

## REQUEST FOR ALTERNATE PROCUREMENT SINGLE SOURCE, LIMITED COMPETITION, OR EMERGENCY

Complete all fields below and email in **Word** format to: [doa.dgs.purchasing.statewide@alaska.gov](mailto:doa.dgs.purchasing.statewide@alaska.gov)

**Include supporting materials and factual evidence, attached separately.**

RAP NUMBER: **2021-0200-4640**  
DEPARTMENT: **Administration**  
RAP TYPE: **Single Source**  
DATE REQUIRED: **8/7/2020**  
TOTAL ESTIMATED COST: **\$355,000**  
VENDOR NAME(S): **OrgShakers**

### EXECUTIVE SUMMARY

The Division of Personnel and Labor Relations is requesting approval of a SS RAP to contract with OrgShakers. This contract is required to fully and successfully implement Phase 2 of the Pandemic Preparedness Plan (PPP) to help Alaska's workforce adjust to long-term remote working including technology, telecommuting and business changes as well as the significant workplace and workflow changes that have arisen as a result of the COVID-19 pandemic and to provide quality assurance and project management. If approved the contract would for Option 1 and would be put in place through December 31, 2020.

Note: If this is an Emergency RAP, explain below the level of competition the agency will use and the reasons for determining the level of competition. Attach additional pages if necessary.

Click or tap here to enter text.

### PREPARER INFORMATION

Alternate procurements must be completed by procurement staff with Statewide Contracting procurement certification appropriate for the dollar amount.

**Preparer Name:** Janice Neal

**Preparer Email:** Janice.Neal@alaska.gov

**Certification Level:** Level III

### CONTACT INFORMATION

If you would like us to contact someone **other** than the preparer if we have questions or need further information, please provide their name and contact details below.

**Contact Name / Phone / Email:** Click or tap here to enter text.

## REQUESTING AGENCY APPROVAL

This approval must come from the agency head or their authorized designee. This may not be delegated below Administrative Services Director for small procurements without prior approval from Statewide Contracting.

**Approver's Name / Title:** Michelle Vuille / Acting Director, Division of Administrative Services

*By entering my initials below, I represent that I am authorized to approve the Request for Alternate Procurement. I confirm that, to the best of my knowledge, all information and evidence submitted in support of this request is true and accurate.*

**Approver's Initials:** MV

**Date:** 8/6/2020

## SINGLE SOURCE / LIMITED COMPETITION / EMERGENCY EVIDENCE

For **Single Source**, **Limited Competition**, or **Emergency** RAP types, you must include evidence consisting of material facts sufficient to independently determine that the findings of fact supporting the RAPs approval are true and accurate. Factual evidence may consist of written documents, records, supporting data, affidavits, or other information proving that the findings of fact are true and accurate.

For **Single Source** and **Limited Competition** RAP types, for each piece of evidence submitted, please indicate whether it supports the RAP being in the state's best interest or whether it supports the procurement being impractical to compete using a more competitive method, or both. Remember, evidence supporting "state's best interest" must describe the specific interests affected.

### EVIDENCE

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This is the factual evidence considered:

- Subject Matter Expert Testimony Form / Amanda Holland
  - State's Best Interest**
  - Impractical to Compete**
- Justification Letter and Quote from OrgShakers
  - State's Best Interest**
  - Impractical to Compete**
- Click or tap here to enter text.
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State's Best Interest

Impractical to Compete

- Click or tap here to enter text.

State's Best Interest

Impractical to Compete

**The following sections are for completion by Statewide Contracting only.**

## CONTRACTING OFFICER RECOMMENDATION

**Reviewed by:** SHAVONNE JORDAN

**Recommended Action:** APPROVE

## DELEGATED AUTHORITY

If this request is approved, the procurement must be made under these conditions:

This authority is limited to the goods and services and vendor(s) specified in this RAP and is not to exceed the TOTAL ESTIMATED COST entered on page one unless a different amount is specified by Statewide Contracting in the SPECIFIC DELEGATION AUTHORITY / RESTRICTIONS / NOTES section below.

This authority expires in 60 days from the date of approval. The agency must establish or amend the contract prior to this expiration.

Prior to establishing or amending the contract, cost and pricing data must be obtained from the vendor per AS 36.30.400.

Any contract established must conform to AAM 81.

Once the contract is established or amended, the agency's normal authority to process unanticipated amendments under 2 AAC 12.485 apply unless specified otherwise in the SPECIFIC DELEGATION AUTHORITY / RESTRICTIONS / NOTES section below.

## SPECIFIC DELEGATION AUTHORITY / RESTRICTIONS / NOTES

Click or tap here to enter text.

## CHIEF PROCUREMENT OFFICER (CPO) SIGNATURE

By signature below, I concur with the CONTRACTING OFFICER RECOMMENDATION and any SPECIFIC DELEGATION AUTHORITY / RESTRICTIONS / NOTES entered related to this request.

**Signature:**

**Date:**

Approved. However, prior to extending each option year, the Department must document via memo to file with copy to the CPO that 1) the need still exist, 2) there is funding available to support the option year, 3) the contractor's performance has been satisfactory or better in the previous performance period, and 4) how extension of the contract via option is still in the best interest of the State.

## Single Source RAP OrgShakers

In accordance with AS 36.30.300, SINGLE SOURCE PROCUREMENTS, and Article 7 of the Alaska Administrative Code (2 AAC 12.410, Conditions for Use of Single Source Procurement), the Department of Administration (DOA), Division of Personnel & Labor Relations, requests approval of a Single Source contract with OrgShakers. The Department requires this contract to fully and successfully implement Phase 2 of the Pandemic Preparedness Plan (PPP). Phase 2 – Personnel Management – is designed to help the State of Alaska Executive Branch workforce thrive in a sustainable, long-term teleworking environment which includes managing and leading remote teams, effective change management, successful adjustment by employees to remote work, and implementation of measurable performance goals and objectives to ensure the quality of remote work. OrgShakers will focus on supporting the Division of Personnel & Labor Relations (DOPLR) and the DOA Program Acceleration Office (PAO). DOPLR will play the key role in leading, coaching, and training impacted employees, managers, and leaders in Phase 2. The PAO will play a key role in coordinating multiple and concurrent PPP projects, overseeing PPP phases 2 and 3 activities, and managing PPP quality assurance and project management.

The services provided by this contract address quality assurance and project management capability and change competence and resilience.

### **History:**

On May 4, 2020, the State of Alaska was provided the opportunity to partner with the US Civilian Corps (USCC) to acquire tangible resources and/or skilled professionals to address shortfalls due to the COVID-19 crisis in Alaska. Working through the Governor's Office, DOA submitted a request for up to five full-time equivalent (FTE) volunteer personnel with change management expertise to help Alaska's workforce adjust to long-term telecommuting, technology and business changes due to COVID-19 response, and significant workplace and workflow changes due to COVID-19 environment. This request was granted May 15, 2020, and an initial meeting was held on May 18, 2020. OrgShakers began working with the Department of Administration immediately after that and has provided invaluable assistance in managing the workforce changes that have occurred and continue to occur with the pandemic.

The initial scope of work focused on a shorter term need for remote work, primarily through June 2020. As the pandemic continues, the State of Alaska is encountering additional challenges particularly in relation to successfully managing sustainable teleworking and ensuring continuity of government operations while social distancing and other public health measures remain in place. The transition from short-term to longer-term telecommuting requires additional assistance, beyond the original scope of work. While OrgShakers will continue to offer as much pro-bono support as possible, the amended scope has resulted in the need for this sole source contract. OrgShakers is fully embedded in the quality assurance and project management aspects of the department's pandemic preparedness plan, specifically in Phase 2 – Personnel Management, and the loss of their assistance will significantly impact the State's ability to accomplish PPP implementation effectively and timely.

### **Single Source Justification:**

Procurements of this type are made where: *“(1) it is not practicable to award a contract by competitive sealed bidding under AS 36.30.100, competitive sealed proposals under AS 36.30.200, or limited competition under AS 36.30.305; and (2) award of the contract under this section is in the State’s best interest.”*

In response:

1] The OrgShakers team has completed a significant amount of work from the original scope of pro-bono support and will continue to offer some pro-bono assistance. Bringing a different contractor on board in the middle of the situation would result in confusion and potentially starting over with some of the change management and project management efforts. Two contractors would be offering portions of the same support, using different approaches and requiring separate, duplicative state resources. This is wasteful of State resources and jeopardizes DOA’s ability to implement the PPP and provide adequate ongoing response to the pandemic. A competitive process at this time would also delay the program by approximately one month; the State has only five months left to complete PPP Phase 2 work. The competitive process would remove 1/5 of the time left for completion of the PPP project.

2] Award of this contract is in the State’s best interest for two primary reasons: it ensures uninterrupted support for the State’s COVID response; and it is the most cost-effective use of resources.

Phase 2 of the PPP focuses on personnel management, including the preparation of the workforce and state managers and supervisors for sustainable remote work. This requires targeted workforce development and precise project management to ensure employees receive timely and relevant training. Through this sole source contract, the State can continue its personnel management efforts without delay. OrgShakers is fully educated about the State’s current status and can continue to offer uninterrupted support. Phase 2 must be completed by December 31, 2020; OrgShakers are best positioned to help the State meet this non-negotiable deadline.

The value of the work performed by OrgShakers cannot be overstated. The State of Alaska would pay four – five times as much for similar work offered by other contractors and would have to delay activities for 1-2 months in order to complete the competitive process and then bring a contractor up to speed on the currently active project. OrgShakers’ blend of pro-bono and discounted deliverables in order to meet the requirements of the expanded scope of work is unparalleled and of immense benefit to the State.

Authority to approve the use of the single source procurement method for procurements that exceed the small procurement value is provided by the Chief Procurement Officer of the Department of Administration under Article 7 of the Alaska Administrative Code [2 AAC 12.410(a)]. If approved, this agency shall enter into a one-year term contract with two (2) additional one-year renewal options with a total, not-to-exceed amount of \$750,000. This single source procurement will be accomplished in full accordance with AS 36.30.300 and Article 7 of the Alaska Administrative Code.

This signed request constitutes the written determination in accordance with AS 36.30.300 that there exists only one source for this product and, therefore, competitive sealed bidding is impracticable and contrary to the public interest. Based upon the information furnished herein and within the attachments, this request is justified and in the state's best interest.

**Backup documentation in support of This Single Source Request:**

- SOA Partnership Opportunity – 5/4/2020 email from Governor's Office
- FW: US Civilian Corps and SOA: Next Steps – Scope of work and Prioritization – 5/15/2020 email from Brent Wittmer
- Fwd: Visualization and Survey – 5/22/2020 email from Lauren Kincaid (OrgShakers) – contains initial scope of pro-bono work
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Concurrence of DOA Subject Matter Expert

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Amanda Holland, Deputy Commissioner, DOA

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Date

31 July 2020

Lauren Kincaid  
OrgShakers  
333 8<sup>th</sup> Street SE  
Washington D.C 20003  
United States

Amanda Holland  
Deputy Commissioner, Department of Administration  
State of Alaska, PO Box 110200  
Juneau, AK, 99811-2200

Dear Amanda

I want to thank you and the Commissioner for the time you've both taken to discuss the potential opportunities for OrgShakers to continue to support the Department of Alaska's ongoing transformation as you build a more resilient State of Alaska. Further to our letter dated 17 July, we are pleased to be able to outline a revised proposal that takes into account the updated information you have shared with us.

### **Revised Scope**

We understand the scope of work is to support the DOA in implementing Phase 2 of the Pandemic Preparedness Plan (PPP) to help Alaska's workforce adjust to long-term remote working including technology, telecommuting and business changes as well as the significant workplace and workflow changes that have arisen as a result of the COVID-19 pandemic.

Specifically, OrgShakers would partner with you to embed robust quality assurance and project management capability and build change competence and resilience across the DOA. We share your view that these initiatives will not only help enable a remote workforce that can continue to support the State of Alaska and its citizens, but are also critical foundational steps for the successful implementation of other PPP initiatives.

### **Costs**

At the time of our conversation, the budget with which to achieve these priorities was still being finalized. We have therefore outlined three options for your consideration. The options are flexible and intended as a starting point for discussion. We also appreciate the challenges of funding restrictions and are happy to continue to provide a level of pro-bono advisory support to you and the team assuming our consultancy services are engaged in some capacity.

As discussed today, the proposal takes a 'minimum viable' approach, targeting the priorities we discussed while building on the impact of what has already been achieved (eg: PAO). We are confident that OrgShakers can ensure these specific components of PPP – Phase 2 are 'knocked out of the park' and that they be a compelling signal of what the DOA is able to deliver as you move the State of Alaska Forward Together.

Once again, we would love to continue to partner with you, Raquel and the Commissioner to support the implementation of PPP and help build a more resilient State of Alaska - we believe the efforts you're undertaking will truly have a lasting positive impact on the State. We are honored that you've chosen us to partner with you thus far, and we look forward to partnering with you further.

I look forward to your feedback and welcome the opportunity to discuss this revised proposal with you.

Kind regards,

Lauren Kincaid  
Senior Consultant, OrgShakers



Consulting Services	Option 1		Option 2		Option 3	
<b>PPP Phase 2 (Quality Assurance)</b>	Dedicated OrgShakers resource (1 FTE) for 12 weeks, or equivalent, allocated over duration of project* based on project demands.	\$150,000	Dedicated OrgShakers resource (1 FTE) for 12 weeks, or equivalent, allocated over duration of project based on project demands.	\$150,000	OrgShakers resource on an average of 1x day per week for duration of project.	\$60,000
	Transformation communications support	\$12,000				
<b>Build Change Capability &amp; Resilience</b>	Leading Change workshops delivered to priority departments, co-facilitated with DOA trainers. Eg: HR leads and PAO. (~100 people).	\$15,000	Leading Change workshops delivered to priority departments. Eg: HR leads and PAO. (~100 people).	\$15,000	Leading Change workshops delivered to priority departments. Eg: HR leads and PAO. (~100 people).	\$15,000
	2 x Change Masterclasses delivered to Executives (~30 people).	\$9,000	2 x Change Masterclasses delivered to Executives (~30 people).	\$9,000		
	Train the Trainer workshops delivered to DOA training team and selected DOA supervisor trainers (~20 trainers).	\$15,000	Train the Trainer workshop delivered to DOA training team.	\$9,000	Train the Trainer workshop delivered to DOA training team.	\$9,000
	Six month 1:1 executive coaching program for 4 x identified senior leaders (10 hours coaching each).	\$16,000				
<b>Program Acceleration Office (Project Management)</b>	Develop PAO processes, rhythms, templates, reports and materials.	\$24,000	Develop PAO processes, rhythms, templates, reports and materials.	\$24,000	Develop core PAO processes and reports.	\$12,000
	Develop communications templates and ongoing communications strategy and support materials.	\$24,000	Develop communications templates and ongoing communications strategy and support materials.	\$24,000	Develop PAO communications templates.	\$12,000
	Dedicated PAO advisory services and project management expertise on average of 2 days per week for duration of project.	\$90,000	Dedicated PAO advisory services and project management expertise on average of 1 day per week for duration of project.	\$60,000		
<b>Cost</b>	<b>\$355,000</b>		<b>\$291,000</b>		<b>\$108,000</b>	

\* "Duration of project" is from project commencement until 31 December 2020, or completion, whichever is the sooner.

^ Any additional costs directly related to the delivery of services such as any travel to/from Alaska and workshop printing costs would be passed on to the client.



**From:** Neal, Janice L (DOA) <[janice.neal@alaska.gov](mailto:janice.neal@alaska.gov)>  
**Sent:** Friday, August 7, 2020 9:50 AM  
**To:** Jordan, Shavonne R (DOA) <[shavonne.jordan@alaska.gov](mailto:shavonne.jordan@alaska.gov)>  
**Cc:** Neal, Janice L (DOA) <[janice.neal@alaska.gov](mailto:janice.neal@alaska.gov)>  
**Subject:** RE: TIME SENSITIVE: SS RAP 2021-0200-4640 DOPLR / OrgShakers

Good Morning Shavonne,

In answer to your questions Amanda's email below provided the following information regarding OrgShakers and how they have been providing services pro-bona since May 2020. A solicitation was not done therefore there were no other proposals received. An RFI was not done as OrgShakers has completed a significant amount of work from the original scope of work pro-bono and the Commissioner's Office has determined it is in the best interest to continue working with this vendor to complete the expanded services. Please let me know if you have additional questions. Thank you.  
Jan

*"OrgShakers has been providing pro-bona support since May 2020. With the approval and commencement of PPP Phase 2, DOA requires additional support from OrgShakers, which significantly expands their workload. As a result of this expansion, OrgShakers cannot, and should not, be expected to provide all services free of charge. Therefore, we are requesting this sole source to allow OrgShakers to complete their work, from which the State will receive substantial benefit."*



**Janice Neal**  
DOA Procurement Manager  
State of Alaska  
Office of Procurement & Property Management  
Phone: 907-465-5758 | <http://doa.alaska.gov/ssoa/>

*How are we doing? Please let us know by completing our [5 question survey!](#)*

**From:** Jordan, Shavonne R (DOA) <[shavonne.jordan@alaska.gov](mailto:shavonne.jordan@alaska.gov)>  
**Sent:** Friday, August 7, 2020 9:07 AM  
**To:** Neal, Janice L (DOA) <[janice.neal@alaska.gov](mailto:janice.neal@alaska.gov)>  
**Subject:** RE: TIME SENSITIVE: SS RAP 2021-0200-4640 DOPLR / OrgShakers

Hi Jan,

I am working the SS RAP for OrgShakers you submitted.

I have a few quick questions, please.

1. How was OrgShakers originally procured?
2. How many other vendors submitted proposals, if any?
3. Did you perform an RFI...why or why not?

These are questions Thor will ask 😊

Thanks much,  
Shavonne

**From:** Holland, Amanda R (DOA) <[amanda.holland@alaska.gov](mailto:amanda.holland@alaska.gov)>  
**Sent:** Tuesday, August 4, 2020 8:05 AM  
**To:** Polk, Linda L (DOA) <[linda.polk@alaska.gov](mailto:linda.polk@alaska.gov)>  
**Cc:** Holland, Amanda R (DOA) <[amanda.holland@alaska.gov](mailto:amanda.holland@alaska.gov)>  
**Subject:** ACTION: request for sole source

Hello,

As part of Pandemic Preparedness Plan (PPP) quality assurance and project management, I would like to request a sole source RAP for OrgShakers. The State of Alaska established a partnership with the US Civilian Corps as part of its overall COVID response initiatives and as part of that partnership, DOA began working with OrgShakers. OrgShakers has been providing pro-bona support since May 2020. With the approval and commencement of PPP Phase 2, DOA requires additional support from OrgShakers, which significantly expands their workload. As a result of this expansion, OrgShakers cannot, and should not, be expected to provide all services free of charge. Therefore, we are requesting this sole source to allow OrgShakers to complete their work, from which the State will receive substantial benefit.

Attached is a sole source justification as well as several supporting documents, including an initial proposal from OrgShakers. We would like to establish a sole source for Option 1. Please let me know if you need anything else from me or if you have any questions. If approved, we would like to establish this agreement as quickly as possible and no later than August 17, 2020.

Thanks,  
Amanda

*Amanda Holland  
Deputy Commissioner  
Alaska Department of Administration  
Work: 907/465-1176  
Cell: 907/419-4328*