RFP BLR-170003
Procurement Process Consulting Services

Response to Request for Proposal

Closing Date: August 18, 2017, 4:30 P.M. CDT

Electronic Copy

Submitted By:
Ikaso Consulting, LLC
1001 Bayhill Drive, Suite 200
San Bruno, California 94066

Point of Contact:
Ms. Reiko Osaki, President & CEO
Ikaso Consulting, LLC
Phone: 415-734-6858 (m)

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Completed Form EO-98-04	
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Q&A Set 2 – Signed	
Q&A Set 3 – Signed	

Executive Summary

Thank you for the opportunity to submit this proposal describing Ikaso Consulting, LLC's ("Ikaso") capabilities and services. Ikaso has done one thing since its founding in 2008: advise state governments on procurement. This singular focus uniquely positions Ikaso to provide a depth of expertise with total objectivity. We believe our team's extensive experience in 18 states provides the direct, relevant experience requested by the Bureau of Legislative Research ("BLR") and the Review Subcommittee of the Arkansas Legislative Council (the "Subcommittee") as outlined in RFP Number BLR-170003.

Ikaso's Experience

Ikaso is the nation's leading state government procurement consultant. We are uniquely positioned to successfully deliver the services requested in this RFP because of our combined expertise with state procurement law, procurement process execution, and procurement organization and operations. As detailed in our example projects in section 5.5 below, Ikaso has had multiple engagements with several states delivering work that mirrors what this RFP solicits, including collaborating to revise procurement laws, regulations, procedures, and programs. We have seen what laws, regulations, procedures, and operational structures work well, and we have seen how some decisions beget unintended consequences.

With respect to procurement execution, we have helped many states draft, execute, and negotiate RFPs and contracts for high profile and high dollar value programs. This execution work includes the State of Arkansas ("State") where we have facilitated the RFP development, execution, and contract negotiation for Dental Managed Care as well as Independent Assessments for waiver populations in collaboration with the Office of State Procurement ("OSP") and the Department of Human Services ("DHS"). Our experience in Arkansas coupled with our experience in other states provides a unique perspective to address the BLR scope of work.

Ikaso's Approach

Ikaso proposes a project team comprised of professionals of diverse background who have made it their career to improve state procurement. The proposed team, which includes Ikaso's President and founder Reiko Osaki, will bring decades of collective state procurement experience to the table to serve the BLR and Subcommittee and support the achievement of its goals.

Over the course of similar engagements, Ikaso has developed and refined a Methodology directly applicable to this project. This below ten-step methodology (with an 11th "step" of follow-on support) maximally leverages our expertise to accomplish the Subcommittee's objectives while efficiently utilizing State resources.

Step 1: Identify the Project Context through Key Stakeholder Interviews

A successful project requires a complete understanding of the context and objectives. Ikaso's first step on this engagement will be to interview key Stakeholders on the Subcommittee and BLR.

Step 2: Identify and Confirm the Full Scope of Written Materials for Review

A critical component of this engagement will be the review of all available written guidance and data regarding the State's procurement program. Ikaso's second step will be to work with the Subcommittee to define the universe of materials for review.

Step 3: Collaborate with the Subcommittee to Develop the Project Framework

In the third, and most critical step, of the proposed Methodology, Ikaso will work directly with the Subcommittee to develop a Project Framework. This Framework will memorialize the specific goals of the Subcommittee – example goals from our past work include "Ensure Process Transparency" or "Maximize Savings Creation". This Framework will provide a lens for review and interview work, a structure for our recommendations, and guiding principles for the Subcommittee and BLR to measure its future success.

Step 4: Review of Written Materials to Identify Deficiencies and Improvement Areas

With the comprehensive inventory established in Step 2 and the Framework developed in Step 3, Ikaso will then undertake a thorough and structured review of all written materials and data. This review will give us a complete picture of what the State requires, which we can contextualize with our experience in other states. That said, the review of written materials will reveal how Arkansas *intends* its procurement process to function. Additional work is required to determine how procurement actually functions in the State.

Step 5: Collaborate with the Subcommittee to Identify a Cross-Section of Procurement Staff and Customers for Structured Interviews

In every state where Ikaso has worked, we have noted disconnects between what written guidance intends or requires and the state's actual procurement practices. These discrepancies, and not the laws themselves, are often the source of a state's procurement problems. The best way to learn the actual practices of a state's procurement program is through interviewing personnel and key stakeholders.

Ikaso intends to interview procurement personnel, procurement "customers" (such as the agencies who seek procurement support through the Office of State Procurement), and, at the direction of the Subcommittee, representative vendors in the industries identified by the Subcommittee in the RFP (legal, architectural, engineering, construction management, and land surveying). We will collaborate with the Subcommittee to develop interview rosters covering these different stakeholder groups. Between these three groups, Ikaso anticipates that this roster will provide a complete picture of how procurement operates and serves the State, as well as its impact on key industries.

Step 6: Develop Interview Guides

With the rosters in hand from Step 5, a comprehensive understanding of the intended procurement processes gained from Step 4's review, and the Framework developed in Step 3, Ikaso will then prepare detailed Interview Guides for each of the individuals listed on the Staff, Customer, and Industry interview rosters.

Step 7: Conduct Targeted Procurement Staff Interviews

Ikaso will use the Interview Guides developed in Step 6 to interview the roster of procurement professionals to identify the *actual* procurement practices.

Step 8: Conduct Targeted Procurement Customer Interviews

Next, Ikaso will interview the Customers of State Procurement to see how their needs may or may not be met. The Customers may also shed light on process or policy improvements which could lead to better results.

Step 9: Conduct Targeted Industry Interviews

Finally, Ikaso will interview the select industry representatives to determine the impact of the State's procurement processes on key industries.

Step 10: Develop and Deliver Report of Findings and Recommendations

Armed with our documentation review, interviews, and multi-state expertise, Ikaso will draft a written report of our findings and recommendations to the Subcommittee. The findings and recommendations will be framed in the context of the goals articulated in the Framework from Step 3. Under our current plan, this report would be delivered to the Subcommittee in draft form in March of 2018. This report shall include, at a minimum:

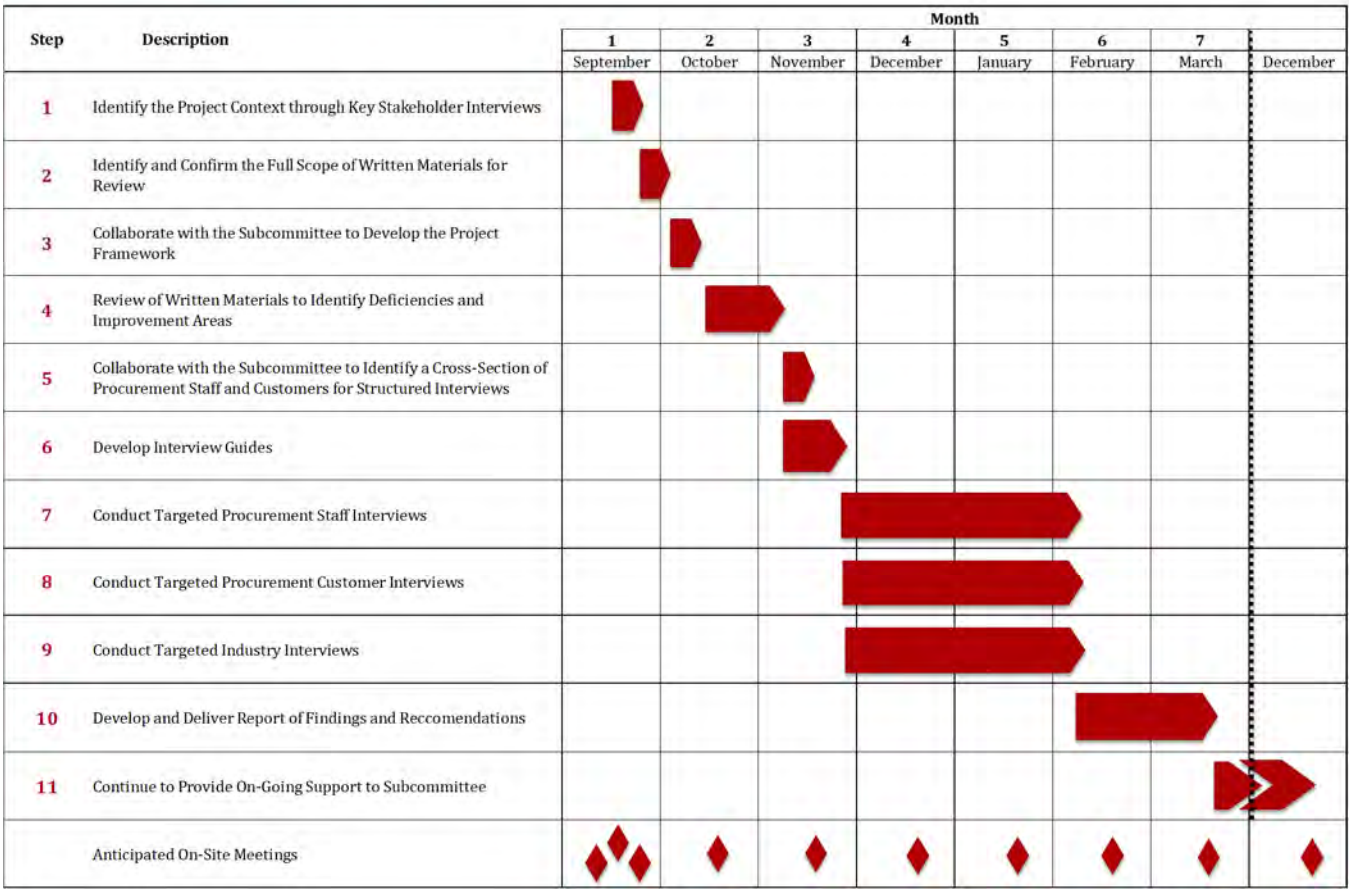
- Suggested improvements to the State's laws, regulations, and policies with an emphasis on suggestions proven to be effective based on our experience in other states
- Identification of any inconsistencies that may exist among laws, regulations, and policies
- Observations of any breakdowns in the current practices, including their root cause
- Observations of any unintended consequences of any written constraints or requirements
- Suggested improvements to practices or procedures, which may not require a statute, regulation, or policy change, but may nonetheless pay material dividends
- Any practices, developed over time, which depart from the intended processes. (An example noted from our prior experience in Arkansas is the fact that the 30-day maximum solicitation posting period contemplated by Arkansas Code Annotated § 19-11-229(d) has at times necessitated the posting of "draft" RFPs to fulfill longer federally-mandated posting requirements for certain procurements.)

Step 11: Continue to Provide On-Going Support to Subcommittee

Our responsibilities to the Subcommittee would not end with the delivery of a report of findings and recommendations. We understand that this RFP seeks an ongoing relationship whereby the consultant can continue to support and advise the Subcommittee as it considers procurement matters and, ultimately, drafts its own report in December 2018. Ikaso will remain ready and available to support the Subcommittee in drafting items, providing subject matter expertise for ad hoc requests, or providing any other service the Subcommittee deems helpful.

For a graphical portrayal of these steps and their timing, please see the proposed project workplan:

Ikaso's Proposed Project Plan and Timeline



Acknowledgement of Numbered Paragraphs

Ikaso Consulting acknowledges each RFP numbered paragraph. This acknowledgement and agreement is provided below.

1.0: Introduction	Acknowledge and Agree
1.1 Issuing Agency	Acknowledge and Agree
1.2 Schedule of Events	Acknowledge and Agree
1.3 Caution to Vendors	Acknowledge and Agree
1.4 RFP Format	Acknowledge and Agree
1.5 Alteration of Original RFP Documents	Acknowledge and Agree
1.6 Requirement of Amendment	Acknowledge and Agree
1.7 RFP Questions	Acknowledge and Agree
1.8 Sealed Prices/Cost	Acknowledge and Agree
1.9 Proprietary Information	Acknowledge and Agree
1.10 Delivery of Response Documents	Acknowledge and Agree
1.11 Bid Evaluation	Acknowledge and Agree
1.12 Oral and/or Written Presentations/Demonstrations	Acknowledge and Agree
1.13 Intent to Award	Acknowledge and Agree
1.14 Appeals	Acknowledge and Agree
1.15 Past Performance	Acknowledge and Agree
1.16 Type of Contract	Acknowledge and Agree
1.17 Payment and Invoice Provisions	Acknowledge and Agree
1.18 Prime Contractor Responsibility	Acknowledge and Agree
1.19 Delegation and/or Assignment	Acknowledge and Agree
1.20 Conditions of Contract	Acknowledge and Agree
1.21 Statement of Liability	Acknowledge and Agree
1.22 Award Responsibility	Acknowledge and Agree
1.23 Independent Price Determination	Acknowledge and Agree
1.24 Publicity	Acknowledge and Agree
1.25 Confidentiality	Acknowledge and Agree
1.26 Proposal Tenure	Acknowledge and Agree
1.27 Warranties	Acknowledge and Agree
1.28 Contract Termination	Acknowledge and Agree
1.29 Vendor Qualifications	Acknowledge and Agree
1.30 Negotiations	Acknowledge and Agree
1.31 Licenses and Permits	Acknowledge and Agree
1.32 Ownership of Data and Materials	Acknowledge and Agree
2.0 Procurement Study Overview	Acknowledge and Agree
2.1 Objectives	Acknowledge and Agree
3.0 Scope of Work/Specifications	Acknowledge and Agree
3.1 Procurement Process Consulting	Acknowledge and Agree
3.2 Procurement of Goods and Services	Acknowledge and Agree
4.0 Compensation	Acknowledge and Agree
4.1 Payment Schedule	Acknowledge and Agree
4.2 Travel, Lodging, and Meals	Acknowledge and Agree
6.0 Generally	Acknowledge and Agree
6.1 Evaluation Criteria	Acknowledge and Agree

Responses to RFP Section 5

5.0: Comprehensive Vendor Information

All proposals should be complete and carefully worded and should convey all of the information requested by the Subcommittee. If significant errors are found in the Vendor's proposal, or if the proposal fails to conform to the essential requirements of the RFP, the Subcommittee will be the sole judge as to whether that variance is significant enough to reject the proposal. Proposals should be prepared simply and economically, providing a straightforward, concise description of the Vendor's capabilities to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of the content. Proposals that include either modifications to any of the contractual requirements of the RFP or a Vendor's standard terms and conditions may be deemed non-responsive and therefore not considered for award.

Acknowledge

5.1: Vendor Profile

In addition to information requested in other sections of the RFP, the Vendor shall submit the following:

Business Name

Ikaso Consulting, LLC

Business Address

1001 Bayhill Drive, Suite 200, San Bruno, CA 94066

Alternate Business Address

N/A

Primary Contact Name, Title, Telephone, Fax, and E-mail Address

Name: Reiko Osaki
Title: President & CEO
Telephone: (415) 734-6858
Fax: (415) 520-2662
E-Mail Address: rosaki@ikasoconsulting.com

How many years this company has been in this type of business

Since our founding nine years ago, Ikaso has solely delivered public-sector consulting services, including state procurement law, regulation, and policy, review, state procurement execution support, contract negotiation support, and state program workload analysis and operations reviews.

Proof that the Vendor is qualified to do business in the State of Arkansas

Ikaso was approved to do business in the State of Arkansas in June 2016. Our filing number is 811107336.

A disclosure of the Vendor's name and address and, as applicable, the names and addresses of the following: If the Vendor is a corporation, the officers, directors, and each stockholder of more than a ten percent (10%) interest in the corporation.

5.1: Vendor Profile

However, in the case of owners of equity securities of a publicly traded corporation, only the names and addresses of those known to the corporation to own beneficially five percent (5%) or more of the securities need be disclosed; if the Vendor is a trust, the trustee and all persons entitled to receive income or benefits from the trust; if the Vendor is an association, the members, officers, and directors; and if the Vendor is a partnership or joint venture, all of the general partners, limited partners, or joint venturers.

Ikaso Consulting, LLC
1001 Bayhill Drive, Suite 200, San Bruno, CA 94066

The President, CEO, and 100% owner of Ikaso is Reiko Osaki.

A disclosure of all the states and jurisdictions in which the Vendor does business and the nature of the business for each state or jurisdiction. A disclosure of all the states and jurisdictions in which the Vendor has contracts to supply procurement process consulting services and the nature of the goods or services involved for each state or jurisdiction.

Since Ikaso's sole focus is procurement consulting for state governments, the list of states in which we do business is the same as the list of states with which we have contracts to provide procurement process consulting services.

We maintain current accounts with:

- The Indiana Department of Administration
- The Indiana Family and Social Services Administration
- The Tennessee Department of General Services
- The South Carolina State Fiscal Accountability Authority, Division of Procurement Services
- The South Carolina Department of Health and Human Services
- The Iowa Department of Human Services
- The Arkansas Department of Finance and Administration, Office of State Procurement[1]
- The Arkansas Department of Human Services (where Ikaso is on a Qualified Vendor List) [2]

A disclosure of the details of any finding or plea, conviction, or adjudication of guilt in a state or federal court of the Vendor for any felony or any other criminal offense other than a traffic violation committed by the persons identified as management, supervisory, or key personnel.

Nothing to disclose.

[1] While the contract Ikaso maintains with OSP remain active Ikaso has completed all deliverables under the approved scopes of work on time and on budget.
[2] While this is an active contract there are no active scopes of work.

5.1: Vendor Profile

A disclosure of the details of any bankruptcy, insolvency, reorganization, or corporate or individual purchase or takeover of another corporation, including without limitation bonded indebtedness, and any pending litigation of the Vendor.

Nothing to disclose.

A disclosure of any conflicts of interest on the part of the Vendor or its personnel that will be working on this project, especially regarding financial interests that would be impacted depending on the recommendations ultimately made by the Subcommittee.

Ikaso has no conflicts of interest to disclose. Our sole business is procurement consulting for state governments, and thus we have no alternative consulting service lines or revenue streams that may benefit (directly or indirectly) from our advice or counsel to the State regarding procurement reforms.

To wit, none of the proposed Ikaso team members (nor any Ikaso employee) owns or operates a business which would benefit from our advice or influence regarding procurement reforms.

Ikaso also comes from a position of un-biased objectivity. As described in this proposal, we have learned a great deal about Arkansas' procurement practices through our project with the Office of State Procurement and the Department of Human Services, but that project was focused on execution within the constraints and common practices currently in force. We did not influence or effect any changes in these practices (as such was not our mandate). Accordingly, we bring Arkansas procurement perspective and experience while also maintaining the ability to be completely objective and critical as none of the materials or practices studied through this Contract (such as a procurement manual or template form) would be of our design or influence.

Additional disclosures and information that the Subcommittee may determine to be appropriate for the procurement involved.

Due to the perfect alignment of Ikaso's experience with this contract's objectives, we have no additional disclosures.

5.2: General Information

Vendor shall submit any additional information for consideration such as specialized services, staffs available, or other pertinent information the Vendor may wish to include.

Ikaso was founded in 2008 to provide procurement, negotiations, and contracting services to state governments. Our singular focus on these areas ensures we provide the best procurement process consulting services to our clients. Since our experience and knowledge perfectly align with the objectives of this contract, we have no additional pertinent information to mention.

5.3: Disclosure of Litigation
A Vendor must include in its Proposal a complete disclosure of any civil or criminal litigation or indictment involving such Vendor. A Vendor must also disclose any civil or criminal litigation or indictment involving any of its joint ventures, strategic partners, prime contractor team members, and subcontractors. This disclosure requirement is a continuing obligation, and any litigation commenced after a Vendor has submitted a Proposal under this RFP must be disclosed to the BLR in writing within five (5) days after the litigation is commenced.
Nothing to disclose.

5.4: Executive Summary
A Vendor must provide a summary overview and an implementation plan for the entire project being proposed. The intent of this requirement is to provide the Subcommittee with a concise but functional summary of the discussion of each phase of the Vendor's plan in the order of progression. While the Subcommittee expects a Vendor to provide full details in each of the sections in other areas of the RFP relating to its plan, the Executive Summary will provide a "map" for the Subcommittee to use while reviewing the Proposal. Each area summarized must be listed in chronological order, beginning with the date of Contract execution, to provide a clear indication of the flow and duration of the project. A Vendor may use graphics, charts, preprinted reports, or other enhancements as a part of this section to support the chronology or add to the presentation. Any such materials must be included in the original and each copy of the Proposal.

The following Executive Summary is produced in Section 1.0 of this proposal as well.

Thank you for the opportunity to submit this proposal describing Ikaso Consulting, LLC's ("Ikaso") capabilities and services. Ikaso has done one thing since its founding in 2008: advise state governments on procurement. This singular focus uniquely positions Ikaso to provide a depth of expertise with total objectivity. We believe our team's extensive experience in 18 states provides the direct, relevant experience requested by the Bureau of Legislative Research ("BLR") and the Review Subcommittee of the Arkansas Legislative Council (the "Subcommittee") as outlined in RFP Number BLR-170003.

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- Suggested improvements to the State's laws, regulations, and policies with an emphasis on suggestions proven to be effective based on our experience in other states
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- Observations of any breakdowns in the current practices, including their root cause
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- Suggested improvements to practices or procedures, which may not require a statute, regulation, or policy change, but may nonetheless pay material dividends
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Step 11: Continue to Provide On-Going Support to Subcommittee

Our responsibilities to the Subcommittee would not end with the delivery of a report of findings and recommendations. We understand that this RFP seeks an ongoing relationship whereby the consultant can continue to support and advise the Subcommittee as it considers procurement matters and, ultimately, drafts its own report in December 2018. Ikaso will remain ready and available to support the Subcommittee in drafting items, providing subject matter expertise for ad hoc requests, or providing any other service the Subcommittee deems helpful.

For a graphical portrayal of these steps and their timing, please see the proposed project workplan:

Ikaso's Proposed Project Plan and Timeline

Step	Description	Month 1 September	2 October	3 November	4 December	5 January	6 February	7 March	December
1	Identify the Project Context through Key Stakeholder Interviews								
2	Identify and Confirm the Full Scope of Written Materials for Review								
3	Collaborate with the Subcommittee to Develop the Project Framework								
4	Review of Written Materials to Identify Deficiencies and Improvement Areas								
5	Collaborate with the Subcommittee to Identify a Cross-Section of Procurement Staff and Customers for Structured Interviews								
6	Develop Interview Guides								
7	Conduct Targeted Procurement Staff Interviews								
8	Conduct Targeted Procurement Customer Interviews								
9	Conduct Targeted Industry Interviews								
10	Develop and Deliver Report of Findings and Reccomendations								
11	Continue to Provide On-Going Support to Subcommittee								
	Anticipated On-Site Meetings								

5.5: Vendor's Qualifications

A Vendor shall provide resumes or short biographies and qualifications of all management, supervisory, and key personnel to be involved in performing the services contemplated under this RFP. The resumes shall present the personnel in sufficient detail to provide the Subcommittee with evidence that the personnel involved can perform the work specified in the RFP.

We are pleased to submit the resumes of all management, supervisory, and key personnel who will be providing procurement-related management consulting services. An outline of the team and their roles is below.

MATTHEW LEWIS – PROJECT MANAGER

Job Title: Manager

Summary of Experience, Certifications, and Credentials

For the past 10 years, Mr. Lewis has served as an expert in state procurement execution and the design and implementation of programs that comply with complex regulatory schemes while promoting states' interests and fulfilling their needs. He has helped states design and execute difficult and high-profile procurements with successful outcomes. He has helped states critically assess policies and programs and effect meaningful change. He has also helped multiple insurance companies design best-in-class claims, sales, and compliance programs.

Mr. Lewis's procurement execution expertise focuses on high-impact social service program procurements. He has helped design and run procurements and negotiate contracts for the purchase of managed care for Medicaid programs, Medicaid technology and support services, technology for entitlement program administration, and other services required for federally regulated programs.

Mr. Lewis has a Bachelors in History from Haverford College and a Juris Doctorate from the James A. Beasley School of Law at Temple University. Mr. Lewis teaches continuing legal education classes on state and federal privacy, escheatment, and insurance regulations. He is a licensed attorney in New Jersey.

Employment History

- Ikaso Consulting – Manager (2016 to Present)
- CNA Financial – Long-Term Care Technical Director (2015 to 2016)
- Drinker Biddle & Reath LLP (2010 to 2015)
- CGI Spend Management Solutions – Associate (2005 to 2008)
- Silver Oak Partners – Analyst, Associate (2004 to 2005)

Examples of Experience and Projects

- **2016-2017: STATE OF ARKANSAS, OFFICE OF STATE PROCUREMENT (OSP)**

Mr. Lewis serves as the Project Manager, working on behalf of Arkansas' OSP on the design, management, and execution of multiple highly visible and critical procurements, including the drafting and execution of a procurement for a completely new program covering Independent Assessments and Provider Transformation Support for Special Needs Medicaid Plan Members. Mr. Lewis also managed the Dental Managed Care procurement through issuance and contract negotiation.

- **2016-PRESENT: STATE OF INDIANA, FAMILY AND SOCIAL SERVICES ADMINISTRATION (FSSA)**
  Mr. Lewis has served as a procurement consultant to Indiana FSSA, managing the drafting, evaluation, award, and contract negotiations for multiple complex federally regulated procurements in the Medicaid and entitlement program space. The procurements range from electronic health records software for state psychiatric hospitals, Medicaid fraud detection and prevention services, and employment and training services for SNAP and TANF participants.

- **2013-2015: State of Delaware Office of Secretary of State (SOS)**
  Mr. Lewis worked with the state to design and operate its unclaimed property and escheatment Voluntary Disclosure Agreement program for holders of unclaimed property who failed to report the amounts owed to the state. The program, which continues today, has earned the state hundreds of millions of dollars.

- **2005 -2008, 2017: STATE OF INDIANA, DEPARTMENT OF ADMINISTRATION (IDOA)**
  Mr. Lewis served as a consultant designing and executing a number of critical procurements for the state of Indiana. His work redesigning the state's hearing aid purchasing system and negotiating best-in-class contracts was featured as a cover story of *Gov Pro* magazine. Mr. Lewis has also helped Ikaso's review of Indiana's minority, women, and veteran business procurement program.

THOMAS ARNOLD – PROJECT DIRECTOR

Job Title: Director

Summary of Experience, Certifications, and Credentials

Mr. Thomas Arnold has a broad base of experience, ranging from large multi-national conglomerates and state governments, to Internet start-ups. For the past 14 years, Mr. Arnold has focused on serving state government clients, working with ten states in the areas of public-sector procurement and contracting, procurement organization transformations, and contract and performance monitoring. Mr. Arnold has both managed and advised teams for state procurement transformation projects, directed statewide strategic sourcing projects, and led several multi-billion dollar, high-profile Medicaid and human services procurements (such as Indiana's Hoosier Healthwise / Healthy Indiana Plan risk-based managed care services for Medicaid beneficiaries).

Mr. Arnold holds an M.B.A. from the Harvard Graduate School of Business Administration and a B.A. in Economics and Asian Studies from Colgate University.

Employment History

- Ikaso Consulting – Director (2009 to present)
- CGI Spend Management Solutions – Executive Consultant (2005 to 2007); Director, Consulting (2007 to 2009)
- Silver Oak Partners – Senior Consultant (2003 to 2005), Engagement Manager (2005)
- Booz & Company – Associate (2000 to 2002)

Examples of Experience and Projects

- **2011-PRESENT: STATE OF TENNESSEE, DEPARTMENT OF GENERAL SERVICES (DGS)**
  Mr. Arnold served as the project manager for a team supporting a comprehensive consolidation, restructuring, and process improvement program for Tennessee's newly-created Central Procurement Office. This work included development of new procurement rules and policy, the design and implementation of a new organization structure, independent oversight for the state's strategic sourcing project, and the training of state staff. Currently, Mr. Arnold is supporting several strategic procurement and negotiations projects, as well as savings validation efforts through a savings monitoring process and assessment tool developed by the Ikaso team.

- **2015-PRESENT: STATE OF SOUTH CAROLINA, STATE FISCAL ACCOUNTABILITY AUTHORITY (SFAA), DIVISION OF PROCUREMENT SERVICES (DPS)**
  Mr. Arnold served as a Subject Matter Expert for an organizational review and analysis of DPS. In this capacity, he worked closely with the project team, assisting them with project execution to develop findings and recommendations for an effective procurement organization, including a review of procurement law, regulations, and policies. Mr. Arnold currently supports the delivery of procurement training for the state.

- **2010-PRESENT: STATE OF INDIANA, DEPARTMENT OF ADMINISTRATION (IDOA)**
  Mr. Arnold serves in an advisory role providing consulting services to IDOA for a collaborative procurement program benefitting state agencies, local governments, libraries, and K-12 schools through coordinated procurements and improved access to state contracts. Mr. Arnold also advised IDOA in the areas of organization assessment and strategy and disadvantaged business enterprise strategy and operations.

- **2009-PRESENT: STATE OF INDIANA, FAMILY AND SOCIAL SERVICES ADMINISTRATION (FSSA)**
  Mr. Arnold serves as a co-manager providing consulting services to FSSA in the areas of procurement, negotiations, and contracting. He led the procurement, negotiations, contracting strategy, design, and execution for four managed care procurements: the consolidated Hoosier Healthwise and Healthy Indiana Plan managed care procurement in 2009-10 and the reprocurement in 2015-16, a managed care program for the Aged, Blind, and Disabled (Hoosier Care Connect) in 2014-15, and a PCCM managed care program (Indiana Care Select) in 2013. Additionally, he supports annual contract negotiations for the Hoosier Healthwise and Healthy Indiana Plan contracts.

- **2015-PRESENT: STATE OF IOWA, DEPARTMENT OF HUMAN SERVICES (DHS)**
  Mr. Arnold led the procurement and negotiations for Medicaid managed care organizations to support the state's transition from a fee-for-service model to managed care. His team led end-to-end procurement lifecycle services, including: market research, scope and performance measures definition, procurement strategy planning, protest mitigation strategy, procurement document development, assistance during the vendor response period, proposal evaluation facilitation, and contract negotiations. Post award, Mr. Arnold provided critical support for protest response assistance, vendor negotiations, and contract drafting. He currently supports the state in its annual contract negotiation process.

- **2016: STATE OF INDIANA, PURDUE UNIVERSITY**
  Mr. Arnold served as the project director for the training of Purdue University's procurement staff on six, half-day training modules encompassing a wide-range of best practices in strategic sourcing. Mr. Arnold oversaw the editing of all training modules and led the training of Purdue staff on the modules of Complex Technical and Cost Scoring and Negotiations.

- **2013: STATE OF OREGON, DEPARTMENT OF ADMINISTRATIVE SERVICES (DAS)**
  Mr. Arnold served as a Subject Matter Expert for a major procurement and contract reform project for Oregon's Department of Administrative Services. As a Subject Matter Expert, he worked closely with the project team, assisting them with the implementation of analysis and research, guided by client-specific values, which led to actionable recommendations to streamline procurement processes and outcomes.

- **2006: STATE OF INDIANA, DEPARTMENT OF ADMINISTRATION (IDOA)**
  Mr. Arnold managed a team providing consulting services to IDOA in the areas of strategic sourcing, contracting, and negotiations.

- **2006: STATE OF MICHIGAN, DEPARTMENT OF TECHNOLOGY, MANAGEMENT & BUDGET (DTMB)**
  Mr. Arnold served on a strategic sourcing project team, leading the development of training materials and savings monitoring approaches.

- **2005-2006: STATE OF WASHINGTON, DEPARTMENT OF GENERAL ADMINISTRATION (DGA)**
  Mr. Arnold served as a manager of a team providing consulting services to DGA in the areas of strategic sourcing, contracting, and negotiations.

- **2003-2005: STATE OF NEW MEXICO, GENERAL SERVICES DEPARTMENT (GSD)**
  Mr. Arnold served on the Save Smart New Mexico project, leading strategic sourcing efforts in the areas of prison medical services and commercial print, generating savings and contract improvements in both areas. New Mexico's innovative commercial print contract created under Mr. Arnold's leadership was subsequently featured in Government Procurement Magazine.

REIKO OSAKI – PROJECT ADVISOR

Job Title: President and CEO

Summary of Experience, Certifications, and Credentials

Ms. Reiko Osaki is the founder, President, and CEO of Ikaso Consulting. Her background in political science, experience serving 14 state government administrations, and 17 years of consulting work help her team and her clients implement collaborative change and achieve sustainable results. The long tenure of Ikaso's engagements speaks to the detailed and thoughtful work product that comes from Ms. Osaki's experience, expertise, ability to listen and engage with all levels of client organizations, and staunch work ethic. She has served as a trusted advisor to numerous state government agency leaders, helping to navigate challenging procurements and contracts, especially on the cusp of new policy decisions or approaches that demand a fast pace of change. Ms. Osaki's areas of expertise include procurement, complex contract negotiations, state organization staffing analysis, and the strategic implementation of performance measures to ensure long term success of her clients' programs.

Ms. Osaki serves on the executive governing board of the American Public Human Services Association (APHSA) to support nationwide, bi-partisan collaboration on key issues facing human services programs. Ms. Osaki holds a B.A. in Political Science from Stanford University.

Employment History

- Ikaso Consulting – President and CEO (2008 to present)
- CGI, Spend Management Solutions – Director, Consulting Services (2005 to 2007)
- Silver Oak Partners – Principal and Manager (2003 to 2005), Senior Consultant, Consultant and Analyst (2000 to 2003)

Examples of Experience and Projects

- **2011-Present: STATE OF TENNESSEE, DEPARTMENT OF GENERAL SERVICES (DGS)**
  Ms. Osaki oversees project delivery for all Ikaso projects, including the Tennessee DGS procurement reform project, which included a comprehensive consolidation, restructuring, and process improvement program for Tennessee's newly-created Central Procurement Office. This work included development of new procurement rules and policy, the design and implementation of a new organization structure, independent oversight for the state's strategic sourcing project, and the training of state staff. Currently, under Ms. Osaki's direction, Ikaso continues to support multiple strategic procurements and negotiations for DGS as well as performing savings validation and monitoring in conjunction with the State using tools developed by Ikaso.

- **2016-2017: STATE OF ARKANSAS, OFFICE OF STATE PROCUREMENT (OSP)**
  Ms. Osaki led Ikaso's team in the management of a suite of high-value procurements conducted on behalf of Arkansas' OSP. Ms. Osaki assisted her team and client with navigating, drafting, and successfully positioning the State's first Medicaid managed care procurement. Most

recently, she guided her team through the creation of a new program covering Independent Assessments and Provider Transformation Support for Special Needs Medicaid Plan Members.

- **2010-Present: STATE OF INDIANA, DEPARTMENT OF ADMINISTRATION (IDOA)**
  Ms. Osaki leads project delivery for IDOA, with a focus on strategy support for key statewide procurements, procurement operations, and organization assessment. In addition, Ikaso works with IDOA to provide a collaborative procurement program benefitting local government, school districts, and other entities through improved access to state contracts.

- **2015-Present: STATE OF IOWA, DEPARTMENT OF HUMAN SERVICES (DHS)**
  Ms. Osaki leads the Ikaso team's delivery of critical human services procurements, including Iowa's Health Link program procurement and negotiations and DHS' procurements for the child welfare and juvenile justice programs. In addition, Ms. Osaki leads the current review of procurement laws, regulations, and procedures observed by DHS in conjunction with its partner agencies' published rules.

- **2008-Present: STATE OF INDIANA, FAMILY AND SOCIAL SERVICES ADMINISTRATION (FSSA)**
  Ms. Osaki provides consulting services to FSSA in the areas of negotiations, procurement, and project management for complex initiatives spanning areas such as Medicaid managed care, non-emergency medical transportation, Medicaid benefits review, MMIS, eligibility IT systems, and eligibility systems negotiations. In all, Ms. Osaki has led the Ikaso team to work on over 100 procurements/contracts for FSSA since 2008.

- **2013-Present: STATE OF TENNESSEE, DEPARTMENT OF HUMAN SERVICES (DHS)**
  Ms. Osaki leads Ikaso's detailed workload analysis projects for Tennessee DHS. Since 2013, Ms. Osaki and her team have conducted detailed assessments of the policies, procedures, and processes governing operations for various teams including, among others, eligibility counselors for SNAP, TANF, and Medicaid eligibility and enrollment; service center workers staffing the eligibility call centers; Appeals and Hearings workers; and Adult Protective Services workers. Ms. Osaki's team also assessed changes to the state's eligibility processes and staffing as part of the Affordable Care Act (ACA) rollout, including separation of responsibilities for Medicaid eligibility and family assistance (SNAP, TANF) programs.

- **2013: STATE OF OREGON, DEPARTMENT OF ADMINISTRATIVE SERVICES (DAS)**
  Ms. Osaki led project execution for a major procurement and contract reform project for Oregon's Department of Administrative Services' Office of the Chief Operating Officer. She worked collaboratively with state leadership to analyze the current procurement organization, workflows, and policies to identify recommendations to improve the department's risk mitigation strategy, review key performance indicators, and enhance strategic sourcing practices to achieve greater savings. The team also evaluated the state's minority and women-owned business program.

- **2009: STATE OF DELAWARE, DEPARTMENT OF HEALTH AND SOCIAL SERVICES (DHSS)**
  Ms. Osaki provided consulting services to the state of Delaware, Department of Health and

Social Services (DHSS) in the areas of negotiations, procurement, and contracting spanning Medicaid and Social Services. Ms. Osaki advised DHSS on Medicaid durable medical equipment (DME) policies and pricing, clinical services, and therapy provider contracts for state-run medical centers, and electronic benefit card services.

UDAY AYYAGARI – PROJECT ADVISOR

Job Title: Director

Summary of Experience, Certifications, and Credentials

Mr. Uday Ayyagari is a seasoned and successful procurement consultant with over 14 years of experience advising eight state and public-sector clients on complex procurement initiatives. He has worked on over 35 procurements and contracts for state governments, either directly or in the role of a Subject Matter Expert. Mr. Ayyagari's specific experience spans a broad set of areas ranging from large statewide contracts for office supplies, equipment, and cellular services to high-value Medicaid and social services contracts. Within these areas, he has led teams executing critical solicitations that cover service delivery and/or complex systems with an eye to ensuring an effective and efficient use of state resources and vendor accountability.

In a typical consulting engagement, Mr. Ayyagari functions both as a project leader and an advisor to numerous client executives. Mr. Ayyagari's extensive background in government operations and administration helps his clients navigate complex organizational challenges while maintaining a focus on performance measurement and accountability.

Mr. Ayyagari holds an MBA from UC Berkeley's Haas School of Business, where he was a Mayfield Fellow. He also received an M.S. in Mechanical Engineering from UC Berkeley and a B.Tech. in Mechanical Engineering from the Indian Institute of Technology.

Employment History

- Ikaso Consulting – Director (2010 to present), Senior Associate (2008 to 2010)
- CGI Spend Management Solutions – Senior Consultant (2005 to 2007)
- Silver Oak Partners – Analyst, Associate (2003 to 2005)

Examples of Experience and Projects

- **2008-PRESENT: STATE OF INDIANA, FAMILY AND SOCIAL SERVICES ADMINISTRATION (FSSA), INDIANA DEPARTMENT OF ADMINISTRATION (IDOA)**
  Mr. Ayyagari leads a team of consultants advising FSSA in the areas of procurement, negotiations, and contracting for Medicaid operations, human services programs, cross-divisional IT systems, and other strategic initiatives. A sampling of areas where Mr. Ayyagari has led procurement and negotiations efforts includes Medicaid Management Information Systems (MMIS), eligibility IT systems, eligibility processing services, EBT services, and fraud and abuse detection services.

  In the execution of this engagement, Mr. Ayyagari and his team work in close collaboration with IDOA, which is the state agency with ultimate responsibility for procurements. The nature of this collaboration ranges from execution of individual procurements or contract negotiations to identifying trends and opportunities for policy changes and/or process improvements to enable better outcomes for the state and the vendor community.

- **2016-2017: STATE OF ARKANSAS, OFFICE OF STATE PROCUREMENT (OSP)**
  Mr. Ayyagari serves as project director, working on behalf of Arkansas' OSP on the design and execution of a suite of high-value public procurements, including the State's first Medicaid managed care procurement. Most recently, he successfully worked with numerous stakeholder groups to design a procurement for a completely new program covering Independent Assessments and Provider Transformation Support for Special Needs Medicaid Plan Members.

- **2011: STATE OF TENNESSEE, DEPARTMENT OF GENERAL SERVICES (DGS)**
  Mr. Ayyagari led a review of Tennessee's "top contracts" as part of an overall procurement assessment. During this effort, Mr. Ayyagari and his team closely analyzed a portfolio of contracts and associated procurement processes, representing high-spend goods and services and critical agency-specific contracts. The review resulted in targeted, practical recommendations for the state's consideration that were subsequently incorporated into the procurement transformation initiative.

- **2011-PRESENT: STATE OF TENNESSEE, DEPARTMENT OF HUMAN SERVICES (DHS); TENNCARE**
  Currently, Mr. Ayyagari leads a team of consultants supporting planning and procurement for DHS' Enterprise System Modernization project, which seeks a new IT system to support eligibility operations, child support enforcement, and child care program administration. Previously, Mr. Ayyagari served as a project advisor to the state's Medicaid program, TennCare, where he provided subject matter expertise for systems procurements and negotiations.

- **2015-2016: STATE OF IOWA, DEPARTMENT OF HUMAN SERVICES (DHS)**
  Mr. Ayyagari led a review of 12 Medicaid-related contracts to assess modifications needed to support the state's move from the fee-for-service model to managed care, in the form of the Iowa Health Link program. This included the Home and Community-Based Services oversight contract. To align with future program needs, Mr. Ayyagari led the team in developing negotiation scripts and supporting negotiations with vendors to achieve the state's goals around pricing, performance measurement, and operational continuity, and capturing the negotiation outcomes in the resultant contract amendments. Mr. Ayyagari also collaborated with the DHS and Iowa Medicaid Enterprise (IME) leadership teams on potential organizational models in support of Iowa Health Link.

- **2013: STATE OF NEBRASKA, DEPARTMENT OF HEALTH AND HUMAN SERVICES (DHHS)**
  Mr. Ayyagari worked closely with DHHS Leadership on the development of two RFPs – one for care management/Electronic Health Record (EHR) systems and one for a centralized data system.

- **2009: STATE OF DELAWARE, DEPARTMENT OF HEALTH AND SOCIAL SERVICES (DHSS)**
  Mr. Ayyagari advised DHSS on multiple procurement, negotiations, and contracting issues including Medicaid durable medical equipment polices and pricing, clinical services, and

therapy provider contracts for state-run medical centers, as well as electronic benefits transfer (EBT) services.

- **2005-2006: STATE OF WASHINGTON, DEPARTMENT OF GENERAL ADMINISTRATION (DGA)**
  Mr. Ayyagari served as a senior member of a team providing consulting services to DGA in the areas of strategic sourcing and procurement, contracting, and negotiations.

- **2003-2005: NEW MEXICO, GENERAL SERVICES DEPARTMENT (GSD)**
  Mr. Ayyagari served on the Save Smart New Mexico project, leading strategic sourcing efforts in the areas of office supplies, mailing equipment/postage meters, and wireless services. Mr. Ayyagari's work was recognized for generating savings for taxpayers while increasing business to in-state companies. His work was subsequently featured in press releases from Governor Bill Richardson's office.

ERIN KREMER – EXPERT ADVISOR

Job Title: Manager

Summary of Experience, Certifications, and Credentials

Ms. Erin Kremer is a state procurement, human resources, and organizational design expert with more than 16 years of experience working in the public sector in roles that span procurement, contracting, contract management, and human resource management. In her many roles within state government, Ms. Kremer managed a successful statewide strategic sourcing initiative, directed a team of vendor managers that aggressively and successfully oversaw statewide contracts, implemented two procurement team reorganizations, supported a state through the protest process, and developed protest mitigation strategies. Most recently she helped conduct a Procurement laws, regulations, and procedures, and organization review and analysis of South Carolina's Division of Procurement Services and is supporting implementation of approved recommendations.

As a former state procurement director, Ms. Kremer has developed a deep understanding of public-sector procurement. For Tennessee's Department of General Services, Ms. Kremer supported the development of new procurement laws, regulations, and procedures as well as the design and implementation of a new organization structure for the central procurement and real estate management agencies. For the Indiana Department of Administration, Ms. Kremer led the state procurement team as its director. Ms. Kremer also introduced new efficiency to the CPO new hire process through a combined understanding of HR and budget policies. For both projects, Ms. Kremer was also responsible for strategy and project updates to executive leadership. Currently, in a consulting capacity, she provides South Carolina, Tennessee, and Indiana with procurement and contracting expertise and project management support for numerous procurements for goods and services.

Ms. Kremer holds a B.S. in Business Administration from Miami University in Oxford, Ohio.

Employment History

- Ikaso Consulting – Manager (2010 to present)
- State of Indiana Department of Administration – Procurement Director and Director of Vendor Management (2005 to 2010)
- State of Indiana Department of Administration and Office of Technology – Human Resources Director (2004 to 2005)
- State of Indiana Personnel Department – Employment Specialist, Classification/Compensation Analyst (2001 to 2004)

Examples of Experience and Projects

- **2011-2016: STATE OF TENNESSEE, DEPARTMENT OF GENERAL SERVICES (DGS), CENTRAL PROCUREMENT OFFICE (CPO)**
  Ms. Kremer served as a consultant supporting the development of new procurement laws, regulations, and procedures, as well as the design and implementation of a new organization structure for the central procurement and real estate management agencies. Additionally, Ms.

Kremer consulted on elements of the procurement cycle, including strategy development and document drafting. Ms. Kremer provided procurement expertise and project management support for a solicitation to procure a catalog management solution to increase state purchasers' and local governments' access to statewide contracts. Ms. Kremer also introduced new efficiency to the CPO new hire process through a combined understanding of HR and budget policies. Ms. Kremer continues to consult on procurement and HR matters with the CPO leadership team.

- **2015-PRESENT: STATE OF SOUTH CAROLINA, STATE FISCAL ACCOUNTABILITY AUTHORITY (SFAA), DIVISION OF PROCUREMENT SERVICES (DPS)**
  Ms. Kremer served as a project manager to conduct a Procurement laws, regulations, and procedures, and organization review and analysis of DPS. This involved reviewing existing procurement law, regulations, and procedures – as well as processes and tools – to develop findings and recommendations for an effective procurement organization. Additionally, Ms. Kremer provided procurement expertise for a solicitation to procure spend analysis and strategic sourcing services and conducted a statewide contract review project. Most recently, Ms. Kremer and her team developed a procurement customer survey and reported the results, consolidated and enhanced two separate central procurement manuals, and developed training modules encompassing a wide-range of best practices in strategic sourcing. Ms. Kremer continues to provide project management and procurement consulting on existing and future projects approved by the DPS.

- **2013: STATE OF OREGON, DEPARTMENT OF ADMINISTRATIVE SERVICES (DAS)**
  Ms. Kremer served on the project team for a major procurement and contract reform project for Oregon's Department of Administrative Services. She and her team developed a framework of client-specific values and goals used to structure their eventual recommendations, conducted extensive research into the existing procurement organization, examined peer organizations in order to provide a fresh perspective on possible improvements, evaluated the department's risk mitigation strategy, and evaluated the state's minority and women-owned business program. The final project output was a slate of 22 actionable recommendations to streamline procurement processes and outcomes.

- **2010- PRESENT: STATE OF INDIANA, DEPARTMENT OF ADMINISTRATION (IDOA)**
  Ms. Kremer serves as a procurement consultant to IDOA, school districts, public and academic libraries, cities, towns, and counties across the state to assist IDOA in providing a collaborative procurement program benefitting local government through improved access to state contracts. Ms. Kremer manages project communications, analyzes data for potential purchasing opportunities, provides sourcing expertise and oversight for the execution of categories sourced collaboratively by the state and K-12 schools, and provides project visibility to the project's executive sponsors. Additionally, Ms. Kremer served as project manager for a statewide procurement organization assessment followed by the development of a new organization strategy. Most recently, Ms. Kremer provided procurement expertise for a K-12 statewide student assessments procurement with the Department of Education and a procurement to manage and enhance the state's web portal with the Office of Technology.

- **2016: STATE OF INDIANA, PURDUE UNIVERSITY**
  Ms. Kremer served as the project manager for the training of Purdue University's procurement staff on six, half-day training modules encompassing a wide-range of best practices in strategic sourcing. In addition to leading the development and customization of the suite of training modules, Ms. Kremer co-led the training of Purdue staff on the Principles of Strategic Sourcing and Strategic Planning in Public Procurement.

- **2013: STATE OF INDIANA, PURDUE UNIVERSITY**
  Ms. Kremer supported Purdue University's RFP for Print Mail Services by assisting their procurement staff with cost evaluation, negotiations, and cost and savings analysis. She continues to support Purdue's procurement department by consulting and offering strategic advice to Procurement leadership on new procurements and initiatives.

- **2010: STATE OF INDIANA, FAMILY AND SOCIAL SERVICES ADMINISTRATION (FSSA)**
  Ms. Kremer served as a procurement consultant to Indiana FSSA and Indiana Department of Administration (IDOA) as the inter-agency liaison on social services procurements. Ms. Kremer and the Ikaso team managed the day-to-day procurement responsibilities during an interim transition period and documented the role's responsibilities, assessed the skills of in-house candidates, and delivered training modules on strategic planning and contract negotiations for vendor management and procurement staff.

A Vendor shall provide a brief history of its company, to include the name and location of the company and any parent/subsidiary affiliation with other entities.

Ikaso Consulting, LLC ("Ikaso") is a leader in public-sector procurement and contracting, with a focus on statewide procurement transformation. Ikaso is differentiated by our deep public-sector procurement expertise, detailed experience navigating complex initiatives thoughtfully and quickly, and a proven track record of successful projects working in collaboration with government executives, managers, and stakeholders at all levels. Our extensive understanding of state procurement processes and best practices, including laws, regulations, policies, procedures, staffing, training and technology, enable us to function as strategic advisors with a keen eye for details. Furthermore, we understand the operational needs of state governments, legislative considerations, and the practical implications of procurement organizations that serve state agencies and constituents, and invite scrutiny from multiple stakeholders. This unique combination of skills and experience enables us to deliver exceptional value to our clients without any additional parent or subsidiary affiliations with other entities.

We are a Limited Liability Corporation (LLC) organized in the state of California on August 12, 2008. We are 100% owned by Ms. Reiko Osaki, our President and CEO. For the past nine years, our public-sector consulting professionals have worked with clients to lead and execute statute and code reviews; business process assessment and re-engineering; procurement organization reviews; opportunity assessments; strategic sourcing projects; contract reviews; and change implementations for increased efficiency. Our principal place of business is located at:

1001 Bayhill Drive, Suite 200
San Bruno, California 94066

As a firm, Ikaso has a tight-knit culture of collaboration and teamwork. Many of our team members have worked together for over a decade, with some members having worked together for over 15 years, pre-dating their tenure at Ikaso.

If a Vendor is utilizing the services of a subcontractor(s) for any of the service components listed, the Vendor shall include in its proposal response a brief history of the subcontractor's company to include the information requested herein.

Ikaso does not intend to utilize the services of a subcontractor for this contract. Our reliance on our own W-2 staff ensures full control over resource dedication, work quality, and elimination of any questions of conflict of interest.

A brief professional history, including the number of years of experience in procurement process consulting or related experience and any professional affiliations and trade affiliations.

Ikaso is a leader in public-sector procurement strategy, design, and reform, having been formed nine years ago with this sole focus. We have 19 consultant employees who have over 130 combined years of public-sector procurement and consulting experience across 18 states, including relevant recent experience in Arkansas, and have created over $740 million in total contract-length savings for clients. However, Ikaso's team members add value beyond dollar savings: we work with our clients to hone a more efficient procurement processes, to promote the utilization of best practices gleaned from our experience, and to ensure the alignment of laws, regulations, and procedures. Simply put, we tailor our approach to each of our clients to meet their priorities.

Below is a map showing Ikaso team members' experience working with 18 different states:

Ikaso's team members bring significant value through our extensive understanding of state procurement organizations, operations, and procedures. We have provided services in many different aspects of procurement-related management consulting, including the following:

- **Statute, Rule, Policy, and Procedure Assessment:** Review and improvement recommendations for procurement laws, regulations, policy and procedures

- **Operations Assessment:** Business process assessment, contract portfolio review and analysis, spend analysis and reporting
- **Procurement Strategy and Execution Support:** End-to-end procurement execution, Request for Proposal/Qualification (RFP/RFQ) development, pricing strategy, negotiations strategy and facilitation, protest mitigation strategy, strategic sourcing implementation, contract analysis, benchmarking
- **Organization Alignment:** Organization strategy, design, implementation, and training
- **Contract Management Support:** Contract management process analysis, contract monitoring, savings validation program and tools
- **Project Management:** Procurement project management and vendor management

The Ikaso team has a unique blend of extensive public procurement expertise and management consulting expertise that enhances our value to our clients. Our experienced professionals focus solely on public-sector work and have the capacity and capability to diligently and effectively serve the Subcommittee and BLR on this contract. We can serve as trusted advisors in a variety of capacities depending on the Subcommittee's needs, as our experience demonstrates our ability to support the full spectrum of procurement projects.

Ikaso is differentiated by our breadth of government experience and ability to address client and stakeholder needs. Our history contains a proven track record of successful projects, exceptionally positive client references, and significant value created for each of our clients. Our team's qualifications and experience are a strong fit for this contract. In the course of our projects, we have analyzed and improved procurement laws, regulations, and policies, supported end-to-end procurements, and conducted organizational analyses. We have also provided data analysis, project management, and marketing/communications support. More information on our work on comparable projects is provided later in this proposal.

Ikaso has been working in Arkansas since July 2016 under a procurement support contract with the Office of State Procurement (OSP). This experience has provided us with a strong understanding of Arkansas' existing procurement laws, regulations, and policies but with no existing bias associated with having already influenced procurement policies within the state. We already have ideas for how to improve the procurement process (specifically in the areas of evaluation team management, proposal design and scoring, and protest regulation enhancement) and would welcome the opportunity to share these thoughts during the September 13 presentation, if invited.

A listing of current accounts and the longevity of those accounts.

The longevity of many of our current accounts inventoried below speaks to our strong performance and dedication and responsiveness to client needs. To that end, we are able to offer additional references beyond the three furnished later in this proposal.

Business/Client	Project Scope	Project Longevity
Indiana Family and Social Services Administration (FSSA)	End-to-End Procurement Support, Contract Negotiations, and Contract Performance Evaluation	August 2008 – Present (Longevity: 9 years)
Indiana Department of Administration (IDOA)	Strategic Planning, Procurement Business Process Analysis, and End-to-End Procurement Support	September 2010 – Present (Longevity: 7 years)
Tennessee Department of General Services (DGS), Central Procurement Office	Public Procurement Transformation Consulting Project	May 2011 – Present (Longevity: 6 years)
Iowa Department of Human Services (DHS)	End-to-End Procurement Support & Agency-Wide Procurement Process Review	February 2015 – Present (Longevity: 2 years)
South Carolina State Fiscal Accountability Authority (SFAA), Division of Procurement Services (DPS)	Procurement Business Process Analysis, Improvement Recommendations, and Implementation Support Services	March 2015 – Present (Longevity: 2 years)
Arkansas Office of State Procurement (OSP)	Procurement Execution Support	July 2016 - 2017 (Longevity: 1 year)
Arkansas Department of Human Services (DHS)	Procurement Execution Support	February 2017 – Present (Longevity: less than a year)

An organizational chart highlighting the names/positions that will be involved in the contract, including the individual who will be primarily responsible for managing the account on a day-to-day basis.

Ikaso carefully structures project teams with the right mix of resources, skills, and expertise to match the specific scope of work requested by each client, with a commitment to support initiatives for as long as necessary to ensure successful implementation and tangible results. For this particular engagement, we are proposing a structure that will leverage our team's assets and lead to successful and timely project outcomes.

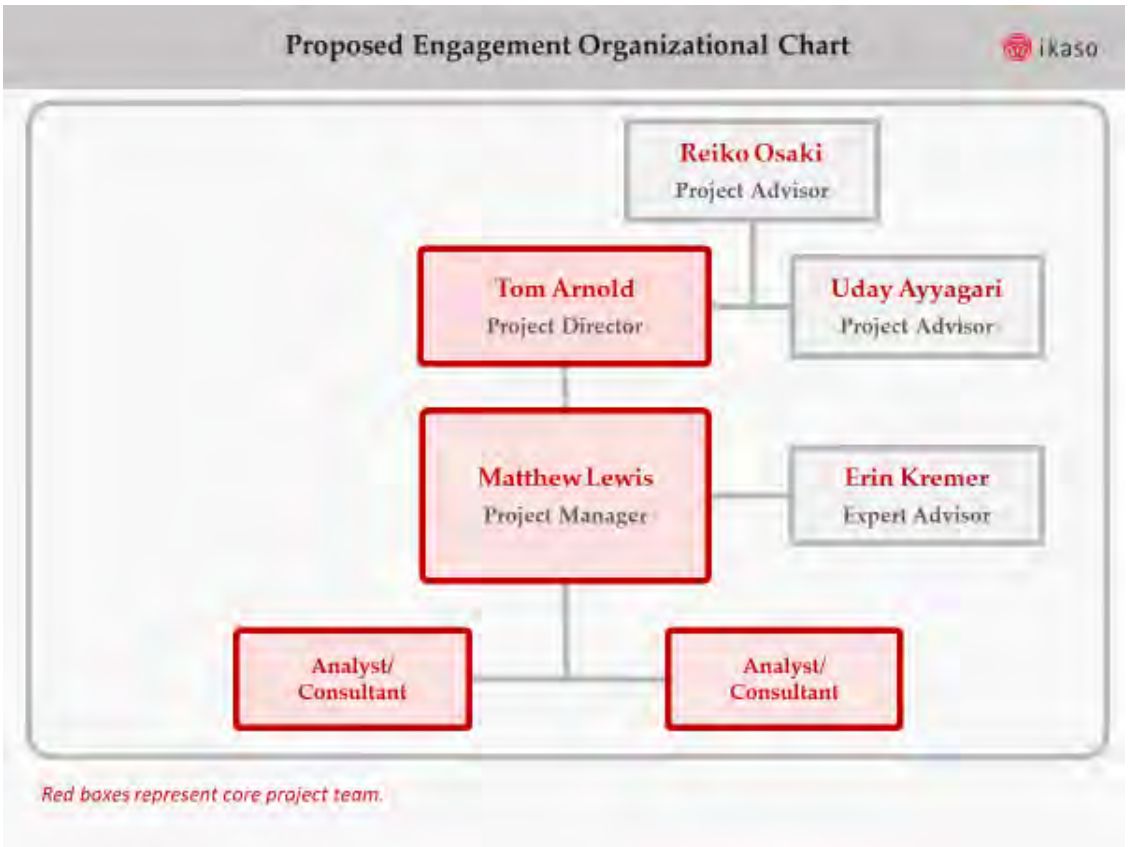
Our proposed project manager, Mr. Matthew Lewis, will apply his extensive public procurement knowledge to best plan and manage the project contemplated by this RFP. He will structure project teams with the right mix of resources, skills, and expertise to match the specific scope of work, with a commitment to support initiatives for as long as necessary to ensure success. As the project manager, Mr. Lewis will directly execute or oversee the tasks required for the contract and will be responsible for managing our consulting resources and the account on a day-to-day basis. In planning efforts, he will work with Ms. Reiko Osaki, Ikaso's President and CEO, to ensure a properly staffed team throughout the project, including staffing adjustments as needed if the work load increases unexpectedly. Additionally, Mr. Tom Arnold has led or advised Ikaso's procurement law, regulation, policy, and procedure work across our portfolio of projects, including similar projects for Tennessee and South Carolina. He also led the rule development efforts in Tennessee to implement Ikaso recommendations, as well as the work to develop a new procurement organization for the CPO. He will oversee project strategy and review progress on each work stream of the work plan to ensure timelines are met and deliverables are completed satisfactorily.

Two additional consultants will assist the project team with research and analysis. These consultants will come with experience on directly applicable projects in multiple states (including Arkansas). The tight knit culture of Ikaso ensures there is constant communication and alignment among the team, which helps avoid the risks inherent with subcontractor arrangements.

The team will also be supplemented with two project advisors:

- Mr. Uday Ayyagari (Director with procurement reform and direct Arkansas experience)
- Ms. Erin Kremer (Manager with procurement reform experience and former state Procurement Director)

For further clarification for the proposed team for this engagement, please refer to the organization chart below:



An outline of the Vendor's or employees' experience in procurement process assessment, research, and reporting.

As a result of our work, several successful state programs operate today under regulations, policies, or processes developed with the support of the Ikaso team. As noted below and in staff resumes, Ikaso has extensive experience with procurement process assessment, research, and reporting on projects directly aligned with this scope of work. Our work in Tennessee, South Carolina, and Indiana are the most pertinent examples, though our focus on public procurement means that every project we take relies on a keen understanding of procurement processes and the ability to report findings to our clients.

Our expertise in public-sector procurement makes the content of our documents best-in-class, and our deep experience working with and training state procurement personnel makes our deliverables user-friendly. We will apply our extensive procurement process consulting expertise to our existing knowledge of Arkansas' procurement policies to provide a comprehensive review of the current state of procurement laws, regulations, and procedures and important recommendations for legislative changes.

Representative output that demonstrates Ikaso's experience with procurement process assessment, research, and reporting include the following. In some cases, we have included sample snapshots for the State's reference further in the document.

- Ikaso's development of recommendations for changes to Tennessee's procurement laws, regulations, policies, and procedures, following a legislatively-mandated consolidation of state procurement and the creation of a new Central Procurement Office (please see Client Work Example #1 in a later section). This work included conducting law drafting sessions for a modernized and consolidated procurement statute.
- Ikaso's management of the rule drafting process for new, consolidated procurement rules for Tennessee under the aforementioned consolidation of state procurement.
- Ikaso's development of procurement policy manuals for South Carolina, Tennessee, and Indiana.
- Ikaso's drafting of procedural manuals for Indiana's Minority and Women Business Enterprise Division.

A full explanation of staffing, functions, and methodology to be used in areas of procurement process assessment and account management, identifying specifically the personnel that will be assigned to the account. All such personnel are subject to Subcommittee approval. Describe any staff functions that are considered unique to the account.

Project Staffing, Functions and Methodology

The team identified above in the staff description, organization chart, and furnished resumes will draw upon its deep procurement experience to serve the Subcommittee in the fulfillment of its objectives. Mr. Lewis, Mr. Arnold, and the additional consulting resources (with the continuous support and advisement of Ms. Osaki, Mr. Ayyagari, and Ms. Kremer) will follow the below methodology. Each team member will be involved in every step of the process to ensure that our expertise is fully leveraged. Specifically, the team will adhere to the following methodology, developed for this project based on our experience with previous similar engagements for other states:

Step 1: Identify the Project Context through Key Stakeholder Interviews
Step Timing: Project Week 1

Before Ikaso can review a single line of Arkansas' statutes or codes we must first understand the objectives and goals of the Subcommittee and the BLR. Have there been particular failed procurements that came to the Subcommittee's attention? Are agencies throughout the State complaining about certain aspects of the procurement process? Are certain industries alleging a lack of probity, fairness, or transparency in the State's procurement process? The context of the issuance of this RFP will help inform Ikaso's next steps.

Step 2: Identify and Confirm the Full Scope of Written Materials for Review
Step Timing: Project Week 2

The body of written procurement guidance in a given state typically goes beyond the enabling laws, regulations, formal policies, and procedure documentation. Most procurement departments have subject-specific memoranda, informal guidance, frequently-used templates, and administrative agency opinions which all shape the conduct of the state's purchasers. There is also often value in reviewing any spend analysis data available and a sampling of procurement protests to glean any reoccurring themes. It is critical that Ikaso work with the Subcommittee to comprehensively identify any written or published material or data which may influence or control the State's procurement practices.

Step 3: Collaborate with the Subcommittee to Develop the Project Framework
Step Timing: Project Week 3

Armed with an understanding of project context and an inventory of written materials and data for review, Ikaso will work with the Subcommittee to develop a Project Framework. This Framework will memorialize the specific goals of the Subcommittee, such as – using past client examples – "Ensure Process Transparency" or "Maximize Savings Creation". The purpose is to ensure that all stakeholders can recognize and appreciate the direction the work will take and make sure that all work is aligned with the desired outcomes.

With this common vocabulary established, Ikaso can not only keep the Subcommittee apprised of its progress, but can also quickly explain its interim findings through this mutually agreed upon Framework in a way that is logical and clear for all parties involved.

Step 4: Review of Written Materials to Identify Deficiencies and Improvement Areas
Step Timing: Project Weeks 4 through 8

With the comprehensive inventory established in Step 2 and the Framework developed in Step 3, Ikaso will then undertake a thorough and structured review of all written materials and data. This review will reveal the *intended* procurement processes and paradigms of the State, as well as any inconsistencies that may exist among laws, regulations, and policies. The Project Framework, applied in connection with Ikaso's extensive procurement expertise, will support identification of any misalignment with the ultimate goals of the State.

Step 5: Collaborate with the Subcommittee to Identify a Cross-Section of Procurement Staff and Customers for Structured Interviews
Step Timing: Project Week 9

As noted in Step 4, a state's written procurement guidance illuminates the *intended* procurement methods and practices. However, in every state where Ikaso has worked, we have noted differences (sometimes drastic) between what is intended and actual practices. Often these disconnects are the source of a state's procurement problems. The best way to learn about the actual practices is through interviewing state personnel and key stakeholders.

Ikaso will collaborate with the Subcommittee to develop a roster of Procurement Staff to interview. This roster will include key procurement personnel as well as a representative sampling of individuals whose day-to-day activities greatly impact procurement execution.

Additionally, Ikaso will collaborate with the Subcommittee to develop a roster of procurement "Customers." These Customers are the agencies and divisions of the State which rely upon the State's procurement capabilities to obtain goods and services from the private sector.

Finally, at the direction of the Subcommittee, Ikaso can also speak to representative vendors in the industries identified by the Subcommittee in this RFP (legal, architectural, engineering, construction management, and land surveying) as well as any other industry or profession deemed material by the Subcommittee. Interviews of members from these professions will allow Ikaso to serve the Subcommittee's stated objective of analyzing the impact of the procurement process on these industries.

Step 6: Develop Interview Guides
Step Timing: Project Weeks 9 and 10

With the rosters in hand from Step 5, a comprehensive understanding of the intended procurement processes gained from Step 4's review, and the Framework developed in Step 3, Ikaso will then prepare detailed Interview Guides for each of the individuals listed on the Staff, Customer, and Industry rosters. The Subcommittee may choose to review and approve any or all of these materials prior to their use. Meanwhile, Ikaso will also take this time to schedule all of the planned interviews.

Step 7: Conduct Targeted Procurement Staff Interviews
Step Timing: Project Weeks 11 through 20 (with a break in interviews during the Thanksgiving and Christmas holidays)

Ikaso will use the Interview Guides developed in Step 6 to interview the roster of procurement professionals to identify the *actual* procurement practices. Ikaso will also ask each individual what they think could be done to improve the State's procurement process because often "front-line" individuals have good ideas which they have not been able to share.

Step 8: Conduct Targeted Procurement Customer Interviews
Step Timing: Project Weeks 11 through 20 (with a break in interviews during the Thanksgiving and Christmas holidays)

Next, Ikaso will interview the Customers of State Procurement to see how their needs may or may not be met. The Customers may also shed light on process or policy improvements which could lead to better results.

Step 9: Conduct Targeted Industry Interviews
Step Timing: Project Weeks 11 through 20 (with a break in interviews during the Thanksgiving and Christmas holidays)

Finally, Ikaso will interview the select industry representatives to determine the impact of the State's procurement processes on key industries.

Step 10: Develop and Deliver Report of Findings and Recommendations
Step Timing: Project Weeks 21 through 26

After the comprehensive documentation review to determine the State's intended procurement practices, the thorough and diverse interview results, and applying our expertise gleaned from experiences in other states, Ikaso will develop a written report of our findings and recommendations to the Subcommittee. We anticipate delivering the report in March of 2018. These findings and recommendations will be framed in the context of the goals articulated in the Framework from Step 3. This report shall include, at a minimum:

- Suggested improvements to the State's laws, regulations, and written policies with an emphasis on suggestions proven to be effective in other states
- Identification of any inconsistencies that may exist among laws, regulations, policies, and procedures
- Observations of any breakdowns in the current practices, including their root cause
- Observations of any unintended consequences of any written constraints or requirements
- Suggested improvements to practices or procedures, which may not require a statute, regulation, or policy change, but may nonetheless pay material dividends
- Any practices, developed over time, which depart from the intended processes or are the unintended consequences of certain requirements (An example noted from our prior experience in Arkansas is the fact that the 30-day maximum solicitation posting period contemplated by Arkansas Code Annotated § 19-11-229(d) has at times necessitated the posting of "draft" RFPs to fulfill longer federally-mandated posting requirements for certain procurements)

The report will initially be delivered in draft form to ensure that the Subcommittee may be comfortable with the material before a final report is issued.

Step 11: Continue to Provide On-Going Support to Subcommittee
Step Timing: As Needed through December 2018

Ikaso understands that its responsibilities to the Subcommittee do not end with the delivery of its report of findings. This RFP seeks to establish an ongoing relationship whereby the consultant can continue to support and advise the Subcommittee as it considers procurement matters up until the Subcommittee's delivery of its report in December of 2018. Whether we are supporting the Subcommittee in drafting legislation, serving as a Subject Matter Expert for ad hoc requests, or assisting the Subcommittee in the actual drafting of its final report, Ikaso will remain continuously available to serve the Subcommittee in whatever capacity the Subcommittee requires.

For a graphical portrayal of these steps and their timing, please see the following proposed workplan:

Ikaso's Proposed Project Plan and Timeline

Step	Description	Month 1 September	2 October	3 November	4 December	5 January	6 February	7 March	December
1	Identify the Project Context through Key Stakeholder Interviews								
2	Identify and Confirm the Full Scope of Written Materials for Review								
3	Collaborate with the Subcommittee to Develop the Project Framework								
4	Review of Written Materials to Identify Deficiencies and Improvement Areas								
5	Collaborate with the Subcommittee to Identify a Cross-Section of Procurement Staff and Customers for Structured Interviews								
6	Develop Interview Guides								
7	Conduct Targeted Procurement Staff Interviews								
8	Conduct Targeted Procurement Customer Interviews								
9	Conduct Targeted Industry Interviews								
10	Develop and Deliver Report of Findings and Reccomendations								
11	Continue to Provide On-Going Support to Subcommittee								
	Anticipated On-Site Meetings								

Account Management

Ikaso understands the importance of account management. In our opinion, the keys to successful client relationships are Responsiveness and Transparency.

Responsiveness: Ikaso will ensure that its project team and company leadership are available telephonically, over email, and in person when required. Our clients are our top priority, and we encourage you to ask our references about Ikaso's dedication and responsiveness.

Transparency: Ikaso believes that a client has a right to remain apprised of the work its vendors are performing at any given time. Ikaso will maintain a detailed project plan governing the project's tasks and deliverables, the allocated resources, the project resources expended and remaining under the contract, and any other material considerations or constraints. At our monthly update meetings, during other periodic update calls, or at the request of the Subcommittee or the BLR, Ikaso will review the project plan to ensure that the Subcommittee knows the status of the project at all times. Mr. Lewis will also be available as a day-to-day contact.

A detailed description of the plan for assisting the Subcommittee in meeting its goals and objectives, including how the requirements will be met and what assurances of efficiency and success the proposed approach will provide.

Ikaso's Framework and Project Methodology will ensure the successful and efficient delivery of services on this engagement.

Step 3 of the Methodology tasks Ikaso with collaborating with the Subcommittee to develop a Project Framework. As noted above, the Framework will memorialize the goals of the Subcommittee in a manner that all interested stakeholders can understand and recognize as relevant and valuable. These in turn will influence all work product prepared and steps subsequently taken by Ikaso. For example, if a project goal were "Ensure Process Transparency" for the State through its procurement, this goal would permeate everything Ikaso does. When Ikaso looks at a statute, we would critically analyze how that statute advances or hinders the goal of process transparency for the State. With the interviews Ikaso conducts there would be a series of questions focused on determining how process transparency goal is prioritized, measured, or disregarded. In the preparation of our Report of Findings, Ikaso will ensure the report touches upon each of the Framework's goals and the observations and recommendations related thereto.

Thus, by articulating the Subcommittee's goals in the formal Project Framework, Ikaso will ensure the goals are met by using the Framework to guide all of its work and organize its findings and recommendations. The findings and recommendations will have further resonance through easy association with the Project Framework's understandable and appropriate objectives.

The above Methodology and the Framework also ensure project efficiency. The Methodology requires Ikaso to confirm with the Subcommittee the precise materials we will review (Step 2), the specific individuals to interview (Step 5), and the content of those interviews (Step 6). This

ensures that Ikaso only performs work sanctioned by the Subcommittee, avoiding potentially costly dead ends and research of low value to the State. The Subcommittee will remain continuously apprised of our progress through communication and regular meetings, providing the opportunity to collaborate with Ikaso on adjusting the project's course. By identifying the project goals in the Framework, and maintaining Subcommittee involvement, Ikaso can focus its energies in reviewing and interviewing to achieve the Subcommittee's expressed intentions

An indication of how soon after the contract award the personnel named would be available and indicate any possible scheduling conflicts that might exist during the period of the contract. Any other limitations on the availability to perform under this RFP or to attend meetings must be fully explained.

If awarded this Contract, Ikaso is available (and plans) to begin work immediately on this engagement. Ikaso commits to attending any and all Subcommittee meetings and does not foresee any scheduling conflicts in the completion of this work or the availability of proposed staff.

The proposed work plan is also designed to respect family time during the holiday season and attempts to be reasonable in the demands it places on the Subcommittee, BLR, and State resources.

An indication of the timeframe the Vendor would require to assist the Subcommittee in meeting its goals and objectives.

In the above sections, Ikaso proposed to research and prepare its Report of Findings and Recommendations in six months. This timeframe was selected because it gives ample opportunity for Ikaso to perform its duties while still allowing a material amount of time after the report's delivery (in March of 2018) for the Subcommittee to request additional information, research, or support during the remainder of the contemplated Contract term.

However, while Ikaso has proposed a six-month time frame, our timing can be compressed or extended based on the request of the Subcommittee at the outset of the project. We understand that the Subcommittee is tasked with drafting its own final report by December of 2018, and if a faster or slower delivery by Ikaso supports the Subcommittee's timeline, we are prepared to mutually agree to adjusted plans that better fit your needs.

A detailed, narrative statement listing the three (3) most recent, comparable contracts (including contact information) that the Vendor has performed and the general history and experience of its organization.

By way of Ikaso's general history and experience, and as noted above, we are a leader in public-sector procurement strategy, design, and reform. We were formed nine years ago with a sole

focus on public procurement, and have 19 consultant employees who have over 130 combined years of public-sector procurement and consulting experience across 18 states, including relevant recent experience in Arkansas.

Three current client examples best describe Ikaso's procurement consulting services: the Tennessee Department of General Services (DGS), the South Carolina State Fiscal Accountability Authority (SFAA), and the Indiana Department of Administration (IDOA). The scopes of these contracts include review of procurement law, regulations and policy, procurement organization strategy development, business process review, procurement execution support, contract management tool development, project management, and procurement staff training. Below are descriptions of these three projects. For contact information, please refer to the information provided later in the proposal in response to the request for "At least three (3) references from entities that have recent (within the last three (3) years) contract experience with the Vendor and are able to attest to the Vendor's work experience and qualifications relevant to this RFP."

Client 1: Tennessee Department of General Services (DGS)
Project Duration: 2011 – Present
Contact Name: Mike Perry

Ikaso was awarded a contract by the Tennessee Department of General Services (DGS) in 2011 to support a series of key initiatives under a major procurement operational efficiency and transformation effort mandated by legislation. As part of this, the state consolidated two separate statewide procurement organizations, bringing them together under one leadership structure to better serve both internal and external customers. Ikaso's transformation recommendations were presented to an Executive Steering Committee that included the Governor's Chief of Staff, key agency Commissioners, the state's Comptroller, and the new Chief Procurement Officer.

Ikaso's first assignment was to conduct a thorough, top-to-bottom review of the state's procurement laws, regulations, and policies to identify opportunities for improvement under the planned consolidation. These improvement opportunities were contextualized by a project framework that was established at the outset with the project's Executive Steering Committee. In addition to yielding a roadmap for improvements, this initiative provided critical context for the remainder of the procurement transformation. After the conclusion of the review, Ikaso was engaged to support the drafting of new, consolidated rules for the Central Procurement Office.

In parallel with the law, regulation, and policy review, Ikaso conducted an extensive organization-wide procurement process review. This review revealed the procedures and practices that underpinned the codified law and policy, uncovering additional opportunities for improvement. The procurement process review included questionnaires, dozens of interviews with procurement and agency customer staff, and an in-depth review of a roster of past procurements. We also conducted an extensive survey and benchmark process of peer states that had undergone similar operational efficiency and transformation efforts, and applied the Ikaso team's experience in other states, throughout.

Ikaso's next transformation initiative was to assess the existing procurement organizations, with an eye toward future consolidation under the new Central Procurement Office. As part of this process, Ikaso analyzed required job functions across procurement roles and assisted the state in assessing employees' existing skill sets. We leveraged our benchmarking of peer states and our own experience to outline organization design alternatives, pros, cons, and recommendations. Our recommendations were based specifically on Tennessee context and background, designed to help put the state on the best-possible and most-achievable path to success. The Executive Steering Committee approved the recommended organization structure as meeting the project objectives and supporting the state's vision for the new organization. They approved further engaging Ikaso to support the implementation of the new organization.

Following the organization assessment recommendations, Ikaso began supporting the Chief Procurement Officer, Human Resources Director, and Controller as they operationalized the new organization structure. Ikaso supported the development of a tactical work plan and timeline, translated all HR materials related to the new organization into Tennessee HR-specific formats and requirements, developed and presented a reorganization plan for authority agency (HR and Budget) review and approval, and created interview templates and skills assessments customized to each position's function and skill level to support the new recruiting strategy. In addition, Ikaso facilitated the hiring and orientation of new employees into the organization. Illustrating the depth of our implementation support, Ikaso created job descriptions and conducted industry research to validate appropriate market salaries for the HR department's use in internal and external recruiting for the new organization. Throughout the assessment and organization recommendation phases of this project, Ikaso met Tennessee's objectives to identify opportunities and develop strategic recommendations for the new organization model.

In addition to the procurement transformation work stream, Ikaso has executed the following work streams for DGS:

- End-to-end solicitation support for various high value and strategic RFPs, including the development of an RFP for a strategic sourcing contractor.
- Independent project oversight for the strategic sourcing initiative.
- Development of a savings validation process and computer model to allow the state to track actual savings achieved under the new CPO organization.
- Training for CPO staff.
- Electronic catalog management system procurement, branding, and marketing support.

Currently, Ikaso assists DGS with several consulting projects including: ongoing savings validation, solicitation support, and implementation of the state's Alternative Workplace Solutions (AWS) program. As part of AWS, Ikaso supported the development of the DGS' Procurement Office policy document for telework, mobile work, and work-from-home programs.

Client 2: South Carolina State Fiscal Accountability Authority
Project Duration: 2015 – Present
Contact Name: Stacy Adams

Ikaso was awarded a contract to work with the South Carolina State Fiscal Accountability Authority (SFAA) Division of Procurement Services (DPS) in 2015 to conduct an assessment of DPS' procurement organization and business processes (in Phase 1 of our project) and offer recommendations for improvement (Phase 2 of our project) guided by the project's four framework criteria of Executive Oversight and Administration, Collaboration and Information Sharing, Appropriate Risk Management, and Efficient Workflow / Consistent Use of Best Practices.

Phase 1

Ikaso's main deliverable in Phase 1 was an assessment of the entire DPS organization, which was presented to SFAA executives and covered the state of DPS and its operations. Our first task was to conduct an analysis of current state procurement statutes and DPS regulations and policies to identify gaps or redundancies in policies under their control which could be filled in, removed, or curtailed. Concurrently, we conducted a volume analysis of procurements and contracts over two fiscal years to identify if there were time lags in the procurement process or if a certain type of procurement was responsible for an excessive amount of administrative burden. Our team also developed a suite of 15 business process workflow maps so executives and managers could visualize their procurement process for each solicitation method or procedural step (e.g., protests). Lastly, in order to properly contextualize and evaluate SFAA practices, we benchmarked five peer states in the areas of procurement organization, training, delegation levels and process, staff and agency personnel training, and protest process.

Phase 2

After the conclusion of Phase 1, Ikaso developed a set of 14 actionable recommendations, organized and prioritized by level of impact to the organization and ease of implementation, with draft implementation strategies and timelines. These recommendations included, among others, changes to the training program, the consistent use of strategic sourcing principles and best practices, the streamlining of the protest process and the adoption of basic guidelines to assist procurement managers with the selection of a solicitation method.

Current Work

Based on the success of Ikaso's performance and deliverables, Ikaso was engaged to support the implementation of several key recommendations including the procurement of a Spend Analysis vendor which analyzed enterprise-wide spend including higher education institutions, training DPS staff on strategic sourcing principles, and drafting a new procurement manual based on newly reformed or updated business processes. Ikaso continues to provide support to the SFAA/DPS executive team on strategic initiatives and recommendation implementation.

Client 3: Indiana Department of Administration (IDOA)
Project Duration: 2010 – Present
Contact Name: Jessica Robertson

Since 2010, Ikaso Consulting has been engaged to provide strategic advisory and purchasing execution support for the Indiana Department of Administration (IDOA). Ikaso's scope of work includes the following services:

- Rule and policy development support, including in the areas of protest procedures, evaluation and scoring protocols, and the creation of a veteran-owned business enterprise program.
- Organizational strategy development and support for the Deputy Commissioner and Commissioner.
- End-to-end procurement lifecycle support under a coordinated purchasing program for the state, counties, cities, towns, K-12 schools, and libraries. This entails solicitation development and process support for goods and services contracts utilized across the state. Example contracts include Drug and Alcohol Testing Services, Hard Copy and E-Book Collections, Industrial Supplies, K-12 Student Assessments, Office Furniture, Office Supplies, Paint and Paint Supplies, Pest Control, Print Mail Operation, Software Reseller Services, Vehicle Accessories (Body Parts and Maintenance), and Vehicles.
- Project and procurement support for Indiana's web portal (IN.gov).
- Design and implementation support for a compliance system for the state's supplier diversity program.
- Strategic sourcing training for procurement staff.

Most recently, Ikaso conducted an assessment of the statewide procurement enterprise and offered recommendations on how to achieve the project goals:

- Standardize procurement business processes that include strategic sourcing and vendor management best practices across the enterprise.
- Create efficiencies by leveraging IDOA and agency procurement resources across the enterprise.
- Effectively leverage PeopleSoft ERP technology.
- Maximize insight into spend detail for forecasting purposes and to reduce maverick / rogue spend.
- Maximize savings.
- Enhance proactive collaboration with agency partners.
- Cultivate an organization strategy which provides executive insight into procurement operations across the enterprise and supports continuous review and improvement.

This assessment was accomplished by drafting and conducting a survey of all procurement officials in the state's largest 13 agencies, developing a model for analyzing individual responses, and recommending a communication strategy for achieving stakeholder buy-in. In addition to providing an organization strategy, Ikaso defined the various statutory and regulatory changes necessary to implement the proposed recommendations.

We have supported the state through the tenure of three governors and three IDOA commissioners and continue to demonstrate value and act as trusted advisors in procurement-related management consulting projects.

At least two (2) samples of the Vendor's work on comparable projects.

Work Example #1: Tennessee Department of General Services
The following are slides presented to Tennessee's DGS as part of the engagement profiled above in the section requesting a summary of three comparable engagements.

This first slide is an example of the Project Framework Ikaso developed with DGS (which we would develop with the Subcommittee in Methodology Step 3):

The next two slides are examples of how this Framework guided Ikaso's recommendations and what those recommendations required from a statutory, regulatory, policy, or process update:

Recommendation Detail:
3. Reduce / rationalize number of standard procurement methods

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Recommendation Detail

Eliminate Alternative Competitive, Non-Competitive and Non-Competitive Authorization to Vendor procurement methods. Combine RFP and Best Value procurement methods. Remaining methods would be RFP, Competitive Negotiation, Sealed Bid, Multi-Step Sealed Bid, Informal Bid and Emergency Purchase.

Benefit of Change

The current overabundance of procurement methods creates unnecessary complexity. Simplification increases transparency and clarity of the procurement process to internal and external stakeholders, while decreasing the number of models and duplicative process options managed by central procurement. In the future processes can be aligned with procurement goals based on the commodity or service.

STATUTE CHANGE	RULE CHANGE	POLICY & PROCEDURE CHANGE
• No change. • TCA 12-3-218 gives DGS the authority to use the best value procurement method. • TCA 12-3-109 only references the RFP method.	• **Create new rules establishing procurement methods as part of promulgation of consolidated rules under TCA 4-56.** – Rule 0620-3-3-.03(4) establishes the Alternative Competitive procurement method. – Rule 0620-3-3-.03(5) establishes the Non-Competitive Negotiation procurement method.	• **Develop unified policies & procedures as part of consolidation under TCA 4-56.**

Note: Items in bold font denote changes to statute, rule, or policy & procedure

Recommendation:
9. Clarify protest policy and rules

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Recommendation Detail

Use rules to clarify and support existing statute, especially grounds for protest and timeline for protest submission. State will continue to review every protest, but CPO and agency heads will have grounds to quickly process those that are less substantial.

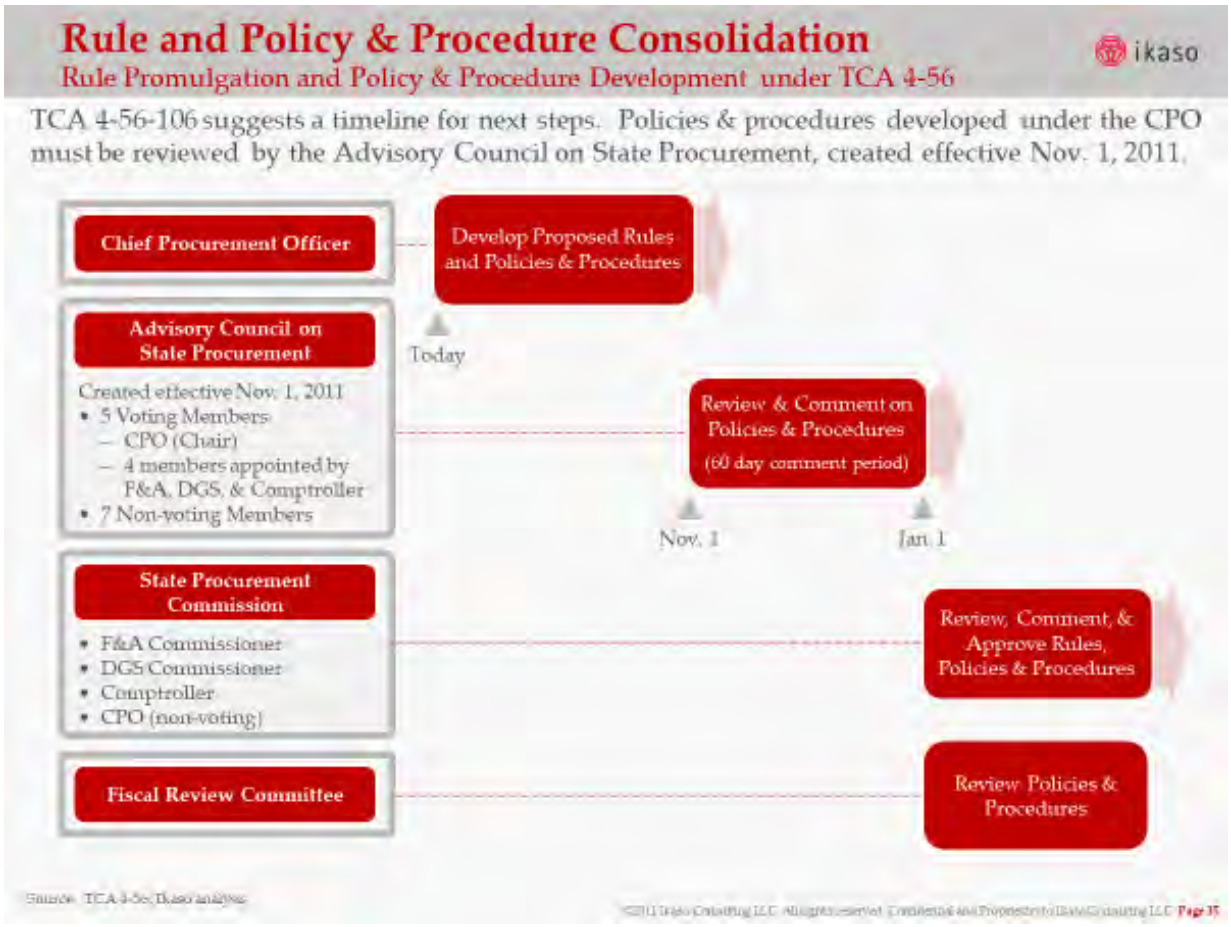
Benefit of Change

Current rules leave some room for interpretation. Specifying precise due date and specific grounds for protest, and codifying ability to dismiss less substantial protests may reduce number of frivolous protests filed and the effort needed to resolve them.

STATUTE CHANGE	RULE CHANGE	POLICY & PROCEDURE CHANGE
• No change. • TCA 12-4-109, replaced by 4-56-103. • Public Chapter 295 modifies TCA 4-56-103 on April 1, 2012 so that protests will be filed with the CPO, resolved within 60 days, and can be appealed to the protest committee.	• **Promulgate consolidated rules under TCA 4-56, drawing from DGS rule 690-3-1.12 and F&A rule 620-3-3-.04.** • **Define "aggrieved" to allow State to dismiss protests unless they would have changed the outcome of procurement or are due to State evaluation error (not procedural technicality).** • **Specify that protests must be submitted within seven (7) calendar days.**	• **Develop unified policies & procedures as part of consolidation under TCA 4-56.** • **Per current F&A policy, define date claimants "should have known" facts as the date procurement file is opened.**

Note: Items in bold font denote changes to statute, rule, or policy & procedure

The final Tennessee example slide is an explanation of how our recommended changes should be directed through the state's promulgation process (as an example of how we work with our clients to help implement recommendations):



Work Example #2: South Carolina State Fiscal Accountability Authority (SFAA)
The following are slides presented to South Carolina's SFAA as part of the engagement profiled above in the section requesting a summary of three comparable engagements.

This first slide is an example of the Project Framework Ikaso developed with SFAA:

Framework Criteria

With the Division's input and approval, we developed four framework criteria.

Framework Criteria	Description
Executive Oversight & Administration	• Executive development of staff aptitude and performance through continuous feedback while fostering a culture of team commitment • Data-driven business decisions, from executive to staff level • Accurate understanding of how staff time is spent
Collaboration & Information Sharing	• Comprehensive suite of business process documents • Shared expectations for process steps and timing • Proactive internal and external communication strategy that is aligned with stakeholder priorities and interests
Appropriate Risk Management	• Appropriate understanding and balance of risks with timely execution of Division duties • Mitigation efforts reflect likely risks • Appropriate issue identification and guidance provided by Division Executives
Efficient Workflow & Consistent Use of Best Practices	• Organizational model minimizes barriers and encourages enterprise mindset • Strategic, value-added procurement functions with well-organized workflow and consistent business practices • Appropriate staffing for work load • Transaction business processes launched and completed on schedule • Development of procurement best practices

The next two slides are an example of how that Framework informed Ikaso's review of SFAA's procurement organizational and business processes (the specific findings that are broadly summarized in these slides have been obscured in respect for the client):

Summary of Findings

A detailed review of the organization and business processes (including contract review and volume analysis) through the framework criteria lens, resulted in 19 findings and their impact on the criteria.

Proc Life Cycle	Finding	Impacts Framework Criteria: Exec. Oversight & Admin.	Collab. & Information Sharing	Appropriate Risk Mgmt.	Efficient Workflow / Best Practices
R		✓	✓	✓	✓
S			✓		✓
S			✓		✓
S		✓			✓
S				✓	✓
S			✓		✓
S		✓			✓
E, CM					✓
P		✓		✓	

Legend: R = Requisition S = Solicitation E = Evaluation A = Award P = Protest CE = Contract Execution CM = Contract Management O = Other

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Summary of Findings

Proc Life Cycle	Finding	Impacts Framework Criteria: Exec. Oversight & Admin.	Collab. & Info. Sharing	Appropriate Risk Mgmt.	Efficient Workflow / Best Practices
P		✓			✓
P				✓	✓
CE			✓	✓	
CM		✓		✓	✓
CM		✓	✓		✓
CM		✓			
O		✓			✓
O		✓	✓		
O		✓			
O				✓	

Legend: R = Requisition S = Solicitation E = Evaluation A = Award P = Protest CE = Contract Execution CM = Contract Management O = Other

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This final slide is an example of the Framework-informed recommendations (each recommendation was presented in detail on a subsequent slide; like the previous slides, this broad aggregation of recommendations has been obscured in respect for the client):

Recommendations Summary

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Based on our Phase 1 findings, we developed 14 recommendations to achieve the Division's project goals.

		Framework Criteria Impacted			
Area	Recommendation	Executive Oversight & Admin	Collab. & Info Sharing	Appropriate Risk Mgmt.	Efficient Workflow / Best Pract.
Organization	[illegible]	✓	✓	✓	✓
	[illegible]	✓	✓	✓	✓
	[illegible]			✓	✓
Business Processes (Division)	[illegible]	✓			✓
	[illegible]	✓			✓
	[illegible]		✓	✓	✓
	[illegible]				✓
	[illegible]	✓		✓	✓
	[illegible]		✓	✓	✓
Business Processes (Agencies)	[illegible]		✓	✓	✓
	[illegible]	✓	✓		✓
	[illegible]			✓	
Technology	[illegible]		✓		
	[illegible]		✓	✓	✓

At least three (3) references from entities that have recent (within the last three (3) years) contract experience with the Vendor and are able to attest to the Vendor's work experience and qualifications relevant to this RFP.

Ikaso is pleased to provide the following three references for this proposal.

Reference 1: Mike Perry, Chief Procurement Officer
Tennessee Department of General Services, Central Procurement Office
Mike.Perry@tn.gov, (615)-532-7279

Reference 2: Jessica Robertson, Commissioner
Indiana Department of Administration (IDOA)
jrobertson@idoa.in.gov, (317) 232-3150

Reference 3: Stacy Adams, Procurement Manager
South Carolina State Fiscal Accountability Authority (SFAA)
sadams@mmo.sc.gov, (803)-737-4375

For project descriptions of each of our three references, please refer to our earlier response to the request for "A detailed, narrative statement listing the three (3) most recent, comparable contracts (including contact information) that the Vendor has performed and the general history and experience of its organization."

A list of every business for which Vendor has performed, at any time during the past three (3) years, services substantially similar to those sought with this solicitation. Err on the side of inclusion; by submitting an offer, Vendor represents that the list is complete. The Vendor should demonstrate the work the Vendor has done for clients during the past three (3) years and indicate which individual on its staff was responsible for the work. Referenced work should provide a clear indication of the types of procurement process consulting services that can be obtained for the Subcommittee.

As instructed, Ikaso has included a list of every business for which we have performed services substantially similar to those sought with this solicitation over the last three years. As discussed, this list is entirely comprised of state government clients.

Business/Client	Project Title	Project Length	Project Description	Staff Responsible
Tennessee Department of General Services (DGS), Central Procurement Office	Public Procurement Transformation Consulting Project	May 2011 – Present	Comprehensive consolidation, restructuring, and process improvement program for the newly-created Central Procurement Office, including: development of new procurement rules and policy; design and implementation of a new organization structure; independent oversight for the state's strategic sourcing project; training of state staff; strategic procurement and negotiations support; savings validation support	• Reiko Osaki, • Tom Arnold, • Uday Ayyagari, • Erin Kremer, • Demitri Tarabini
Tennessee Department of General Services (DGS), Real Estate Asset Management (STREAM)	Review, Recommendation, and Implementation Consulting Project	November 2012 – June 2013	Extensive STREAM organization review, including a complete assessment of business processes and functional work streams;	• Reiko Osaki, • Tom Arnold, • Erin Kremer

			recommendations for improvement	
South Carolina State Fiscal Accountability Authority (SFAA), Division of Procurement Services (DPS)	Procurement Business Process Analysis, Improvement Recommendations, and Implementation Support Services	March 2015 - Present	Assessment of procurement organization and business processes and recommendations for improvement	• Reiko Osaki, • Tom Arnold, • Erin Kremer, • Donna Villamil, • Demitri Tarabini
Indiana Department of Administration (IDOA)	Strategic Planning, Procurement Business Process Analysis, and End-to-End Procurement Support	September 2010 – Present	Support for a coordinated purchasing program and strategic sourcing; system design and implementation support for a compliance and payment auditing system; strategic sourcing training; disadvantaged business enterprise strategy and operations support; statewide procurement organization assessment and organization strategy development	• Reiko Osaki, • Tom Arnold, • Erin Kremer, • Demitri Tarabini
Indiana Family and Social Services Administration (FSSA)	End-to-End Procurement Support, Contract Negotiations, and Contract Performance Evaluation	August 2008 – Present	Procurement consulting and project management services; vendor management and grant financial tracking; contract organization/workflow assessment	• Reiko Osaki, • Tom Arnold, • Uday Ayyagari, • Matt Lewis, • Donna Villamil,

				• Kentaro Matsuura, • Maggie Novak
Oregon Department of Administrative Services (DAS)	Procurement Improvements	March 2013 – July 2013	Organization-wide procurement process review, la, regulation, and policy review; strategic sourcing review; recommendations for improvement	• Reiko Osaki, • Tom Arnold, • Erin Kremer, • Brienne Wright
Iowa Department of Human Services (DHS)	End-to-End Procurement Support & Agency-Wide Procurement Process Review	February 2015 – Present	End-to-end procurement support for major Medicaid and Child Welfare contracts, and agency-wide procurement process review	• Reiko Osaki, • Tom Arnold, • Kentaro Matsuura, • Maggie Novak
Arkansas Office of State Procurement (OSP) and Department of Human Services (DHS)	Procurement Execution Support	July 2016 - 2017	Support OSP in the design and execution of key RFPs for critical DHS programs.	• Matt Lewis, • Uday Ayyagari, • Demitri Tarabini, • Maggie Novak

List of failed projects, suspensions, debarments, and significant litigation.

Ikaso has not had any failed projects, suspensions, debarments, or litigation.

An outline or other information relating to why the Vendor's experience qualifies in meeting the specifications stated in Section 3 of this RFP.

For all of our clients, our unique blend of public procurement expertise and programmatic knowledge integrates our individual team member experiences. Our team includes a former state procurement director, consultants with individual years of direct and relevant experience exceeding a decade, and a rare culmination of team members that have been working together for ten or more years. Our singular focus on public procurement consulting ensures our team has the capability to answer any inquiries as they arise, actively engage in any meetings with legislative

committees, and assist with drafting legislation, regulations, policies, and a final report.

For each client, we ensure that our team quickly becomes very familiar with the client's procurement statutes, regulations, policies, and best practices so that we analyze our findings and develop deliverables and recommendations based on each client's specific procurement environment. Our track record across 18 states best demonstrates our ability to utilize our experience to the benefit of each client state and that state's procurement landscape. As our work has touched upon the entire procurement process in a variety of government clients, we offer the Subcommittee and BLR a rich depth of knowledge about public procurement.

Demonstrating our knowledge of public-sector procurement, Ikaso currently holds procurement strategy contracts with scopes similar to this RFP with the Indiana Department of Administration, Tennessee Department of General Services, South Carolina's State Fiscal Accountability Authority, and Iowa's Department of Human Services. Ikaso also holds procurement execution support contracts with Arkansas' Office of State Procurement and the Indiana Family and Social Services Administration. These contracts' scopes of work include procurement organization review and strategy development, procurement rules and procedures reviews and recommendations, procurement execution support, and procurement staff training. More detailed descriptions of our work for these clients are provided earlier in this proposal.

A Vendor shall provide information on any conflict of interest with the objectives and goals of the Subcommittee that could result from other projects in which the Vendor is involved. Failure to disclose any such conflict may be cause for Contract termination or disqualification of the response.

As noted in our response to the conflicts request in Section 5.1, Ikaso only provides procurement consulting services and has no alternate service lines or divisions which would benefit from procurement reform in Arkansas. Ikaso's prior work in Arkansas allows us to bring a working understanding of the State's procurement requirements and practices while maintaining objectivity because Ikaso's Arkansas work allowed us to learn your procedures without influencing them. Finally, none of Ikaso's employees have any conflicts of interest.

A Vendor or its subcontractor(s) must list all clients that were lost between January 2014 and the present and the reason for the loss. The Subcommittee reserves the right to contact any accounts listed in this section. A Vendor must describe any contract disputes involving an amount of thirty-five thousand dollars

Ikaso has not had any lost clients or had any contract disputes.

5.5.1: Background Investigation
Vendors must allow the BLR to perform an investigation of the financial responsibility, security, and integrity of a Vendor submitting a bid, if required by the Subcommittee.
Acknowledge and Agree

5.6: Subcontractor Identification
If Vendor intends to subcontract with another business for any portion of the work and that portion exceeds ten percent (10%) of the Proposal price, Vendor's offer must identify that business and the portion of work that they are to perform. Identify potential subcontractors by providing the business's name, address, phone, taxpayer identification number, and point of contact. In determining Vendor's responsibility, the Subcommittee may evaluate Vendor's proposed subcontractors.
Ikaso is providing a response to this RFP as a primary contractor with no subcontractors.

Official Proposal Price Sheet (Attachment A)

Please see the separate sealed envelope labeled "Official Proposal Price Sheet."

Appendix

State of Arkansas
Bureau of Legislative Research

Marty Garrity, Director
Kevin Anderson, Assistant Director for Fiscal Services
Matthew Miller, Assistant Director for Legal Services
Richard Wilson, Assistant Director for Research Services

REQUEST FOR PROPOSAL

RFP Number: BLR-170003	
Commodity: **Procurement Process Consulting Services**	Proposal Opening Date: **August 18, 2017**
Date: **July 21, 2017**	Proposal Opening Time: **4:30 P.M. CDT**

PROPOSALS SHALL BE SUBMITTED IN HARD COPY AND ELECTRONIC FORMAT AND WILL BE ACCEPTED UNTIL THE TIME AND DATE SPECIFIED ABOVE. THE PROPOSAL ENVELOPE MUST BE SEALED AND SHOULD BE PROPERLY MARKED WITH THE PROPOSAL NUMBER, DATE AND HOUR OF PROPOSAL OPENING, AND VENDOR'S RETURN ADDRESS. THE ELECTRONIC SUBMISSIONS SHOULD BE CLEARLY MARKED AS A PROPOSAL IN RESPONSE TO RFP NO. BLR-170003. IT IS NOT NECESSARY TO RETURN "NO BIDS" TO THE BUREAU OF LEGISLATIVE RESEARCH.

Vendors are responsible for delivery of their proposal documents to the Bureau of Legislative Research prior to the scheduled time for opening of the particular proposal. When appropriate, Vendors should consult with delivery providers to determine whether the proposal documents will be delivered to the Bureau of Legislative Research office street address prior to the scheduled time for proposal opening. Delivery providers, USPS, UPS, FedEx, and DHL, deliver mail to our street address, 500 Woodlane Street, State Capitol Building, Room 315, Little Rock, Arkansas 72201, on a schedule determined by each individual provider. These providers will deliver to our offices based solely on our street address.

MAILING ADDRESS: 500 Woodlane Street State Capitol Building, Room 315 Little Rock, Arkansas 72201 E-MAIL: thayerj@blr.arkansas.gov TELEPHONE: (501) 682-1937	PROPOSAL OPENING LOCATION: Bureau of Legislative Research Director's Office State Capitol Building, Room 315

Company Name: Ikaso Consulting, LLC

Name (type or print): Reiko Osaki

Title: President & CEO

Address: 1001 Bayhill Drive, Suite 200, San Bruno, CA 94066

Telephone Number: (415) 734 6858

Fax Number: (415) 520 2662

E-Mail Address: rosaki@ikasoconsulting.com

Signature:

USE INK ONLY; UNSIGNED PROPOSALS WILL NOT BE CONSIDERED

Identification: 26-3192501	
Federal Employer ID Number	Social Security Number

FAILURE TO PROVIDE TAXPAYER IDENTIFICATION NUMBER MAY RESULT IN PROPOSAL REJECTION

Business Designation (check one):	Individual [ ]	Sole Proprietorship [ ]	Public Service Corp [ ]
	Partnership [ ]	Corporation [X]	Government/ Nonprofit [ ]

GENERAL DESCRIPTION:	Procurement Process Consulting Services
TYPE OF CONTRACT:	Term

MINORITY BUSINESS POLICY

Participation by minority businesses is encouraged in procurements by state agencies, and although it is not required, the Bureau of Legislative Research ("BLR") supports that policy. "Minority" is defined at Arkansas Code Annotated § 15-4-303 as "a lawful permanent resident of this state who is: (A) African American; (B) Hispanic American; (C) American Indian; (D) Asian American; (E) Pacific Islander American; or (F) A service-disabled veteran as designated by the United States Department of Veteran Affairs". "Minority business enterprise" is defined at Arkansas Code Annotated § 15-4-303 as "a business that is at least fifty-one percent (51%) owned by one (1) or more minority persons". The Arkansas Economic Development Commission conducts a certification process for minority businesses. Vendors unable to include minority-owned businesses as subcontractors may explain the circumstances preventing minority inclusion.

EQUAL EMPLOYMENT OPPORTUNITY POLICY

The Vendor shall submit a copy of the Vendor's Equal Opportunity Policy. EO Policies shall be submitted in hard copy and electronic format to the Director of the Bureau of Legislative Research accompanying the solicitation response. The Bureau of Legislative Research will maintain a file of all Vendor EO policies submitted in response to solicitations issued by the Bureau of Legislative Research. The submission is a one-time requirement, but Vendors are responsible for providing updates or changes to their respective policies.

EMPLOYMENT OF ILLEGAL IMMIGRANTS

The Vendor must certify prior to award of the contract that it does not employ or contract with any illegal immigrants in its contract with the Bureau of Legislative Research. Vendors shall certify online at https://www.ark.org/dfa/immigrant/index.php/disclosure/submit/new . Any subcontractors used by the Vendor at the time of the Vendor's certification shall also certify that they do not employ or contract with any illegal immigrant. Certification by the subcontractors shall be submitted within thirty (30) days after contract execution.

DISCLOSURE FORMS

Completion of the EO-98-04 Governor's Executive Order contract disclosure forms located at http://www.dfa.arkansas.gov/offices/procurement/Documents/contgrantform.pdf is required as a condition of obtaining a contract with the Bureau of Legislative Research and must be submitted with the Vendor's response.

1001 Bayhill Drive, Suite 200, San Bruno, California 94066

IKASO EQUAL OPPORTUNITY POLICY

Objective

Ikaso Consulting, LLC (hereafter 'Ikaso") is an equal opportunity employer. In accordance with applicable anti-discrimination law, it is the purpose of this policy to effectuate these principles and mandates. Ikaso prohibits discrimination and harassment of any type and affords equal employment opportunities to employees and applicants without regard to race, color, religion, sex, national origin, age, disability or genetic information. Ikaso conforms to the spirit as well as to the letter of all applicable laws and regulations. Additionally, Ikaso will take action to employ, advance in employment and treat qualified Vietnam-era veterans and disabled veterans without discrimination in all employment practices.

Scope

The policy of equal employment opportunity (EEO) and anti-discrimination applies to all aspects of the relationship between Ikaso and its employees, including:

- Recruitment.
- Employment.
- Promotion.
- Transfer.
- Training.
- Working conditions.
- Wages and salary administration.
- Employee benefits and application of policies.

The policies and principles of EEO also apply to the selection and treatment of independent contractors, personnel working on our premises who are employed by temporary agencies and any other persons or firms doing business for or with Ikaso.

Dissemination and Implementation of Policy

The management of Ikaso will be responsible for the dissemination of this policy. Directors, managers and supervisors are responsible for implementing equal employment practices within each department. Management is responsible for overall compliance and will maintain personnel records in compliance with applicable laws and regulations.

Procedures
Ikaso administers our EEO policy fairly and consistently by:

- Posting all required notices regarding employee rights under EEO laws in areas highly visible to employees.
- Forbidding retaliation against any individual who files a charge of discrimination, opposes a practice believed to be unlawful discrimination, or reports harassment
- Requires employees to report to a member of management any apparent discrimination or harassment. The report should be made within 48 hours of the incident.
- Promptly notifies management of all incidents or reports of discrimination or harassment and takes other appropriate measures to resolve the situation.

Harassment
Harassment is a form of unlawful discrimination and violates Ikaso policy. Prohibited sexual harassment, for example, is defined as unwelcome sexual advances, request for sexual favors and other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment.
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individuals.
- Such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Ikaso encourages employees to report all incidents of harassment to a member of management. Ikaso conducts harassment prevention training for all employees, and maintains and enforces a policy on harassment prevention, complaint procedures and penalties for violations. Ikaso investigates all complaints of harassment promptly and fairly, and, when appropriate, takes immediate corrective action to stop the harassment and prevent it from recurring.

Remedies
Violations of this policy, regardless of whether an actual law has been violated, will not be tolerated. Ikaso will promptly, thoroughly and fairly investigate every issue that is brought to its attention in this area and will take disciplinary action, when appropriate, up to and including termination of employment.

DFA Illegal Immigrant Contractor Disclosure Certification

DFA Illegal Immigrant Contractor Disclosure Certification View Submission Details

Disclosure forms are valid for one year.

Vendor:	Ikaso Consulting, LLC
Tax ID:	2501
Disclosure Statement:	I certify that I **DO NOT** employ or contract with an illegal immigrant.
Contact E-mail:	rosaki@ikasoconsulting.com
Submitted on:	05-09-17
Valid through:	05-08-18

CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM

Failure to complete all of the following information may result in a delay in obtaining a contract, lease, purchase agreement, or grant award with any Arkansas State Agency.

SUBCONTRACTOR: ☐ Yes ☑ No

SUBCONTRACTOR NAME:

TAXPAYER ID NAME: Ikaso Consulting, LLC

IS THIS FOR: ☐ Goods? ☑ Services? ☐ Both?

YOUR LAST NAME: Osaki FIRST NAME: Reiko M.I.:

ADDRESS: 1001 Bayhill Drive, Suite 200

CITY: San Bruno STATE: CA ZIP CODE: 94066 COUNTRY: USA

AS A CONDITION OF OBTAINING, EXTENDING, AMENDING, OR RENEWING A CONTRACT, LEASE, PURCHASE AGREEMENT, OR GRANT AWARD WITH ANY ARKANSAS STATE AGENCY, THE FOLLOWING INFORMATION MUST BE DISCLOSED:

FOR INDIVIDUALS*

Indicate below if: you, your spouse or the brother, sister, parent, or child of you or your spouse *is* a current or former: member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee:

Position Held	Mark (√)		Name of Position of Job Held [senator, representative, name of board/ commission, data entry, etc.]	For How Long?		What is the person(s) name and how are they related to you? [i.e., Jane Q. Public, spouse, John Q. Public, Jr., child, etc.]	
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Relation
General Assembly							
Constitutional Officer							
State Board or Commission Member							
State Employee							

☑ **None of the above applies**

FOR AN ENTITY (BUSINESS)*

Indicate below if any of the following persons, current or former, hold any position of control or hold any ownership interest of 10% or greater in the entity: member of the General Assembly, Constitutional Officer, State Board or Commission Member, State Employee, or the spouse, brother, sister, parent, or child of a member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee. Position of control means the power to direct the purchasing policies or influence the management of the entity.

Position Held	Mark (√)		Name of Position of Job Held [senator, representative, name of board/commission, data entry, etc.]	For How Long?		What is the person(s) name and what is his/her % of ownership interest and/or what is his/her position of control?		
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Ownership Interest (%)	Position of Control
General Assembly								
Constitutional Officer								
State Board or Commission Member								
State Employee								

☑ **None of the above applies**

Contract and Grant Disclosure and Certification Form

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this contract. Any contractor, whether an individual or entity, who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the agency.

As an additional condition of obtaining, extending, amending, or renewing a contract with a *state agency* I agree as follows:

1. Prior to entering into any agreement with any subcontractor, prior or subsequent to the contract date, I will require the subcontractor to complete a CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM. Subcontractor shall mean any person or entity with whom I enter an agreement whereby I assign or otherwise delegate to the person or entity, for consideration, all, or any part, of the performance required of me under the terms of my contract with the state agency.

2. I will include the following language as a part of any agreement with a subcontractor:

   Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this subcontract. The party who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the contractor.

3. No later than ten (10) days after entering into any agreement with a subcontractor, whether prior or subsequent to the contract date, I will mail a copy of the CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM completed by the subcontractor and a statement containing the dollar amount of the subcontract to the state agency.

I certify under penalty of perjury, to the best of my knowledge and belief, all of the above information is true and correct and that I agree to the subcontractor disclosure conditions stated herein.

Signature _____ Title President & CEO Date 08/15/2017

Vendor Contact Person Reiko Osaki Title President & CEO Phone No. (415) 734 - 6858

Agency use only

Agency Number_____ Agency Name_____ Agency Contact Person_____ Contact Phone No._____ Contract or Grant No._____

IKaso acknowledges and agrees
- Pryce.

RFP No. BLR-170003: Questions/Answers 7/27/2017:

1. Please advise if hourly rates are a factor in cost evaluation, or if the total not-to-exceed amount in the last row of Attachment A is the only element evaluated. All pricing information will be evaluated by the Subcommittee.

2. When will Q&A responses be posted publicly? Questions are due on Friday, August 11, and proposals are due Friday, August 18. This offers interested Vendors limited time to incorporate any significant new information into their proposals. Would the BLR be amenable to publishing answers on a rolling basis? The Questions and Answers regarding the RFP will be posted weekly on the Office of State Procurement website with the RFP documents. If any new questions are received during the previous week, the postings will occur Monday, July 31; Monday, August 7; and Monday, August 14.

3. The Requirements List indicates respondents should provide 25 hard copies of the redacted response, including OPPS. RFP Section 1.3 seeks signed Original copies. Please confirm that the copies requested under Section 1.3 are in addition to the 25 requested in the Requirements List. The 25 copies are in addition to the signed originals that should be submitted. They are for the use of the Subcommittee members and staff.

4. Section 5.5. states that "The Vendor should demonstrate the work the Vendor has done for clients during the past three (3) years and indicate which individual on its staff was responsible for the work". When providing this listing of individual staff members, should Vendors only include those individuals who are also being proposed for this project, or any and all company employees who worked on projects over the past three years? Please list the staff member that was primarily responsible for the work on each project regardless of whether he or she will be assigned to the project proposed by this RFP.

5. Section 2.1 provides that "The Vendor shall provide this information in a timely manner to the Subcommittee in order to assist the Subcommittee in compiling its report due December 1, 2018". Does the Subcommittee have a preferred timeline or target dates for the Vendor's input and/or draft reports to enable this objective to be met? A proposed timeline should be included in the Vendor's proposal in response to the RFP. The Subcommittee has not established a timeline yet.

6. The second bullet in Section 2.1 notes that the Subcommittee has been tasked with studying "the impact of procurement processes on the legal, architectural, engineering, construction management and land surveying professions[.]"

   Please confirm that the Contractor is tasked with reviewing the procurement laws, policies and practices as they relate to the State's purchasing of all types of goods and services, including but not limited to the procurement of these enumerated professional services. That is correct. The project will encompass a review of all Arkansas procurement laws, procedures, and regulations, including without limitation the procurement of services from the listed professions.

7. In section 3.0 the RFP seeks "Assistance with draft legislation based on recommendations adopted by the Subcommittee". Could the BLR please clarify if the adoption of recommendations and drafting of legislation are expected to occur through the course of the engagement or if Vendors should target a particular timeframe. Adoption of recommendations and assistance with draft legislation will most likely occur during the final months of the project as the study is concluding. A timeline for these functions should be included as part of the Vendor's proposed plan for the project.

   Given that the timing and volume of work associated with Assistance with Draft Legislation may be difficult to estimate, is it allowable to assume it will be billed at the proposed hourly rate but not included as part of the Total Maximum Amount of Bid? The total maximum amount of the bid will be the maximum amount of the contract, if accepted. The Vendor will invoice the BLR based on the hourly rates listed in its OPPS and actual travel expenses. The Bureau will pay those invoices up to the maximum contract amount. All work performed under any resulting contract will be within the maximum contract amount.

8. Please confirm that the evaluation of Past Performance referenced in Section 1.15 will be based on the Vendor's response to Section 5.5. Yes.

9. Can the BLR provide any guidance on the number of Subcommittee Meetings vendors should assume when developing cost estimates? A minimum of one per month through December 2018, with the possibility of 2 or more per month as the study progresses.

10. Section 4.2 proposes reimbursement of travel expenses for attending Subcommittee meetings and seeks an estimate of expenses for travel related to field work. For the purposes of this estimate, and completing the OPPS, would an all-inclusive daily rate be acceptable as the "Price per Unit" for Travel? The Vendor may submit their estimate in this format. However, upon award of a contract, travel will be reimbursed based on documented, actual expenses, and will be a part of the maximum contract amount.

IKaso acknowledges and agrees.
RyCo.

RFP No. BLR-170003: Questions/Answers 7/28/2017 through August 4, 2017:

Technical

1) Section 2. Objectives: Is there interest only for the evaluation of A&E and professional services processes? No, the study should cover all procurement laws, procedures, and regulations within the State of Arkansas, including without limitation the impact on the professional services named in Section 2.0.
2) Section 2. Objectives: What are the expected deliverables from the study? Deliverables to be provided by the Vendor should be a part of the proposal and the plan for serving the Subcommittee by assisting it in conducting the procurement study. At a minimum, the Vendor should provide the Subcommittee with monthly reports on its activities, assist the Vendor with the drafting and preparation of its final report, as well as assist with the drafting of recommendations and legislation.
3) Attachment A: Does the Bureau want a fixed price for the work, or fully loaded rates for a time and materials, not to exceed type contracts? The Vendor will invoice the Bureau for work performed based on hourly rates and amounts submitted in the Official Proposal Price Sheet, as well as for actual travel expenses. The Bureau will pay invoices based on those amounts up to the maximum contract amount.
4) What is the current citation for the State Procurement Code that governs the A&E/qualifications type of procurement? Arkansas Code Annotated § 19-11-201, *et seq.*

Response Submission

1) 1.10 Delivery of Responses: This sections notes that proposals may be emailed, however paragraph 1.3 says that proposals must be submitted in hard copy. Please clarify this point. Section 1.3 reads in pertinent part, "Vendors must submit one (1) signed original hard copy of the proposal on or before the date specified on page one of this RFP. In addition, the Vendor should submit, on or before the date specified on page one of this RFP, two (2) electronic versions of the proposal (one (1) redacted electronic version and one (1) unredacted electronic version), preferably in MS Word/Excel format, on CD, flash drive, or via e-mail." As such, all Vendors should deliver hard copy versions of their proposals AND electronic copies of their proposals on or before the deadline for submission.
2) Requirements List: If the proposal is submitted in hard copy, paragraph 1.3 notes only 1 original hard copy version. The requirements list specifies twenty-five (25) copies. Please clarify the number of hard copies required (if any) at the due date, August 18. The addition of the 25 hard copies in the Requirements List is for the use of the Subcommittee and staff in evaluating the proposals. Please submit these in addition to what is required in the RFP to meet the proposal requirements.
3) 1.4 RFP Format: Is the proposal response to be built directly within responses to the OPPS? Or should OPPS paragraph responses (specifically Section 5) refer to a separate proposal document? Similarly, should Attachment A to the OPPS refer the reader to the separately submitted Price Sheet, or should this simply not be included with the full OPPS response? The OPPS and any additional pricing information are to be submitted separately from the proposal. However, you may refer to the proposal within the OPPS, and the OPPS may refer the reviewer to various sections in the proposal. If this is not responsive to your questions, please provide further clarification of this issue.

RyCo.

IKaso acknowledges and agrees.
Ra Ge.

RFP No. BLR-170003: Questions/Answers August 5, 2017 through August 11, 2017:

Q1. Would the selected respondent be precluded from participating in any future procurements that may be conducted according to the recommendations of this project and subsequently adopted by the State?

A1. With regard to a hypothetical solicitation, nothing would preclude the consultant from bidding or submitting proposals. However, there is no way of predicting at this time the recommendations that will come out of the consultant's work or whether they will result in recommendations adopted by the General Assembly. The question that may arise is whether the bid or proposal constitutes a breach of procurement ethics. This would depend on whether Arkansas Code § 19-11-709(b) would apply to the consultant with regard to the hypothetical solicitation. Although I cannot provide your company with legal advice, it is possible that the consultant, when seeking to submit a bid or proposal under any new procurement process for which it may have made recommendations, could seek a formal advisory opinion from the Director of the Department of Finance and Administration and ask for a waiver of any possible technical violations.

Q2. Page 4 of the RFP, 1.3 Caution to Vendors, 3rd bullet, states that "Vendors must submit one (1) signed hard copy of the proposal on or before the date specified on page one of the RFP. In addition, the Vendor should submit, on or before the date specified on page one of this RFP, two (2) electronic versions of the proposal (one (1) redacted electronic version and one (1) unredacted electronic version), preferably in MS Word/Excel format, on CD, flash drive or via e-mail." The Requirements List asks for 25 hard copies of the redacted response, including OPPS, for use by the Task Force. Would you please clarify the BLR's preferred method of response and number of required hard copies?

A2. Vendors should submit an unredacted hard copy of the proposal and the OPPS, and 25 redacted hard copies of the proposal and OPPS. The 25 redacted hard copies are for use by the Subcommittee and staff in conducting the evaluation of the proposals. In addition, electronic versions of the redacted and unredacted proposals and OPPS should also be submitted. Hard copies and electronic versions must all be received by the Bureau prior to the 4:30 p.m., August 18, 2017 deadline for submission.

Q3. Page 4 of the RFP, 1.4 RFP Format recommends "that Vendors respond to each item or paragraph of the RFP in sequence. Items not needing a specific vendor statement may be responded to by concurrence or acknowledgement..." Is BLR looking for Vendors to respond to all numbered sections beginning with 1.0 Introduction or just to items within Section 4. Cost Proposal and Section 5. Additional Vendor Requirements?

A3. The Vendor should respond to all numbered paragraphs from the beginning of the RFP through to the end, starting with Section 1. There are various important issues covered in some of the earlier paragraphs that the Vendor must acknowledge.

Q. When the required information requests a "response to each numbered paragraph of the RFP . . .", should this be a separate document? Or should it constitute the format of the overall proposal?

Ra Ge.

A. The format of your proposal will be up to you. However, responses should be written in a way that the reader is able to easily discern that each of the numbered paragraphs of the RFP, beginning with Section 1, has received a response.

Q1. The solicitation document references email responses throughout. It is assumed the originals must be mailed, but can the electronic responses be submitted via email?

A1. Yes.

Q2. If yes, do the pricing responses need to be submitted in a separate email or simply as a separate file in the submission email?

A2. Section 1.3 of the RFP reads, "The electronic version of the Official Proposal Price Sheet must also be separately sealed and submitted separately from the electronic version of the proposal and, if submitted via e-mail, the e-mail must clearly state that the attachment contains pricing information." As such, the electronic version of the pricing response should be submitted in a separate email from the proposal.

Q3. If we are subcontracting work, does our subcontractor also need to provide any of the required forms or disclosures in our response?

A3. Yes. Section 1.18 of the RFP reads, "If any part of the work is to be subcontracted, the Vendor must disclose the same information for the subcontractor as for itself. Responses to this RFP must include a list of subcontractors, including firm name and address, contact person, complete description of work to be subcontracted, and descriptive information concerning subcontractor's business organization." Please see throughout the RFP, the various requirements with regard to forms and documentation to be submitted with regard to subcontractors, as well as the statement in Section 1.18 that the "Subcommittee reserves the right to approve subcontractors for this project and require primary contractors to replace subcontractors that are found to be unacceptable."

Q4. The solicitation document references that a requirement for response is "Response to each numbered paragraph of the RFP, including statements that the paragraph has been read and is agreed to if no other response is required." Is it possible to provide a blanket statement to this fact in the Executive Summary or in a Submittal Letter to meet this requirement?

A4. Responses should be written in such a way that the reader is able to easily discern that each of the numbered paragraphs of the RFP has received a written response.

Q5. The RFP references that the successful vendor will provide "Assistance with draft legislation based on recommendations adopted by the Subcommittee." Can the BLR provide some guidance on a time frame for when draft legislation would be drafted and if there is a deadline for the drafting of legislation for consideration in the following legislative session? We are trying to determine when this activity would occur in relationship to the report since it is listed prior to development of the final report in the list of activities.

A5. The timeline for this work will be a determination to be made by the Subcommittee, however, this task would be completed prior to the end of the contract term, which is December 31, 2018. The consultant's role with regard to draft legislation would be limited to review and advice on draft bills. The Bureau of Legislative Research staff will draft all bills upon request of a member of the General Assembly. Past studies by legislative bodies have incorporated legislative recommendations in the form of draft bills as part of their final reports and recommendations.