



Sole Source CONTRACT Filing Justification Template

Use the following justification template for preparing to file sole source contracts in the [Sole Source Contracts Database \(SSCD\)](#). Once completed, copy and paste the answers into the corresponding SSCD question and answer fields. You will also need to include a copy of this completed form in the documents you post to your agency website and in [WEBS](#).

What is a sole source contract?

"Sole source" means a contractor providing goods or services of such a unique nature or sole availability that the contractor is clearly and justifiably the only practicable source to provide the goods or services. (RCW 39.26.010)

Unique qualifications or services are those which are highly specialized or one-of-a-kind.

Other factors which **may** be considered include past performance, cost-effectiveness (learning curve), and/or follow-up nature of the required goods and/or services. **Past performance alone does not provide adequate justification for a sole source contract.** Time constraints may be considered as a contributing factor in a sole source justification, however will not be on its own a sufficient justification.

Why is a sole source justification required?

The State of Washington, by policy and law, believes competition is the best strategy to obtain the best value for the goods and services it purchases, and to ensure that all interested vendors have a fair and transparent opportunity to sell goods and services to the state.

A sole source contract does not benefit from competition. Thus the state, through RCW 39.26.010, has determined it is important to evaluate whether the conditions, costs and risks related to the proposal of a sole source contract truly outweigh forgoing the benefits of a competitive contract.

Providing compelling answers to the following questions will facilitate DES' evaluation.

Specific Problem or Need

- What is the business need or problem that requires this contract?

DRS needs a software solution for tracking, analyzing, and reporting on organizational change management metrics (impacts, readiness, adoption, training) for individual



projects/initiatives and accumulative metrics for all active projects/initiatives to evaluate change saturation at organizational, divisional, and workgroup levels. Additionally, a toolbox for practitioners to manage OCM plans and activities. It is important the tool is agnostic to various OCM methodology or frameworks.

Sole Source Criteria

- Describe the unique features, qualifications, abilities or expertise of the contractor proposed for this sole source contract.

Answer: The field of available software options to support Organizational Change Management is small. Among the vendors offering software, there is a broad spectrum of functionality and tools, which narrows the available options that could potentially meet DRS' specific needs.

Chama is unique in its metrics and reporting capabilities, primarily the ability to drill down into portfolios, programs, and projects to divisions, workgroups, impact types, and/or timelines, as well as take an enterprise view. This allows DRS to monitor and plan to address change saturation among its population. It is compatible with any OCM framework

- What kind of market research did the agency conduct to conclude that alternative sources were inappropriate or unavailable? Provide a narrative description of the agency's due diligence in determining the basis for the sole source contract, including methods used by the agency to conduct a review of available sources. Use DES' Market Research Template if assistance is needed.

As part of the market research requirements, include a list of statewide contracts reviewed and/or businesses contacted, date of contact, method of contact (telephone, mail, e-mail, other), and documentation demonstrating an explanation of why those businesses could not or would not, under any circumstances, perform the contract; or an explanation of why the agency has determined that no businesses other than the prospective contractor can perform the contract.

Answer: DRS currently uses Chama Change Management software. DRS' organizational change manager conducted a review of available OCM software via internet search, polling the Association for Change Management Professionals (ACMP) community for their experience and reviews, and investigating marketing sites for available OCM software solutions, including their scope of features and functionality, and cost. The OCM manager participated in a demonstration of ChangeSync's software and viewed available demonstrations on vendor sites.



Washington State
**DEPARTMENT OF
ENTERPRISE SERVICES**

Other comparable options considered:

ChangeSync. Strong reporting capabilities, tools for managing change plans, activities, and workflow, and leverages surveying features we currently satisfy through other tools.

ChangePlan. Strong reporting capabilities, tools for managing change plans, activities, and workflow, and leverages surveying features we currently satisfy through other tools and may provide integration with other agency software.

Both of these options are comparable to Chama (current solution), but their features and benefits do not outweigh the cost and effort of converting to a new solution.

- Per the Supplier Diversity Policy, DES-090-06: was this purchase included in the agency's forecasted needs report? Yes
- Describe what targeted industry outreach was completed to locate small and/or veteran-owned businesses to meet the agency's need?

Answer: The field of software options that meet DRS needs is small and do not qualify as a small or veteran-owned business.

- What considerations were given to unbundling the goods and/or services in this contract, which would provide opportunities for Washington small, diverse, and/or veteran-owned businesses. Provide a summary of your agency's unbundling analysis for this contract.

Answer: The field of software options that meet DRS needs is small and do not qualify as a small or woman-owned business. Unbundling would defeat the purpose of the technology solution (integrated functionality).

- Provide a detailed and compelling description that includes quantification of the costs and risks mitigated by contracting with this contractor (i.e. learning curve, follow-up nature).

Answer: DRS initially acquired this software in 2022 through a direct buy after confirming that comparable software was not available through the master contract for cloud solutions. DRS acquired this software to provide transparency around change saturation across the entire portfolio of change work as described above as noted above our market research concluded this product met DRS' needs most comprehensively. Moving to a new software solution now would require extensive migration work of the data or rework to gather new data that conformed to a new software solution. Diverting



Washington State
**DEPARTMENT OF
ENTERPRISE SERVICES**

resources to that work would detract from the work of change analysis on mission-critical agency projects potentially degrading the quality of OCM that can be implementing in the agency.

- Is the agency proposing this sole source contract because of special circumstances such as confidential investigations, copyright restrictions, etc.? If so, please describe. **N/A**
- Is the agency proposing this sole source contract because of unavoidable, critical time delays or issues that prevented the agency from completing this acquisition using a competitive process? If so, please describe. *For example, if time constraints are applicable, identify when the agency was on notice of the need for the goods and/or service, the entity that imposed the constraints, explain the authority of that entity to impose them, and provide the timelines within which work must be accomplished.* **N/A**
- What are the consequences of not having this sole source filing approved? Describe in detail the impact to the agency and to services it provides if this sole source filing is not approved.
Answer: DRS would not have the data and tools needed to conduct comprehensive organizational change management for the agency's mission-critical projects including a \$60 million legacy system replacement project. This creates a risk that we will miss critical considerations for change management which will lead to poor adoption of the tools and processes the projects will put in place

Sole Source Posting

- Sole Source Posting on Agency Website - Provide the date in which the sole source posting, the draft contract, and a copy of the Sole Source Contract Justification Template were published on your agency's website.
 - 11/19/2024.
- Provide the date in which the sole source posting, the draft contract, and a copy of the Sole Source Contract Justification Template were published in WEBS.
 - 11/25/2024
- Were responses received to the sole source posting in WEBS?



Washington State
**DEPARTMENT OF
ENTERPRISE SERVICES**

- If one or more responses are received, list name of entities responding and explain how the agency concluded the contract is appropriate for sole source award.

Reasonableness of Cost

- Since competition was not used as the means for procurement, how did the agency conclude that the costs, fees, or rates negotiated are fair and reasonable? Please make a comparison with comparable contracts, use the results of a market survey, or employ some other appropriate means calculated to make such a determination.

Answer: DRS' organizational change manager conducted a review of available OCM software via internet search, polling the Association for Change Management Professionals (ACMP) community for their experience and reviews, and investigating marketing sites for available OCM software solutions, including their scope of features and functionality, and cost. After reviewing all software solutions, the cost relative to the specific features provided by CHAMA software were determined to be very reasonable and competitive.