

**MASTER AGREEMENT #110724****CATEGORY: Artificial Intelligence (AI) Readiness, Implementation, and Support Services****SUPPLIER: Slalom, Inc.**

This Master Agreement (Agreement) is between Sourcewell, a Minnesota service cooperative located at 202 12th Street Northeast, P.O. Box 219, Staples, MN 56479 (Sourcewell) and Slalom, Inc., 255 S. King St., Suite 1800, Seattle, WA 98104 (Supplier).

Sourcewell is a local government and service cooperative created under the laws of the State of Minnesota (Minnesota Statutes Section 123A.21) offering a Cooperative Purchasing Program to eligible participating government entities.

Under this Master Agreement entered with Sourcewell, Supplier will provide Included Solutions to Participating Entities through Sourcewell's Cooperative Purchasing Program.

**Article 1:
General Terms**

The General Terms in this Article 1 control the operation of this Master Agreement between Sourcewell and Supplier and apply to all transactions entered by Supplier and Participating Entities. Subsequent Articles to this Master Agreement control the rights and obligations directly between Sourcewell and Supplier (Article 2), and between Supplier and Participating Entity (Article 3), respectively. These Article 1 General Terms control over any conflicting terms. Where this Master Agreement is silent on any subject, Participating Entity and Supplier retain the ability to negotiate mutually acceptable terms.

- 1) **Purpose.** Pursuant to Minnesota law, the Sourcewell Board of Directors has authorized a Cooperative Purchasing Program designed to provide Participating Entities with access to competitively awarded cooperative purchasing agreements. To facilitate the Program, Sourcewell has awarded Supplier this cooperative purchasing Master Agreement following a competitive procurement process intended to meet compliance standards in accordance with Minnesota law and the requirements contained herein.
- 2) **Intent.** The intent of this Master Agreement is to define the roles of Sourcewell, Supplier, and Participating Entity as it relates to Sourcewell's Cooperative Purchasing Program.
- 3) **Participating Entity Access.** Sourcewell's Cooperative Purchasing Program Master Agreements are available to eligible public agencies (Participating Entities). A Participating Entity's authority to access Sourcewell's Cooperative Purchasing Program is determined through the laws of its respective jurisdiction.
- 4) **Supplier Access.** The Included Solutions offered under this Agreement may be made available to any Participating Entity. Supplier understands that a Participating Entity's use of this Agreement is at the Participating Entity's sole convenience. Supplier will educate its sales and service forces about Sourcewell eligibility requirements and required documentation. Supplier will be responsible for ensuring sales are with Participating Entities.

- 5) **Term.** This Agreement is effective upon the date of the final signature below. The term of this Agreement is four (4) years from the effective date. The Agreement expires at 11:59 P.M. Central Time on March 31, 2029, unless it is cancelled or extended as defined in this Agreement.
- a) **Extensions.** Sourcewell and Supplier may agree to up to three (3) additional one-year extensions beyond the original four-year term. The total possible length of this Agreement will be seven (7) years from the effective date.
- b) **Exceptional Circumstances.** Sourcewell retains the right to consider additional extensions as required under exceptional circumstances.
- 6) **Survival of Terms.** Notwithstanding the termination of this Agreement, the obligations of this Agreement will continue through the performance period of any transaction entered between Supplier and any Participating Entity before the termination date.
- 7) **Scope.** Supplier is awarded a Master Agreement to provide the solutions identified in (Solicitation #110724) to Participating Entities. In-Scope solutions include:
- a) AI readiness assessments;
- b) AI strategy and roadmap development;
- c) Responsible AI policy development;
- d) Implementation and support services, including:
- i) Infrastructure and technology recommendations
- ii) Data preparation
- iii) Proof of concept
- iv) Custom AI model development
- v) Pilot project
- vi) Deployment and integration
- vii) Ongoing support and maintenance; and
- e) Training and education.
- 8) **Included Solutions.** Supplier's Proposal to the above referenced RFP is incorporated into this Master Agreement. Only those Solutions included within Supplier's Proposal and within Scope (Included Solutions) are included within the Agreement and may be offered to Participating Entities.
- 9) **Indefinite Quantity.** This Master Agreement defines an indefinite quantity of sales to eligible Participating Entities.
- 10) **Pricing.** Pricing information (including Pricing and Delivery and Pricing Offered tables) for all Included Solutions within Supplier's Proposal is incorporated into this Master Agreement.
- 11) **Not to Exceed Pricing.** Suppliers may not exceed the prices listed in the current Pricing List on file with Sourcewell when offering Included Solutions to Participating Entities. Participating Entities may request adjustments to pricing directly from Supplier during the negotiation and execution of any transaction.
- 12) **Open Market.** Supplier's open market pricing process is included within its Proposal.

13) Supplier Representations:

- i) **Compliance.** Supplier represents and warrants it will provide all Included Solutions under this Agreement in full compliance with applicable federal, state, and local laws and regulations.
- ii) **Licenses.** As applicable, Supplier will maintain a valid status on all required federal, state, and local licenses, bonds, and permits required for the operation of Supplier's business with Participating Entities. Participating Entities may request all relevant documentation directly from Supplier.
- iii) **Supplier Warrants.** Supplier warrants that all Included Solutions furnished under this Agreement are free from liens and encumbrances, and are free from defects in design, materials, and workmanship. In addition, Supplier warrants the Solutions are suitable for and will perform in accordance with the ordinary use for which they are intended.

14) Bankruptcy Notices. Supplier certifies and warrants it is not currently in a bankruptcy proceeding. Supplier has disclosed all current and completed bankruptcy proceedings within the past seven years within its Proposal. Supplier must provide notice in writing to Sourcewell if it enters a bankruptcy proceeding at any time during the term of this Agreement.

15) Debarment and Suspension. Supplier certifies and warrants that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from programs operated by the State of Minnesota, the United States federal government, or any Participating Entity. Supplier certifies and warrants that neither it nor its principals have been convicted of a criminal offense related to the subject matter of this Agreement. Supplier further warrants that it will provide immediate written notice to Sourcewell if this certification changes at any time during the term of this Agreement.

16) Provisions for non-United States federal entity procurements under United States federal awards or other awards (Appendix II to 2 C.F.R § 200). Participating Entities that use United States federal grant or other federal funding to purchase solutions from this Agreement may be subject to additional requirements including the procurement standards of the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards, 2 C.F.R. § 200. Participating Entities may have additional requirements based on specific funding source terms or conditions. Within this Section, all references to "federal" should be interpreted to mean the United States federal government. The following list applies when a Participating Entity accesses Supplier's Included Solutions with United States federal funds.

- i) **EQUAL EMPLOYMENT OPPORTUNITY.** Except as otherwise provided under 41 C.F.R. § 60, all agreements that meet the definition of "federally assisted construction contract" in 41 C.F.R. § 60-1.3 must include the equal opportunity clause provided under 41 C.F.R. § 60-1.4(b), in accordance with Executive Order 11246, "Equal Employment Opportunity" (30 FR 12319, 12935, 3 C.F.R. §, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and implementing regulations at 41 C.F.R. § 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor." The equal opportunity clause is incorporated herein by reference.

ii) **DAVIS-BACON ACT, AS AMENDED (40 U.S.C. § 3141-3148).** When required by federal program legislation, all prime construction contracts in excess of \$2,000 awarded by non-federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. § 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 C.F.R. § 5, “Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction”). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The non-federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-federal entity must report all suspected or reported violations to the federal awarding agency. The contracts must also include a provision for compliance with the Copeland “Anti-Kickback” Act (40 U.S.C. § 3145), as supplemented by Department of Labor regulations (29 C.F.R. § 3, “Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States”). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-federal entity must report all suspected or reported violations to the federal awarding agency. Supplier must comply with all applicable Davis-Bacon Act provisions.

iii) **CONTRACT WORK HOURS AND SAFETY STANDARDS ACT (40 U.S.C. § 3701-3708).** Where applicable, all contracts awarded by the non-federal entity in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. §§ 3702 and 3704, as supplemented by Department of Labor regulations (29 C.F.R. § 5). Under 40 U.S.C. § 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. § 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies, materials, or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence. This provision is hereby incorporated by reference into this Agreement. Supplier certifies that during the term of an award for all Agreements by Sourcwell resulting from this procurement process, Supplier must comply with applicable requirements as referenced above.

iv) **RIGHTS TO INVENTIONS MADE UNDER A CONTRACT OR AGREEMENT.** If the federal award meets the definition of “funding agreement” under 37 C.F.R. § 401.2(a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that “funding agreement,” the recipient or subrecipient must comply with the requirements of 37 C.F.R. § 401, “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,” and any implementing regulations issued by the awarding agency. Supplier

certifies that during the term of an award for all Agreements by Sourcewell resulting from this procurement process, Supplier must comply with applicable requirements as referenced above.

v) **CLEAN AIR ACT (42 U.S.C. § 7401-7671Q.) AND THE FEDERAL WATER POLLUTION CONTROL ACT (33 U.S.C. § 1251-1387).** Contracts and subgrants of amounts in excess of \$150,000 require the non-federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. § 7401- 7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. § 1251- 1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA). Supplier certifies that during the term of this Agreement it will comply with applicable requirements as referenced above.

vi) **DEBARMENT AND SUSPENSION (EXECUTIVE ORDERS 12549 AND 12689).** A contract award (see 2 C.F.R. § 180.220) must not be made to parties listed on the government wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 C.F.R. § 180 that implement Executive Orders 12549 (3 C.F.R. § 1986 Comp., p. 189) and 12689 (3 C.F.R. § 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549. Supplier certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation by any federal department or agency.

vii) **BYRD ANTI-LOBBYING AMENDMENT, AS AMENDED (31 U.S.C. § 1352).** Suppliers must file any required certifications. Suppliers must not have used federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Suppliers must disclose any lobbying with non-federal funds that takes place in connection with obtaining any federal award. Such disclosures are forwarded from tier to tier up to the non-federal award. Suppliers must file all certifications and disclosures required by, and otherwise comply with, the Byrd Anti-Lobbying Amendment (31 U.S.C. § 1352).

viii) **RECORD RETENTION REQUIREMENTS.** To the extent applicable, Supplier must comply with the record retention requirements detailed in 2 C.F.R. § 200.333. The Supplier further certifies that it will retain all records as required by 2 C.F.R. § 200.333 for a period of 3 years after grantees or subgrantees submit final expenditure reports or quarterly or annual financial reports, as applicable, and all other pending matters are closed.

ix) **ENERGY POLICY AND CONSERVATION ACT COMPLIANCE.** To the extent applicable, Supplier must comply with the mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act.

x) **BUY AMERICAN PROVISIONS COMPLIANCE.** To the extent applicable, Supplier must comply with all applicable provisions of the Buy American Act. Purchases made in accordance with the Buy American Act must follow the applicable procurement rules calling for free and open competition.

xi) **ACCESS TO RECORDS (2 C.F.R. § 200.336).** Supplier agrees that duly authorized representatives of a federal agency must have access to any books, documents, papers and records of Supplier that are directly pertinent to Supplier's discharge of its obligations under this Agreement for the purpose of making audits, examinations, excerpts, and transcriptions. The right also includes timely and reasonable access to Supplier's personnel for the purpose of interview and discussion relating to such documents.

xii) **PROCUREMENT OF RECOVERED MATERIALS (2 C.F.R. § 200.322).** A non-federal entity that is a state agency or agency of a political subdivision of a state and its contractors must comply with Section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 C.F.R. § 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds \$10,000 or the value of the quantity acquired during the preceding fiscal year exceeded \$10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

xiii) **FEDERAL SEAL(S), LOGOS, AND FLAGS.** The Supplier cannot use the seal(s), logos, crests, or reproductions of flags or likenesses of Federal agency officials without specific pre-approval.

xiv) **NO OBLIGATION BY FEDERAL GOVERNMENT.** The U.S. federal government is not a party to this Agreement or any purchase by a Participating Entity and is not subject to any obligations or liabilities to the Participating Entity, Supplier, or any other party pertaining to any matter resulting from the Agreement or any purchase by an authorized user.

xv) **PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS OR RELATED ACTS.** The Contractor acknowledges that 31 U.S.C. § 38 (Administrative Remedies for False Claims and Statements) applies to the Supplier's actions pertaining to this Agreement or any purchase by a Participating Entity.

xvi) **FEDERAL DEBT.** The Supplier certifies that it is non-delinquent in its repayment of any federal debt. Examples of relevant debt include delinquent payroll and other taxes, audit disallowance, and benefit overpayments.

xvii) **CONFLICTS OF INTEREST.** The Supplier must notify the U.S. Office of General Services, Sourcewell, and Participating Entity as soon as possible if this Agreement or any aspect related to the anticipated work under this Agreement raises an actual or potential conflict of interest (as described in 2 C.F.R. Part 200). The Supplier must explain the actual or potential conflict in writing in sufficient detail so that the U.S. Office of General Services, Sourcewell, and Participating Entity are able to assess the actual or potential conflict; and provide any additional information as necessary or requested.

xviii) **U.S. EXECUTIVE ORDER 13224.** The Supplier, and its subcontractors, must comply with U.S. Executive Order 13224 and U.S. Laws that prohibit transactions with and provision of resources and support to individuals and organizations associated with terrorism.

xix) **PROHIBITION ON CERTAIN TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT.** To the extent applicable, Supplier certifies that during the term of this Agreement it will comply with applicable requirements of 2 C.F.R. § 200.216.

xx) **DOMESTIC PREFERENCES FOR PROCUREMENTS.** To the extent applicable, Supplier certifies that during the term of this Agreement, Supplier will comply with applicable requirements of 2 C.F.R. § 200.322.

Article 2: Sourcewell and Supplier Obligations

The Terms in this Article 2 relate specifically to Sourcewell and its administration of this Master Agreement with Supplier and Supplier's obligations thereunder.

- 1) **Authorized Sellers.** Supplier must provide Sourcewell a current means to validate or authenticate Supplier's authorized dealers, distributors, or resellers which may complete transactions of Included Solutions offered under this Agreement. Sourcewell may request updated information in its discretion, and Supplier agrees to provide requested information within a reasonable time.
- 2) **Product and Price Changes Requirements.** Supplier may request Included Solutions changes, additions, or deletions at any time. All requests must be made in writing by submitting a Sourcewell Price and Product Change Request Form to Sourcewell. At a minimum, the request must:
 - Identify the applicable Sourcewell Agreement number;
 - Clearly specify the requested change;
 - Provide sufficient detail to justify the requested change;
 - Individually list all Included Solutions affected by the requested change, along with the requested change (e.g., addition, deletion, price change); and
 - Include a complete restatement of Pricing List with the effective date of the modified pricing, or product addition or deletion. The new pricing restatement must include all Included Solutions offered, even for those items where pricing remains unchanged.

A fully executed Sourcewell Price and Product Change Request Form will become an amendment to this Agreement and will be incorporated by reference.

- 3) **Authorized Representative.** Supplier will assign an Authorized Representative to Sourcewell for this Agreement and must provide prompt notice to Sourcewell if that person is changed. The Authorized Representative will be responsible for:
 - Maintenance and management of this Agreement;
 - Timely response to all Sourcewell and Participating Entity inquiries; and
 - Participation in reviews with Sourcewell.

Sourcewell's Authorized Representative is its Chief Procurement Officer.

- 4) **Performance Reviews.** Supplier will perform a minimum of one review with Sourcewell per agreement year. The review will cover transactions to Participating Entities, pricing and terms,

administrative fees, sales data reports, performance issues, supply chain issues, customer issues, and any other necessary information.

- 5) **Sales Reporting Required.** Supplier is required as a material element to this Master Agreement to report all completed transactions with Participating Entities utilizing this Agreement. Failure to provide complete and accurate reports as defined herein will be a material breach of the Agreement and Sourcewell reserves the right to pursue all remedies available at law including cancellation of this Agreement.
- 6) **Reporting Requirements.** Supplier must provide Sourcewell an activity report of all transactions completed utilizing this Agreement. Reports are due at least once each calendar quarter (Reporting Period). Reports must be received no later than 45 calendar days after the end of each calendar quarter. Supplier may report on a more frequent basis in its discretion. Reports must be provided regardless of the amount of completed transactions during that quarter (i.e., if there are no sales, Supplier must submit a report indicating no sales were made).

The Report must contain the following fields:

- Participating Entity Name (e.g., City of Staples Highway Department);
- Participating Entity Physical Street Address;
- Participating Entity City;
- Participating Entity State/Province;
- Participating Entity Zip/Postal Code;
- Sourcewell Participating Entity Account Number;
- Transaction Description;
- Transaction Purchased Price;
- Sourcewell Administrative Fee Applied; and
- Date Transaction was invoiced/sale was recognized as revenue by Supplier.

If collected by Supplier, the Report may include the following fields as available:

- Participating Entity Contact Name;
- Participating Entity Contact Email Address;
- Participating Entity Contact Telephone Number;

- 7) **Administrative Fee.** In consideration for the support and services provided by Sourcewell, Supplier will pay an Administrative Fee to Sourcewell on all completed transactions to Participating Entities utilizing this Agreement. Supplier will include its Administrative Fee within its proposed pricing. Supplier may not directly charge Participating Entities to offset the Administrative Fee.
- 8) **Fee Calculation.** Supplier's Administrative Fee payable to Sourcewell will be calculated as a stated percentage (listed in Supplier's Proposal) of all completed transactions utilizing this Master Agreement within the preceding Reporting Period. For certain categories, a flat fee may be proposed. The Administrative Fee will be stated in Supplier's Proposal.
- 9) **Fee Remittance.** Supplier will remit fee to Sourcewell no later than 45 calendar days after the close of the preceding calendar quarter in conjunction with Supplier's Reporting Period obligations defined herein. Payments should note the Supplier's name and Sourcewell-assigned Agreement number in the memo; and must be either mailed to Sourcewell above "Attn: Accounts Receivable" or

remitted electronically to Sourcewell's banking institution per Sourcewell's Finance department instructions.

- 10) **Noncompliance.** Sourcewell reserves the right to seek all remedies available at law for unpaid or underpaid Administrative Fees due under this Agreement. Failure to remit payment, delinquent payments, underpayments, or other deviations from the requirements of this Agreement may be deemed a material breach and may result in cancellation of this Agreement and disbarment from future Agreements.
- 11) **Audit Requirements.** Pursuant to Minn. Stat. § 16C.05, subdivision 5, the books, records, documents, and accounting procedures and practices relevant to this Agreement are subject to examination by Sourcewell and the Minnesota State Auditor for a minimum of six years from the end of this Agreement. Supplier agrees to fully cooperate with Sourcewell in auditing transactions under this Agreement to ensure compliance with pricing terms, correct calculation and remittance of Administrative Fees, and verification of transactions as may be requested by a Participating Entity or Sourcewell.
- 12) **Assignment, Transfer, and Administrative Changes.** Supplier may not assign or otherwise transfer its rights or obligations under this Agreement without the prior written consent of Sourcewell. Such consent will not be unreasonably withheld. Sourcewell reserves the right to unilaterally assign all or portions of this Agreement within its sole discretion to address corporate restructurings, mergers, acquisitions, or other changes to the Responsible Party and named in the Agreement. Any prohibited assignment is invalid. Upon request Sourcewell may make administrative changes to agreement documentation such as name changes, address changes, and other non-material updates as determined within its sole discretion.
- 13) **Amendments.** Any material change to this Agreement must be executed in writing through an amendment and will not be effective until it has been duly executed by the parties.
- 14) **Waiver.** Failure by Sourcewell to enforce any right under this Agreement will not be deemed a waiver of such right in the event of the continuation or repetition of the circumstances giving rise to such right.
- 15) **Complete Agreement.** This Agreement represents the complete agreement between the parties for the scope as defined herein. Supplier and Sourcewell may enter into separate written agreements relating specifically to transactions outside of the scope of this Agreement.
- 16) **Relationship of Sourcewell and Supplier.** This Agreement does not create a partnership, joint venture, or any other relationship such as employee, independent contractor, master-servant, or principal-agent.
- 17) **Indemnification.** Supplier must indemnify, defend, save, and hold Sourcewell, including their agents and employees, harmless from any claims or causes of action, including attorneys' fees incurred by Sourcewell, arising out of any act or omission in the performance of this Agreement by the Supplier or its agents or employees; this indemnification includes injury or death to person(s) or property alleged to have been caused by some defect in design, condition, or performance of Included Solutions under this Agreement. Sourcewell's responsibility will be governed by the State of Minnesota's Tort Liability Act (Minnesota Statutes Chapter 466) and other applicable law.

18) **Data Practices.** Supplier and Sourcewell acknowledge Sourcewell is subject to the Minnesota Government Data Practices Act, Minnesota Statutes Chapter 13. As it applies to all data created and maintained in performance of this Agreement, Supplier may be subject to the requirements of this chapter.

19) **Grant of License.**

a) **During the term of this Agreement:**

i) **Supplier Promotion.** Sourcewell grants to Supplier a royalty-free, worldwide, non-exclusive right and license to use the trademark(s) provided to Supplier by Sourcewell in advertising, promotional materials, and informational sites for the purpose of marketing Sourcewell's Agreement with Supplier.

ii) **Sourcewell Promotion.** Supplier grants to Sourcewell a royalty-free, worldwide, non-exclusive right and license to use Supplier's trademarks in advertising, promotional materials, and informational sites for the purpose of marketing Supplier's Agreement with Sourcewell.

b) **Limited Right of Sublicense.** The right and license granted herein includes a limited right of each party to grant sublicenses to their respective subsidiaries, distributors, dealers, resellers, marketing representatives, partners, or agents (collectively "Permitted Sublicensees") in advertising, promotional, or informational materials for the purpose of marketing the Parties' relationship. Any sublicense granted will be subject to the terms and conditions of this Article. Each party will be responsible for any breach of this section by any of their respective sublicensees.

c) **Use; Quality Control.**

i) Neither party may alter the other party's trademarks from the form provided and must comply with removal requests as to specific uses of its trademarks or logos.

ii) Each party agrees to use, and to cause its Permitted Sublicensees to use, the other party's trademarks only in good faith and in a dignified manner consistent with such party's use of the trademarks. Each party may make written notice to the other regarding misuse under this section. The offending party will have 30 days of the date of the written notice to cure the issue or the license/sublicense will be terminated.

d) **Termination.** Upon the termination of this Agreement for any reason, each party, including Permitted Sublicensees, will have 30 days to remove all Trademarks from signage, websites, and the like bearing the other party's name or logo (excepting Sourcewell's pre-printed catalog of suppliers which may be used until the next printing). Supplier must return all marketing and promotional materials, including signage, provided by Sourcewell, or dispose of it according to Sourcewell's written directions.

20) **Venue and Governing law between Sourcewell and Supplier Only.** The substantive and procedural laws of the State of Minnesota will govern this Agreement between Sourcewell and Supplier. Venue for all legal proceedings arising out of this Agreement between Sourcewell and Supplier will be in court of competent jurisdiction within the State of Minnesota. This section does not apply to any dispute between Supplier and Participating Entity. This Agreement reserves the right for Supplier and

Participating Entity to negotiate this term to within any transaction documents.

- 21) **Severability.** If any provision of this Agreement is found by a court of competent jurisdiction to be illegal, unenforceable, or void then both parties will be relieved from all obligations arising from that provision. If the remainder of this Agreement is capable of being performed, it will not be affected by such determination or finding and must be fully performed.
- 22) **Insurance Coverage.** At its own expense, Supplier must maintain valid insurance policy(ies) during the performance of this Agreement with insurance company(ies) licensed or authorized to do business in the State of Minnesota having an "AM BEST" rating of A- or better, with coverage and limits of insurance not less than the following:
- a) **Commercial General Liability Insurance.** Supplier will maintain insurance covering its operations, with coverage on an occurrence basis, and must be subject to terms no less broad than the Insurance Services Office ("ISO") Commercial General Liability Form CG0001 (2001 or newer edition), or equivalent. At a minimum, coverage must include liability arising from premises, operations, bodily injury and property damage, independent contractors, products-completed operations including construction defect, contractual liability, blanket contractual liability, and personal injury and advertising injury. All required limits, terms and conditions of coverage must be maintained during the term of this Agreement.
 - \$1,500,000 each occurrence Bodily Injury and Property Damage
 - \$1,500,000 Personal and Advertising Injury
 - \$2,000,000 aggregate for products liability-completed operations
 - \$2,000,000 general aggregate
 - b) **Certificates of Insurance.** Prior to execution of this Agreement, Supplier must furnish to Sourcewell a certificate of insurance, as evidence of the insurance required under this Agreement. Prior to expiration of the policy(ies), renewal certificates must be mailed to Sourcewell, 202 12th Street Northeast, P.O. Box 219, Staples, MN 56479 or provided to in an alternative manner as directed by Sourcewell. The certificates must be signed by a person authorized by the insurer(s) to bind coverage on their behalf. Failure of Supplier to maintain the required insurance and documentation may constitute a material breach.
 - c) **Additional Insured Endorsement and Primary and Non-contributory Insurance Clause.** Supplier agrees to list Sourcewell, including its officers, agents, and employees, as an additional insured under the Supplier's commercial general liability insurance policy with respect to liability arising out of activities, "operations," or "work" performed by or on behalf of Supplier, and products and completed operations of Supplier. The policy provision(s) or endorsement(s) must further provide that coverage is primary and not excess over or contributory with any other valid, applicable, and collectible insurance or self-insurance in force for the additional insureds.
 - d) **Waiver of Subrogation.** Supplier waives and must require (by endorsement or otherwise) all its insurers to waive subrogation rights against Sourcewell and other additional insureds for losses paid under the insurance policies required by this Agreement or other insurance applicable to the Supplier or its subcontractors. The waiver must apply to all deductibles and/or self-insured retentions applicable to the required or any other insurance maintained by the Supplier or its subcontractors. Where permitted by law, Supplier must require similar written express waivers of subrogation and insurance clauses from each of its subcontractors.

- e) **Umbrella/Excess Liability/SELF-INSURED RETENTION.** The limits required by this Agreement can be met by either providing a primary policy or in combination with umbrella/excess liability policy(ies), or self-insured retention.
- 23) **Termination for Convenience.** Sourcewell or Supplier may terminate this Agreement upon 60 calendar days' written notice to the other Party. Termination pursuant to this section will not relieve the Supplier's obligations under this Agreement for any transactions entered with Participating Entities through the date of termination, including reporting and payment of applicable Administrative Fees.
- 24) **Termination for Cause.** Sourcewell may terminate this Agreement upon providing written notice of material breach to Supplier. Notice must describe the breach in reasonable detail and state the intent to terminate the Agreement. Upon receipt of Notice, the Supplier will have 30 calendar days in which it must cure the breach. Termination pursuant to this section will not relieve the Supplier's obligations under this Agreement for any transactions entered with Participating Entities through the date of termination, including reporting and payment of applicable Administrative Fees.

Article 3: Supplier Obligations to Participating Entities

The Terms in this Article 3 relate specifically to Supplier and a Participating Entity when entering transactions utilizing the General Terms established in this Master Agreement. Article 1 General Terms control over any conflict with this Article 3. Where this Master Agreement is silent on any subject, Participating Entity and Supplier retain the ability to negotiate mutually acceptable terms.

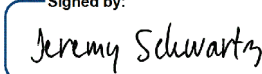
- 1) **Quotes to Participating Entities.** Suppliers are encouraged to provide all pricing information regarding the total cost of acquisition when quoting to a Participating Entity. Suppliers and Participating Entities are encouraged to include all cost specifically associated with or included within the Suppliers proposal and Included Solutions within transaction documents.
- 2) **Shipping, Delivery, Acceptance, Rejection, and Warranty.** Supplier's proposal may include proposed terms relating to shipping, delivery, inspection, and acceptance/rejection and other relevant terms of tendered Solutions. Supplier and Participating Entity may negotiate final terms appropriate for the specific transaction relating to non-appropriation, shipping, delivery, inspection, acceptance/rejection of tendered Solutions, and warranty coverage for Included Solutions. Such terms may include, but are not limited to, costs, risk of loss, proper packaging, inspection rights and timelines, acceptance or rejection procedures, and remedies as mutually agreed include notice requirements, replacement, return or exchange procedures, and associated costs.
- 3) **Applicable Taxes.** Participating Entity is responsible for notifying supplier of its tax-exempt status and for providing Supplier with any valid tax-exemption certification(s) or related documentation.
- 4) **Ordering Process and Payment.** Supplier's ordering process and acceptable forms of payment are included within its Proposal. Participating Entities will be solely responsible for payment to Supplier and Sourcewell will have no liability for any unpaid invoice of any Participating Entity.
- 5) **Transaction Documents.** Participating Entity may require the use of its own forms to complete transactions directly with Supplier utilizing the terms established in this Agreement. Supplier's

standard form agreements may be offered as part of its Proposal. Supplier and Participating Entity may complete and document transactions utilizing any type of transaction documents as mutually agreed. In any transaction document entered utilizing this Agreement, Supplier and Participating Entity must include specific reference to this Master Agreement by number and to Participating Entity’s unique Sourcewell account number.

- 6) **Additional Terms and Conditions Permitted.** Participating Entity and Supplier may negotiate and include additional terms and conditions within transaction documentation as mutually agreed. Such terms may supplant or supersede this Master Agreement when necessary and as solely determined by Participating Entity. Sourcewell has expressly reserved the right for Supplier and Participating Entity to address any necessary provisions within transaction documents not expressly included within this Master Agreement, including but not limited to transaction cancellation, dispute resolution, governing law and venue, non-appropriation, insurance, defense and indemnity, force majeure, and other material terms as mutually agreed.
- 7) **Subsequent Agreements and Survival.** Supplier and Participating Entity may enter into a separate agreement to facilitate long-term performance obligations utilizing the terms of this Master Agreement as mutually agreed. Such agreements may provide for a performance period extending beyond the full term of this Master Agreement as determined in the discretion of Participating Entity.
- 8) **Participating Addendums.** Supplier and Participating Entity may enter a Participating Addendum or similar document extending and supplementing the terms of this Master Agreement to facilitate adoption as may be required by a Participating Entity.

Sourcewell

Slalom,Inc.

Signed by:

C0FD2A139D06489...
By: _____
Jeremy Schwartz
Title: Chief Procurement Officer

Date: 4/23/2025 | 1:19 PM CDT

DocuSigned by:

96EACE96FB9E485...
By: _____
Kory Kimball
Title: General Manager Global Public & Social Impact

Date: 4/23/2025 | 12:38 PM EDT

RFP 110724 - Artificial Intelligence (AI) Readiness, Implementation, and Support Services

Vendor Details

Company Name:	Slalom, Inc.
Does your company conduct business under any other name? If yes, please state:	Slalom, Slalom Consulting, Versa, Two Degrees.
Address:	255 S King St. Suite 1800 Seattle, WA 98104
Contact:	Kathryn Ritorto
Email:	kathryn.ritorto@slalom.com
Phone:	216-978-2403
HST#:	84-1246887

Submission Details

Created On:	Monday October 07, 2024 09:13:10
Submitted On:	Thursday November 07, 2024 14:09:30
Submitted By:	Kathryn Ritorto
Email:	kathryn.ritorto@slalom.com
Transaction #:	abc83514-1710-4ce9-8d02-5c12edec80b6
Submitter's IP Address:	104.230.121.223

Specifications

Table 1: Proposer Identity & Authorized Representatives (Not Scored)

General Instructions (applies to all Tables) Sourcewell prefers a brief but thorough response to each question. Do not merely attach additional documents to your response without also providing a substantive response. Do not leave answers blank; respond "N/A" if the question does not apply to you (preferably with an explanation).

Table 1 Specific Instructions. Sourcewell requires identification of all parties responsible for providing Solutions under a resulting master agreement(s) (Responsible Supplier). Proposers are strongly encouraged to include all potential Responsible Suppliers including any corporate affiliates, subsidiaries, D.B.A., and any other authorized entities within a singular proposal. All information required under this RFP must be included for each Responsible Supplier as instructed. Proposers with multiple Responsible Supplier options may choose to respond individually as distinct entities, however each response will be evaluated individually and only those proposals recommended for award may result in a master agreement award. Unawarded entities will not be permitted to later be added to an existing master agreement through operation of Proposer's corporate organization affiliation.

Line Item	Question	Response *	
1	Provide the legal name of the Proposer authorized to submit this Proposal.	Slalom, Inc.	*
2	In the event of award, is this entity the Responsible Supplier that will execute the master agreement with Sourcewell? Y or N.	Yes	*
3	Identify all subsidiaries, D.B.A., authorized affiliates, and any other entity that will be responsible for offering and performing delivery of Solutions within this Proposal (i.e. Responsible Supplier(s) that will execute a master agreement with Sourcewell).	Slalom Consulting ULC is a wholly-owned subsidiary of Slalom, Inc. that provides services to our clients in Canada.	*
4	Provide your CAGE code or Unique Entity Identifier (SAM):	CAGE: 59GA1	*
5	Provide your NAICS code applicable to Solutions proposed.	NAICS: 541611	
6	Proposer Physical Address:	Slalom US headquarters: 255 S King St., Suite 1800 Seattle, WA, 98104	*
7	Proposer website address (or addresses):	www.slalom.com	*
8	Proposer's Authorized Representative (name, title, address, email address & phone) (The representative must have authority to sign the "Proposer's Assurance of Compliance" on behalf of the Proposer):	Kory Kimball General Manager, Global Public & Social Impact 255 S King St., Suite 1800 Seattle, WA 98104 koryk@slalom.com m: (503) 916-9263	*
9	Proposer's primary contact for this proposal (name, title, address, email address & phone):	Marie Todd Senior Director, Public and Social Impact 816 Congress Avenue, Suite 1950 Austin, TX 78701 marie.todd@slalom.com PSIContracts@slalom.com m: (630) 205-8375	*
10	Proposer's other contacts for this proposal, if any (name, title, address, email address & phone):	Erin Tank Manager, Business Operations 5430 LBJ Frwy, Suite 1200 Dallas, TX 75240 erin.tank@slalom.com PSIContracts@slalom.com m: (469) 497-9699 Kirsten Thompson Senior Principal, Client Partner 80 South 8th Street, Suite 3906 Minneapolis, MN 55402 kirsten.thompson@slalom.com m: (612) 716-8361	

Table 2A: Financial Viability and Marketplace Success (50 Points)

Line Item	Question	Response *
11	Provide a brief history of your company, including your company's core values, business philosophy, and industry longevity related to the requested Solutions.	<p>Slalom is a next-generation professional services company creating value at the intersection of business, technology, and humanity. Since our consulting business started in 2001, Slalom has grown organically to nearly 10,500 team members in 10 countries and 49 offices, with over 8,500 team members located in the US and over 750 in Canada. Slalom's teams are backed by regional innovation hubs, a global culture of collaboration, and partnerships with over 700 leading and emerging technology providers, including Adobe, AWS, Databricks, Google, Microsoft, Salesforce, Snowflake, and Tableau. We're honored to be consistently recognized as a great place to work, including being one of Fortune's 100 Best Companies to Work for nine years running. We invite you to learn more at slalom.com.</p> <p>Slalom's Core Values:</p> <p>Our core values are integral to everything we do at Slalom. They guide how we work with clients, our teams, and our communities. Each one reminds us to stay true to ourselves while enabling us to drive amazing outcomes.</p> <p>These core values are more than just words, they're our foundation:</p> <p>Do what is right, always. Drive connection and teamwork. Inspire passion and adventure. Take ownership. Get it done. Celebrate authenticity. Focus on outcomes. Fuel growth and innovation. Stay humble and curious. Build and shape a better future. Smile!</p> <p>Business Philosophy:</p> <p>Our purpose—to help people and organizations dream bigger, move faster, and build better tomorrows for all—guides everything we do. And our north star is our vision of a world in which each person has the opportunity to love their life and work.</p> <p>From strategy to implementation, our approach is fiercely human. We deeply understand our customers—and their customers—to deliver practical, end-to-end solutions that drive meaningful impact. Slalom's clients include more than half the Fortune 100, a third of the Fortune 500, public sector, nonprofits, and innovative organizations of all kinds. Together, we tackle complex projects to deliver high-impact results.</p> <p>Industry Longevity:</p> <p>Public and Social Impact at Slalom: We're committed to solving the most critical and high-priority challenges facing our communities, and we bring extensive experience across government, education, and nonprofit sectors. Slalom's first public sector work can be traced back to 2007. Since then, Slalom's Public and Social Impact (PSI) industry has grown to \$420M in revenue, and we have worked with more than 800 PSI clients – with over 1,400 experienced industry consultants having completed more than 3,900 impactful projects. Our practical end-to-end solutions help our clients navigate their digital transformation journey, optimize internal operations, and enhance service delivery. Anchored in our purpose of building better tomorrows for all, we partner to drive lasting impact.</p> <p>We consistently receive feedback from our clients that the employees and management of Slalom care about doing the right things – and our numbers show it. Slalom's highest customer satisfaction scores, known as "Customer Love," come from our PSI clients. We are pleased to share that our PSI account and delivery teams scored a 92.5 (out of 100) on Slalom's Customer Love index.</p> <p>AI for All, Slalom's Human-Centric Approach to AI: Slalom has been delivering data-based solutions since our founding in 2001. Our Data & Analytics (D&A) practice began in 2010 and has grown to more than 1,000 data consultants that hold over 13,500 technology certifications.</p> <p>As early investors in understanding the opportunities and challenges of Artificial Intelligence (AI), we have significant experience implementing AI solutions to support the advanced analytics use cases of our customers. Since 2020, we have been working with other government agencies, nonprofits, educational institutions, and other for-profit companies to enable their understanding of the opportunities, risks, and best</p>

		<p>approaches to get the most value from AI capabilities. Through our "AI for All" program, Slalom has helped hundreds of organizations advance their AI journeys and apply AI to automate processes, generate rapid insights, augment decision-making, and make sense of complex patterns.</p> <p>With over 3,000 AI certifications, more than 6,000 generative AI trained consultants, and over 500 data scientists, 64% of Slalom's workforce has been trained on GenAI foundations, equipping us with the knowledge to speak to clients and prospects at all levels, regardless of their maturity with AI. Furthermore, Slalom is a premier partner with all the big players in AI, including Microsoft, Google Cloud, AWS, NVIDIA, and Salesforce, and we are working with our leading AI partners and technologies to bring their solutions to life for our customers. These partnerships position us strategically to deliver innovative solutions, and we are crafting new partnerships to stay ahead of the AI curve.</p> <p>We are excited about the prospect of bringing our experience, proven frameworks, and AI governance accelerators to help Sourcewell participating entities develop AI strategies and solutions tailored to their unique needs and goals.</p> <p>For more information, please refer to our supplemental Capabilities Overview and Customer Stories attachments within the Additional Documents section of our response.</p>
12	What are your company's expectations in the event of an award?	<p>Through this contract, Slalom expects to continue to accelerate the growth of our public sector AI business across the US and Canada. We plan to go to market, sell, and deliver for Sourcewell customers that represent federal, provincial, state, local, K-12 education, higher education, and nonprofit entities. For additional information on our marketing plan to accomplish this, please see our response to Table 4, and the questions within.</p> <p>Slalom will establish a comprehensive marketing and promotional campaign to publicize the benefits of this Sourcewell vehicle. Our goals are to:</p> <ol style="list-style-type: none"> 1. Increase customer awareness of this procurement vehicle. 2. Raise customer awareness of available services and solutions. 3. Introduce customers to subcontractor(s) products, services, and solutions. 4. Drive expanded use of Sourcewell contract vehicles. 5. Direct customers to the Sourcewell website to obtain task order and contracting guidelines. 6. Be a partner to Sourcewell and its customers across Sourcewell Channels in achieving business outcomes. <p>Slalom has the following expectations for the Sourcewell Contract:</p> <p>Ongoing Member Awareness: Sourcewell will promote Slalom's services through various channels, including online and direct marketing, marketing communications, face-to-face interactions with members, and social media and other relevant platforms.</p> <p>Contract Notification: Upon the commencement of the Master Agreement, Sourcewell will notify all members of the new agreement and make specific contract information available online for easy access.</p> <p>Sales Lead Identification: Sourcewell will identify and share appropriate sales leads with Slalom and assist with Slalom sales activities in various ways whenever possible.</p> <p>Business Development Support: Sourcewell will assign a Business Development Manager (BDM) to Slalom to aid in executing the business development plan.</p> <p>Market Intelligence Sharing: Sourcewell will share relevant market intelligence collected through surveys and other means to support Slalom's sales efforts.</p>

13	<p>Demonstrate your financial strength and stability with meaningful data. This could include such items as financial statements, SEC filings, credit and bond ratings, letters of credit, and detailed reference letters. Upload supporting documents (as applicable) in the document upload section of your response. DO NOT PROVIDE ANY TAX INFORMATION OR PERSONALLY IDENTIFIABLE INFORMATION.</p>	<p>Information about our revenue is considered confidential and may not be used for any other purpose, or shared with any other parties, without our consent.</p> <p>Founded in 1993, Slalom, Inc. is a privately owned C-corporation headquartered in Seattle, WA. Slalom, Inc. has offices in over 40 markets including markets served by our international subsidiaries.</p> <p>Slalom, Inc. is a private company, and we do not publish our financial statements or make detailed financial information publicly available. In cases where clients request additional information about Slalom's financial condition, we will work with you to provide what is necessary to meet legal or regulatory requirements, using secure transmission methods that assure our confidential information is protected.</p> <p>We can share that Slalom, Inc. is well capitalized and has a strong balance sheet and cash position. Slalom, Inc. is funded through our operations and supplemented by short-term advances on our line of credit through JP Morgan Chase.</p> <p>Slalom has recorded the following consolidated annual gross revenue for the past three years (in USD):</p> <p>2023: \$2.76 billion 2022: \$3.02 billion 2021: \$2.39 billion</p> <p>Our headcount is approximately 10,500 employees worldwide. Please see our recent D&B Report attached in the Documents section of our response.</p>	*
14	<p>Describe the number of US entities, both public and private, to which you have provided Artificial Intelligence (AI) Readiness, Implementation, and Support Services.</p> <p>Public: Private:</p>	<p>We have provided Artificial Intelligence (AI) Readiness, Implementation, and Support Services to over 460 public and private entities in the US.</p> <p>Public: 65+ entities Private: 395+ entities</p>	*
15	<p>Describe the number of Canadian entities, both public and private, to which you have provided Artificial Intelligence (AI) Readiness, Implementation, and Support Services.</p> <p>Public: Private:</p>	<p>We have provided Artificial Intelligence (AI) Readiness, Implementation, and Support Services to over 30 public and private entities in Canada.</p> <p>Public: 10+ entities Private: 20+ entities</p>	*
16	<p>Disclose all current and completed bankruptcy proceedings for Proposer and any included possible Responsible Party within the past seven years. Proposer must provide notice in writing to Sourcwell if it enters a bankruptcy proceeding at any time during the pendency of this RFP evaluation.</p>	<p>Slalom, Inc. has not filed for bankruptcy. Slalom will provide notice in writing if it enters bankruptcy proceedings at any time during the pendency of this RFP evaluation.</p>	*
17	<p>How is your organization best described: is it a manufacturer, a distributor/dealer/reseller, or a service provider? Answer the question that best applies to your organization, either a) or b).</p> <p>a) If your company is best described as a distributor/dealer/reseller (or similar entity), provide your written authorization to act as a distributor/dealer/reseller for the manufacturer of the products proposed in this RFP. If applicable, is your dealer network independent or company owned?</p> <p>b) If your company is best described as a manufacturer or service provider, describe your relationship with your sales and service force and with your dealer network in delivering the products and services proposed in this RFP. Are these individuals your employees, or the employees of a third party?</p>	<p>b). Slalom can be best described as a service provider. Our sales and service force are Slalom employees.</p> <p>Slalom has 49 offices in 10 countries, and each local market offices' staff includes a general manager, managing directors, business development, marketing, account management, consultants, and office support.</p> <p>Slalom has marketing, business development, and sales professionals dedicated to working with public sector and nonprofit clients, each of whom is responsible for growing business utilizing this Sourcwell contract and supporting the delivery of work under such contracts.</p>	*

18	<p>If applicable, provide a detailed explanation outlining the licenses and certifications that are both required to be held, and actually held, by your organization (including third parties and subcontractors that you use) in pursuit of the business contemplated by this RFP.</p>	<p>ISO27001 (Information Security Management Systems). This certification is an independent, expert assessment that confirms our client and company data is protected based on our security processes, tools, and systems. This gives our customers, partners, and potential clients assurance that we can be trusted with highly sensitive data, intellectual property, and other information assets.</p> <p>ISO9001:2015 (Quality Management Systems) – in progress. This certification is a globally recognized standard for quality management and helps improve performance, ability to meet customer expectations, and demonstrates our commitment to quality.</p> <p>CMMI Level 2 (The Capability Maturity Model Integration (CMMI))® – in progress. This proven set of global best practices helps organizations understand their current capabilities and performance and provides a guide to improve business results, driving business performance through building and benchmarking key capabilities.</p> <p>Furthermore, Slalom is pleased to share that we hold the following certifications, awards, and designations with technology partners that may be leveraged by participating entities under this contract vehicle. To learn about our entire partnership network, please visit https://www.slalom.com/us/en/who-we-are/partners.</p> <p>Salesforce: Platinum Partnership 11,500+ Salesforce Certifications #1 Partner in AMER for AI, Data Cloud, Commerce Cloud, Sales Cloud, Marketing Cloud, and Slack credentials #2 Salesforce partner in North America for overall certifications 9x Salesforce Partner Innovation Award Winner #2 Partner in North America #3 Partner Globally #1 Salesforce Partner for AI in North America for certifications #2 Partner in North America and #7 Globally for AI Specialist Certifications</p> <p>Microsoft: Among Microsoft's top Enterprise System Integrators (ESI), holding nine advanced specializations across their six partner solution designations 2,300+ Microsoft Certifications 50+ Microsoft Partner Awards Microsoft Analytics Partner of the Year (2022) Public Sector Impact Award (2023) Canada Public Sector Impact Award (2022)</p> <p>AWS: Platinum Partnership 2,300+ AWS Certifications Premier Tier Services Partner 10x Partner Awards 2023 SI Artificial Intelligence/Machine Learning Partner of the Year – Global AWS Education Consultancy Competency Government Consulting Competency AWS Public Sector Partner</p> <p>Google Cloud: Gold Partnership 700+ Google Cloud Certifications Specializations: Data Analytics Machine Learning Cloud Migration Infrastructure US Partner of the Year - Services 2024 Service Premier Partner Gen AI Service Partner 7x Partner Awards</p> <p>Databricks: Gold Partnership 6x Partner of the Year</p> <p>Snowflake: Gold Partnership 6x Partner of the Year</p> <p>NVIDIA: Service Delivery Partner - Cloud Services (SDP-CS Program) NVIDIA Technologies Competency</p>
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19	Disclose all current and past debarments or suspensions for Proposer and any included possible Responsible Party within the past seven years. Proposer must provide notice in writing to Sourcewell if it enters a debarment or suspension status any time during the pendency of this RFP evaluation.	Slalom has not been found to be non-responsible under a government contract or otherwise been debarred. Slalom will provide notice in writing if it enters a debarment or suspension status at any time during the pendency of this RFP evaluation.	*
20	Describe any relevant industry awards or recognition that your company has received in the past five years.	<p>Slalom has been honored with numerous industry awards and recognitions from our partners and through our employees' voices, reflecting our commitment to innovation and delivering impactful work. Below is a snapshot of our relevant industry, partner, and culture awards over the past five years:</p> <p>Awards that distinguish us as industry-best:</p> <p>Forbes World's Best Management Consulting Firms (2022-2024) Forbes America's Best Management Consulting Firms (2023-2024)</p> <p>Awards that distinguish us as a top technology implementor (2021-2024):</p> <p>AWS: 6x Partner of the Year, including Global SI AI/ML Partner of the Year (2023); AWS Education Consultancy Competency, Government Consulting Competency, AWS Public Sector Partner</p> <p>Microsoft: 8x Partner of the Year; Public Sector Impact Award (2023); Canada Public Sector Impact Award (2022)</p> <p>Salesforce: #3 Partner Globally and #2 Partner in North America; #1 Salesforce Partner for AI in North America for certifications; #2 Partner in North America and #7 Globally for AI Specialist Certifications; 9x Salesforce Partner Innovation Award Winner</p> <p>Google Cloud: 6x Google Cloud Partner of the Year</p> <p>Snowflake: 5x Partner of the Year</p> <p>Databricks: 4x Partner of the Year</p> <p>Tableau: 8x Partner of the Year</p> <p>Awards that recognize our people and culture:</p> <p>Fortune 100 Best Companies to Work For (2016-2024) Human Rights Campaign's Equality 100 (2015-2024) Forbes America's Best Large Employees (2022, 2024) Forbes America's Best Employers for Diversity (2024) America's Greatest Workplaces for Diversity (2024) Best Workplaces in Canada (2023-2024) Canada's Best Workplaces for Inclusion (2024) Canada's Best Workplaces for Women (2024)</p>	*
21	What percentage of your sales are to the governmental sector in the past three years?	<p>Over the past 3 years, roughly 8.5% of sales were local/state/federal government account types.</p> <p>2022: 5% 2023: 10% 2024: 11%</p>	*
22	What percentage of your sales are to the education sector in the past three years?	<p>Over the past 3 years, roughly 1% of sales were part of the education sector.</p> <p>2022: .5% 2023: 1% 2024: 1.5%</p>	*

23	List all state, cooperative purchasing agreements that you hold. What is the annual sales volume for each of these agreement over the past three years?	<p>Below is a list of state, cooperative purchasing agreements that Slalom holds and the annual sales volume for each over the past three years.</p> <p>State: California Entity: California Multiple Award Schedules (CMAS) Total Sales: \$5M+</p> <p>State: California Entity: OMNIA Partners- University of California Total Sales: \$5M+</p> <p>State: California Entity: Technology, Digital and Data Consulting (TDDC) MSA Total Sales: \$1-5M</p> <p>State: Connecticut Entities: Department of Administrative Services (DAS) (Note: Work conducted for several other agencies based on the DAS contract); Paid Family & Medical Leave Insurance Authority Total Sales: \$5M+</p> <p>State: Georgia Entity: Georgia Management Consulting Statewide Contract (99999-SPD-SPD0000 162-0013) Total Sales: \$1-5M</p> <p>State: Georgia Entity: University of Georgia – Solicitation ID: UGA-RFQ-2020-247 - Financial, Administrative, and Operational Consulting/Assessment Services (Contract # AC-CB-0577) Total Sales: \$1-5M</p> <p>State: Massachusetts Entity: MA ITS75 Total Sales: \$1-5M</p> <p>State: New Jersey Entity: EdgeMarket Total Sales: <\$5M</p> <p>State: New York Entity: E&I Cooperative Services Total Sales: \$1-5M</p> <p>State: Oregon Entities: State of Oregon DAS Org Improvement (statewide price agreement); Oregon State Lottery Digital Services Transformation Price Agreement (this is more of a MSA agreement for a single agency); Oregon State Lottery System Planning, Implementation, Support Master Agreement; State of Oregon Cooperative Agreement Purchasing Program Total Sales: \$1-5M</p> <p>State: Texas Entity: Texas Department of Information Resources Deliverables Based IT Services (DBITS) Total Sales: \$5M- \$10M</p> <p>State: Texas Entity: Texas Department of Information Resources Artificial Intelligence (AI) Total Sales: <\$5M</p>
24	List any GSA contracts or Standing Offers and Supply Arrangements (SOSA) that you hold. What is the annual sales volume for each of these contracts over the past three years?	<p>Slalom's GSA Schedule is GS-35F-053GA. The figures below are representative of the revenue reported to GSA:</p> <p>2021: \$40M+ 2022: \$40M+ 2023: \$25M+ 2024 (through Q3 - 9/30/24): \$30M+</p>

Table 2B: References/Testimonials

Line Item 25. Supply reference information from three customers for projects performed relevant to this RFP. Of these customers, please list at least one (1) who is eligible to be a Sourcewell participating entity.

Entity Name *	Contact Name *	Phone Number *	
UCLA Anderson School of Management	Howard Miller, CIO	310-206-1264	*
City and County of Denver	Paul Kresser, Deputy CIO	720-913-6010	*
Vibrant Emotional Health	Grant Riewe, CTO	Available upon request	*

Table 3: Ability to Sell and Deliver Solutions (150 Points)

Describe your company's capability to meet the needs of Sourcewell participating entities across the US and Canada, as applicable. Your response should address in detail at least the following areas: locations of your network of sales and service providers, the number of workers (full-time equivalents) involved in each sector, whether these workers are your direct employees (or employees of a third party), and any overlap between the sales and service functions.

Line Item	Question	Response *	
26	Sales force.	<p>Slalom has more than 10,500 team members in ten countries and 49 offices, with 8,500+ employees in the US and 750+ employees in Canada. Our sales force consists of more than 1,200 associates, executives, and directors who are responsible for building relationships with clients and working with our service force to apply their knowledge, skills, and business expertise to develop innovative and high-quality solutions for our clients.</p> <p>Each market at Slalom has local business development and sales professionals dedicated to building and nurturing client relationships within their community. Furthermore, we have sales team members that are specifically focused on developing our business with government, education, and nonprofit organizations, each of whom will be responsible for growing business under Sourcewell and supporting the delivery of such contracts.</p> <p>Slalom Sales and Account Leadership teams by location: Below is the number of sales and account leadership roles by market. These team members are all direct employees of Slalom.</p> <p>US: 1,200+</p> <p>Pacific Northwest: 180+ Northern California: 75+ Pacific Southwest: 100+ Mountain West: 95+ North Central: 40+ Missouri Valley: 40+ TOLA (TX, OK, LA, AR): 115+ Mid-Central: 125+ Greater Michigan: 40+ South Central: 10+ Georgia/Alabama: 85+ Florida: 35+ Carolinas: 55+ DC-Chesapeake: 40+ Ohio Valley: 15+ PA Metro: 30+ Tri-State: 70+ New England: 90+</p> <p>Canada: 45+</p> <p>Montreal: 5+ Toronto: 30+ Vancouver: 10+</p> <p>Our sales professionals are supported by a full industry team of client partners, marketing specialists, bid managers, and contract managers:</p> <p>Client partners are essential in managing and nurturing key client relationships. Slalom's client partners focus on building long-term client relationships and act as trusted advisors as well as identify growth opportunities to meet our clients' critical</p>	*

		<p>needs. Slalom's client partners advocate for our clients and maintain that expectations are met, proposed strategy and services are aligned with their unique goals, and that beneficial outcomes are met for both the client and Slalom.</p> <p>As a global company, Slalom has an extensive marketing team that not only spans the globe, but also has regional, state, and city focus. By leveraging this network of professionals to promote the use of Sourcewell, we provide a powerful and immediate marketing capability. Our marketing team will establish a comprehensive marketing and promotional campaign to publicize the benefits of the Sourcewell contract vehicle.</p> <p>Our team of bid managers is focused entirely on supporting the development of our business with government, education, and nonprofit organizations through RF(x) responses. Slalom's bid managers partner with sales, account leadership, and our service force to create compelling, compliant, and responsive proposals that help grow our business within the public sector. In the event that a Sourcewell participating entity releases a competitive bid, our team is equipped to help drive that growth under this contract.</p> <p>Slalom's Public and Social Impact (PSI) Contracts team has primary responsibility for administering cooperative contract vehicles and statewide contracts that allow for shared use across states. Upon award of a Sourcewell contract, our PSI Contracts team will implement a formal governance process to maintain that all internal teams are aligned, and the contract correctly set up in Slalom business systems.</p> <p>In addition, the PSI Contracts team will develop and deliver training to the Principal Account Representatives on a regular basis to maintain understanding of the contract's key terms and conditions and internal processes to verify statements of work align with the intended scope of the Sourcewell contract and projects are tracked to maintain accurate sales reporting and timely payments of contract fees. Sourcewell and your participating entities can feel confident that your relationship, needs, and concerns will be proactively managed and nurtured.</p> <p>Our existing North American footprint, coupled with the established, local organizational relationships of our market offices and strength of our full-service industry team, positions Slalom to help drive growth for Sourcewell in all of the geographic locations your participating entities are located as well as support the expansion of your eligible customer portfolio.</p>	
27	Describe the network of Authorized Sellers who will deliver Solutions, including dealers, distributors, resellers, and other distribution methods.	Not applicable. As a global services company, Slalom sells and delivers direct to our clients.	*
28	Service force.	<p>Slalom has more than 6,000 consultants globally, with 4,300+ across the US and 150+ in Canada, allowing us to align and enable client outcomes and serve our local markets. Sourcewell participating entities will benefit from shared insights across markets to bring the full breadth of Slalom's expertise to every engagement. Slalom prioritizes utilizing staff in the area that most of the work will be performed, and we can draw on our large pool of consultants across all our geographic locations. Our consultants are direct employees of Slalom.</p> <p>With more than 3,000 AI certifications, over 6,000 generative AI trained consultants, and 500+ data scientists across Slalom, our service force is well equipped to meet the needs of Sourcewell participating entities throughout the US and Canada. Our Data & Analytics (D&A) practice specifically has more than 1,000 data consultants that hold over 13,500 technology certifications, including 1,300+ AWS Certified Consultants, 350+ Microsoft Azure Certified Consultants, 160+ Google Cloud Certified Consultants, and additional certified consultants in Tableau, Power BI and Snowflake.</p> <p>Slalom Service Force: Below is the number of service force members by market. These team members are all direct employees of Slalom that live and work within these local markets.</p> <p>US: 4,300+ Pacific Northwest: 550+ Northern California: 295+ Pacific Southwest: 380+ Mountain West: 290+ North Central: 190+ Missouri Valley: 210+ TOLA (TX, OK, LA, AR): 350+ Mid-Central: 435+ Greater Michigan: 160+ South Central: 35+ Georgia/Alabama: 270+ Florida: 105+ Carolinas: 135+ DC-Chesapeake: 140+</p>	

Ohio Valley: 45+
PA Metro: 110+
Tri-State: 330+
New England: 335+

Canada: 150+
Calgary: 5+
Montreal: 10+
Toronto: 100+
Vancouver: 35+

Slalom Supporting Teams:

Global Technology Teams: These teams collectively position Slalom to become a leader in identifying future technologies, staying ahead of trends, and leading the way with our customers. They also help position Slalom as a thought leader on new and emerging technologies and position us to provide day-one customer value as we focus on being a well-architected and well-run business.

Alliances: Slalom has dedicated alliance team members around the globe whose sole responsibility is to engage with technology partners and identify innovative technology solutions for our clients. Our alliance team members leverage the Slalom New Partner Playbook which is a repeatable mechanism that maintains Slalom's consistency in bringing on new partners around the globe. The New Partner Playbook outlines best practices for our alliance team members to follow along with a 4-step process to onboard new partners: 1) Identify & Evaluate, 2) Engage, 3) Enable Sales, and 4) Deliver. To date, our Global Alliances Team has successfully leveraged this process to partner with over 700 of the world's leading technology providers who help us fuel innovation and sustainable growth for our customers.

When we form a partnership, we aim to get the most out of that relationship. Slalom maintains the highest levels of partnership with prevalent technology providers, such as AWS (2,300+ Certifications, 900+ Clients, 3,000+ Projects Delivered), Google (700+ Certifications, 150+ Clients, 485+ Projects Delivered), Microsoft (2,300+ Certifications, 820+ Clients, 2,900+ Projects Delivered), and Salesforce (11,500+ Certifications, 930+ Clients, 7,400+ Projects Delivered). These partnerships allow our team members to get up to speed on the latest capabilities released by our partners in both the commercial and government space before most other companies know they are coming.

Slalom Ventures: Slalom is always looking for the next generation of enterprise startup technologies that our consultants and engineers can apply to accelerate value creation for our customers. To do this, we established Slalom Ventures to identify, nurture, and de-risk early-stage startup solutions that bring breakthrough value to our customers. To date, our startup portfolio consists of 13 startups – 8 of which are based in the US. *

Small Business Partnership Office: While technology product and services partners are a large part of Slalom's ability to bring innovative solutions to our customers, so is our commitment to supporting small businesses - especially minority-owned, woman-owned, and veteran-owned small businesses around the globe. We leverage small business partners to bring niche or complimentary capabilities to our clients, and they help us improve the products and services we deliver to the government.

Slalom established a Partnership Office to better serve our small business partner community. The primary responsibility of this office is to identify, build, and foster relationships with strategic business partners to better serve our customers and to work closely with them to meet their small business goals. We maintain a Teaming Partner Catalog curated from 170 plus pre-vetted teaming partners we have today - 90% of which are small and/or diverse businesses. This Teaming Partner Catalog provides our team with access to new partners who Slalom can easily onboard in 1-2 weeks depending upon the needs of the Participating Entity.

To encourage participation by new small businesses, we implement a multi-faceted approach that includes targeted outreach through social media and industry events, educational programs, such as business development workshops, and partnerships with local chambers of commerce. We'll continually improve this approach through regular monitoring, feedback from surveys and focus groups, and adjustments based on performance metrics.

Overlap between Sales and Service Functions:

Slalom's sales force and services force work together throughout the sales process to achieve common business goals, particularly in opportunities where complex solutions are being sold.

Slalom's established, professional quality assurance program, Delivery Excellence, is focused on ensuring a smooth handoff from Sales to Delivery Teams, and that teams

are working in a consistent, cohesive way throughout the Delivery Lifecycle of an engagement. The common key activities critical to successful engagements and solution delivery are identified for each phase of an engagement. For each engagement, Slalom has consistent roles named and assigned across sales and delivery, including senior level responsibility and quality assurance. These roles are in place for the engagement duration.

Relationship Lead: Keeps team aligned to client vision.

Engagement Lead: Manages the engagement day-to-day.

Delivery Solution Lead: Owns end-to-end solution implementation.

Accountable Executive: Accountable for results and satisfaction.

Each engagement team is responsible for the quality delivery management to our clients. The Slalom Delivery Excellence framework provides our teams with tools from the Engagement phase (how we work, industry research, pre-engagement logistics, etc.) through Solution, Mobilize, Execute, Transition, and Sustain phases.

Throughout delivery, quality management primarily occurs in checkpoint connections with our engagement teams, client leads, and/or steering committees. These checkpoint connections may include:

1. Maintaining common understanding and agreement of established ways of working.
2. Project planning and forecasting work plans.
3. Regular status reports detailing progress, challenges, and requests for assistance.
4. Financial review.
5. Risk and issue transparency, as necessary.
6. Retrospectives and continuous improvement opportunities.

Sales professionals identify potential clients, initiate conversations to understand their challenges, and qualify leads based on their needs. Members of our service force team (consultants) provide expertise to verify that the solution fits the client's needs by conducting a deeper analysis to uncover root problems and specific requirements. Through this collaboration, sales and consultants work together to present tailored solutions that align with the client's needs and address their unique challenges.

During client meetings, sales professionals focus on relationship building while consultants deliver technical demonstrations and answer in-depth questions. Sales professionals will draft proposals and negotiate terms, focusing on value propositions and ROI for the client with the help of our consultants to confirm accurate technical specifications and realistic timelines.

During the scope of the project, consultants oversee the implementation, confirming that the solution is delivered as promised and meets the client's expectations. Sales professionals work to maintain client satisfaction and collect and share feedback, which is used to refine solutions and improve future work.

This collaboration provides clients with comprehensive and effective solutions, combining the relationship management skills of our sales force with the technical and strategic expertise of our service force.

29	Describe the ordering process. If orders will be handled by distributors, dealers or others, explain the respective roles of the Proposer and others.	<p>As a services provider, Slalom's engagements are designed to provide a combination of services tailored for each client's needs. Sales at Slalom is investing in relationship building, showcasing of new offerings or solutions at industry forums, and connecting our clients to discuss successful project delivery and experiences. Ordering originates through these types of activities and when the client has the required funding for the work. Our Sales efforts set the stage for client delivery and our past delivery experience informs what and how we sell.</p> <p>Slalom uses a comprehensive sales opportunity tracking system built in Salesforce. This system is used by our teams on four continents, and right here in North America, to identify new opportunities, grow existing relationships and to support client delivery. Across Slalom, this tool is used daily to understand and manage the health of our business and to move opportunities through our sales funnel.</p> <p>Slalom's sales process has 5 stages and opportunities move through each stage:</p> <ol style="list-style-type: none"> 1. Identify: Basic information about new sales opportunities is entered (buyer, scope, buying timeline) by account and sales team members. 2. Qualify: The need and buyer are confirmed, and key pursuit roles are assigned (Pursuit Lead, Solution Lead). 3. Develop: The Pursuit Team works to craft a solution that aligns with the buyer's needs. 4. Present: The solution is presented to the buyer; this stage can include written responses, orals, or coding challenge components. 5. Negotiate: With a verbal agreement from the buyer, contract terms are negotiated and finalized. Preparations for delivery of services are underway in parallel in this phase. <p>Our Salesforce solution and stages enable our teams to proactively manage customer relationships and to be ready to respond when RFPs are released, or clients approach us regarding opportunities.</p> <p>Additional Opportunity Support: Slalom has marketing, business development, and sales professionals dedicated to the public sector and nonprofit industry, each of whom will be driven to grow business under Sourcewell and support the delivery of such contracts. There are also multiple internal Slalom teams that support our public sector leaders, as described below:</p> <p>Client Partners: Client partners are essential to managing and nurturing key client relationships. Slalom's client partners focus on building long-term client relationships and act as trusted advisors as well as identify growth opportunities to meet our clients' critical needs. Slalom's client partners advocate for our clients and maintain that expectations are met, proposed strategy and services are aligned with their unique goals, and that beneficial outcomes are met for both the client and Slalom.</p> <p>Engagement Management Office: Responsible for the oversight, review set-up, maintenance, and support of all of Slalom office's contracted engagements world-wide. The Slalom Engagement Management Office (EMO) is a team within Slalom's internal Accounting and Finance Department.</p> <p>Legal: Slalom Legal provides guidance for contractual matters, such as Non-Disclosure Agreements, Statements of Work, Terms & Conditions, Due Diligence Questionnaires, subcontractor agreements, and additional public sector forms as required.</p> <p>Business Insurance: Responsible for the review of any insurance requirements and the provider of Insurance Certificates.</p> <p>Information Security: Responsible for contractual components related to security. This includes reviews of any InfoSec requirements, answering InfoSec surveys, questionnaires, etc.</p>
30	Describe in detail the process and procedure of your customer service program, if applicable. Include your response-time capabilities and commitments, as well as any incentives that help your providers meet your stated service goals or promises.	<p>Contracts Customer Service: Slalom will appoint a dedicated Point of Contact to serve as the Contract Manager for this contract. The Contract Manager will be responsible for the following duties:</p> <ol style="list-style-type: none"> 1. Support the marketing and oversight of the Contract through regular scheduled meetings to discuss and evaluate marketing strategies, performance metrics, and other contract-related matters. 2. Collaborate with Sourcewell's contract management team to identify leads and opportunities for effectively marketing the Contract. 3. Facilitate dispute resolution between Slalom and its Customers.

4. Provide Sourcewell with updates on Slalom's performance under the Contract.

Customer Service Commitments:

Upon completion of each phase of the Services, customers have 10 days in which to accept or reject Slalom services and related deliverables, unless the Statement of Work (SOW) provides a different acceptance period.

Slalom has 15 days, or other period as otherwise agreed to or set forth in the SOW, to implement changes as shall be reasonably required to bring the Services or Deliverables in material conformity with contract specifications or to cure a breach of warranty. Slalom will notify the customer of all changes made and submit the revised services and deliverables to for acceptance.

In the event the corrected Services or Deliverables do not conform materially to the contract specifications after two re-work attempts, the customer may (a) accept the non-conforming services or deliverables at a discount negotiated between the parties; (b) require that Slalom make additional corrections to the services or deliverables according to a schedule mutually agreed upon by the parties; or (c) terminate the applicable SOW and receive a refund of all pre-paid amounts corresponding to the non-conforming services or deliverables.

Delivery Excellence:

Quality is never an afterthought, but rather an integral part of any initiative from beginning to end. We believe in promoting whole team ownership of quality throughout all project components and processes, and we understand the importance of having a quality approach throughout the entire project lifecycle. Slalom has an established, professional quality assurance program called Delivery Excellence (DE), which is focused on ensuring our teams work in a consistent, cohesive way throughout the Delivery Lifecycle of an engagement. This framework provides consistency, repeatability, and an environment that enables quality delivery. Our framework establishes a customer engagement lifecycle and core roles to support delivery from contract award and mobilizing the team to a smooth transition out. Four core roles are assigned to every customer engagement:

1. Engagement Lead: accountable for delivery, staffing, budget and contract financials.
2. Delivery Solution Lead: accountable for end-to-end solution implementation and ensuring delivery matches the customer needs, accountable for delivery quality.
3. Accountable Executive: Slalom executive contact for a customer, accountable for customer satisfaction.
4. Relationship Lead: owns the client relationship overall, regularly measures and tracks client satisfaction.

The DE framework provides the following elements that will allow us to deliver for Sourcewell customers with confidence:

1. Proven, experienced leaders are assigned to the project leadership roles. Good leadership transcends business functions, industries, and organizations, and the people we place in those roles have a record of successful, effective leadership.
2. Do the basics consistently and well. Maintaining a risk log (and actively discussing remediation), communicating often and transparently, and maintaining that team members manage their time well and that blockers are addressed quickly are keys to delivering well.
3. Get external viewpoints. Slalom stands up an internal steering committee for all engagements that meet a certain threshold of complexity, risk, and/or size. This allows our leadership team to test ideas with support from an outside perspective.
4. Ask for customer feedback. At the end of each project phase, we'll conduct a retrospective. This provides a safe, constructive environment for candid feedback about what went well and what we as a collective team would like to improve. This type of rapid, direct feedback is part of our culture and directly contributes to good project delivery.

Customer Love Program:

At Slalom, Customer Love is about showing genuine care and exceeding expectations to the point of thrilling our clients and creating customer loyalty - in the work itself and in the experience of working with us. It's about how we make people feel. Our "Bring More" mindset is about surpassing the expected and moving towards being truly transformational.

We measure Customer Love using ten dimensions – six expected behaviors (understanding customer business, actively listening, communicating effectively, aligning

		<p>on values, delivering exceptional results, ensuring customer success) and four transformational behaviors (being a challenger, bringing more, growing customer experts and leaders, making connections).</p> <p>Slalom's Customer Love scores across these ten dimensions are consistently high, with our highest scores coming from our PSI clients. We are pleased to share that our PSI account and delivery teams scored a 92.5 (out of 100) on Slalom's Customer Love index.</p> <p>For our customers, it means exceptional results, insight and value beyond the project, new meaningful connections and relationships, personal growth and recognition, and transformation of their business.</p>	
31	Describe your ability and willingness to provide your products and services to Sourcewell participating entities.	<p>Slalom is willing and able to provide our services to Sourcewell participating entities.</p> <p>We achieve our purpose of building better tomorrows for all by helping people and organizations dream bigger, move faster, and create lasting positive impacts. We are committed to working in all sectors, including federal or central government, state and local provincial governments, education and nonprofit - these are the organizations that affect change in our communities. We not only work in these sectors, we strive to connect them together. Connecting data and connected government leads to connected communities supporting lasting change.</p> <p>Our commitment to working in the public sector is demonstrated by our experience as a trusted partner to more than 800 government, education and nonprofit organizations on thousands of projects, with teams dedicated to serving the public and social sectors of our economy for over 20 years. Some quotes from our U.S. public sector customers are included below:</p> <p>"Slalom brought a really good team to the table and taught us to be self-sufficient." Large County, IT Director</p> <p>"Slalom's technical performance is setting the bar. [Its team] is experienced and extremely knowledgeable in providing us with logical, technical solutions, and genuinely cares about our success." Federal Agency, Program Manager</p> <p>"The need to innovate is just as critical in academic as it is in the corporate sector. With Slalom, we're creating the digital university of the future." Public State University, Administrator</p> <p>"I was amazed at how successful this collaboration was. It really exceeded all my expectations." Global NGO & Intergovernmental Organization, Chief Data & Emerging Technologies Director</p> <p>"It could have taken a pathologist three years to do what Slalom helped us do in three months." National Cancer Research, Nonprofit Scientific Director</p> <p>"This is the first time this network will have technology-based visibility to needs and supplies in an aggregate way, at a higher level than the last 40 years. It's a breakthrough." National Nonprofit, Chief Supply Chain Officer</p>	*

32	Describe your ability and willingness to provide your products and services to Sourcewell participating entities in Canada.	<p>Slalom is willing and able to provide our services to Sourcewell participating entities in Canada.</p> <p>We achieve our purpose of building better tomorrows for all by helping people and organizations dream bigger, move faster, and create lasting positive impacts. We are committed to working in all sectors, including federal or central government, state and local provincial governments, education and nonprofit - these are the organizations that affect change in our communities. We not only work in these sectors, we strive to connect them together. Connecting data and connected government leads to connected communities supporting lasting change.</p> <p>Our commitment to working in the public sector is demonstrated by our experience as a trusted partner to more than 800 government, education and nonprofit organizations on thousands of projects, with teams dedicated to serving the public and social sectors of our economy for over 20 years. Some quotes from our Canadian public sector customers are included below:</p> <p>What our Canada public sector customers say:</p> <p>“Slalom did an incredible job of engaging our team in the build—not just our technology team—but all of the users. Slalom got it—and us.” National Nonprofit, Senior Vice President</p> <p>“Slalom came forward with a robust, well-rounded team of subject matter experts who were able to start working with us right away and get up to speed incredibly quickly. They were the partner who consistently worked alongside us as we pivoted time and time again.” Federal and National Government, Director</p> <p>“Slalom jump-started our effort, establishing the much-needed capabilities we needed going forward.” National Nonprofit, Director</p>	*
33	Identify any geographic areas of the United States or Canada that you will NOT be fully serving through the proposed agreement.	Not applicable. Slalom is able to fully serve clients across the United States and Canada. There are no geographic restrictions on our services in North America.	*
34	Identify any account type of participating entity which will not have full access to your Solutions if awarded an agreement, and the reasoning for this.	Not applicable – all participating entities will have access to Slalom services.	*
35	Define any specific requirements or restrictions that would apply to our participating entities in Hawaii and Alaska and in US Territories.	Not applicable – there are no restrictions on Slalom’s ability to serve participating entities in Hawaii, Alaska, or US Territories.	*
36	Will Proposer extend terms of any awarded master agreement to nonprofit entities?	Yes, terms of any awarded master agreement will be extended to nonprofit entities.	*

Table 4: Marketing Plan (100 Points)

Line Item	Question	Response *
37	Describe your marketing strategy for promoting this opportunity. Upload representative samples of your marketing materials (if applicable) in the document upload section of your response.	<p>Slalom has full industry team of sales professionals, client partners, marketing specialists, bid managers, and contract managers dedicated to the public sector across the country (including federal, provincial, state, local, K-12 education, higher education and nonprofit entities and other public sector organizations that may have procurement benefits through Sourcewell), each of whom will be committed and directly incentivized through performance metrics to grow our business through the Sourcewell relationship.</p> <p>We will be leveraging our established relationships and business development capabilities in all the markets representing Sourcewell participating entities. Our existing footprint across the US and Canada and the established local organizational relationships our market offices have enables Slalom to be well positioned to help drive growth across North America.</p> <p>Slalom will establish a comprehensive marketing and promotional campaign to publicize the benefits of the Sourcewell vehicle. Our goals are to:</p> <ol style="list-style-type: none"> 1. Increase customer awareness of this procurement vehicle. 2. Raise customer awareness of available services and solutions. 3. Introduce customers to subcontractor(s) products, services, and solutions. 4. Drive expanded use of the Sourcewell contract vehicle. 5. Direct customers to the Sourcewell website to obtain contracting guidelines. 6. Be a partner to Sourcewell and its participating entities in achieving business outcomes.

Slalom's Marketing strategy for promoting this opportunity consists of the following specific actions:

1. Leverage and train Slalom's Marketing and Client Partner teams.
2. Develop Sourcewell promotional materials and advertising.
3. Market the Sourcewell contract vehicle on Slalom websites.
4. Direct communications campaigns (email, LinkedIn, etc.).
5. Maintain consistent presence at conferences.
6. Manage customer relationships.
7. Identify, track, and pursue opportunities.
8. Manage a marketing quality improvement plan.

Leverage and Train Slalom's Marketing Team:

As a global company, Slalom has an extensive Marketing team that not only spans the globe, but also has regional, state, and local geography focus. By leveraging this network of professionals to promote the use of the Sourcewell contract vehicle, we provide a powerful and immediate marketing capability. Upon being selected as Sourcewell vendor, Slalom would identify the individuals at Slalom that currently market to eligible Sourcewell channels. These individuals would then be educated on Sourcewell Customer Channels, the benefits of using the Sourcewell contract, and the plan to promote this contract through the means outlined in this plan. Additional training and education would be completed throughout the life of the contract to continue to promote the contracting mechanism with Slalom teams and potential Sourcewell clients across the US and Canada.

Develop Sourcewell Promotional Materials and Advertising:

Slalom would create collateral and materials to promote our contract with Sourcewell across marketing channels. This could include, but is not limited to, social media posts and blogs, industry events, content marketing, direct sales, whitepapers, podcasts, and more.

We offer workshops, training courses, and webinars, and we host hack-a-thons, technology communities, and leadership roundtables. Each of these events provides a mechanism for Slalom to create and distribute promotional materials and collateral, highlighting our contract with Sourcewell and showcase our expertise. We want to actively support Sourcewell customers, creating awareness of the value that Sourcewell contracts and solutions can bring to all stakeholders.

Our technology alliance partners, such as Microsoft, Amazon Web Services, Tableau, Snowflake, Salesforce, and more, are regularly engaged in marketing and customer support activities. We partner with these technology vendors to bring the power of their platforms and the depth and breadth of our Slalom experience to Sourcewell stakeholders in a way that makes the technology accessible and meaningful to their mission. Slalom is positioned to leverage our reach with Sourcewell customers across North America to promote our Sourcewell contract and services.

Direct Communications Campaigns:

Slalom will provide direct outreach via email communication, as well as targeted marketing campaigns across multiple channels to reach current and potential Sourcewell contract users. Our internal lead generation teams are set up to support direct email outreach to prospects, while our marketing teams manage email campaigns and outreach to current users. By regularly sending Sourcewell promotional materials, potential sponsors will remember Sourcewell when a need develops.

In addition to email outreach, our campaigns target current and potential users through organic, paid, and sponsored content across multiple channels, including LinkedIn, Twitter, and content syndication. These campaigns target our specified audience with the latest solutions and best practices to generate leads and drive engagement through follow up with invitations to workshops, webinars, 1:1 assessments, and more, with the goal of setting meetings and helping drive sales pipeline.

Maintain a Consistent Presence at Conferences:

Slalom will continue to grow its compelling presence at numerous conferences and other technology thought leadership forums. Leveraging our established reputation as a vendor agnostic market leader in modern tools and architectures will create the opportunity to meet potential public sector clients and discuss how Slalom can solve customer problems using the Sourcewell procurement vehicle. Some of the industry conferences that Slalom attends regularly are: National Association of State CIOs (NASCIO) Annual and Mid-Year Conference, Educause, NTEN Nonprofit Technology Conference, Metropolitan Information Exchange, AWS Public Sector Summit, Salesforce Dreamforce, Google Public Sector Summit and Microsoft Ignite. This is a representative list but includes examples across both government and nonprofit clients.

Manage a Marketing Quality Improvement Plan:

By tracking progress, we can both identify efforts that are highly successful and scale up, as well as pinpoint initiatives that need to be improved upon. With clearly defined goals and metrics, we will be able to track the ROI and adjust where needed.

Email Campaigns:

Email campaigns are a powerful medium to help nurture leads, convert prospects, and keep our audience engaged. For email campaigns, we may track open rate (percentage of email recipients that open the email), click-through rate (this gives direct insight into how many people are engaging with our content), conversion rate (the number of people that completed a call to action, i.e. fill out a form), and unsubscribe rate (this could indicate that our content isn't relevant or the frequency of email sends are too high).

LinkedIn Campaigns:

LinkedIn campaigns are highly effective in building brand awareness and reaching a large audience. With LinkedIn, the key metrics Slalom may measure are the number of clicks on our ads, impressions (the number of times our ad is seen), engagement rate (the number of interactions and clicks divided by the number of impressions), and the click-through rate (the number of clicks divided by impressions). We will also monitor the demographics viewing our ads to verify our target audience is captured accurately. These demographics and metrics will help determine if our messages resonate with the audience we've targeted and optimize the campaign.

Events:

Events are crucial to showcase Slalom's capabilities and connect with clients and prospects in a meaningful way. We can track the success of our in-person and virtual events through monitoring registrations and attendance, audience engagement, post event surveys, number of qualified sales leads (this is the leading indicator of event success), and the pipeline that is generated.

Thought Leadership:

Thought leadership helps build credibility and solidifies Slalom as an expert within the industry/field. We are able to validate the effectiveness of our thought leadership by tracking the amount of traffic going to the landing page or website and how many people are completing the call to action (CTA), such as downloading or viewing a piece of content.

Market the Sourcewell Contract Vehicle on Slalom Websites:

Like most consulting and software companies, Slalom's web presence can be an entry point for new and existing customers - and for Sourcewell, in accordance with this proposal, Slalom will stand up a webpage that delineates the scope and offerings of this contract. But more than just deploying a single page that meets a basic set of requirements, the joint web presence for Slalom and Sourcewell will also embody the high-quality product design and engineering, demonstrative of modern web sensibilities and value-oriented outcomes that Slalom is known for.

Furthermore, we believe Slalom's broad geographical reach will bring additional opportunities for Sourcewell through our network of government organizations across North America who may also leverage the Sourcewell program and its vendors.

Additionally, Slalom's web presence is not only a lead generation tool to connect clients with our services and offerings, but it is also an online destination for thought leadership, with key case studies, blog posts from our team of talent and subject matter experts, as well as a hub for our partnerships and relationships.

Link To Main Website(s)

Slalom Global – <https://www.slalom.com/>

Slalom Canada – <https://www.slalom.com/us/en/who-we-are/locations#canada>

Slalom Contract Vehicles – <https://www.slalom.com/us/en/legal/contract-vehicles>

We have provided representative samples of our marketing materials in the documents section of this response.

38	Describe your use of technology and digital data (e.g., social media, metadata usage) to enhance marketing effectiveness.	<p>Slalom leverages various technology and digital data for enhancing marketing effectiveness, including the following strategies:</p> <p>Direct Communications and Campaigns: Slalom will use email communication and targeted marketing campaigns across various channels to reach current and potential Sourcewell contract users. Our lead generation teams handle direct email outreach to prospects, while the marketing teams will manage email campaigns for current users. We also use organic, paid, and sponsored content on platforms like LinkedIn and X(Twitter) to engage the audience with the latest solutions and best practices, aiming to generate leads, drive engagement, and ultimately boost sales through follow-up activities like workshops and webinars.</p> <p>Email campaigns are effective for nurturing leads, converting prospects, and keeping the audience engaged. Key metrics tracked include open rate (percentage of recipients who open the email), click-through rate (engagement level with the content), conversion rate (number of people completing a call to action, like filling out a form), and unsubscribe rate (indicating potential issues with content relevance or email frequency).</p> <p>LinkedIn campaigns are effective for building brand awareness and reaching a wide audience. Slalom will measure key metrics such as the number of ad clicks, impressions (how often the ad is seen), engagement rate (interactions and clicks divided by impressions), and click-through rate (clicks divided by impressions). We will also monitor the demographics of viewers to verify they are reaching their target audience. These years and demographics will help assess if messages resonate and allow for campaign optimization.</p> <p>Market the Sourcewell Contract Vehicle on Slalom Websites: Slalom will create a dedicated webpage for Sourcewell, detailing the scope and offerings of the contract. Slalom's web presence can be an entry point for new and existing customers and will serve as both a lead generation tool and an online hub for thought leadership, featuring case studies, blog posts from experts, and information about partnerships.</p>	*
39	In your view, what is Sourcewell's role in promoting agreements arising out of this RFP? How will you integrate a Sourcewell-awarded agreement into your sales process?	<p>Sourcewell's role in promoting agreements arising out of this RFP include the following:</p> <p>Ongoing Member Awareness: Sourcewell will promote Slalom's Services through various channels, including online and direct marketing, marketing communications, face-to-face interactions with members, and social media and other relevant platforms.</p> <p>Contract Notification: Upon the commencement of the Master Agreement, Sourcewell will notify all members of the new agreement and make specific contract information available online for easy access.</p> <p>Sales Lead Identification: Sourcewell will identify and share appropriate sales leads with Slalom and assist with Slalom sales activities in various ways whenever possible.</p> <p>Business Development Support: Sourcewell will assign a Business Development Manager (BDM) to Slalom to aid in executing the business development plan.</p> <p>Market Intelligence Sharing: Sourcewell will share relevant market intelligence collected through surveys and other means to support Slalom's sales efforts.</p> <p>Slalom would appreciate the opportunity to integrate Sourcewell-awarded agreements into our sales process by sharing our success stories both internally and externally. We would assist Sourcewell with promoting these success stories by doing the following:</p> <ol style="list-style-type: none"> 1. Present our achievements and experiences to Sourcewell contract and account managers. 2. When Sourcewell provides us with opportunities to present to participating entities through webinars and similar platforms, Slalom will assist in planning and execution of such events, including identifying the audience, providing content, and leading the presentation. 	*
40	Are your Solutions available through an e-procurement ordering process? If so, describe your e-procurement system and how governmental and educational customers have used it.	No, Slalom services and solutions are tailored for customers and are not available for purchase through an e-procurement order process at this time.	*

Table 5A: Value-Added Attributes (100 Points)

Line Item	Question	Response *
41	Describe any product, equipment, maintenance, or operator training programs that you offer to Sourcewell participating entities.	<p>Slalom provides a number of training offerings, which we have detailed here:</p> <p>Webinars Type: Optional</p>

Include details, such as whether training is standard or optional, who provides training, and any costs that apply.

Host: Slalom
Cost: Free

Slalom hosts free webinars across the globe, focused on solutions that bring value to our customers. These webinars range from 'lunch and learn' type presentations to solution specific deep dives that focus on a specific technology or client story. Our webinar sessions can include clients that would like to share their experience and learnings with others, and always include subject matter experts that clearly and competently address the topic areas.

These webinars can be localized for a smaller audience or expanded to global reach. They can also be customized for a target audience, such as a specific agency across states, or a specific use case in higher ed, nonprofit or other industry vertical.

Across Slalom, we host more than a hundred webinars each year and would welcome Sourcewell and its participating entities to attend.

A few of our past webinar topics have included:

1. Managing your State's Paid Family Medical Leave Program.
2. California Courts: Embrace the Future of Justice.
3. Copilots for Education.
4. Modernize Public Service: Enabling & Building a Data Driven Culture.
5. Ready Campus: A data-driven approach to student success & well-being.
6. Better Service for Constituents. Better Outcomes for Communities.

Workshops

Type: Optional
Host: Slalom
Cost: Fee dependent on workshop scope

Slalom hosts thousands of workshops globally. Depending on the duration and expected outcome – these workshops can often be facilitated for free to our customers, or sometimes, as a paid engagement. Slalom uses workshops for the following reasons:

1. Unlock New Opportunities: Workshops act as a gateway for customers, exposing them to innovative solutions and services they might not have considered, potentially leading to new pursuit and sales opportunities.
2. Build Credibility & Trust: No-cost workshops demonstrate a commitment to customer success beyond mere transactions, fostering a relationship of trust and positioning Slalom as a reliable partner in the customer's journey.
3. Demonstrate Skill & Expertise: Workshops serve as a platform to showcase our team's knowledge and proficiency in multiple practice areas, illustrating Slalom's capabilities, helping customers tackle current and future industry challenges.
4. Bridge Theory into Practice: By presenting real-world applications and hands-on experience, workshops help customers visualize the practical implementation of technologies, maintaining they understand not just the 'what' but the 'how' of the solutions we aim to provide.

A few of our AI related workshop offerings include:

1. Generative AI: Work through common use-cases and data foundations to successfully enable value driven applications of Generative AI.
2. AI Enhanced Engineering: Discover how AI can boost developer productivity by 30-50% in our workshop co-developed with AWS.
3. Data Strategy: Align on your organization's bold vision and how data can enable it, understand where you are on the data journey, and next steps to enable that vision.
4. Constitutional AI: Explore the transformative potential of Constitutional AI, where we delve into AI systems designed to align with the core principles of constitutional governance. Discover how this innovative approach maintains transparency, accountability, and fairness in AI applications, particularly in sectors bound by stringent regulations

Note: List is not exhaustive and custom workshops are common.

Client Specific Engagements

Type: Standard
Host: Slalom
Cost: Cost negotiated in Statement of Work

Slalom tailors training for our clients on all the solutions we deliver. We design a learning transformation journey that progresses from discovery, through learners' interactions to organizational sustainment.

Prior to launch, we identify all impacted stakeholders and assess the skills of these individuals and groups. We then develop a skills matrix and learning paths aligned to the learning objectives of the solution being delivered. These inputs are used to design learning experiences that can include high- and low-tech learning options, such as videos, augmented reality training games, and online training competitions or interactive videos.

All learning options include communications to familiarize learners with the learning initiative and changes to come, job aids, on the job application and team coaching. Training sessions, including bootcamp options, are then conducted, followed by learners trying out their new skills with on-the-job activities. In addition to coaching from our trainers, peer-to-peer learning and mentoring is encouraged to embed these behaviors into daily work. To sustain new ways of working, knowledge transfer, documentation, and team retrospectives are all employed.

As part of our AI services, Slalom has crafted Executive AI Training, which guides executives on how to leverage AI to enable their business through an immersive executive learning experience. Best suited for organizations that are yet to begin their AI journey or have only engaged in limited AI experiments, we use an accelerated training to quickly ramp-up executive understanding of the fundamentals of AI. Priority business initiatives are aligned to practical AI use cases to help executives learn how to think broadly about AI as a driver to business growth. An AI readiness assessment is also performed. The end result is the selection of a single use case with calculated ROI and a plan for a pilot. We also educate on how to successfully lead AI initiatives within their organization.

42	Describe any technological advances that your proposed Solutions offer.	<p>Slalom continually invests in the development of tools to support and elevate the AI services we offer. Examples of some of most popular AI-related tools are included here. All of these tools have demos available for customer viewing.</p> <p>AI Value Calculator: Slalom's AI Value Calculator is an advisory methodology and proprietary tool designed to help businesses maximize their AI investments. It provides a comprehensive forecast of the total cost of ownership (TCO) and return on investment (ROI) for AI solutions. The AI Value Calculator delivers a 3-year ROI analysis, model-specific cost calculations, use case value comparisons, and investment prioritization based on cost, ROI, and risk, maintaining that businesses can identify and focus on the most valuable AI use cases and navigate the AI tool landscape with confidence.</p> <p>BrAlnstorm - AI Powered Ideation: BrAlnstorm combines a proprietary Gen AI tool with Slalom's best-in-class creative ideation facilitation frameworks to unlock the innovative potential of teams. This solution enhances ideation by generating 40% more ideas during workshops compared to traditional methods. By lowering the threshold to innovation and enabling self-service design thinking activities, BrAlnstorm kickstarts innovation conversations and creates a system of sustained creativity.</p> <p>Intelligent Document Processing (IDP): our IDP accelerator saves time and money while enabling faster responses to constituent requests. Powered by AWS' modern cloud and data platform, the accelerator includes out of the box PHI & PII redaction and archiving capabilities that are modular and scalable to many other AI use cases. Government agencies still depend heavily on paper documents, photos, PDFs, and unstructured data in physical forms. Processing these documents manually—whether for public information requests, insurance claims, crime investigations, or case management—is time-consuming and prone to error. When redaction of PII or PHI on documents is required, manual processes can take weeks, months, or sometimes years. By automating tedious tasks like redaction and data extraction, IDP reduces manual errors, time-consuming processes, and compliance risk, ultimately protecting sensitive information and improving the efficiency and effectiveness of government services for constituents and the community. Our customers have seen benefits including 50% to 75% reduction in paperwork processing times, faster response to FOIA requests, claims, & case processing and enabling automated compliance checks to comply with regulations, saving time and lowering risk.</p> <p>AI Service Desk Agent: AI Service Desk Agent helps customers realize efficiency gains and improve their customer experience by integrating AI into their billings and payment service desks. Customer service desks can be expensive to run and manage. The process for handling requests is slow and manual, which can harm the customer experience. Slalom uses Gen AI to transform the customer experience, offering efficiency and empowerment. Through a user-friendly chat interface, customers can seamlessly interact, submit documents, and resolve their needs without calling a call center.</p> <p>AI Call Center Assistant: AI Call Center Assistant uses Gen AI to empower call center agents to become more efficient and proactive. The AI Supported Call Center automatically fetches relevant customer information upon receiving the call, reducing agent research time and even suggesting responses based on live call analysis. This Gen AI tool streamlines the customer experience and boosts call center efficiency.</p> <p>Quantum Leap: Quantum Leap is a tool that allows Slalom to accelerate the creation of discovery and program documents using pre-existing documentation, architecture diagrams, project request and requirements included in the Request for Proposal (RFP) or Statement of Work (SOW). Document outputs from this tool include the Project Charter, Epic Level Backlogs, and target state Architecture diagrams. This reduces the time from discovery to stakeholder alignment and start of implementation.</p> <p>Complexity Analyzer: Complexity Analyzer scans existing code repositories and generates a high-level score that indicates the complexity of existing logic and functions. This helps provide confidence when scoping the project effort.</p> <p>Data Genius: Data Genius is a tool that Slalom developed to aid in modernization of existing code into new target languages. It will convert existing code in a source language, into the selected target language, providing a business readable interpretation of the code function, and provides a confidence score that the generated target code correctly replicates the source code functionality.</p> <p>TaskStream: TaskStream is a proprietary implementation of end-to-end, agent-based AI development that allows Slalom consultants to leverage AI throughout all stages of the software development process to deliver value for the customer. This tool is installed and run within a client environment and can be used to analyze requirements, curate a backlog, and refine individual stories with details such as acceptance criteria, example code and test code. The AI agents, with the oversight of a software engineer, can then act on those stories to generate code, initiate pull requests, perform code review and issue resolution. The end-to-end connected capabilities of TaskStream allows Slalom to accelerate delivery with AI, while always including a human in the process to maintain high quality of work.</p>
43	Describe specific customer	Slalom's AI services are aligned to five main customer challenges:

challenges your Artificial Intelligence (AI) services successfully addressed and provide two (2) examples that demonstrate how those challenges were overcome.

1. Customer challenge: "I'm not sure AI can help my organization."

Slalom services:

Executive AI Training guides executives on how to leverage AI to enable their business through an immersive executive learning experience.

AI-Enabled Strategy supports a shift in the corporate mindset to prioritize AI as a key enabler for an organization, transforming towards an AI-first mindset.

Slalom example:

With the recent acceleration of Generative AI products hitting the market, a life sciences company wanted to better understand and adapt to this rapidly evolving technology. Our client's business leaders were looking for ways to lay the foundational groundwork and develop a framework to enable continued conversations and road-mapping around Generative AI across the organization.

We partnered with our client to install and configure the GenAI framework for Salesforce and build out one critical use case. The admin configurable Generative Object Summarization Proof of Concept can provide summaries on any object in Salesforce allowing for a variety of applications to fit business needs. Additionally, we engaged with business and technical stakeholders to understand their concerns around GenAI. This informed knowledge sharing and training sessions we conducted to educate and upskill the organization on GenAI and supporting capabilities. Lastly, we leveraged key learnings as a starting point for future GenAI use case ideation, development, implementation, and maintenance.

A Generative Object Summarization Proof of Concept addressed a use case from their Technical Support Services team wanting to understand the history of Accounts, but being limited in the time and effort required to review a high volume of cases. With the click of a button, the team can view the Account Case Summary and Case Complaints Summary embedded in the Salesforce console experience, allowing them to assist customers more promptly and efficiently. After seeing the possibilities through a single use case, our client is now set up to explore where this can be integrated across their business for a variety of use cases to move quicker and smarter than their competition.

2. Customer challenge: "I'm not sure how AI can help my initiatives."

Slalom services:

AI Proof of Concept validates a high priority use case for AI with a robust ROI model and well-structured proof of concept.

AI Innovation Lab establishes an environment to validate organization use cases and fuel innovation across lines of business.

Slalom example:

A leading global financial services company wanted to explore the intersection of digital humans and Generative AI technology. Their innovation lab wanted to demonstrate the ability to have a digital assistant find and answer questions from the information in the lab's years of technology research. Slalom partnered with our client's innovation lab to create a Proof of Concept of an AI-Enabled Digital Person.

Through a strategic partnership with our client's innovation lab, Slalom embarked on a transformative journey to conceptualize and bring to life an AI-Enabled Digital Person. Slalom seamlessly integrated the Proof of Concept into the client's robust AWS infrastructure and expertly orchestrated the intricate web of connections, bridging data, Azure OpenAI services, and the employed captivating Soul Machine Digital Human/Avatar.

This collaborative effort resulted in the development of a groundbreaking Proof of Concept. The AI avatar or digital person increased engagement significantly compared to typical chatbots, creating an authentic emotional connection with customers and building brand trust and loyalty. The AI avatar also can understand and react as part of a complete multimodal, verbal and non-verbal exchange. This POC effectively demonstrated to the client the vast potential and innovative capabilities of employing AI-driven digital entities.

3. Customer challenge: "We're not able to use AI in production and realize our return on investment."

Slalom services:

AI (Intelligent) Products embed a validated AI solution into products, processes and applications leveraging MLOps to monitor, retrain and interpret in production.

AI Production Line is enabled to standardize processes for training, deployment, monitoring and re-training AI solutions.

Slalom example:

A large life sciences organization's research and development group wanted to enable

machine learning at scale. The existing process to bring machine learning (ML) models to production was manual and time consuming, and the current environments were not GxP compliant, meaning they did not properly track the lineage of the models as they moved through the development lifecycle, a key tenant of GxP compliance. This led to manual and laborious processes to create the necessary change history for each ML Model and the corresponding compliance documentation.

The client sought a solution which would address the following two core functions:

1. A workbench for Data scientists to develop, train, test, and validate ML models and can produce audit logs that show lineage across the ML model lifecycle (i.e., from training data, validation data, model artifacts used to inference produced).
2. Enable the ability to store a repository of ML Models and Algorithms for other applications to consume.

Slalom worked with the client to help define a GxP compliant MLOps platform to enable the rapid movement of models to production. Powered by AWS SageMaker Studio, the final solution included:

1. An intuitive interface that helps data science teams streamline management of their current projects, models, and endpoints that connects to the power of AWS to train, test, deploy, and harden their models for production.
2. A platform to enable collaborative ML model development, with integrated execution from model development to deployment/ operations.
3. Enablement of automated and repeatable steps in ML processes, and different access levels based on team personas.
4. Model artifact and environment versioning, ML model registry, and endpoints.

With the new platform, evidence for GxP compliance was automatically created and stored, eliminating the previous creation of unwieldy PowerPoint decks and documentation used to track lineage. In addition, separate user guides and developer guides were created to enable the different roles and functions within the team to adopt the new platform. Finally, budgets and reporting were created to support the management of spend and tracking of resources created in the AWS environment.

The organization is now moving forward with adopting ML at scale across product lines and groups.

4. Customer challenge: "We want to modernize our archaic technologies, including mainframes."

Slalom services:

AI Accelerated Engineering is our reimagined approach to the software development lifecycle, integrating AI from vision alignment to scaled operations. This suite of offerings delivers faster, more efficient, and impactful technology development to achieve our customers' desired outcomes.

Slalom example:

A government agency was facing pressure to reduce legislative burden and red tape for agricultural businesses in a scalable manner. Policy advisors are routinely tasked with scanning government legislation for duplicative, prescriptive, and outdated language. This approach is resource intensive and can lead to lengthy and error-prone legislative analysis with unclear path to red tape reduction. The government agency curated a set of examples identifying red tape within legislative texts as well as a set of natural language instructions for detecting regulatory compliance requirements and prescriptive terminology.

Slalom was engaged to achieve two goals:

1. Demonstrate that Generative AI and Prompt Engineering could be leveraged to detect regulatory requirements and prescriptive language.
2. Collaboratively educate, build, and deploy an MVP GenAI Application with future use cases in mind.

Our team leveraged Azure OpenAI GPT-3.5 model and Custom Prompts to build an AI application to detect prescriptive language; made recommendations on data governance and security considerations for GenAI architectures; and deployed solution into customer environment.

Slalom deployed the first GenAI-powered application in the client's Azure environment that processed a large section of legislative text to produce accurate prescriptive language count and rationale. Our team also enabled a friendly user experience to empower human-in-the-loop response validation by policy advisors and built a robust and automated validation framework to iterate on custom prompts.

These outcomes enabled the government agency to significantly reduce time for human advisors to scan through legislative text and empower them to partner with government organizations to reduce red tape for businesses.

5. Customer challenge: "We want to do things faster, whether that's managing a backlog of appeals for constituents or responding to legislative changes that impact our systems more quickly."

Slalom services:
AI Accelerated Engineering is our reimagined approach to the software development lifecycle, integrating AI from vision alignment to scaled operations. This suite of offerings delivers faster, more efficient, and impactful technology development to achieve our customers' desired outcomes.

AI (Intelligent) Products embed a validated AI solution into products, processes and applications leveraging MLOps to monitor, retrain and interpret in production.

Slalom example:
Our customer, a company that specializes in cloud-based accounting software for small business owners, was on a mission to deliver ongoing value for their customers through product and technology enhancements and platform modernization with the goal of unlocking long term efficiency, scalability, productivity and speed to market.

One area of focus for the organization was on improving customer experience with their customer support agents. These agents respond to upwards of 100K customer inquiries a month. Response times varied widely as answering inquiries required agents to manually search for answers across countless internal knowledgebase articles, hosted on Salesforce. To enhance overall customer experience, they needed to reduce the manual time and effort needed for their customer support agents to find relevant answers and respond to customer inquiries.

The client initially partnered with Slalom to conduct a Technical Discovery, the objective of which was to establish working connectivity between the client's Salesforce environment and AWS Generative AI Services.

Following the successful completion of this Discovery, Slalom worked with the client to complete a Proof of Concept that gave support agents a bot built on AWS Generative AI services, accessible from within Salesforce that surfaced timely, accurate answers for the agents based on the customer inquiry, case history, and other relevant information. The team also built in feedback mechanisms that improved the quality of responses over time.

Slalom also supported the organization with building the application, testing for accuracy, establishing a governance framework, conducting an operating model impact assessment, and creating an approach to change management.

Upon launch, the organization found that the agent assist bot provided suitable answers, without need for further editing to simple customer queries in 75% of cases. With LLM training and fine tuning, and the ongoing creation of additional contexts and prompt refinement this number began to trend upwards. The client manages a case volume of upwards of 100K per month, and the reduction in time for case handling delivered by the bot provided a significant cost saving in their customer experience efforts.

44	Describe any “green” initiatives that relate to your company or to your Solutions, and include a list of the certifying agency for each.	<p>In 2020, we set a goal to achieve carbon-neutrality in our operation emissions, shift to 100% renewable electricity, and implement waste-reduction programs across all Slalom offices by or before 2030.</p> <p>In February 2021, Slalom joined The Climate Pledge (https://www.theclimatepledge.com/), a call for businesses and organizations to take collective action on the world’s most pressing crisis and work together for a safe and healthy planet for future generations. As a signatory, Slalom is committed to measuring and reporting greenhouse gas emissions on a regular basis, implementing decarbonization strategies in line with the Paris Agreement, and neutralizing any remaining emissions with credible offsets.</p> <p>In 2024, we set near-term company-wide emission reductions in line with climate science with and approved by Science Based Targets initiative (SBTi) (https://sciencebasedtargets.org/). Slalom commits to reducing absolute scope 1 and 2 GHG emissions by 46.2% and reducing scope 3 GHG emissions by 55% per FTE by 2030 from a 2019 base year.</p> <p>The SBTi’s Target Validation Team classified Slalom’s scope 1 and 2 target ambition and determined it is in line with a 1.5°C trajectory. To see Slalom listed as a Company Taking Action on SBTi’s public website, please visit https://sciencebasedtargets.org/companies-taking-action.</p> <p>Additionally, Slalom, along with its partners, have been recognized as a Bronze Innovation Lions winner at the Cannes Lions Festival of Creativity 2024, recognized for our ground-breaking solution: Vanishing Emails. Created by VML, built by Slalom, and powered by Amazon Web Services. This technology solution using AI to delete expired promotional emails in your inbox, reducing carbon emissions associated with the data center storage for these expired emails.</p> <p>For more information on Slalom’s environmental commitments, please visit slalom.com/us/en/who-we-are/environmental-impact or contact sustainabilityandimpact@slalom.com.</p>	*
45	Identify any third-party issued eco-labels, ratings or certifications that your company has received for the Solutions included in your Proposal related to energy efficiency or conservation, life-cycle design (cradle-to-cradle), or other green/sustainability factors.	<p>Slalom has been third-party reviewed, assured, and ranked against the following:</p> <p>ISO 14063-3:2019 Standard for GHG emissions verification Carbon Disclosure Project – B Ecovadis – Silver Medalist</p> <p>Additionally, Slalom supports clients with reducing their emissions footprint by moving to cloud-based computing. We also offer solutions, such as Vanishing Emails to use AI to assist clients with reducing their emissions footprint from expired emails.</p> <p>We publicly report progress against our environmental goals in our annual Impact Report. View our 2023 Impact Report here: go.slalom.com/Slalom-2023-Impact-Report.</p>	*
46	What unique attributes does your company, your products, or your services offer to Sourcewell participating entities? What makes your proposed solutions unique in your industry as it applies to Sourcewell participating entities?	<p>1. Slalom’s multi-year investment in AI has produced unique delivery accelerators that maximize speed to value. Slalom is established in the AI space, with a track-record of success for our clients. We bring 50+ unique tools and solutions aligned to major cloud platforms to enable faster learning, action and results.</p> <p>2. By learning our customer’s business model and AI objectives up front, we align appropriate technologies and design approaches to optimize outcomes. We are technology agnostic and don’t assume one tool or technology fits all. We start with learning a customer’s business and defining desired outcomes. We then move quickly to delivering value.</p> <p>3. Slalom has expertise in marketing, selling through, and maintaining contract vehicles to serve public sector and nonprofit clients. Slalom is a mature services provider for government and nonprofit entities, with established contract vehicles across 35 states and multiple cooperative contracts.</p> <p>4. As a trusted partner to over 700 of the world’s leading solution providers, Slalom has access to various partner funding programs to help offset costs for our customers. Funding programs are strategic collaborations that allow us to enhance customer experiences and power modern work strategies. This shared commitment to customer obsession positions us to deliver exceptional value and accelerate success.</p> <p>Slalom is not paid or incentivized to recommend one solution over another, and recommendations are based on Slalom’s assessment of the client’s specific needs and what is in the client’s best interest. By unlocking funding opportunities for our customers, we help them achieve their goals faster and more affordably than ever before.</p>	*

Table 5B: Value-Added Attributes

Line Item	Question	Certification	Offered	Comment
47	Select any Women or Minority Business Entity (WMBE), Small Business Entity (SBE), or veteran owned business certifications that your company or hub partners have obtained. Upload documentation and a listing of dealerships, HUB partners or resellers if available. Select all that apply.		<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>As part of our broader partnership program, Slalom works with small business enterprises of various socio-economic designations, including minority-owned, women-owned, and veteran-owned businesses. We have developed trusted partnerships with these small business enterprises to bring niche or complementary capabilities to our clients, depending upon the scope of work required from our customers.</p> <p>Slalom established a Partnership Office to better serve our small business partner community. As a large business, we feel we have a responsibility to champion small businesses and elevate them in our cooperative support of the public sector.</p> <p>Given the scope of services for this contract vehicle, we have chosen to highlight small business enterprises that Slalom has partnered with for AI-specific services and broader technology consulting services.</p>
48		Minority Business Enterprise (MBE)	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Company Name: Enspyre Management Services</p> <p>Company Overview: Enspyre Management Services is a trusted provider of innovative technology solutions and strategic consulting services. With expertise in industries such as software development, engineering, and management consulting, we deliver tailored solutions that drive digital transformation and business growth. Our team of experienced professionals combines technical expertise with industry knowledge to address complex challenges and help organizations achieve their goals. Whether it's developing custom software applications, providing engineering services for infrastructure projects, or offering strategic management consulting, we are dedicated to delivering exceptional value and exceeding client expectations. With a customer-centric approach, we partner with our clients to navigate the ever-evolving business landscape and drive sustainable success.</p> <p>Company Website: https://www.enspyremanagementservices.com/ Capability Statement (see attachment): WMBE-MBE-SBE or Related Certificates_Slalom_Enspyre Capability Statement_RFP #110724 Small Business Administration (SBA) Profile: https://dsbs.sba.gov/search/dsp_profile.cfm?SAM_UEI=RZAKC9KNLF89</p> <p>Company Name: M&S Consulting</p> <p>Company Overview: M&S Consulting is a privately held Women-Owned, Small, Disadvantaged Business and IT consulting company serving commercial and public sector clients across the United States and internationally. Since 2002, we've been driven by meaningful and trusted long-term relationships and innovative leadership. We are committed to solving complex problems for evolving businesses and government organizations including federal and state governments, telecommunications, and commercial clients. M&S stands for Management and Solutions. Since 2002, we've been making the complex simple, helping organizations from a diverse array of industries use advanced tech tools to achieve game-changing digital transformations.</p> <p>Streamline your systems by offloading busy work to AI and automating repetitive processes. Our internal AI experts guide your organization while also offering implementation and project leadership to harness the power of AI for unparalleled innovation.</p> <p>Company Website: https://www.mandsconsulting.com/ Capability Statement (see attachment): WMBE-MBE-SBE or Related Certificates_Slalom_M&S Consulting Capability Statement_RFP #110724 Small Business Administration (SBA) Profile:</p>

			<p>https://dsbs.sba.gov/search/dsp_profile.cfm?SAM_UEI=Q7ZSH5TD35G9</p> <p>Company Name: Onit Management Consulting</p> <p>Company Overview: Founded in 2013, Onit Management Consulting provides expert management consultants for roles in technical and business project and program management, organizational change management (OCM), ESJ / DEI program evaluation and management, business process optimization, Lean / Six Sigma process improvement, communications and more. Our business is solving our clients' problems, and we are proud to count among our client list many of the Pacific Northwest's leading commercial and government institutions including King County, State of Washington, City of Seattle, Puget Sound Energy, Sound Transit, City of Tacoma, Microsoft, and more.</p> <p>Company Website: www.onitmc.com Capability Statement (see attachment): WMBE-MBE-SBE or Related Certificates_Slalom_Onit Management Consulting Capability Statement_RFP #110724</p> <p>Company Name: Reliable Software Resources, Inc. dba proSkale</p> <p>Company Overview: Reliable Software Resources (dba as proSkale) is a cutting-edge professional services company, providing a broad range of high value, industry specific services and solutions in Strategy & Advisory, Analytics, Information Management, Legacy Application Modernization, Digital & Cloud and Workforce Management.</p> <p>We provide lean, optimized consulting delivering high-value, industry-specific IT solutions on budget and on time. Our unique industry-based consultative approach helps our clients envision, build and run innovative and efficient businesses. Our team of data scientists from university collaborations and our research lab can solve all logical problems that you may face in the constantly moving digital eco system.</p> <p>Company Website: www.proskale.com Capability Statement (see attachment): WMBE-MBE-SBE or Related Certificates_Slalom_Reliable Software Resources dba proSkale Capability Statement_RFP #110724 MBE certification (see attachment): WMBE-MBE-SBE or Related Certificates_Slalom_Reliable Software Resources dba proSkale MBE Certificate 2024_2025_RFP #110724</p>
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49		Women Business Enterprise (WBE)	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Company Name: aFit Staffing</p> <p>Company Overview: aFit is a women-owned staffing company focused on Information Technology and Operations staffing across public sector and commercial industries. We are a small business and WBE Certified in multiple states, including:</p> <p>Illinois (BEP) Indiana Indianapolis Kentucky Massachusetts Missouri Tennessee Rhode Island Vermont Virginia (SWAM) The Federal Government</p> <p>We care about our employees, partners, and clients. We touch base on a frequent cadence to ensure success. We have been called the “easy button” by our partners and clients for our responsiveness and collaboration. aFit is a trusted partner who follows through on commitments and is focused on “doing right” by our our people, our partners, and our clients.</p> <p>Company Website: https://afitstaffing.com/ Capability Statement (see attachment): WMBE-MBE-SBE or Related Certificates_Slalom_aFit Capability Statement_RFP #110724 Small Business Administration (SBA) Profile: https://dsbs.sba.gov/search/dsp_profile.cfm?SAM_U EI=NDZGKXJNGTM7</p> <p>Company Name: Onit Management Consulting</p> <p>Company Overview: Founded in 2013, Onit Management Consulting provides expert management consultants for roles in technical and business project and program management, organizational change management (OCM), ESJ / DEI program evaluation and management, business process optimization, Lean / Six Sigma process improvement, communications and more. Our business is solving our clients' problems, and we are proud to count among our client list many of the Pacific Northwest's leading commercial and government institutions including King County, State of Washington, City of Seattle, Puget Sound Energy, Sound Transit, City of Tacoma, Microsoft, and more.</p> <p>Capability Statement (see attachment): WMBE-MBE-SBE or Related Certificates_Slalom_Onit Management Consulting Capability Statement_RFP #110724</p>
50		Disabled-Owned Business Enterprise (DOBE)	<input checked="" type="radio"/> Yes <input type="radio"/> No	Slalom included our Service-Disabled, Veteran-Owned Businesses in Item #52.
51		Veteran-Owned Business Enterprise (VBE)	<input checked="" type="radio"/> Yes <input type="radio"/> No	Slalom included our Service-Disabled, Veteran-Owned Businesses in Item #52.

52		Service-Disabled Veteran-Owned Business (SDVOB)	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Company Name: Delta Lima.ai</p> <p>Company Overview: Delta Lima is driven by a relentless pursuit of mission accomplishment for our clients. We begin every contract with a deep dive into the culture of every organization we serve to discreetly understand the mission of the organization we are supporting. Every federal government entity, and each team within each entity, has a distinct mission with distinct needs; whether it be feeding America's hungry or getting the best possible digital intelligence to men and women on the front lines anywhere in the world. Once that mission is understood Delta Lima will chart the shortest possible line between where your data is today, and mission success. Our mission is your mission.</p> <p>A critical piece to mission success is the comprehension of client value, and the contextualization of that value within a cognizance of the complexity and level-of-effort required to deliver the most modern possible AI solutions. An understanding of state-of-the-art AI applications is critical in pursuit of this goal; but without the knowledge and wisdom to architect an efficiently productionalizable solution, the insights possible to achieve from those models will never make it into the hands of your organizations decision makers. Delta Lima is acutely capable of utilizing data maturity to deliver quick wins, in addition to architecting solutions that will plug-and-play with more advanced technology as it comes online.</p> <p>Company Website: www.deltalima.ai Capability Statement (see attachment): WMBE-MBE-SBE or Related Certificates_Slalom_Delta Lima.ai Capability Statement_RFP #110724 Small Business Administration (SBA) Profile: https://dsbs.sba.gov/search/dsp_profile.cfm?SAM_UI=PW2FKMNGYDW9 Veteran Small Business Certification: WMBE-MBE-SBE or Related Certificates_Slalom_Delta Lima.ai Veteran Owned Small Business Documentation_RFP #110724</p> <p>Company Name: vTech Solution</p> <p>Company Overview: vTech Solution Inc (vTech) was established in 2006 by a group of highly qualified IT professionals, headquartered in Washington DC. We also have a presence in Virginia, Maryland, Michigan, Massachusetts, Texas and various other states within US; assisting government and the commercial sectors by delivering technology solutions through IT Consulting and Managed IT Staffing Services.</p> <p>Drawing on our experience and built on a foundation of integrity, vTech endeavors to overcome the challenges and opportunities confronting private and government sectors by incorporating the latest IT solutions, complete with industry best practices. vTech, therefore, helps organizations to embrace a leadership model that will focus both on IT systems and people.</p> <p>In a nutshell, we facilitate efficient and effective IT team resourcing and IT team building realigning the organization's purpose, mission, process, and systems with the needs of its most important asset – its people. Overall, we build, deploy and manage enterprise applications, IT infrastructures, and other IT systems.</p> <p>Company Website: https://www.vtechsoln.com/ Capability Statement (see attachment): WMBE-MBE-SBE or Related Certificates_Slalom_vTech Solution Capability Statement_RFP #110724 Small Business Administration (SBA) Profile: https://dsbs.sba.gov/search/dsp_profile.cfm?SAM_UI=WZLHAY2GXR66</p>
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53		Small Business Enterprise (SBE)	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Company Name: Kungfu.ai</p> <p>Company Overview: At KUNGFU.AI, we know that realizing significant returns on AI investment involves much more than building models. It includes learning how to leverage AI as a competitive lead in your business and sustaining that advantage into the future. AI can radically transform your business, but finding success with AI isn't straightforward. That's where we can help.</p> <p>While building AI strategies for our clients involves envisioning the future, we ground our methodology in a deep understanding of the people who shape everything: the team who generates your data, the designers behind your AI models, the users who interact with your AI tools and products, and the leaders moving you into a future where AI is at the center of a new economy.</p> <p>Company Website: https://www.kungfu.ai/ Capability Statement (see attachment): WMBE-MBE-SBE or Related Certificates_Slalom_Kungfu.ai Capability Statement_RFP #110724 Small Business Administration (SBA) Profile: https://dsbs.sba.gov/search/dsp_profile.cfm? SAM_UEI=HA4RDBKGA8D1</p> <p>Company Name: Sembix.ai</p> <p>Company Overview: Sembix.ai is a leading innovator in AI-driven digital transformation, focused on empowering organizations to modernize their legacy applications from the ground up. Our platform leverages advanced AI technologies to modernize and optimize outdated systems, transforming them into modern, scalable, and secure solutions. Beyond just modernization, we provide the tools and training necessary for businesses to continue driving innovation and efficiency across their entire organization, ensuring sustained growth and long-term success. Our experience, expertise in AI and Cloud technologies, product development capabilities, and a proven track record is what differentiates us.</p> <p>Our deep expertise spans across integrating generative AI into software engineering, AI-driven solutions and cloud-native applications, where we leverage the latest technologies from leading providers like AWS, Azure, and Google Cloud.</p> <p>Company Website: https://sembix.ai</p>
54		Small Disadvantaged Business (SDB)	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Company Name: Enspyre Management Services</p> <p>Company Overview: Enspyre Management Services is a trusted provider of innovative technology solutions and strategic consulting services. With expertise in industries such as software development, engineering, and management consulting, we deliver tailored solutions that drive digital transformation and business growth. Our team of experienced professionals combines technical expertise with industry knowledge to address complex challenges and help organizations achieve their goals. Whether it's developing custom software applications, providing engineering services for infrastructure projects, or offering strategic management consulting, we are dedicated to delivering exceptional value and exceeding client expectations. With a customer-centric approach, we partner with our clients to navigate the ever-evolving business landscape and drive sustainable success.</p> <p>Company Website: https://www.enspyremanagementservices.com/ Capability Statement (see attachment): WMBE-MBE-SBE or Related Certificates_Slalom_Enspyre Capability Statement_RFP #110724 Small Business Administration (SBA) Profile: https://dsbs.sba.gov/search/dsp_profile.cfm? SAM_UEI=RZAKC9KNLF89</p>

				<p>Company Name: M&S Consulting</p> <p>Company Overview: M&S Consulting is a privately held Women-Owned, Small, Disadvantaged Business and IT consulting company serving commercial and public sector clients across the United States and internationally. Since 2002, we've been driven by meaningful and trusted long-term relationships and innovative leadership. We are committed to solving complex problems for evolving businesses and government organizations including federal and state governments, telecommunications, and commercial clients. M&S stands for Management and Solutions. Since 2002, we've been making the complex simple, helping organizations from a diverse array of industries use advanced tech tools to achieve game-changing digital transformations.</p> <p>Streamline your systems by offloading busy work to AI and automating repetitive processes. Our internal AI experts guide your organization while also offering implementation and project leadership to harness the power of AI for unparalleled innovation.</p> <p>Company Website: https://www.mandsconsulting.com/ Capability Statement (see attachment): WMBE-MBE-SBE or Related Certificates_Slalom_M&S Consulting Capability Statement_RFP #110724 Small Business Administration (SBA) Profile: https://dsbs.sba.gov/search/dsp_profile.cfm?SAM_UEI=Q7ZSH5TD35G9</p> <p>Company Name: Scale Capacity</p> <p>Company Overview: ScaleCapacity is an AWS partner with several key competencies and service delivery credentials. ScaleCapacity brings its years of experience as an AWS Solution Provider, implementing IT solutions for both public and private sector customers. We've modernized more than 100 enterprise applications, handling all aspects of application and infrastructure transformation from education and strategy development to complex deployments and ongoing operational management.</p> <p>ScaleCapacity can help you with the process of examining, cleaning, transforming, and modeling data with the goal of discovering useful information, informing conclusions, and supporting decision making. We use a range of techniques and methods, including statistical analysis, machine learning, and data visualization, to extract insights and knowledge from data.</p> <p>Company Website: https://www.scalecapacity.com/ Small Business Administration (SBA) Profile: https://dsbs.sba.gov/search/dsp_profile.cfm?SAM_UEI=C9CFHMLJAH8</p>
55		Women-Owned Small Business (WOSB)	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Company Name: M&S Consulting</p> <p>Company Overview: M&S Consulting is a privately held Women-Owned, Small, Disadvantaged Business and IT consulting company serving commercial and public sector clients across the United States and internationally. Since 2002, we've been driven by meaningful and trusted long-term relationships and innovative leadership. We are committed to solving complex problems for evolving businesses and government organizations including federal and state governments, telecommunications, and commercial clients. M&S stands for Management and Solutions. Since 2002, we've been making the complex simple, helping organizations from a diverse array of industries use advanced tech tools to achieve game-changing digital transformations.</p> <p>Streamline your systems by offloading busy work to AI and</p>

automating repetitive processes. Our internal AI experts guide your organization while also offering implementation and project leadership to harness the power of AI for unparalleled innovation.

Company Website: <https://www.mandsconsulting.com/>
 Capability Statement (see attachment): WMBE-MBE-SBE or Related Certificates_Slalom_M&S Consulting Capability Statement_RFP #110724
 Small Business Administration (SBA) Profile: [https://dsbs.sba.gov/search/dsp_profile.cfm?](https://dsbs.sba.gov/search/dsp_profile.cfm?SAM_UEI=Q7ZSH5TD35G9)
 SAM_UEI=Q7ZSH5TD35G9

Company Name: AttainX

Company Overview:

AttainX has been supporting DOD and Civilian agencies since 2008. We build the core capabilities, and develop market leading applications, advanced analytics, machine learning, emergent technologies, and even more innovative solutions to support our US federal government customers. Our innovative and agile mindset is key to the development of modernized solutions that address the evolving complex challenges of our clients.

Understanding the increasing importance of artificial intelligence, automation, machine learning, data science, business intelligence and other innovative technologies, we are advancing digital technologies to be significantly relevant to our clients and drive even greater differentiation in the marketplace.

Company Website: <https://attainx.com/>
 Capability Statement (see attachment): WMBE-MBE-SBE or Related Certificates_Slalom_AttainX Capability Statement_RFP #110724
 Small Business Administration (SBA) Profile: [https://dsbs.sba.gov/search/dsp_profile.cfm?](https://dsbs.sba.gov/search/dsp_profile.cfm?SAM_UEI=J6Z9VBSL4219)
 SAM_UEI=J6Z9VBSL4219

Company Name: Conseqta

Company Overview:

Conseqta is a woman-owned small business (WOSB) specializing in digital transformation, encompassing platform engineering, application development, data analytics, and intelligent automation. As a prime contractor, we have successfully transformed the US Senate's legacy mainframe-based Financial Management Information System (FMIS) into a next-generation cloud-native platform, which enabled them to transition from an 80% paper-based organization to 100% digital within one year. 147 Senate Offices and Committees currently use our solution to track, manage, and forecast their financial commitments, obligations, deposits, appropriations, and expenditures throughout the financial management lifecycle. Our work has saved the Senate over \$5M annually.

Company Website: <https://conseqta.com/>
 Capability Statement (see attachment): WMBE-MBE-SBE or Related Certificates_Slalom_Conseqta Capability Statement_RFP #110724
 Small Business Administration (SBA) Profile: [https://dsbs.sba.gov/search/dsp_profile.cfm?](https://dsbs.sba.gov/search/dsp_profile.cfm?SAM_UEI=NNKGJ5KX86N9)
 SAM_UEI=NNKGJ5KX86N9

Company Name: Navitas Tech

Company Overview:

With proven solutions, award-winning technologies, and a team of expert problem solvers, Navitas has consistently empowered customers to use technology as a competitive advantage and deliver cutting-edge transformative solutions.

Our solutions have been deployed to make processes, ranging

			<p>from border protection and immigration processing to mortgages and loans, more efficient, time and cost-effective, secure, and easy-to-use for people. Whether it is to manage and deliver projects end-to-end or simply augment application development teams, our seasoned team of problem solvers goes above and beyond to ensure that our clients achieve their business goals. Our specialized development frameworks enable us to quickly build sophisticated, high-quality solutions that are highly adaptable and easily accessible.</p> <p>We welcome you to experience our award-winning solutions and outstanding reputation of delivering exceptional value and productivity for your organization. By working with Navitas and through our future-forward technology solutions, you will be empowered to solve your greatest challenges.</p> <p>Company Website: www.navitastech.com Capability Statement (see attachment): WMBE-MBE-SBE or Related Certificates_Slalom_Navitas Capability Statement_RFP #110724) Small Business Administration (SBA) Profile: https://dsbs.sba.gov/search/dsp_profile.cfm?SAM_UI=RRMNXHDCWJN3</p> <p>Company Name: Technology & Business Management (TBM)</p> <p>Company Overview: Guided by integrity and committed to partnerships, we provide technology and business management services. We help agencies transform to agile organizations to enable business value at speed and scale. Our consulting services focus on results by tailoring strategies, governance structures, business processes, human intelligence, and technology solutions to address specific business challenges.</p> <p>Company Website: https://www.tbmus.com/ Capability Statement (see attachment): WMBE-MBE-SBE or Related Certificates_Slalom_TBM Capability Statement_RFP #110724 Small Business Administration (SBA) Profile: https://dsbs.sba.gov/search/dsp_profile.cfm?SAM_UI=XXGCA3H4VHE7</p>
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Table 6: Pricing (400 Points)

Provide detailed pricing information in the questions that follow below.

Line Item	Question	Response *	
56	Describe your payment terms and accepted payment methods.	Slalom's standard payment terms are Net 30. Slalom's preferred form of payment is ACH/EFT.	*
57	Describe any leasing or financing options available for use by educational or governmental entities.	As a services provider, Slalom does not offer leasing or financing options.	*
58	Describe any standard transaction documents that you propose to use in connection with an awarded agreement (order forms, terms and conditions, service level agreements, etc.). Upload all template agreements or transaction documents which may be proposed to participating entities.	<p>Included in our response, are the following standard transaction documents:</p> <ol style="list-style-type: none"> 1. Non Disclosure Agreement: legal contract that outlines how to protect and use confidential information shared between Slalom and another entity. 2. Consulting Services Agreement: a contract that outlines the terms and conditions between Slalom and a client, for a business relationship. 3. Statement of Work: document that outlines the details of a project, including the activities, deliverables, and timeline. 4. Subcontractor Agreement (Slalom as Prime): contract that outlines the business relationship between Slalom as the prime contractor and a subcontractor to deliver client services. 5. Invoice: document issued by Slalom to a buyer that outlines the details of a transaction for services provided. 	*

59	Do you accept the P-card procurement and payment process? If so, is there any additional cost to Sourcwell participating entities for using this process?	Slalom's preferred payment method is ACH/EFT. However, depending on client need alternative payment methods can be accepted.	*
60	Describe your pricing model (e.g., line-item discounts or product-category discounts). Provide detailed pricing data (including standard or list pricing and the Sourcwell discounted price) on all of the items that you want Sourcwell to consider as part of your RFP response. If applicable, provide a SKU for each item in your proposal. Upload your pricing materials (if applicable) in the document upload section of your response.	Slalom has attached a rate card with a variety of roles and responsibilities in the Pricing portion of the Documents section. This is not an exhaustive list, and Slalom can add more roles depending on the project. Slalom is open to pricing project work off the attached rate card or using a fixed fee price depending on clients' needs.	*
61	Quantify the pricing discount represented by the pricing proposal in this response. For example, if the pricing in your response represents a percentage discount from MSRP or list, state the percentage or percentage range.	When necessary, Slalom will work with our clients to develop a unique discount structure based on project size and commitment. Our discounts typically range from 0-10%.	*
62	Describe any quantity or volume discounts or rebate programs that you offer.	When necessary, Slalom will work with our clients to develop a unique discount structure based on project size and commitment. Our discounts typically range from 0-10%.	*
63	Propose a method of facilitating "sourced" products or related services, which may be referred to as "open market" items or "non-contracted items". For example, you may supply such items "at cost" or "at cost plus a percentage," or you may supply a quote for each such request.	Slalom sells services to its clients; therefore, our work is seen as "at cost plus a percentage".	*
64	Identify any element of the total cost of acquisition that is NOT included in the pricing submitted with your response. This includes all additional charges associated with a purchase that are not directly identified as freight or shipping charges. For example, list costs for items like pre-delivery inspection, installation, set up, mandatory training, or initial inspection. Identify any parties that impose such costs and their relationship to the Proposer.	Slalom is a services provider and not a reseller of technology or goods. Additional charges such as Freight, Shipping and Inspections do not apply. From time to time, additional expenses, such as travel, may be incurred and would be discussed with clients up front at the time of Statement of Work to determine if and how such costs would be addressed.	*
65	Describe any unique distribution and/or delivery methods or options offered in your proposal.	Slalom incorporates delivery best practices through structured methodology and robust processes. Slalom's Product Engineering Methodology (PEM) is a comprehensive framework designed to deliver high-quality technology services and products efficiently and effectively. PEM is an adaptation of the agile process, tailored to meet the unique needs of each project while maintaining a focus on speed, quality, and continuous value delivery. Here's an overview of the key phases of PEM: 1. Discovery Phase The Discovery phase is the foundation of PEM, where the focus is on understanding the product's desirability, viability, and feasibility. This phase involves: 1. Desirability: Maintaining the product solves a real problem and creates value for its intended audience. 2. Viability: Justifying the investment through measurable business value. 3. Feasibility: Assessing if the product vision is technologically achievable and ready for build, scale, and operation. During this phase, Slalom works closely with customers to co-create a shared vision and define a Minimum Viable Product (MVP). This helps in reducing friction, expediting success, and setting a clear path forward. 2. Build Phase In the Build phase, multidisciplinary teams work in agile sprints to create working software. This phase is characterized by: 1. Continuous Definition and Refinement: Establishing and refining processes, tools, and benchmarks to maintain a cohesive definition of done. 2. Frequent Small Releases: Maintaining quick feedback loops to drive product direction. 3. Automated Testing and Code Reviews: Maintaining code quality and system integrity through rigorous testing and continuous code reviews. The goal is to deliver a high-quality, performant product that meets customer expectations while continuously optimizing behind the scenes.	*

	<p>3. Transition Phase</p> <p>The Transition phase focuses on a smooth handover of the product to the client's team. This involves:</p> <ol style="list-style-type: none">1. Knowledge Transfer: Developing a plan to fully transfer software delivery knowledge to the client's team.2. Support and Maintenance: Continuing development while supporting the application in production, with a mix of production support work and new feature development.3. Cost Management: Transitioning roles to reduce costs and, if necessary, facilitating the transfer to a third-party organization. <p>Slalom maintains that the transition is stable and well-managed, allowing the client to take full ownership of the completed product while continuing to evolve it in production.</p> <p>4. Optimization Phase</p> <p>In the Optimization phase, the focus shifts to continuous improvement and scaling the product sustainably. This phase includes:</p> <ol style="list-style-type: none">1. User Feedback Integration: Responding to real user feedback to prioritize features that add actual value.2. Performance Enhancements: Continuously working to reduce risk in production and improve product performance.3. Sustainable Growth: Developing a modern product mindset to drive continuous improvement and verify the product scales intelligently. <p>Throughout this phase, Slalom remains involved to help the client's team get up to speed and maintain the product's momentum.</p> <p>Slalom's PEM is designed to be flexible yet structured, maintaining that each phase of the product lifecycle is handled with the highest standards of quality and efficiency. By focusing on continuous delivery, rigorous testing, and seamless transitions, PEM helps clients bring meaningful and innovative services to their constituents.</p>
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66	<p>Specifically describe any self-audit process or program that you plan to employ to verify compliance with your proposed agreement with Sourcewell. This process includes ensuring that Sourcewell participating entities obtain the proper pricing.</p>	<p>To ensure ongoing compliance with our proposed agreement with Sourcewell, Slalom intends to implement a comprehensive self-audit process designed to verify the accuracy of pricing and the adherence to all terms stipulated in the contract. This process will consist of several key steps, which will be regularly conducted and documented.</p> <p>Internal Pricing Verification: We will establish a dedicated internal team responsible for regularly reviewing the pricing structure offered to Sourcewell participating entities. This team will cross-check the agreed-upon pricing against Sourcewell's established rate schedules and ensure that the pricing provided to customers is consistent with the terms in the contract. Any discrepancies will be flagged for immediate corrective action. In addition, Slalom will continuously ensure that the pricing offered to Sourcewell participating entities is competitive and reflects current market conditions.</p> <p>Periodic Audits: We will conduct quarterly internal audits of all transactions with Sourcewell participating entities. These audits will include a review of pricing, service delivery, and contract adherence, and cover transactions to participating entities, pricing and terms, administrative fees, sales data reports, performance/customer issues, and any other necessary information. A set of standard audit procedures will be developed to include checking the validity of discounts, assessing the application of pricing tiers, and confirm that no unauthorized adjustments are made to the pricing structure. Slalom will track all Sourcewell-related transactions to ensure that the proper pricing is applied and any pricing discrepancies flagged for review. We will provide Sourcewell with detailed quarterly reports on pricing and sales compliance to maintain transparency and ensure alignment with the agreed terms.</p> <p>Employee Training and Accountability: All Slalom team members involved in the Sourcewell agreement, from sales to customer support, will receive ongoing training on the compliance requirements associated with Sourcewell contract(s). This includes developing and delivering training on a regular basis to ensure understanding of the contract's key terms and conditions and internal processes, as well as on ensuring that employees understand the pricing structure and are equipped to verify that the correct rates are applied at every stage of the contract process. Should any discrepancies be discovered during the self-audit process, a corrective action plan will be promptly initiated. This will involve investigating the root cause of the discrepancy, rectifying any errors, and implementing additional safeguards or process improvements to prevent recurrence.</p> <p>By implementing these robust self-audit measures, Slalom will ensure that all Sourcewell participating entities receive the correct pricing, in full compliance with the terms of our agreement, and provide Sourcewell with transparency and assurance regarding our ongoing adherence to the contract.</p>
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67	If you are awarded an agreement, provide a few examples of internal metrics that will be tracked to measure whether you are having success with the agreement.	<p>Sample metrics that will be tracked for the Sourcewell AI Contract Vehicle are:</p> <ol style="list-style-type: none"> 1. Opportunity Pipeline: Value of transactions being tracked through Slalom's sales process; number of transactions being tracked through Slalom's sales process. 2. Sales Wins: Value of transactions sold using the AI Contract Vehicle. 3. Sales Losses: Value of transactions pursued but not sold using the AI Contract Vehicle. 4. Revenue Generated: Revenue earned through transactions delivered under contract vehicle. 5. Sales Year-Over-Year: Value of transactions sold under the contract vehicle as compared to prior years. 6. Clients Served Count Year-Over-Year: Number and type of clients served through transactions sold under the contract vehicle as compared to prior years. 7. Utilization of Diverse Businesses/Partners: Value of work contracted to Diverse Businesses/Partners for transactions under the AI contract Vehicle. 8. Average Deal Size: Average transaction size under AI Contract Vehicle. 	*
68	Provide a proposed Administration Fee payable to Sourcewell. The Fee is in consideration for the support and services provided by Sourcewell. The propose an Administrative Fee will be payable to Sourcewell on all completed transactions to participating entities utilizing this Agreement. The Administrative Fee will be calculated as a stated percentage, or flat fee as may be applicable, of all completed transactions utilizing this Master Agreement within the preceding Reporting Period defined in the agreement.	Slalom proposes a 1.5% administration fee to be payable to Sourcewell for utilizing this agreement.	*

Table 7: Pricing Offered

Line Item	The Pricing Offered in this Proposal is: *	Comments
69	The pricing offered does not fit the categories above. Please specify the basis for the pricing offered, including any unique circumstances or justifications that apply.	Slalom's pricing provided in the attached rate card is purposefully flexible. We wanted to display our breadth of roles and services at a variety of rates. Slalom is able to price work Time and Materials using the attached rate card or Fixed Price based on a set of deliverables. Pricing is custom by client and project depending on the level of complexity, timeline, and requirements. We work with our clients to develop the best solution and pricing that fits their needs.

Table 8A: Depth and Breadth of Offered Solutions (200 Points)

Line Item	Question	Response *
70	Provide a detailed description of all Solutions offered in your proposal.	Slalom has created AI for ALL - a human-centered approach to helping our clients use AI responsibly. By empowering business with augmented insights, we can create ingenious solutions. Through amplified efficiencies, we create more time and space to think in fresh new ways. By simplifying complex patterns we can solve complicated problems. Slalom has helped hundreds of organizations use AI to automate

processes, generate rapid insights, augment insights, and make sense of complex patterns.

We're applying AI to unlock human potential, and we're committed to doing it responsibly. We believe everyone should be able to thrive in an AI-enabled business environment and AI must be implemented with care. Responsibility and ethics are foundational to every AI solution we create. Our AI for ALL approach is centered on three core beliefs:

1. AI is accessible to all organizations.
2. AI creates opportunity for all people to thrive in an AI-enabled business environment.
3. AI is representative of all, implemented responsibly with ethics as a cornerstone of the framework that underpins every Slalom AI engagement.

Slalom's AI services are aligned to multiple customer challenges.

Customer challenge: "I'm not sure AI can help my organization."

Slalom's Executive AI Training guides executives on how to leverage AI to enable their business through an immersive executive learning experience. Best suited for organizations that are yet to begin their AI journey or have only engaged in limited AI experiments, we use an accelerated training to quickly ramp-up executive understanding of the fundamentals of AI. Priority business initiatives are aligned to practical AI use cases to help executives learn how to think broadly about AI as a driver to business growth. An AI readiness assessment is also performed. The end result is the selection of a single use case with calculated ROI and a plan for a pilot. We also educate on how to successfully lead AI initiatives within their organization.

Slalom's AI-Enabled Strategy supports a shift in the corporate mindset to prioritize AI as a key enabler for an organization, transforming towards an AI-first mindset. This engagement is designed to formulate a holistic AI strategy that supports the organization's overarching corporate or business strategy. We help clients craft a strategic AI first business roadmap through examining the external market, conducting an internal review of the business and evaluating the current state of AI maturity. The result is a strategic vision statement, identified AI use cases with cost benefit analysis and calculated ROI, and AI maturity assessment with results and recommendations, and an AI-first Investment Portfolio Plan.

Customer challenge: "I'm not sure how AI can help my initiatives."

Slalom's AI Proof of Concept engagement validates a high priority use case for AI with a robust ROI model and well-structured Proof of Concept. We work with the organization to establish the learning agenda for the Proof of Concept, gather requirements and assess current state, then create a delivery roadmap and prioritized backlog for the models and pipelines to be built. We then move into the design and build, then train and evaluate the model experimenting with datasets, hyperparameters and configurations. The final, optimized solution is documented and shared with recommended next steps to move into production.

Slalom's AI Innovation Lab establishes an environment to validate organization use cases and fuel innovation across lines of business. This offering utilizes an experimentation and learning approach to support long term transformation. The team begins by defining a charter for the innovation lab to define the vision, alignment with the current operating model and measures for success. Team skills and technological barriers are assessed and a plan formed. A rapid experiment workflow is enabled and used.

Customer challenge: "We're not able to use AI in production and realize our return on investment."

Slalom's AI (Intelligent) Products embed a validated AI solution into products, processes and applications leveraging MLOps to monitor, retrain, and interpret in production. This offering is designed to take an AI solution from minimum viable product (MVP) state to production by establishing ongoing processes to deploy, maintain, monitor, and retrain the model. Training and documents is provided to educate on model management best practices and transition smoothly into daily client operations.

Slalom's AI Production Line is enabled to standardize processes for training, deployment, monitoring and re-training AI solutions. An assessment of the technical and data landscape is performed to verify the foundation for AI is optimized with accessible, well integrated and high-quality data, plus a technical infrastructure that scales with the AI lifecycle. Model development processes are examined from problem framing and exploration, through development to deployment and

		<p>maintenance. MLOps practices are implemented to develop streamlined and repeatable processes for all stages of the AI lifecycle. The organization design is also assessed and optimized for AI adoption.</p> <p>Customer challenge: "We want to modernize our archaic technologies, including mainframes."</p> <p>Slalom's AI Accelerated Engineering offers a business case workshop, proof of technology assessment, and a modernization discovery to rapidly produce inputs to begin high velocity delivery. We accelerate application modernization using AI tools that automate backlog management and optimize sprint planning, provide large blocks of code using natural language requests and co-pilot tools, and generate unit and integration tests, synthetic data and automate code reviews. Modernized technology offers more than reduced technical risk and operational cost; it creates an opportunity to truly transform an organization's ability to deliver. Our approach automates and parallelizes processes across the product development lifecycle, returning a surplus of freedom to focus on what really matters: value to you, your business, and your customer.</p> <p>Customer Challenge: "We need to assess how we are leveraging, integrating, and continuously upskilling our workforce and talent."</p> <p>Slalom's "Adaptive Organizations" solution helps companies become more flexible and future-ready by integrating AI into their operations. It enhances leadership, improves team efficiency, and equips employees with the skills needed to adapt to rapid changes, maintaining long-term success. This approach covers various aspects of an organization, including AI-enabled leadership, integration of AI into workflows, and continuous learning and upskilling of the workforce.</p> <p>AI Coaching empowers teams by integrating AI tools into daily workflows, significantly boosting productivity and creativity. It provides hands-on support and training, enabling teams to leverage AI for enhanced decision-making, efficiency, and innovation. This approach enables immediate improvements and long-term growth through practical, collaborative learning and AI-driven solutions.</p>	
71	Within this RFP category there may be subcategories of solutions. List subcategory titles that best describe your products and services.	Not applicable. Slalom's range of AI offerings are detailed above in our response to question 70 and are not divided into subcategories.	*

Table 8B: Depth and Breadth of Offered Solutions

Indicate below if the listed types or classes of Solutions are offered within your proposal. Provide additional comments in the text box provided, as necessary.

Line Item	Category or Type	Subcategory	Offered *	Comments
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72	<p>ARTIFICIAL INTELLIGENCE (AI) READINESS ASSESSMENTS</p> <p>Describe how you evaluate an organization's current AI readiness and identify areas for improvement.</p> <p>Provide examples of successful AI readiness assessments you have conducted for other public entities.</p>		<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p> <p>Success in implementing and sustaining AI for long term value requires a multi-faceted approach. Slalom has a framework for assessing an organization's AI readiness that seeks to evaluate and uncover an organization's strengths and opportunity areas across five dimensions:</p> <ol style="list-style-type: none"> 1. Strategy: The extent to which a strategy is well-formulated and aligned with business objectives, including the presence of clear and measurable goals. 2. Data Centricity: Consistent processes for data cleansing, labeling, and annotation, along with acquiring additional internal and external data to improve insights. 3. Modernized Workforce: Clearly defined operating model with clear guidance on when to engage which roles at each stage of an AI initiative. Incorporation of technical and non-technical AI skills into learning roadmap and talent strategy. 4. Productionized: Formalization of deployment architectures and streamlining of development tools and computing resources. 5. Responsibly Applied: The extent to which ethical AI is defined, understood, and championed in AI/ML initiatives. <p>Through interviews with key stakeholders across the organization, we assess an organization's maturity and readiness across these dimensions using the following scale:</p> <ol style="list-style-type: none"> 1. Not Started: Varying levels of excitement for AI across the org; want to get started but doesn't know how. 2. Exploring: Some foundational work and Proof of Concepts for AI have been completed, but efforts are siloed and inconsistent across the organization. 3. Mobilized: The organization has a vision and proven use cases of AI but needs help scaling capabilities and impact. 4. Robust: Depth of AI capabilities being leveraged to see, understand, and act on factors shaping the business with streamlined processes. 5. Pioneering: Leading the way and shaping how organizations could and should use the power of AI. <p>Once we've assessed an organization's current maturity, we identify key near-term and long-term initiatives across each dimension to enable the organization to advance their AI goals.</p> <p>Examples of successful AI readiness assessments conducted for other public entities:</p> <p>Junior Achievement of Chicago (JAoC), a Chicago-based nonprofit organization, wanted to begin its AI journey, but it was unsure of whether it had the necessary data foundation to support advanced analytics and AI use cases. After developing prioritized use cases, Slalom and JAoC worked to identify the data needed to support the preliminary use cases. As part of this discovery phase, Slalom conducted an AI readiness assessment along the dimensions above.</p> <p>During the assessment, JAoC learned that it had significant gaps in its understanding of data. Rather than plowing forward with AI initiatives, Slalom and JAoC pivoted to a targeted data modernization effort. This effort helped JAoC better define, understand, and use data related to donors, volunteers, and charities. This effort saved 48 hours per month of manual reporting efforts and allowed 85% of the executive team to use live reporting outside of board meetings.</p> <p>With a firm data foundation in place, JAoC was able to start addressing its AI use cases with the knowledge that the data would be high quality, and the AI recommendations would be well understood by various stakeholders.</p>	
73	AI STRATEGY AND ROADMAP		<p><input checked="" type="radio"/> Yes</p> <p>Our approach to partnering with public sector clients to</p>	

	<p>DEVELOPMENT</p> <p>Describe your approach to developing a comprehensive AI strategy and roadmap tailored to the unique needs of public entities.</p> <p>Describe how you ensure the AI strategy aligns with the entity's goals and objectives.</p>		C No	<p>develop an AI strategy that balances their unique constraints (such as regulatory requirements, transparency in decision making, and longer procurement cycles) while driving business value.</p> <p>Understanding Customer Needs: The first step involves a deep dive into the organization's unique challenges, goals, and operational context. Slalom's consultants engage with key stakeholders to gather insights and define the specific problems AI can address. This phase includes workshops, interviews, and data analysis to maintain a thorough understanding of the organization's environment and objectives and the unique requirements of a public sector organization.</p> <p>Defining the AI Vision and Strategy: With a clear understanding of the customer needs, Slalom helps articulate a compelling AI vision aligned with the organization's mission and strategic goals. This vision serves as a guiding star for the AI initiatives. They encompass the following:</p> <ol style="list-style-type: none"> 1. Business and Customer Value: Identifying areas where AI can create significant impact, such as improving service delivery, enhancing operational efficiency, or enabling new capabilities. 2. Strategy Alignment and Orchestration: Maintaining that AI initiatives are integrated into the broader organizational strategy, with clear objectives, leadership alignment, and resource management. 3. Regulatory Considerations: Examples included data privacy and security requirements and compliance with responsible and ethical AI policies to maintain public trust. <p>Building the AI Roadmap: Slalom then develops a detailed AI roadmap, outlining the steps required to achieve the defined AI vision. This roadmap includes:</p> <ol style="list-style-type: none"> 1. Data Availability: Understanding data access constraints between government departments, establishing/revising formal data use agreements to increase data access and establishing/refining data governance policies. 2. Technology Readiness: Assessing and preparing the client's data infrastructure and technology stack to support AI initiatives. This involves data quality improvement and maintaining scalable IT infrastructure. 3. AI Solution Design and Development: Designing AI models and solutions tailored to the client's needs. This phase leverages Slalom's expertise in machine learning, generative AI, and intelligent automation to build robust AI applications. 4. Security, Ethics, and Governance: Implementing ethical AI practices and robust governance frameworks to verify AI solutions are secure, fair, and compliant with regulations. 5. Operating Model for Sustainment: Planning for operating model, team skills and training, and associated funding are established early to sustain the changes introduced. <p>Implementation and Integration: Slalom's delivery model emphasizes agile and iterative development, allowing for continuous improvement and adaptation. Key activities include:</p> <ol style="list-style-type: none"> 1. Pilot Projects: Launching pilot projects to validate AI solutions and demonstrate value. These pilots help refine models and processes before broader deployment. 2. Change Management and Training: Preparing the client's workforce for AI adoption through comprehensive training programs and change management initiatives. <p>This maintains that employees are equipped to work</p>
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74	<p>RESPONSIBLE AI POLICY DEVELOPMENT</p> <p>Describe how your organization addresses ethical concerns related to AI, such as bias, fairness, and transparency.</p> <p>Provide one (1) example of how these considerations have been integrated into your AI solutions for your clients.</p>		<p><input checked="" type="radio"/> Yes</p> <p><input type="radio"/> No</p>	<p>Slalom's approach to creating a responsible AI policy for a public sector client is rooted in its commitment to ethical AI practices and robust governance frameworks. This process begins with a comprehensive assessment of the client's current AI capabilities and ethical standards. Slalom's consultants work closely with stakeholders to understand the specific needs and challenges of the public sector environment, maintaining that the AI policy is tailored to address these unique aspects.</p> <p>Key Components of a Responsible AI Policy:</p>

1. Ethical AI Principles: Slalom emphasizes the importance of embedding ethical principles into the AI policy. This includes fairness, transparency, accountability, and privacy. To build trust in AI systems, Slalom advocates for transparency and explainability. The policy mandates that AI decisions should be explainable to stakeholders, verifying that the rationale behind AI-driven decisions is clear and understandable. An effective policy outlines guidelines to maintain AI systems are designed and deployed in a manner that respects these principles.

2. Governance and Oversight: Establishing a robust governance framework is crucial. Slalom helps clients set up AI governance bodies that oversee the development and deployment of AI technologies. These bodies are responsible for ensuring compliance with ethical standards and regulatory requirements.

3. Risk Management: Identifying and mitigating risks associated with AI is a core aspect of the policy. Slalom assists clients in conducting thorough risk assessments to identify potential biases, security vulnerabilities, and other risks. The policy includes strategies for continuous monitoring and mitigation of these risks.

4. Training and Education: Slalom recognizes the importance of equipping public sector employees with the knowledge and skills to work with AI responsibly. The policy includes provisions for regular training and education programs to maintain that staff are aware of ethical AI practices and can effectively manage AI systems.

By integrating these components, Slalom's responsible AI policy framework helps public sector clients harness the benefits of AI while ensuring ethical and responsible use. This approach not only mitigates risks but also enhances public trust and supports the sustainable adoption of AI technologies. *

Example of how these considerations have been integrated into AI solutions for clients:

One notable example of how Slalom implements ethical AI practices is our collaboration with pathologists from multiple research organizations, including the American Cancer Society. In this project, Slalom used AI to assist in the time-intensive task of screening medical images to identify high-risk tumor cells.

Augmented Intelligence:

Instead of replacing human pathologists, Slalom's AI solution was designed to augment their capabilities. The AI system flagged high-risk images, allowing pathologists to focus on diagnosing and collaborating on the findings. This approach not only improved efficiency but also maintained that human expertise remained central to the decision-making process.

Bias Mitigation:

Slalom built a diverse team of technical experts, data scientists, and medical professionals to minimize biases in the AI model. By incorporating varied perspectives, they were able to identify and address potential biases that could affect the accuracy and fairness of the AI system.

Transparency and Explainability:

The AI system was designed to be transparent and explainable. Pathologists could understand how the AI reached its conclusions, which helped build trust in the system and maintained that the AI's decisions could be scrutinized and validated by human experts.

Ethical Oversight:
Throughout the project, Slalom maintained rigorous ethical oversight. They considered the potential impacts on patients and verified that the AI system adhered to ethical standards and regulations. This included regular reviews and updates to the AI model to maintain that it remained effective and ethical.

By focusing on these principles, Slalom was able to create an AI solution that not only enhanced the capabilities of medical professionals but also adhered to high ethical standards, maintaining trust and reliability in the AI system.

75	IMPLEMENTATION AND SUPPORT SERVICES		<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Slalom's AI Production Line services are designed to help organizations rapidly develop, deploy, and scale AI solutions, positioning them to deliver tangible business value. This comprehensive service offering encompasses several key components, each aimed at optimizing the AI lifecycle from ideation to production. When implementing, Slalom maintains our AI solutions are effective and scalable.</p> <p>In combination with our proven Product Engineering Methodology (PEM) - an adaptation of the agile process, tailored to meet the unique needs of each project while maintaining a focus on speed, quality, and continuous value delivery - we leverage MLOps (Machine Learning Operations) principles to implement best practices for continuous integration, delivery, and monitoring of AI models. Slalom's approach to PEM + MLOps is designed to streamline the development, deployment, and management of machine learning models, verifying they deliver consistent and scalable results.</p> <p>Aligning to PEM, multidisciplinary teams work in agile sprints to create working solution. Teams establish and refine processes, tools, and benchmarks to maintain a cohesive definition of done. Work is delivered in frequent small releases, maintaining quick feedback loops to drive AI product direction. We provide a robust foundation for MLOps by leveraging scalable infrastructure, including utilizing cloud platforms, like AWS, Microsoft Azure, and Google Cloud to confirm that machine learning models have the necessary computational power. We design and build robust data pipelines to maintain seamless integration of data from various sources to support model training and deployment. We employ agile development practices to enhance the efficiency and flexibility of ML projects, including implementing automated CI/CD pipelines to streamline the development and deployment process, creating reusable code libraries to accelerate development and maintain consistency across projects, using automated testing to confirm models are rigorously tested before deployment to maintain high quality, and developing standardized workflows to reduce variability and improve reliability in model deployment.</p> <p>Recognizing the importance of skilled personnel, Slalom provides extensive training for engineers and data scientists. This includes educating teams on the latest tools and libraries used in MLOps, sharing best practices for model development, deployment, and monitoring to confirm teams are well-equipped to manage ML projects. We emphasize the importance of continuous monitoring and improvement of ML models using performance monitoring to regularly track model performance and identify/address any issues, plus incorporating feedback from users and stakeholders to refine and enhance models over time.</p> <p>Slalom recognizes that successful AI adoption requires an empowered workforce. We offer training programs to upskill employees on AI tools, technologies, and best practices. We utilize change management specialists to support organizations in managing the cultural and operational changes that come with AI adoption. We promote a collaborative environment where AI augments human capabilities.</p> <p>Slalom's AI Production Line services are designed for continuous improvement. This involves using feedback loops to incorporate user feedback to refine and enhance AI solutions. We also regularly host innovation workshops to explore new AI technologies and methodologies.</p>	
76		INFRASTRUCTURE AND	<input checked="" type="radio"/> Yes	Our recommendations are tailored to the maturity of an	

		<p>TECHNOLOGY RECOMMENDATIONS</p> <p>Describe the infrastructure and technology recommendations you provide to support AI implementation.</p> <p>Describe how you ensure that your AI solutions integrate seamlessly with existing IT systems and databases.</p>	C No	<p>organization and their existing technology stack. Slalom has partnerships with all major cloud providers as well as experience with on premise deployments. When considering an AI implementation, we begin with an approach is continually refined based on insights from client experiences and tailored to fit each client's unique characteristics. This includes an analysis along the following dimensions:</p> <p>Data Continuity: While some AI projects require the collection or maintenance of new data repositories, we recommend starting with a use case that utilizes the data already stored in your organization. Generally, we can tailor the primary use case to leverage your existing data. Although additional transformations or preparations may sometimes be necessary, we will build on the foundation of the data you already have.</p> <p>Technical Suitability: In general, we recommend technologies (compute, data management, model development, data pipeline development, code management, etc.) that are designed for use with existing technologies that are already in place at the organization. For example, if an organization uses a particular cloud or data infrastructure, we recommend native integrations with those technologies.</p> <p>For an implementation, we consider the following technology components:</p> <ol style="list-style-type: none"> 1. Data Preparation: If a model requires a structured feature set (for training or batch inferencing), we want to create a data pipeline that's suitable for the model (this includes an orchestrator, a data bases, and potentially a tool for assisting with the coding of the pipeline). 2. Model Training: This includes tools for training and testing an AI model. The tools that are used may change depending on the form of AI (standard machine learning, deep learning or Generative AI), but in all cases we prefer to use the tools that make ongoing maintenance easiest. 3. Deployment: In general, we recommend containerized model deployments which are easier to troubleshoot and maintain. The deployment methods must be fit for purpose (meaning that we make different recommendations for live inferencing vs batch inferencing). 4. Maintenance: Depending on the maturity of the organization, we may recommend automated retraining and observability. In other cases, we may recommend a manual review to ensure that the model maintains suitability. 5. Logging: All interactions with a trained model should be logged with an understanding of the user interacting with the model and the model output. This is especially important for non-deterministic (Generative) models. <p>Continuous Integration/Continuous Deployment: To enhance collaboration, streamline workflows, and improve the reliability and reproducibility of models we recommend a robust CI/CD pipeline that includes elements of code versioning, automated build, automated testing, and data management tools.</p> <p>Metadata Documentation: We recommend a documentation approach (ideally in an enterprise tool) that allows documentation of data, models, and outputs. The documentation could be in a place like an artifact registry or in a more formalized enterprise data catalog. As part of the recommended documentation, we recommend having a functional owner,</p>	
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and technical and data SMEs.

Ensuring that AI solutions integrate seamlessly with existing IT systems and databases:

To ensure that our AI solutions integrate seamlessly with existing IT systems and databases, we follow a comprehensive and tailored approach that takes into account the maturity of the organization and its existing technology stack and governance policies. Below is a detailed description of how we achieve this.

Tailored Recommendations:

We typically assess the current technology landscape to identify existing data and AI tools in the organization, focusing on technological suitability. To form any recommendations, we engage team members from both development and consumption sides, understanding IT capabilities, analytics needs, and AI consumer expectations. Our goal is to help your organization adopt and support suitable tools while adhering to or adapting data and AI governance policies.

To maintain long-term success in AI model development, we recommend tools that are either already available in your organization or best fit the initial use case. We may also suggest tools to address any gaps related to the following:

1. Data Preparation: We create a data pipeline suitable for the model, which includes an orchestrator, databases, and potential tools for coding the pipeline. This ensures that the data is structured appropriately for model training or batch inferencing.

2. Model Training: We utilize tools for training and testing AI models that are best suited to the type of AI being implemented, whether it be standard machine learning, deep learning, or Generative AI. Our focus is on using tools that facilitate ongoing maintenance.

3. Deployment: We recommend containerized model deployments for ease of troubleshooting and maintenance. The deployment methods are fit for purpose, with different strategies for live inferencing versus batch inferencing. If the stand-up of a containerized environment is new to the organization, we may forgo containers for initial deployment but recommend that using containerized environments become part of the MLOps roadmap.

4. Logging: We ensure that all interactions with the trained model are logged, capturing details about the user interacting with the model and the model output, which is crucial for non-deterministic (Generative) models.

5. Consumption: Most analytical products have a human-in-the-loop component. End users need a way to understand the results of any model that's developed. Typically, this starts with data visualization tools, but in the long run, we may recommend a more interactive tool.

6. Governance: We want to make sure that models and the data that feeds them are well documented. An artifact or schema registry, model cards, or data catalogs may be part of the recommended documentation.

77		<p>DATA PREPARATION</p> <p>Describe what steps you take to prepare data for AI implementation, and how do you ensure data quality and consistency.</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p>	<p>Slalom's approach to data preparation for AI models is a meticulous and structured process designed to maintain high-quality, reliable, and actionable data. This process is essential for building robust AI models that deliver accurate and meaningful insights.</p> <p>1. Understanding the Data Landscape: The first step in Slalom's data preparation process involves a comprehensive assessment of the organization's data landscape. This includes identifying all relevant data sources, understanding the data's structure, and evaluating its quality. Slalom's consultants work closely with the client to map out data flows and identify any gaps or inconsistencies that need to be addressed.</p> <p>2.Data Collection and Integration: Once the data landscape is understood, Slalom focuses on collecting and integrating data from various sources. Using automated tools and pipelines we gather data from disparate sources, confirming that data is collected efficiently and accurately. We combine data from different sources into a unified dataset. This step is crucial for creating a comprehensive view of the data, which is necessary for effective AI modeling.</p> <p>3.Data Cleaning and Transformation: Data cleaning and transformation are critical steps in the preparation process. Slalom employs advanced techniques to identify and eliminate duplicate records and correct errors to maintain data accuracy. We convert data into consistent formats to facilitate seamless integration and analysis and implement strategies to address missing data, such as imputation or exclusion, depending on the context and impact on the model.</p> <p>4.Data Enrichment: To enhance the dataset's value, Slalom often enriches the data by incorporating additional information. This can include integrating relevant external data, such as demographic information, to provide more context and improve model performance. We also leverage feature engineering to create new features from existing data to capture more complex patterns and relationships that can improve the AI model's predictive power.</p> <p>5.Data Governance and Security: Throughout the data preparation process, Slalom places a strong emphasis on data governance and security. This involves establishing or adopting an existing data governance framework, policies and procedures to maintain data quality, consistency, and compliance with regulatory and internal organization requirements. Data security protocols are also established and employed to classify and protect all sensitive data.</p> <p>6.Data Validation and Testing: Before the data is used to train AI models, it undergoes rigorous validation and testing. Slalom's approach checks data for accuracy, completeness, and consistency to verify it meets the required standards. We run preliminary tests to identify any issues and iterate on the data preparation process to refine and improve the dataset.</p> <p>Slalom's approach to data preparation is a comprehensive and iterative process that maintains high-quality data for AI modeling. By focusing on thorough assessment, integration, cleaning, enrichment, governance, and validation, Slalom helps clients build reliable AI models that drive meaningful insights and outcomes.</p>
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78		<p>PROOF OF CONCEPT</p> <p>Provide one (1) example of a proof-of-concept project you have conducted and what were the outcomes.</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p>	<p>Slalom partnered with a medical center to develop an AI-driven clinical data warehouse. The primary goal was to streamline the management of vast amounts of clinical data and leverage AI to gain actionable insights that could improve patient outcomes and support medical research.</p> <p>Slalom integrated disparate data sources into a unified clinical data warehouse using Google Cloud's robust infrastructure. This consolidation enabled seamless access to comprehensive patient data. By implementing strict data governance protocols, we verified the accuracy, consistency, and security of the data, which is crucial for reliable AI analysis. Slalom developed machine learning models to predict patient outcomes based on historical data. These models helped identify high-risk patients and recommend personalized treatment plans. Utilizing natural language processing (NLP) techniques, Slalom extracted valuable insights from unstructured clinical notes, enhancing the depth and breadth of data available for analysis. The AI models were deployed on Google Cloud, maintaining scalability and high performance.</p> <p>This cloud-based approach allowed the medical center to handle large volumes of data efficiently. Slalom implemented MLOps best practices, including continuous integration and continuous deployment (CI/CD) pipelines, to streamline the development and deployment process. This ensured that the AI models remained up-to-date and effective.</p> <p>The AI Proof of Concept delivered significant benefits to the medical center:</p> <ol style="list-style-type: none"> 1. Improved Patient Care: The predictive analytics models enabled healthcare providers to identify high-risk patients early and intervene proactively, leading to better patient outcomes. 2. Enhanced Research Capabilities: The AI-driven insights supported medical research by providing researchers with comprehensive and accurate data, facilitating more effective studies and discoveries. 3. Operational Efficiency: The integration and automation of data management processes reduced the time and effort required to manage clinical data, allowing healthcare professionals to focus more on patient care. <p>This successful AI Proof of Concept demonstrated Slalom's ability to leverage advanced AI technologies to address critical challenges in the public sector. By integrating data, developing sophisticated AI models, and maintaining scalable deployment, Slalom helped the academic medical center enhance patient care and support groundbreaking medical research. This project exemplifies how AI can be harnessed to drive meaningful improvements in public sector services.</p>
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79		<p>CUSTOM AI MODEL DEVELOPMENT</p> <p>Describe your approach to developing custom AI models tailored to the specific needs of an entity.</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p>	<p>We take a product-driven approach, focusing first on creating valuable data products that stakeholders would find indispensable. This begins with stakeholder interviews identifying current pain points, processes that could be improved, and areas where untapped value exists. Our interview strategy involves asking questions aimed at understanding the user experience rather than just gathering requirements. We focus on what could be designed to generate value and what currently hinders stakeholders from achieving that value. Importantly, we confirm that our stakeholder group includes both technology team members and intended AI consumers to get a holistic view of expectations and potential impacts.</p> <p>We then analyze the results and generate Proof of Concept ideas aligned with organizational goals, followed by a feasibility analysis to make final recommendations for pilot projects. Some organizations like to have the Proof of Concept generation happen in a workshop. Others prefer for us to review the analysis and recommend Proof of Concepts based on experience. Both ways can work.</p> <p>Once a pilot use case is determined, we collect relevant data and use basic analysis tools to understand its distribution, completeness, and quality. Whenever possible, we review documentation, which helps understand the data's source and lineage. If documentation isn't available, we gather this information through further discussions. Data preprocessing begins once we have enough data to train and test a preliminary model. If the primary use case lacks sufficient data, we may shift to secondary or tertiary use cases that are better supported by available data.</p> <p>The choice of model type depends on the desired outcome. We often start with supervised learning models like regressions or decision trees due to their usability. However, if a different type of model is needed to support the use case, we prioritize value over simplicity. Sometimes, this involves negotiating to determine if a simpler model could achieve nearly the same results.</p> <p>At every phase, we consider both the technical and organizational feasibility of a solution. We want to help our clients advance their data maturity, but we recognize that most organizations can't easily leapfrog entire steps on the data maturity curve.</p>	
80		<p>PILOT PROJECT</p> <p>Describe how you manage and implement pilot projects.</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p>	<p>Slalom's approach to an AI pilot project is designed to rapidly validate the feasibility and value of AI solutions in a real-world context. This structured yet flexible methodology maintains that AI initiatives are aligned with business goals, technically sound, and capable of delivering measurable outcomes. During a pilot project, our goal is to validate a high priority use case with a robust model and a well-structured Proof of Concept. Our goal for a pilot is typically to confirm that the client has a model that could go into production.</p> <p>Our approach to an AI Pilot Project is as follows:</p> <p>1. Strategic Alignment and Planning: The first step in Slalom's AI pilot project approach is to align the AI initiative with the client's strategic objectives. This involves collaborating with stakeholders to identify high-impact AI use cases that address specific business challenges, establishing clear, measurable goals and key performance indicators (KPIs) to evaluate the pilot's success, and allocating the necessary resources, including data, technology, and personnel, to support the pilot.</p> <p>2. Data Preparation and Exploration: Data is the backbone of any AI project. Slalom focuses on gathering relevant data from various sources, confirming it is comprehensive and representative, cleaning and</p>	

preprocessing the data to improve its quality and suitability for AI modeling. We conduct exploratory data analysis to uncover patterns, trends, and insights that inform model development.

3. Model Development and Training: With a solid data foundation, Slalom's data scientists and AI engineers proceed to choose the appropriate machine learning algorithms and techniques based on the use case and data characteristics. We train the AI models using the prepared data, iterating to optimize performance and validate them against a separate dataset to verify they generalize well to new data.

4. Pilot Deployment: Deploying the AI model in a controlled environment is crucial for testing its real-world applicability. This phase includes setting up the necessary infrastructure, often leveraging cloud platforms like AWS, Microsoft Azure, or Google Cloud for scalability, integrating the AI model with existing systems and workflows to maintain seamless operation, and continuously monitoring the model's performance and collecting feedback to identify areas for improvement.

5. Iteration and Optimization: Based on the initial deployment results, Slalom focuses on refining the AI solution by incorporating feedback from users and stakeholders to fine-tune the model and address any issues. We adjust model parameters and retrain as necessary to enhance accuracy and efficiency. We also evaluate the model's scalability to confirm it can handle increased data volumes and usage.

A quantitative review of the model will often include the following model performance metrics:

1. Accuracy: Proportion of correctly predicted instances out of the total instances.
2. Precision: Proportion of true positive results out of all positive results predicted by the model.
3. Recall: Proportion of true positive results out of all actual positive instances.
4. F1 Score: Harmonic mean of precision and recall.
5. AUC-ROC: Area Under the Receiver Operating Characteristic curve, useful for binary classification.
6. Model Efficiency Metrics: (a) Latency: Time taken for the model to produce a prediction. (b) Throughput: Number of predictions the model can make per unit time. (c) Error Rate: Tracks the frequency of errors in the model predictions.
7. Reporting and Recommendations: At the conclusion of the pilot, Slalom provides a comprehensive report summarizing the results, including performance metrics and business impact, highlighting key insights and lessons learned during the pilot and recommending actions for scaling the AI solution, including potential improvements and additional use cases.

Slalom's approach to AI pilot projects is designed to deliver quick, actionable insights while minimizing risk. By focusing on strategic alignment, rigorous data preparation, iterative model development, and continuous optimization, Slalom maintains that AI initiatives are both effective and aligned with business goals. This methodical approach enables organizations to confidently scale successful AI solutions, driving innovation and competitive advantage.

81		<p>DEPLOYMENT AND INTEGRATION</p> <p>Describe how you take a pilot project and transition it to a full-scale deployment, include what metrics are used to measure their success.</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p>	<p>Slalom's AI Production Line services are designed to help organizations rapidly develop, deploy, and scale AI solutions, maintaining they deliver tangible business value. We leverage MLOps (Machine Learning Operations) principles to implement best practices for continuous integration, delivery, and monitoring of AI models. Slalom's approach to MLOps is designed to streamline the development, deployment, and management of machine learning models, ensuring they deliver consistent and scalable results.</p> <p>Slalom's approach to deploying an AI model is methodical and maintains that the transition from development to production is seamless and efficient. Below is an overview of the deployment process:</p> <p>1. Infrastructure Setup: Slalom begins by setting up a robust infrastructure, often leveraging cloud platforms like AWS, Microsoft Azure, or Google Cloud. This maintains scalability, flexibility, and high performance. The infrastructure is designed to handle the computational demands of AI models and integrate seamlessly with existing systems.</p> <p>2. Continuous Integration and Continuous Deployment (CI/CD): Slalom employs CI/CD pipelines to automate the deployment process. We leverage test automation to confirm the model is rigorously tested for accuracy, performance, and reliability before deployment. We manage different versions of the model using version control tools (e.g. BitBucket, GitHub) to track changes and improvements over time. Using tools like Jenkins, GitLab CI, or Azure DevOps we automate the deployment process, reducing the risk of human error and speeding up the deployment cycle.</p> <p>3. Monitoring and Maintenance: Once the model is deployed, Slalom sets up continuous monitoring to track its performance in real-time. We monitor key performance indicators (KPIs) to verify the model is functioning as expected. We implement automated alerts and error handling mechanisms to quickly address any issues that arise. Continuous updates of the model based on new data and feedback maintain its accuracy and relevance.</p> <p>4. Security and Compliance: Slalom maintains that the deployed AI model adheres to industry standards and regulatory requirements. This involves implementing robust data privacy measures to protect sensitive information and confirming that the deployment process complies with relevant regulations, such as GDPR, HIPAA, or other industry-specific standards.</p> <p>5. User Training and Support: To facilitate successful adoption, Slalom provides comprehensive training and support for end-users. This includes Training Programs to educate users on how to interact with the AI model and interpret its outputs, providing detailed documentation and user guides to facilitate smooth operation and offering continuous support services to address any user queries or issues post-deployment.</p> <p>Common metrics used to measure success of pilot projects include user engagement, achievement of specific project goals, system performance and error rates, and user feedback. By following these steps and measuring success metrics, Slalom confirmed that AI models are deployed efficiently, securely, and effectively, delivering maximum value to their clients.</p>
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82		<p>ONGOING SUPPORT AND MAINTENANCE</p> <p>Describe what ongoing support and maintenance services are offered to ensure continued success of AI solutions in the face of rapidly evolving technology.</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p>	<p>Slalom's Enhance and Operate services are designed to help organizations maximize the value of their technology investments by verifying that systems and processes are not only maintained but continuously improved. This comprehensive approach focuses on optimizing performance, enhancing capabilities, and ensuring sustainable operations.</p> <p>Slalom adopts Site Reliability Engineering (SRE) practices to enhance the reliability, scalability, and efficiency of their clients' systems. We employ an embedded SRE model, where SRE engineers are integrated into cross-functional teams. These engineers work alongside product teams throughout the entire lifecycle of a product, from development to decommissioning. This ensures that reliability and scalability are considered at every stage.</p> <p>Slalom emphasizes proactive monitoring and automation to maintain system health. We implement automated monitoring tools to continuously track system performance and detect issues before they impact users. This approach reduces downtime and enhances system reliability.</p> <p>We focus on continuous improvement by establishing feedback loops. We regularly review system performance and incorporate feedback from users and stakeholders to refine and optimize their solutions. This iterative process confirms that systems remain efficient and effective over time.</p> <p>Slalom fosters a culture of collaboration and knowledge sharing. SRE engineers work closely with development and operations teams to share best practices and maintain alignment on reliability goals. This collaborative approach helps in building robust and scalable systems.</p> <p>Security and compliance are integral to Slalom's SRE practices. We implement stringent security measures and maintain that systems comply with industry standards and regulations. This focus on security helps in maintaining the integrity and trustworthiness of their solutions.</p> <p>By integrating these SRE practices, Slalom confirms that their clients' systems are reliable, scalable, and capable of meeting the demands of modern business environments.</p>
83	TRAINING AND EDUCATION	<p>Describe what training and education programs you provide to help entity staff effectively adopt, use, and manage AI solutions.</p> <p>Describe the topics and skills covered in your training program as well as your experience in providing AI training and education.</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p>	<p>Slalom's learning and development approach is designed to foster a culture of continuous learning and adaptability, maintaining that people are equipped with the skills and knowledge needed to thrive in a rapidly changing business environment. This comprehensive strategy focuses on empowering individuals, enhancing organizational capabilities, and driving innovation.</p> <p>Slalom tailors training for our clients for all the solutions we deliver. We design a learning transformation journey that progresses from discovery, through learners' interactions to organizational sustainment. Prior to launch, we identify all impacted stakeholders and assess the skills of these individuals and groups. We then develop a skills matrix and learning paths aligned to the learning objectives of the solution being delivered. These inputs are used to design learning experiences that can include high- and low-tech learning options, such as videos, augmented reality training games, and online training competitions or interactive videos.</p> <p>All learning options include communications to familiarize learners with the learning initiative and changes to come, job aids, on the job application and team coaching. Training sessions, including bootcamp options, are then conducted, followed by learners trying out their new skills with on-the-job activities. In addition to coaching from our trainers, peer-to-peer learning and mentoring is</p>

				<p>encouraged to embed these behaviors into daily work. To sustain new ways of working, knowledge transfer, documentation and team retrospectives are all employed.</p> <p>We work with our clients to design custom training, identifying the appropriate delivery mechanisms to meet the implementation learning outcomes. Training is designed to be delivered in increments where individuals will iterate on their learning journey to learn and apply their new knowledge, skills and abilities.</p> <p>Topics and skills covered in our training program and our experience in providing AI training and education:</p> <p>As described earlier, Slalom tailors training to our specific customers' needs. Some examples of AI topics we can provide training on are shown below.</p> <p>1. Introduction to AI and Machine Learning Objective: Provide a foundational understanding of AI and machine learning concepts.</p> <p>Topics Covered: Overview of AI and its applications, basics of machine learning (ML) and deep learning, key AI technologies and tools.</p> <p>2. Building and Training AI Models Objective: Teach participants how to develop and train AI models.</p> <p>Topics Covered: Selecting appropriate ML algorithms, model training and evaluation, hyperparameter tuning and optimization.</p> <p>3. AI Deployment and MLOps Objective: Introduce best practices for deploying and managing AI models in production.</p> <p>Topics Covered: Continuous integration and continuous deployment (CI/CD) for AI, monitoring and maintaining AI models, MLOps tools and frameworks.</p> <p>4. Ethical AI and Governance Objective: Confirm participants understand the importance of ethical AI practices.</p> <p>Topics Covered: Bias mitigation in AI models, transparency and explainability, compliance with industry standards and regulations.</p> <p>Examples of Slalom's experience providing AI training and education:</p> <p>1. Collaboration with Snowflake Slalom has partnered with Snowflake to deliver customer workshops focused on generative AI (GenAI) and machine learning (ML) use cases. These workshops cover the entire Snowflake GenAI journey, from learning and experimentation to implementation. The goal is to help joint customers achieve the full potential of AI with Snowflake, providing hands-on training and practical insights.</p> <p>2. Microsoft Fabric Workshops Slalom frequently conducts hands-on workshops and accelerators as part of their work with Microsoft Fabric. These interactive programs cover topics, such as working with OpenAI and Fabric monitoring tools. The workshops are designed to help customers understand and effectively utilize the full capabilities of the cloud-based platform, enhancing their AI and data analytics skills.</p> <p>3. AI for All: Momentum Tour In collaboration with AWS, Databricks, and Tableau, Slalom launched the "AI for All: Momentum Tour." This</p>	
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			<p>initiative includes in-person events where organizations can learn how to harness the momentum of AI responsibly. The tour focuses on education and enablement, experimentation and learning, and building and scaling AI solutions. These events provide valuable training and insights into AI best practices.</p> <p>4. Salesforce AI Accelerator Slalom's Salesforce AI Accelerator is another example of our commitment to AI training. This program provides companies using Salesforce technology with the tools to design, develop, and deploy AI-powered bots. The accelerator includes training sessions that help participants understand how to integrate AI into their customer service operations, enhancing their ability to meet business needs with innovative AI solutions.</p> <p>Customer Example: Slalom partnered with a leading global airline to kickstart their journey into generative AI, co-creating a platform and solutions aimed at improving customer experience. This project involved several key components.</p> <p>1. Workshops and Demos: Slalom conducted workshops and demonstrations to introduce the customer's teams to generative AI technologies. These sessions helped build awareness and understanding of AI's potential applications within the organization.</p> <p>2. Hands-On Training: Employees participated in hands-on training sessions where they learned to use AI tools and technologies to solve real-world problems. This practical approach ensured that the teams could apply their new skills directly to their work.</p> <p>3. Customized Learning Paths: Slalom developed customized learning paths tailored to the specific needs and roles of the customer's employees. This personalized approach confirmed that each team member received relevant and impactful training.</p> <p>Outcomes and Impact: The AI solutions developed during the training improved various aspects of the customer experience, such as personalized recommendations and more efficient service delivery.</p> <p>The training empowered employees with the knowledge and skills needed to leverage AI in their daily operations, fostering a culture of innovation and continuous improvement.</p>
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Table 9: Exceptions to Terms, Conditions, or Specifications Form

Line Item 84. NOTICE: To identify any exception, or to request any modification, to Sourcwell standard Master Agreement terms, conditions, or specifications, a Proposer must submit the proposed exception(s) or requested modification(s) via redline in the Master Agreement Template provided in the “Bid Documents” section. Proposer must upload the redline in the “Requested Exceptions” upload field. All exceptions and/or proposed modifications are subject to review and approval by Sourcwell and will not automatically be included in the Master Agreement.

Do you have exceptions or modifications to propose?	Acknowledgement *
	<div><input type="radio"/> Yes</div> <div><input checked="" type="radio"/> No</div>

Documents

Ensure your submission document(s) conforms to the following:

- 1. Documents in PDF format are preferred. Documents in Word, Excel, or compatible formats may also be provided.

2. Documents should NOT have a security password, as Sourcewell may not be able to open the file. It is your sole responsibility to ensure that the uploaded document(s) are not either defective, corrupted or blank and that the documents can be opened and viewed by Sourcewell.

3. Sourcewell may reject any response where any document(s) cannot be opened and viewed by Sourcewell.

4. If you need to upload more than one (1) document for a single item, you should combine the documents into one zipped file. If the zipped file contains more than one (1) document, ensure each document is named, in relation to the submission format item responding to. For example, if responding to the Marketing Plan category save the document as "Marketing Plan."

- [Pricing](#) - Pricing_Slalom_RFP #110724.pdf - Thursday November 07, 2024 09:45:14
- [Financial Strength and Stability](#) - Financial Strength and Stability_Slalom_D&B Report_RFP #110724.pdf - Thursday November 07, 2024 09:45:34
- [Marketing Plan/Samples](#) - Marketing Plan Samples_Slalom_RFP #110724.pdf - Thursday November 07, 2024 09:45:59
- [WMBE/MBE/SBE or Related Certificates](#) - WMBE_MBE_SBE or Related Certificates.zip - Thursday November 07, 2024 13:12:37
- [Standard Transaction Document Samples](#) - Standard Transaction Document Samples.zip - Thursday November 07, 2024 13:12:59
- Requested Exceptions (optional)
- [Upload Additional Document](#) - Additional Documents.zip - Thursday November 07, 2024 13:13:21

Addenda, Terms and Conditions

PROPOSER AFFIDAVIT OF COMPLIANCE

I certify that I am an authorized representative of Proposer and have authority to submit the foregoing Proposal:

1. The Proposer is submitting this Proposal under its full and complete legal name, and the Proposer legally exists in good standing in the jurisdiction of its residence.

2. The Proposer warrants that the information provided in this Proposal is true, correct, and reliable for purposes of evaluation for award.

3. The Proposer certifies that:

(1) The prices in this Proposal have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other Proposer 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.

(2) The prices in this Proposal have not been and will not be knowingly disclosed by the Proposer, directly or indirectly, to any other Proposer or competitor before award unless otherwise required by law; and

(3) No attempt has been made or will be made by Proposer to induce any other concern to submit or not to submit a Proposal for the purpose of restricting competition.

4. To the best of its knowledge and belief, and except as otherwise disclosed in the Proposal, there are no relevant facts or circumstances which could give rise to an organizational conflict of interest. An organizational conflict of interest is created when a current or prospective supplier is unable to render impartial service to Sourcewell due to the supplier's: a. creation of evaluation criteria during performance of a prior agreement which potentially influences future competitive opportunities to its favor; b. access to nonpublic and material information that may provide for a competitive advantage in a later procurement competition; c. impaired objectivity in providing advice to Sourcewell.

5. Proposer will provide to Sourcewell Participating Entities Solutions in accordance with the terms, conditions, and scope of a resulting master agreement.

6. The Proposer possesses, or will possess all applicable licenses or certifications necessary to deliver Solutions under any resulting master agreement.

7. The Proposer will comply with all applicable provisions of federal, state, and local laws, regulations, rules, and orders.

8. Proposer its employees, agents, and subcontractors are not:

1. Included on the "Specially Designated Nationals and Blocked Persons" list maintained by the Office of Foreign Assets Control of the United States Department of the Treasury found at: <https://www.treasury.gov/ofac/downloads/sdnlist.pdf>;
2. Included on the government-wide exclusions lists in the United States System for Award Management found at: <https://sam.gov/SAM/>; or
3. Presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from programs operated by the State of Minnesota; the United States federal government, as applicable; or any Participating Entity. Vendor certifies and warrants that neither it nor its principals have been convicted of a criminal offense related to the subject matter of this solicitation.

☒ By checking this box I acknowledge that I am bound by the terms of the Proposer's Affidavit, have the legal authority to submit this Proposal on behalf of the Proposer, and that this electronic acknowledgment has the same legal effect, validity, and enforceability as if I had hand signed the Proposal. This signature will not be denied such legal effect, validity, or enforceability solely because an electronic signature or electronic record was used in its formation. - Kory Kimball, General Manager, Global Public & Social Impact, Slalom, Inc.

The Proposer declares that there is an actual or potential Conflict of Interest relating to the preparation of its submission, and/or the Proposer foresees an actual or potential Conflict of Interest in performing the obligations contemplated in the solicitation proposal.

☐ Yes ☒ No

The Bidder acknowledges and agrees that the addendum/addenda below form part of the Bid Document.

Check the box in the column "I have reviewed this addendum" below to acknowledge each of the addenda.

File Name	I have reviewed the below addendum and attachments (if applicable)	Pages
Addendum_16_Artificial_Intelligence_Readiness_RFP110724 Thu October 31 2024 01:28 PM	<input checked="" type="checkbox"/>	19
Addendum_15_Artificial_Intelligence_Readiness_RFP110724 Tue October 29 2024 04:21 PM	<input checked="" type="checkbox"/>	2
Addendum_14_Artificial_Intelligence_Readiness_RFP110724 Mon October 28 2024 03:58 PM	<input checked="" type="checkbox"/>	2
Addendum_13_Artificial_Intelligence_Readiness_RFP110724 Fri October 25 2024 08:03 AM	<input checked="" type="checkbox"/>	4
Addendum_12_Artificial_Intelligence_Readiness_RFP110724 Tue October 22 2024 02:06 PM	<input checked="" type="checkbox"/>	2
Addendum_11_Artificial_Intelligence_Readiness_RFP110724 Thu October 17 2024 12:52 PM	<input checked="" type="checkbox"/>	6
Addendum_10_Artificial_Intelligence_Readiness_RFP110724 Tue October 15 2024 03:11 PM	<input checked="" type="checkbox"/>	3
Addendum_9_Artificial_Intelligence_Readiness_RFP110724 Mon October 14 2024 04:12 PM	<input checked="" type="checkbox"/>	4
Addendum_8_Artificial_Intelligence_Readiness_RFP110724 Thu October 10 2024 03:44 PM	<input checked="" type="checkbox"/>	3
Addendum_7_Artificial_Intelligence_Readiness_RFP110724 Wed October 9 2024 08:27 AM	<input checked="" type="checkbox"/>	2
Addendum_6_Artificial_Intelligence_Readiness_RFP110724 Mon October 7 2024 01:55 PM	<input checked="" type="checkbox"/>	2
Addendum_5_Artificial_Intelligence_Readiness_RFP110724 Wed October 2 2024 02:17 PM	<input checked="" type="checkbox"/>	2
Addendum_4_Artificial_Intelligence_Readiness_RFP110724 Mon September 30 2024 01:45 PM	<input checked="" type="checkbox"/>	4
Addendum_3_Artificial_Intelligence_Readiness_RFP110724 Thu September 26 2024 03:00 PM	<input checked="" type="checkbox"/>	4
Addendum_2_Artificial_Intelligence_Readiness_RFP110724 Tue September 24 2024 09:11 AM	<input checked="" type="checkbox"/>	7
Addendum_1_Artificial_Intelligence_Readiness_RFP110724 Fri September 20 2024 12:54 PM	<input checked="" type="checkbox"/>	2