a score by each evaluation team member. Then, the scores will be totaled and an average score for each Vendor will be calculated as set forth below. This will be used in the calculation of Vendor’s total score, as set forth in Section 7.8, *Vendor Total Score*.

Evaluation points will be assigned based on the effectiveness of the Response to each requirement. For example, if a response is worth 10 points, a scale of zero to ten will be used, defined as follows:

|  |  |  |
| --- | --- | --- |
| 0 | Unsatisfactory | Capability is non-responsive or wholly inadequate. |
| 1-3 | Below Average | Capability is substandard to that which is average or expected as the norm. |
| 4-6 | Average | The baseline score for each item, with adjustments based on the evaluation team’s reading of the Response. |
| 7-9 | Above Average | Capability is better than that which is average or expected as the norm. |
| 10 | Exceptional | Capability is clearly superior to that which is average or expected as the norm. |

CTS will review all mathematical computations and will allocate 1500 points to the Vendor with the highest Program Requirements Score (PRS). The point value for every other bid will be calculated using the ratio of the each Vendor’s Average PRS to the highest Vendor’s Average TRS. This ratio will be multiplied by the 1500 points allocated for Experience and Skill Qualification Requirements to arrive at the total score for each Vendor.

|  |
| --- |
| Vendor’s Average PRS x 1500 points = Vendor’s Total PRS  Highest Vendor’s Average |

These scores will be carried over in the calculation of the Vendor Total Score as explained below.

1. Financial Proposal Evaluation

The financial evaluation team will calculate the financial score for the Section 6 *Financial Quote* section of the Response using Vendor’s Cost Proposal Form Appendix E as follows:

|  |  |  |
| --- | --- | --- |
| Lowest Grand Total Pricing (Section B/C)  Vendor’s Grand Total Pricing (Section B/C) | X 500 | = **Grand Total Score** |

## Interviews (Optional)

CTS may, after evaluating the written proposals, elect to schedule interviews of the top scoring finalists.

a) Final points for the interviews will be calculated by an average of the individual scores as set forth below. This will be used in the calculation of Vendor’s total score, as set forth in Section 7.8, *Vendor Total Score*.

|  |  |
| --- | --- |
| Sum of Evaluators’ Interview Scores  Number of Evaluators | = Vendor’s Avg. Interview Score |

|  |  |  |
| --- | --- | --- |
| Vendor’s Avg. Interview Score Highest Vendor’s Avg Interview Score | x 500= | Vendor’s Interview Score |

## Allocation of Points

The scores for Response will be assigned a relative importance for each scored section. The relative importance for each section is as follows:

|  |  |
| --- | --- |
| **PHASE I**   * Programs Requirements, (Section 5) * Financial Proposal (Section 6) | 1500 Points  500 points |
| Phase I Subtotal | 2000 points |
| **PHASE II- optional for CTS**  Optional Interviews (Section 4.6) | 500 Points |
| Phase II Subtotal | 500 points |
| **TOTAL** | **2500 Points** |

## Vendor Total Score

Vendors will be ranked using the Vendor’s Total Score for its Response, with the highest score ranked first and the next highest score ranked second, and so forth. Vendor’s Total Score will be calculated as follows:

|  |
| --- |
| **Total Score** = (Technical Score (PRS)) + (Total Financial Score) + (Optional Phase II Score) |

## Selection of Apparently Successful ~~Vendors~~Vendor

~~At CTS’ sole discretion, up to three Vendors with the highest Vendor~~The Vendor with the highest total scorewill be declared ASV. CTS will enter into contract negotiations with ~~one or more of the ASVs~~the ASV. Should contract negotiations fail to be completed as described in Section 7.10, CTS may immediately cease contract negotiations and declare the Vendor with the next highest score as the new ASV and enter into contract negotiations with that Vendor. This process will continue until (1) the Contracts are signed, (2) no qualified Vendors remain, or (3) CTS cancels the award or solicitation consistent with this RFP.

## Contract Negotiations

Upon selection of an Apparently Successful Vendor (ASV), CTS will enter contract negotiations with the ASV. Vendor must be willing to enter a Contract in substantially the same form and the same terms and conditions as the Proposed Contract in Appendix B. The Apparently Successful Vendor will be expected to complete contract negotiations within the time stated in Section 2 *Schedule*. The Apparently Successful Vendor will be expected to execute the Contract within five (5) calendar days of its receipt of the final contract. If the selected Vendor fails or refuses to sign the Contract within the allotted five (5) calendar daytime frame, CTS may immediately cease contract negotiations and elect to cancel the award. CTS may then award the Contract to the next ranked Vendor or cancel or reissue this solicitation. Vendor’s submission of a Response to this solicitation constitutes acceptance of these Contract requirements.

APPENDIX A

**22-RFP-003**

**CERTIFICATIONS AND ASSURANCES**

Issued by the State of Washington

We make the following certifications and assurances as a required element of the Response, to which it is attached, affirming the truthfulness of the facts declared here and acknowledging that the continuing compliance with these statements and all requirements of the RFP are conditions precedent to the award or continuation of the resulting Contract.

The prices in this Response have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other offeror or competitor relating to (i) those prices, (ii) the intention to submit an offer, or (iii) the methods or factors used to calculate the prices offered. The prices in this Response have not been and will not be knowingly disclosed by the offeror, directly or indirectly, to any other offeror or competitor before Contract award unless otherwise required by law. No attempt has been made or will be made by the offeror to induce any other concern to submit or not to submit an offer for the purpose of restricting competition. However, we may freely join with other persons or organizations for the purpose of presenting a single proposal or bid.

The attached Response is a firm offer for a period of *90* days following the Response Due Date specified in the RFP, and it may be accepted by CTS without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the *90* day period. In the case of protest, your Response will remain valid for 120days or until the protest is resolved, whichever is later.

In preparing this Response, we have not been assisted by any current or former employee of the state of Washington whose duties relate (or did relate) to the State's solicitation, or prospective 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 Response. (Any exceptions to these assurances are described in full detail on a separate page and attached to this document.)

We understand that the State will not reimburse us for any costs incurred in the preparation of this Response. All Responses become the property of the State, and we claim no proprietary right to the ideas, writings, items or samples unless so stated in the Response. Submission of the attached Response constitutes an acceptance of the evaluation criteria and an agreement to abide by the procedures, compliance with Mandatory and all other administrative requirements described in the solicitation document.

We understand that any Contract awarded, as a result of this Response will incorporate all the solicitation requirements. Submission of a Response and execution of this Certifications and Assurances document certify our willingness to comply with the Contract terms and conditions appearing in Appendix B, or substantially similar terms, if selected as a contractor. It is further understood that our standard contract will not be considered as a replacement for the terms and conditions appearing in Appendix B of this solicitation.

We (circle one) **are / are not** submitting proposed Contract exceptions (see Subsection 3.13, *Contract* *Requirements*).

|  |  |  |
| --- | --- | --- |
|  |  |  |
| Vendor Signature |  | Vendor Company Name |
|  |  |  |
| Title |  | Date |

**APPENDIX B**

**PROPOSED CONTRACT**

Posted separately on the CTS Web site at: <https://watech.wa.gov/procurement-announcements>

**APPENDIX C**

***(If Applicable)* MWBE Participation Form**

**Minority and Women's Business Enterprises (MWBE)**

**Participation Form**

MWBE participation is defined as: Certified MBEs and WBEs bidding as prime contractor, or prime contractor firms subcontracting with certified MWBEs. For questions regarding the above, contact Office of MWBE, (360) 753-9693.

In accordance with WAC 326-30-046, CTS goals for acquisitions have been established as follows: 12% MBE or WBE.

|  |  |  |
| --- | --- | --- |
| **MBE FIRM NAME** | **\*MBE CERTIFICATION NO.** | **PARTICIPATION %** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| **WBE FIRM NAME** | **\*WBE CERTIFICATION NO.** | **PARTICIPATION %** |
|  |  |  |
|  |  |  |

**\***Certification number issued by the Washington State Office of Minority and Women's Business Enterprises.

Name of Vendor completing this Certification: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

APPENDIX D

**PROTEST PROCEDURE**

A Vendor who is aggrieved in connection with the solicitation or award of a contract, who has submitted a response and participated in a debriefing conference, may submit a written protest to the Contracts & Procurement Manager at Consolidated Technology Services, 1500 Jefferson Street SE, 5th Floor, Olympia WA 98501 or [michael.callahan@watech.wa.gov](mailto:Rebekah.ohara@cts.wa.gov).

**Grounds**

Protests may be based only on alleged bias on the part of an evaluator, mathematical error in the computation of the score, or failure to follow the process or standards stated in the related procurement document.

**Timing**

A protest shall be presented to CTS in writing no later than 5 business days after the post award debrief has occurred. The written letter shall state the grounds for the protest and state the relevant facts, circumstances and documents in support of the Vendor’s position.

**Process**

In conducting its review, CTS will consider all available relevant facts. CTS will resolve the protest in one of the following ways:

1. Find that the protest lacks merit and upholding the agency's action.
2. Find only technical or harmless errors in the agency's acquisition process, determining the agency to be in substantial compliance, and rejecting the protest; or
3. Find merit in the protest and provide options to the agency, including:
   1. Correcting errors and reevaluating all Responses;
   2. Reissuing the solicitation document; or
   3. Making other findings and determining other courses of action as appropriate.

Except as stated otherwise below, the Contracts & Procurement Manager will review protests on behalf of the agency. The agency will deliver its written decision to the protesting vendor within five business days after receiving the protest, unless more time is needed. The protesting vendor will be notified if additional time is necessary. Exempt Purchases under $100,000 shall be reviewed only by the Contracts & Procurement Manager, whose opinion is final.

Vendors may appeal the Contracts & Procurement Manager’s determination, on Exempt Purchases over $100,000, by submitting an appeal in writing to the Director. An appeal shall be filed no later than 5 business days after Contracts & Procurement Manager’s decision. Decisions made by the Director or designee are final.

In the event the Contracts & Procurement Manager has a conflict of interest, the protest or appeal will be managed by a CTS senior level manager appointed by the Deputy Director. This individual must not be involved with the business that is the subject matter of the protest appeal.

APPENDIX E

**COST PROPOSAL WORKSHEET**

**Instructions to Vendor:**

**Any efforts by Vendors to limit, qualify, caveat, restrict or place conditions upon the pricing being offered may be considered a violation of submission requirements and shall result in the proposal being rejected as non-responsive.** All costs must be included in the proposal, and inclusive of all general and administrative Fees to include staffing, travel and per diem.

Provide pricing (in U.S. dollars) for your company’s proposed solution. Pricing shall cover all vendor-provided managed services. All amounts shall include travel and expenses.

The Vendor Cost Proposal is for evaluation purposes only and will serve as a basis for negotiating the statement of work and related fees. Please detail the planned hours and resource types as well as required tools for the plan and methodology detailed in Section 5 to address the objectives, deliverables, and requirements described in Section 1. Provide the total costs to achieve the describe deliverables.

The Miscellaneous Grand Total in the table below in Section C will be added to the Deliverables Grand Total in Section B below to comprise the Grand Total – the Grand Total shall be used in the Vendor’s Financial Evaluation (See Section 7). Vendors are only allowed to complete the yellow shaded cells in the tables below.

**Section A Hourly Rates**

Please list the title of each staff position and hourly rate (add more lines if needed) of resources to support additional scope and/or phases resulting from contract amendments. Vendors are only allowed to complete the yellow shaded cells in the table below. Any other modification (other than adding additional rows for additional Staff Positions) is basis for disqualification. The Hourly Rates for the resources identified below must be used to complete the table in Section B *Statement of Work Deliverables*:

|  |  |
| --- | --- |
| **Vendor Staff Position** | **Hourly Rate** |
|  | **$** |
|  | **$** |
|  | **$** |
|  | **$** |
|  | **$** |
|  | **$** |

**Section B (MS 500) Statement of Work Deliverables**

Based on the Statement of Work Deliverables (Section 5.3 *Methodology and Approach to Providing the Statement of Work*), please identify the following. Vendors are only allowed to complete the yellow shaded cells in the table below.

Additional roles for vendor staff positions supporting identified deliverables can be added as needed to accomplish the work activity – that is, three rows are provided for Vendor Staff Positions for each deliverable in the table below. Additional rows can be added if Vendor is proposing more than three Vendor Staff Positions for one or more deliverables. If Vendor is proposing less than three Vendor Staff Positions for one or more deliverables, leave the unneeded rows blank.

Deliverables should be subtotaled as indicated, then a grand total provided. Any other modification is basis for disqualification:

| **Task/Deliverables (Section 1.4 *Scope of Services to be Provided)*** | **Vendor Staff Positions (From table in Section A)** | **Hourly Rate (From table in Section A)** | **Total Hours Not To Exceed** | **Total Not To Exceed** |
| --- | --- | --- | --- | --- |
| 1. Establish ECC Program |  | $ |  | $ |
|  | $ |  | $ |
|  | $ |  | $ |
| **Subtotal for deliverable:** | |  | **$** |
| 1. Document Tool Requirements |  | $ |  | $ |
|  | $ |  | $ |
|  | $ |  | $ |
| **Subtotal for deliverable:** | |  | **$** |
| 1. Initiate Cloud Ready Operations   i. Migration Plan  ii. Initial guardrails |  | $ |  | $ |
|  | $ |  | $ |
|  | $ |  | $ |
| **Subtotal for deliverable:** | |  | **$** |
| 1. Plan and prepare pilot projects |  | $ |  | $ |
|  | $ |  | $ |
|  | $ |  | $ |
| **Subtotal for deliverable:** | |  | **$** |
| 1. Program Management Office |  | $ |  | $ |
|  | $ |  | $ |
|  | $ |  | $ |
| **Subtotal for deliverable:** | |  | **$** |
| 1. Other Deliverables |  | $ |  | $ |
|  | $ |  | $ |
|  | $ |  | $ |
| **Subtotal for deliverable:** | |  | **$** |
|  |  |  |  |  |
| **Deliverables Grand Total** | | | | **$** |

**Section C (MS) Miscellaneous Pricing**

Vendor must include the following information for any proposed tool, software licenses, hardware, etc. identified in Section 5.2.3 *(M) Tools*. The below cost should reflect to total cost of any additional tools for the initial term of the contract – i.e. through June 2023. Additional cost thereafter shall be addressed before the end of the initial term, but any increase in cost shall be not exceed a 5% increase over the Grand Total in the costs identified in the table below. Any other modification (other than adding additional rows for additional tools) is basis for disqualification:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Cloud Services Tool Pricing List | | | | |
| **Tool Name** | **Tool Description** | **One-time costs** | **Recurring costs per year** | **Anticipated Licensee (CTS or Vendor)** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| **Miscellaneous Grand Total** | | | |  |

**Section D (D) Value Added Services**

This optional, unscored section is for Vendors to provide a description and cost of additional services within the scope of the procurement but not addressed in the initial SOW Sections A and B.

|  |  |
| --- | --- |
| Value Added Services Pricing | |
| **Service** | **Cost** |
|  |  |
|  |  |
|  |  |
|  |  |

APPENDIX F

**A Few Critical Things to Keep in Mind**

**When Responding to an RFP for**

**Consolidated Technology Services**

*This document is explanatory only and has no consequence on the processes stated in any particular procurement. Please do not submit this checklist, it is merely a resource.*

**1.** \_\_\_\_\_\_\_ **Read the *entire* document.** Note critical items such as: mandatory requirements; supplies/services required; submittal dates; number of copies required for submittal; funding amount and source; contract requirements (i.e., contract performance security, insurance requirements, performance and/or reporting requirements, etc.).

**2.** \_\_\_\_\_\_\_ **Note the procurement officer's name, address, phone numbers and e-mail address.** This is the **only person** you are allowed to communicate with regarding the RFP and is an excellent source of information for any questions you may have.

**3.** \_\_\_\_\_\_\_ **Take advantage of the “question and answer” period.** Submit your questions to the RFP Coordinator by the due date listed in the Schedule of Events and view the answers given in the formal “addenda” issued for the RFP. All addenda issued for an RFP are posted on the State’s website and will include all questions asked and answered concerning the RFP.

**4.** \_\_\_\_\_\_\_ **Follow the format required in the RFP** when preparing your response. Provide point-by-point responses to all sections in a clear and concise manner. Make sure to address each subpart.

**5.** \_\_\_\_\_\_\_ **Provide complete answers/descriptions.** Read and answer **all** questions and requirements. Don’t assume the State or evaluator/evaluation committee will know what your company capabilities are or what items/services you can provide, even if you have previously contracted with the State. The proposals are evaluated based solely on the information and materials provided in your response.

**6.** \_\_\_\_\_\_\_ **Check the State’s website for RFP addenda.** Before submitting your response, check the State’s website at http://cts.wa.gov/procurement/procurement.aspx to see whether any addenda were issued for the RFP.

**7.** \_\_\_\_\_\_\_ **Review and read the RFP document again** to make sure that you have addressed all requirements and have followed all of the instructions. Once you have done that, read the RFP document again.

**8.** \_\_\_\_\_\_\_ **Submit your response on time.** Note all the dates and times listed in the Schedule of Events and within the document, and be sure to submit all required items on time. Late proposal responses are never accepted.

**9. \_\_\_\_\_\_ Address each mandatory/mandatory scored item.** Any time you see an “M” or “MS”- make sure to respond, even in the financial sections. For Mandatory items, A statement, “(Vendor Name) has read, understands, and fully complies with this requirement” is acceptable.

APPENDIX G

**CURSORY ANALYSIS**

Posted separately on the CTS Web site at: <https://watech.wa.gov/procurement-announcements>