

State of Arkansas
Highway Commission & Advisory Subcommittee
Bureau of Legislative Research

Provided to:

State of Arkansas | Bureau of Legislative Research
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State Capitol Building,
Room 315
Little Rock, Arkansas 72201

**Project Work Plan (*DRAFT*):
State Transportation Department
Oversight Consulting Services****Provided by:**

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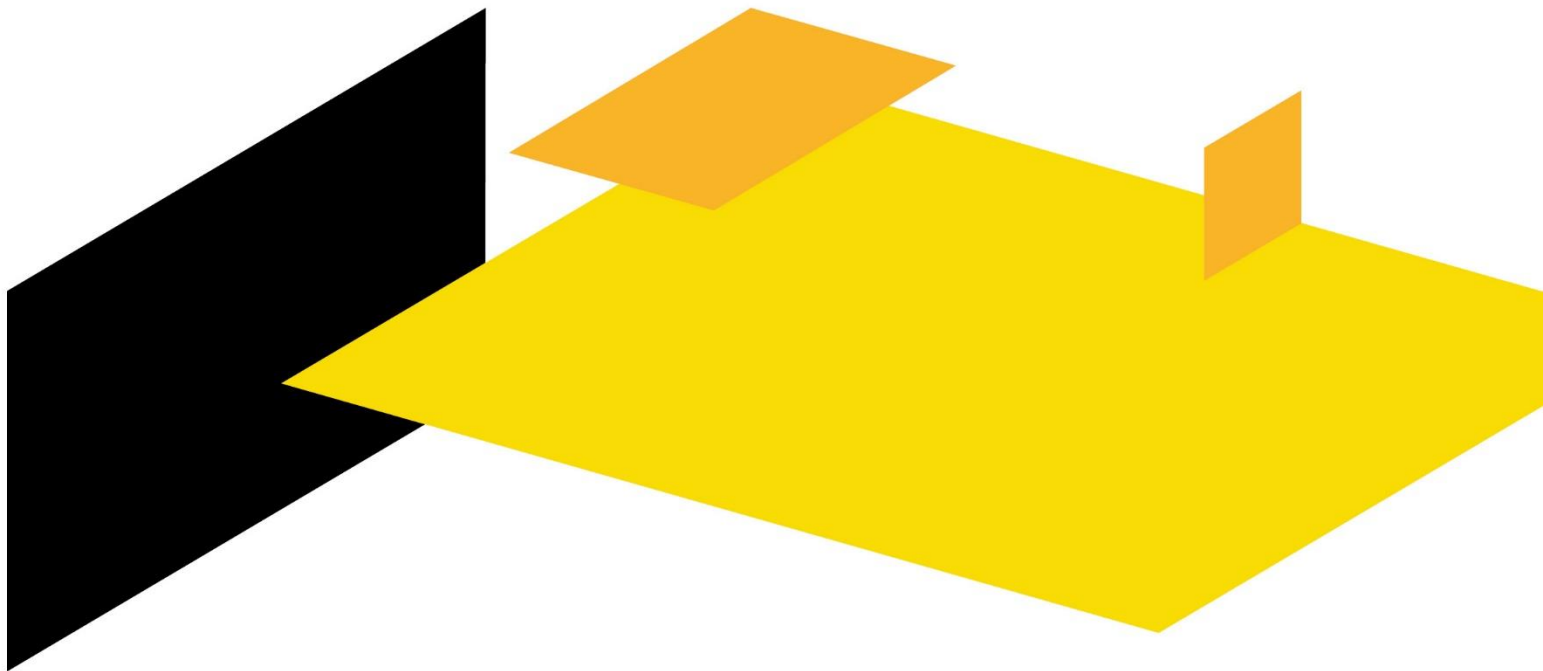


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1.0 Overview and Project Scope

1.1 Project Purpose

As the Arkansas Legislative Council prepares to increase funding to the department of Transportation, it seeks assurance that future investment dollars will be optimized through transportation activities that are high-impact and high-value. The Subcommittee has been tasked with assessing the current state of the department's expenditures and procurement processes, identifying relevant best practices from other states, and providing recommendations for legislative changes. The purpose of this project is to provide objective analysis to the Subcommittee's report to the Legislative Council in November 2020. This independent assessment will cover processes, procedures, procurement procedures, projects, expenditures, and appeals processes, as well as recommendations for improvements.

1.2 Project Background

The Arkansas Legislative Council, through the Highway Commission Review and Advisory Subcommittee of the Legislative Council ("Subcommittee"), is obligated to receive, and review, key construction project, and legislative rule related, reports from the Arkansas Department of Transportation ("ArDOT" or "the department"). The department provides safe and sustainable transportation solutions that enhance the quality of life of Arkansans, leverage local community partnerships, and provide economic development opportunities. Moreover, the department prioritizes sound program and performance management practices, adherence to applicable laws and regulations, investment in its workforce, and leading operational practices and technologies.

ArDOT is comprised of approximately 3,700 employees spread across its Central Office, 10 District Offices and approximately 116 Maintenance and Resident Engineer offices. The department has annual expenditures of approximately \$1.7B, funded through a combination of federal and state funds, and is primarily responsible for overseeing and maintaining approximately 16,000 highway system miles and 7,300 bridges distributed across the state. To fulfill its responsibilities, ArDOT executes on, and administers, a number of different programs including the Interstate Rehabilitation Program (IRP), Connecting Arkansas Program (CAP), and the State Aid County Road and City Street Programs.

With the passage of landmark legislation (SB 336), Arkansas has recognized the need for, and is committed to, investing in its transportation infrastructure. This Bill, along with a proposed constitutional amendment which would permanently enshrine a half percent sales tax, will provide the Arkansas Department of Transportation approximately \$300M in funding per year.

1.3 Project Scope and Deliverables

In support of the Subcommittee's aims, Guidehouse will provide an objective analysis of ArDOT processes, procedures, procurement procedures, projects, expenditures, and appeals processes. In particular, Guidehouse will focus this analysis on the following components of the department's strategy, operational capabilities, and regulatory environment, specifically the following Key Department Functions and associated Operating Platform as described in **Figure 1**:

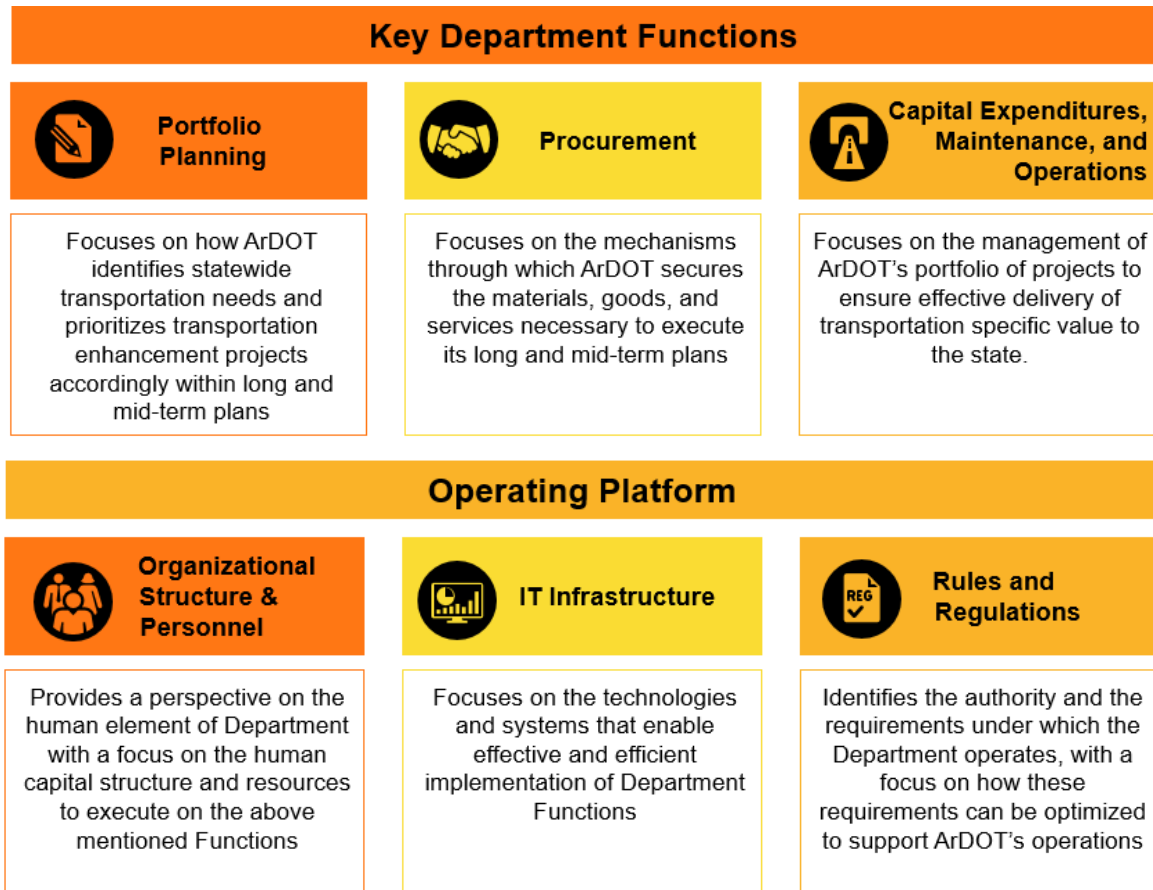


Figure 1. ArDOT Review Focus Areas

Guidehouse will conduct this objective analysis in three phases and will execute on the following activities:

- **Phase 0 - Project Planning:** Creation of an appropriate project management infrastructure such as the Project Work Plan, and Governance and reporting Structure to ensure that the project meets its intended goals
- **Phase 1 - Current State Assessment:** A review of appropriate data and documents, as well as associated interviews with ArDOT and stakeholders, to identify key findings and initial opportunities related to the Key Department Functions and underlying Operating Platform
- **Phase 2 - Recommendations and Roadmap:** Identification of functional leading practices of similar state Highway Departments combined with an analysis of initial opportunities to generate a prioritized list of recommendations, high-level roadmap, and areas in which revised legislation may be required. In addition, providing ongoing support to the Bureau of Legislative Research (BLR), as needed, as it drafts legislation, and finally the Subcommittee's final report to the Arkansas Legislative Council.

The following table (**Figure 2** below) provides an overview of the project deliverables. For additional information on the project approach, project schedule, and key tasks see *Section 2.0 Approach*.

Deliverable	Description	Estimated Completion Date
Project Alignment	Meeting to discuss project focus areas with the Subcommittee Co-Chairs	9/18/2019
Project Kick-Off	Project Kick-Off meetings with ArDOT Leadership	10/14/2019
Project Work Plan	A document that articulates: <ul style="list-style-type: none"> 1) Project Overview 2) Approach 3) Project Schedule 4) Project Governance and Reporting 5) Delivery Acceptance Criteria 6) Key Personnel 7) Pricing 	Draft: 10/14/2019 Final: 10/25/2019
Current State Report	<ul style="list-style-type: none"> • Strategic Position Review: An analysis of ArDOT's Strategic Foundation and how that drives the department's offered services and core functions. • Key Department Function and Operating Platform Assessment: A synthesized set of findings that summarize the components of the department's Key Functions and the Operating Platform • An Initial Regulatory/Statutory Environment Review: An initial analysis of the alignment between the department's core processes and the corresponding regulatory and statutory obligations • Supporting Documentation: Accompanying documentation that substantiates and clarifies the key findings and recommendations 	Draft: 2/18/2020 Final: March 2020 Subcommittee Meeting
Future State Recommendation Report and Roadmap	<ul style="list-style-type: none"> • Future State Recommendation Report and Roadmap: A report including prioritized future state recommendations across the department's Key Functions and 	Draft: 4/8/2020 Final: April 2020 Subcommittee Meeting

Deliverable	Description	Estimated Completion Date
	<p>Operating Platform, as well as a high-level implementation roadmap</p> <ul style="list-style-type: none"> • Key Performance Indicators: Potential metrics to 1) track the progress of recommendations and initiatives of the report and to 2) evaluate the effectiveness of the program 	
Assistance with Draft Legislation and Testimony	Where necessary, support to the BLR (based on the Recommendation Report and Guidehouse’s internal Subject Matter Expertise) as it drafts legislation, and the Subcommittee’s final report. In addition, the provision of any accompanying testimony to the Arkansas State Legislature	Commence: April 2020 Final: December 2020

Figure 2. ArDOT Review Deliverables

1.4 Refinements to the Proposal

In this Project Work Plan, we present an approach and set of deliverables that aligns with our original proposal as of August 9, 2019. However, as we have found in our experience, the Project Planning Phase typically results in a refinement of the original proposal as new information regarding the parameters of the Review becomes available, and greater understanding related to the practical realities of project execution is realized. We believe these refinements will only serve to strengthen the quality of support that we provide to the Subcommittee, while still staying within the pricing that we originally proposed. This refinement typically is embedded within a Project Work Plan, though we have highlight the critical changes below.

Staffing

Since we delivered our proposal, Riz Shah, originally identified as Subject Matter Expert and Project Executive is no longer with Guidehouse. In response, we deployed Gaurav Menon, Guidehouse’s Capital Projects and Infrastructure (CP&I) Practice Leader to a Project Executive role serving as the Quality Assurance Partner. In addition, we deployed Dami Kehinde, who was previously an on-call SME, to serve as the CP&I Lead, bringing stronger leadership and expertise to this role.

In addition, through our initial set of interviews and document review we understand that technology deployment has played a larger role in the recent evolution of ArDOT than originally

anticipated. As a result, we have deployed Erin Hutchins as the Project Leader, and she has approximately twenty years of technology experience and has focused on Transportation, Public Safety, and Motor Vehicle client engagement through most of her career. Raquel Malmberg will still play a critical role on the team serving as a Quality Assurance Director.

At our Senior Analyst and Analyst levels, the personnel that we have staffed have skill sets and competencies that are largely interchangeable with the individuals as part of the original proposal. Moreover, we have also been to deploy our internal Guidehouse Data Analytics team to provide a more robust approach to analyzing the voluminous expenditures and procurement data that we have requested from ArDOT.

It should be noted that although the staffing composition has shifted, there is no impact on the pricing or project budget.

Project Schedule

Our check point on September 18 with the Subcommittee Co-Chairs and the Subcommittee was intended to secure alignment on the Areas of Focus for our Review so that we could develop the Project Work Plan and Schedule. The resulting schedule still presents a 5 and half a month Review timeframe, however, it pushes out the current state assessment and final report timeframe approximately 2 weeks and 4 weeks, respectively, to better reflect the practical realities of scheduling the ArDOT kick off and leadership interviews. When the proposal and preliminary project schedule were developed, specific scheduling information was not known or available to our team. It should be noted that while, the delivery date for the recommendations is now April, there is no impact on our pricing or project budget.

Key Activities and Deliverables

Project key activities and deliverables have been refined based on our collaboration with the subcommittee on the Focus Areas of the project, identified resources of ArDOT, and preliminary assessment work. The following outlines any changes in activities and deliverables by project phase:

Phase 0: Project Planning

Key Activities: The Work Plan contains all of the key activities from the proposal, as well as the following additional activities to support those activities identified in the proposal:

- Conduct Initial Interviews
- Hold Focus-Area Alignment Meeting with Subcommittee Co-Chairs
- Establish Project Management (PM) Support Structure
- Establish ArDOT Liaison Relationship

In addition, the work plan contains further detail, based on new developments, on the proposed activities.

Key Deliverables: The Work Plan contains all the key deliverables from the proposal.

Phase 1: Current State Assessment

Key Activities: The majority of the key activities for the Current State Assessment phase of the project are substantially the same as the proposal, and are presented in this work plan in a consolidated form. However, this phase does include the following changes:

- In order to gather information from a broader cross-section of ArDOT personnel, our Work Plan includes up to three rounds of staff interviews at various staffing levels and including district personnel. Additionally, we have included employee surveying. These efforts substitute shadow processes and cross-functional workshops.

Key Deliverables: The Current State Report is the key deliverable for this phase of the project, and the Work Plan reflects the same description of content, and will include an organizational structure assessment, expenditure audit, and IT assessment report. However, the Work Plan does not specifically identify supporting documentation. This Work Plan and the proposal anticipates that supporting documents include the following:

- Process maps
- Gap analysis
- High-level IT architecture
- Current State IT Assessment Report

Phase 2: Recommendations and Roadmap

The Work Plan key activities and deliverables for this phase of the project are aligned, and include a clarification that we would additionally assist BLR as it drafted the Subcommittee's final report.

2.0 Approach

The Arkansas Highway Commission Review and Advisory Legislative Subcommittee has requested that Guidehouse conduct an objective analysis of the processes and functioning of the Arkansas Department of Transportation, including the department's processes, procedures, procurement procedures, projects, expenditures, and appeals processes; as well as a study of the leading practices of comparable agencies to help inform recommendations.

Guidehouse has developed, and will use, our Target Operating Model (TOM) framework (as depicted in **Figure 3**) to guide our approach. TOM provides a holistic view of how the department could execute on its mission and objectives in the future, and serves as a framework for understanding: 1) how an organization operates; and 2) how operations contribute to and support organizational strategy.

Our approach is to first confirm the department's strategic mission and vision and the corresponding functions or service offerings. Second, we will conduct a current state analysis of the department's strategic and operational capabilities, and regulatory environment with a particular focus on the following Key Department Functions and associated Operating Platform:

- **Key Department Functions:**
 - **Portfolio Planning:** Focuses on how ArDOT identifies statewide transportation needs and prioritizes transportation enhancement projects accordingly within long- and mid-term plans
 - **Procurement:** Focuses on the mechanisms through which ArDOT secures the materials, goods, and services necessary to execute its long- and mid-term plans
 - **Capital Improvement, Operations, and Maintenance Management:** Focuses on the management of ArDOT's portfolio of projects to ensure effective delivery of transportation-specific value to the state.
- **Operating Platform:**
 - **Organizational Structure and Personnel:** Provides a perspective on the human element of the department with a focus on the human capital structure and resources to execute on the above-mentioned Functions
 - **IT Infrastructure:** Focuses on the technologies and systems that enable effective and efficient implementation of Key Department Functions
 - **Enabling Rules and Regulations:** Identifies the authority and the requirements under which the department operates, with a focus on how these requirements can be optimized to support ArDOT's operations

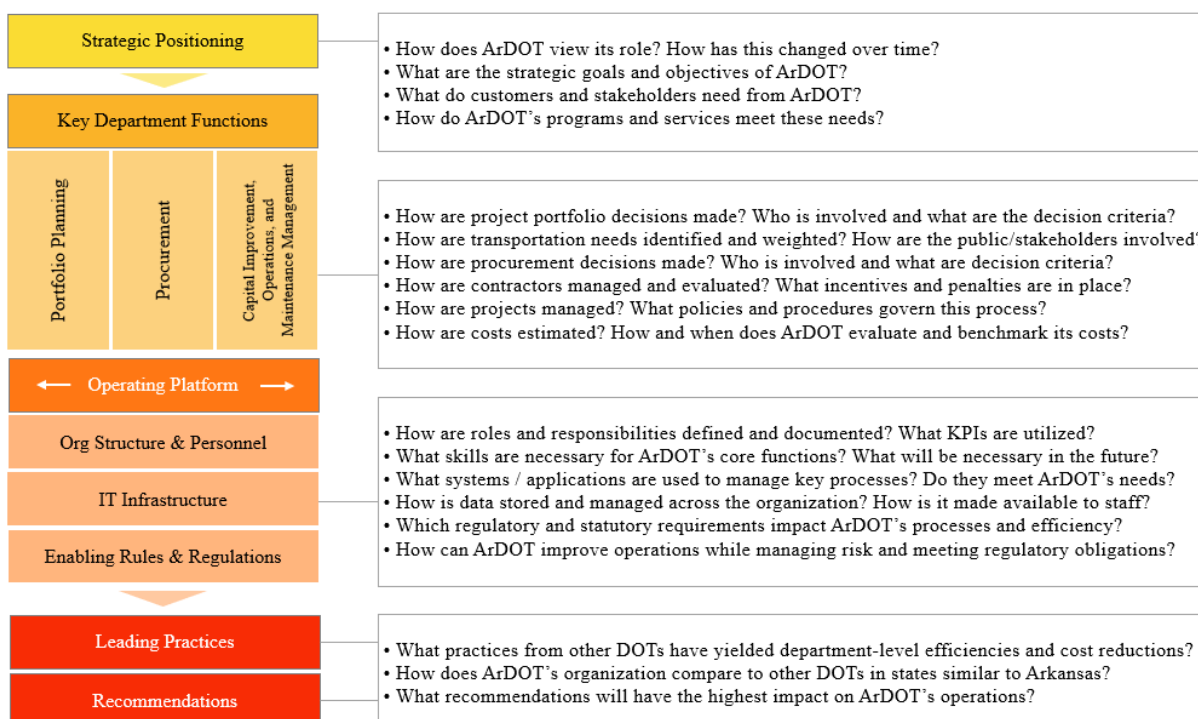


Figure 3. Guidehouse Target Operating Model (TOM)

While the TOM provides a "big picture" view of how ArDOT can operate in the future and execute on its strategy, it can also help:

- Set a common structure and set of definitions that can be used to describe how the department develops and provides services and offerings (products and services);
- Articulate where, how, and for whom the department creates value in its day-to-day activities;
- Describe what success looks like, what needs to be done to be successful, and how this will happen;
- Understand the different areas affected by any planned change initiative and prioritize interventions to promote the value of change to department leadership and its stakeholders.

As shown in **Figure 4**, below, and detailed in subsequent sections, Guidehouse will apply the TOM through the three main project phases; 0) Project Planning, 1) Current State Assessment, and 2) Recommendations and Roadmap, to provide complete and comprehensive deliverables.

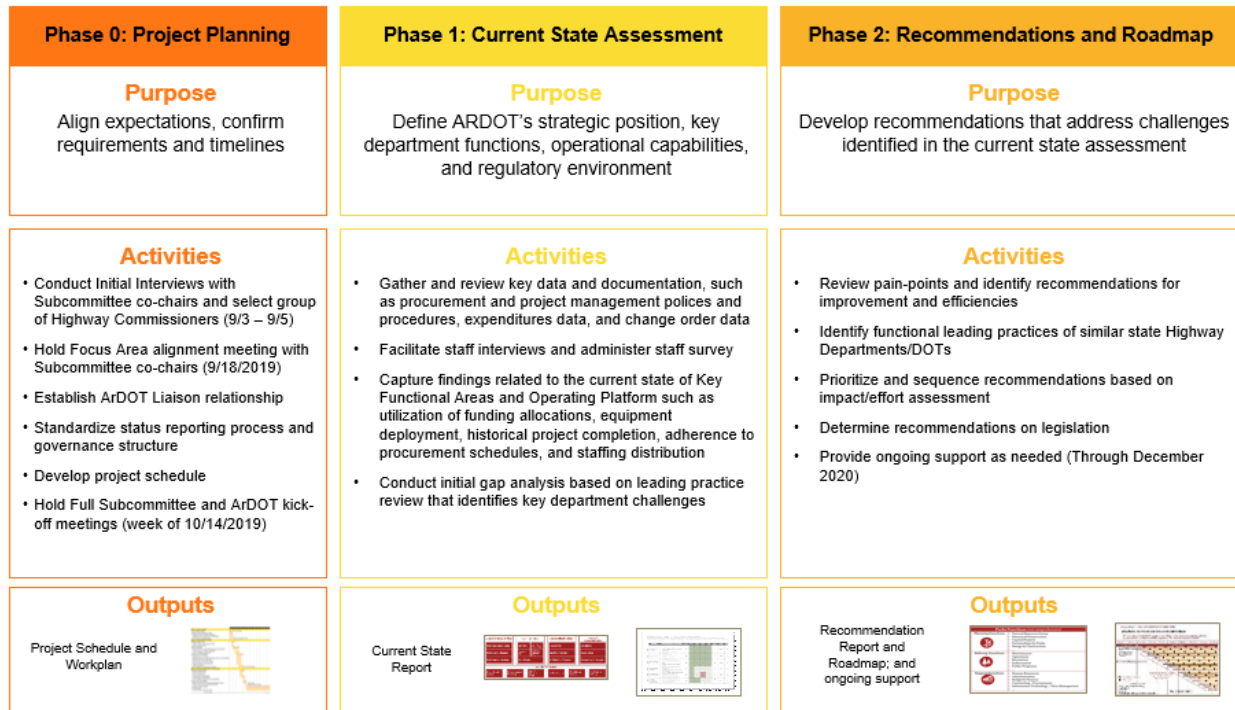


Figure 4. Guidehouse Approach

2.1 Phase 0: Project Planning

The project planning phase is foundational to the success of the engagement, allowing us to align expectations, engage key stakeholders, and establish channels of communication. To ensure quality and effectively execute a Review of ArDOT in less than six months, the first project phase includes building alignment around the project goals and objectives, and detailing the concrete tasks, durations, and responsibilities into this Project Work Plan—a clear outline of the activities throughout the engagement.

This phase also includes working with Subcommittee Co-Chairs and BLR to establish a project governance structure to ensure frequent communication, a collaborative approach, and buy-in from key stakeholders.

Key Activities

- Conduct Initial Interviews:** Guidehouse held initial interviews, the week of September 3rd, with the Subcommittee Co-Chairs and a select group of Highway Commissioners to understand key areas of focus and concern as it relates to the Review, and the larger context in which the Department of Transportation Operates; establish initial contact with key ArDOT Staff; and identify involvement of key stakeholders.
- Hold Focus-Area Alignment Meeting with Subcommittee Co-Chairs:** Guidehouse, and the Subcommittee Co-Chairs held a project alignment meeting on September 18th. This meeting allowed us to confirm areas of focus related to the review; and establish a high-level timeline, scope and deliverables, and immediate next steps. Guidehouse also conducted a similar meeting with the broader Highway Commission Review and Advisory Subcommittee.

- **Establish Project Governance Structure:** We have collaboratively identified a Project Governance Team comprised of the Subcommittee Co-Chairs (Senator Dismang and Representative McNair). In addition, we have established a structure that includes monthly touchpoints with this governance team as well as the full Subcommittee.
- **Establish Project Management (PM) Support Structure:** We have collaboratively identified key representatives from The Bureau of Legislative Research (Jillian Thayer, William Parrish, and Marty Garrity) to provide any required project management support to help facilitate the review such as securing critical interviews and providing relevant data and documents. We have also established a reporting structure that includes weekly project status updates with this PM Support Team.
- **Establish ArDOT Liaison Relationship:** To facilitate this Review of ArDOT, Guidehouse has coordinated with ArDOT leadership to identify Deputy Director Lorie Tudor as the primary Department Liaison who will help manage necessary data and information requests, schedule interviews and working sessions, and handle internal department communications related to the Review.
- **Standardize Status Reporting Process and Template:** Guidehouse has also identified, and implemented, a status reporting process that is acceptable to the Subcommittee and BLR. We will continue to leverage the project plan to measure our team's progress against the identified weekly tasks and deliverables and communicate this to Jillian Thayer (Deputy Legal Counsel to the Director) and William Parrish (Legislative Analyst), both at BLR, in the weekly status report and weekly touch point.
- **Develop Project Schedule:** Based on our understanding of the project needs, we have developed a detailed view of the project Tasks. The project schedule contained in *Section 3.0 Project Schedule* includes the project deliverables with supporting tasks and estimated completion dates.
- **Hold Full Project Kick-off Meetings(s):** With key focus areas approved, governance established, and ArDOT personnel engaged, Guidehouse will kick-off the project with two meetings:
 - With the approval of the Project Governance Team, Guidehouse will hold a kick-off meeting with ArDOT leadership on October 14, to formally introduce the Guidehouse team, review at a high level our approach, timeline, and scope, and answer any questions that the leadership team may have regarding the nature of our Review.
 - With the Subcommittee Co-Chairs, share the draft work-plan and schedule.

Key Deliverables

- **Project Schedule:** Document outlining tasks, durations, responsibilities, dependencies, and milestones.
- **Project Management Plan:** Document that outlines project governance structure, status reporting cadence and templates, final deliverable template and deliverable acceptance criteria, and risk and issue mitigation protocols.

2.2 Phase 1: Current State Assessment

The purpose of Phase 1 is to understand ArDOT's current strategic and operational capabilities, its investments and expenditures, and the regulatory environment in which it operates, in order to set the foundation for future state recommendations and a successful implementation roadmap. Guidehouse will use a tested and organized approach to conducting this current-state analysis centered around the Target Operating Model framework. This effort commences with a confirmation of the department's strategic positioning, followed by an in-depth analysis of operational capabilities and regulatory requirements, with a particular focus on the following Key Department Functions and associated Operating Platform:

- **Key Department Functions:**
 - **Portfolio Planning:** Focuses on how ArDOT identifies statewide transportation needs and prioritizes transportation enhancement projects accordingly within long- and mid-term plans
 - **Procurement:** Focuses on the mechanisms through which ArDOT secures the materials, goods, and services necessary to execute its long- and mid-term plans
 - **Capital Improvement, Operations, and Maintenance Management:** Focuses on the management of ArDOT's portfolio of projects to ensure effective delivery of transportation specific value to the state.
- **Operating Platform:**
 - **Organizational Structure and Personnel:** Provides a perspective on the human element of department with a focus on the human capital structure and resources to execute on the above-mentioned Functions
 - **IT Infrastructure:** Focuses on the technologies and systems that enable effective and efficient implementation of Key Department Functions
 - **Enabling Rules and Regulations:** Identifies the authority and the requirements under which the department operates, with a focus on how these requirements can be optimized to support ArDOT's operations

2.2.1 Task 1: Confirmation of Strategic Positioning

A key part of this Review is the confirmation of the Division's mission, vision, and offerings in assessing its services. All thorough operational assessments must start with a clear understanding of what the organization is trying to accomplish before determining the organizational structure, personnel, processes, technology, services, etc. needed to meet agency goals.

Our review of the department's strategic position will start with the Department's Strategic Plan; and its long range intermodal transportation plan (*We Move Arkansas*) and its short term Statewide Transportation Improvement Program (STIP); as well as any other supporting documents that provide further details or document the extent to which the department has executed on its strategic initiatives. In addition, we will conduct several interviews with key department leaders to confirm our understanding and to identify the department's strategic capabilities, core offerings, key customers, and current and future challenges.

Key Activities

- **Confirm ArDOT's Mission, Vision, and Objectives:** We will facilitate conversations with the key stakeholders, identified during the project planning phase, to confirm if key components of the Strategic Plan, long range intermodal transportation plan, and STIP have been updated or revised to help guide the remaining activities in our project.

- **Review Relevant Documents:** We will review existing strategy documents to understand to what extent ArDOT is executing on its Strategic plan, long range intermodal transportation plan, and STIP; where existing gaps may exist; and how ArDOT’s progress against these plans are captured and communicated.

Key Internal Deliverable

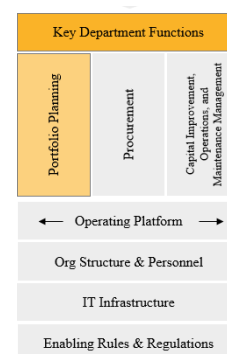
- **Strategic Position Review:** An analysis of ArDOT’s Strategic Position (future state vision, key stakeholders and customers, industry trends, and strategic assets and capabilities) and how that drives the department’s offered services and core functions.

2.2.2 Task 2: Operations Capabilities and Regulatory Environment Review

Key Department Functions

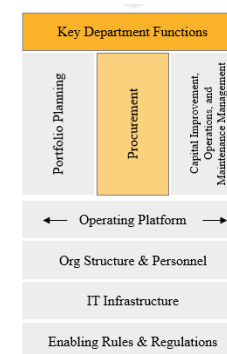
Portfolio Planning

A critical first step in ArDOT executing on its mission to provide “***safe and sustainable transportation solutions***” for the entire state, is to develop a portfolio of projects to enhance and maintain its existing infrastructure (Highways, Roads, and Bridges). This portfolio, typically articulated in a long-term transportation plan, sets the direction for the department’s resulting operations and expenditures. Guidehouse will review ArDOT’s policies and structures that govern how the state’s infrastructure improvement needs are identified, assessed, and prioritized; as well as how the department makes corresponding investment decisions and funding allocations. We will examine the efficacy of the portfolio planning process and the effective utilization of the associated funding allocations.



Procurement

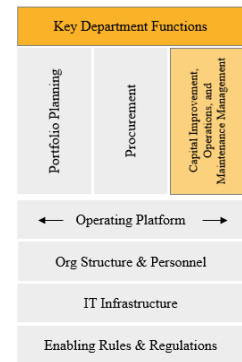
A key component in the realization of ArDOT’s long-term transportation plan is the procurement of services and goods/materials as it relates to any planned capital infrastructure projects or ArDOT’s ongoing maintenance of existing transportation infrastructure and assets. More specifically, procured projects and materials account for a significant portion of the department’s expenditures. Guidehouse will review the department’s policies as well as regulations that govern its procurement processes. We will also review the department’s execution of procurement processes, including an examination of procurement schedule and lifecycle, consistency of process, division of responsibilities, Interstate agreements and preferred incentives, and any performance incentives. We will look to identify potential areas for efficiency and cost savings.



Capital Improvements, Maintenance, and Operations

Efficient translation of ArDOT’s long-term transportation plan into tangible transportation value for the state requires sound management of the underlying Capital Improvement, Maintenance, and Operations programs and projects. We will review how the department manages projects, including:

- How the department estimates cost and schedule for its projects;
- The policies and project management tools and structures that ArDOT employs to manage these projects;
- Any incentives and other factors such as Environment and Right of Way that impact project cost and schedule; and,
- Historical project cost and schedule experience



Key Activities

- **Gather and Review Data and Documentation:** Guidehouse will develop a document request and conduct additional research to get a clear picture of ArDOT’s Key Department Functions as they are documented via standard operating procedures (SOPs), policies, how-to guides, on-boarding handbooks, etc. We will also request and analyze corresponding data that provides insights and indicators related to the department’s execution of Key Department Functions. For example, for procurement processes, indicator data could include:
 - Time from RFP release to award (and overall procurement timeline),
 - Timeline versus dollar value, and
 - Contract compliance issues and types.
- **Facilitate Staff Interviews and Administer a Staff Survey:** We will facilitate interviews with leadership and staff across the department who are involved in the execution of these Key Functions to confirm our understanding and hypotheses, and analyze the efficiency and effectiveness of the department’s execution. These interviews will be structured to gain further insight into process steps, sequence, roles and responsibilities, and interdependencies across ArDOT Divisions, as well as identify pain points, redundancies, gaps, and bottlenecks. We will also administer a staff survey across the department to maximize staff input.
- **Conduct Process Mapping:** Where necessary and utilizing process mapping tools (e.g., Visio, PowerPoint visualizations), Guidehouse will develop initial process maps to visualize the core processes that undergird Key Department Functions.
- **Conduct Gap Analysis:** Guidehouse will compare the current state of the department’s execution of its Key Department Functions to leading practices and conduct a gap analysis to prioritize opportunities for cost reductions and efficiencies and/or to identify areas where ArDOT lags in terms of its policies, frameworks, and execution.

Operating Platform

Organizational Structure and Personnel

Guidehouse will review ArDOT's current organizational structure, with a specific focus on the Portfolio Planning, Procurement, and Capital Improvements and Operations/Maintenance functions in the Department Central Office in Little Rock, as well as the 10 District offices. In particular, we will evaluate whether the structure(s) is appropriate and adequate to meet the related needs of the department, and where appropriate, in line with Departments of Transportation of similar scope and responsibility. This review will provide insight into how the various elements of the organization align to and reinforce the mission and goals. We will explore the span of control, effectiveness of communication, staff authority, risk management structures, and the impact of centralization (or lack thereof).

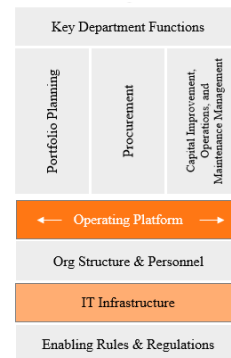


In addition, to complement a review of the organizational structure, we will seek to understand the department's future workforce vision and strategy, assess required staffing capabilities needs and gaps, evaluate succession planning, and, more broadly, staff professional development efforts, as well as recruitment and retention practices. We currently see several HR trends that will affect how ArDOT plans for its future workforce (demographic shifts, technological breakthroughs, and resource scarcity). We will look for areas of improvement and innovation to address gaps and challenges.

Technology

Technology offers significant opportunities to improve outcomes by:

- Modernizing processes allowing staff to be redirected to higher-value work,
- Improving use of data to inform decision making and tracking spending and process times, and
- Facilitating better engagement with customers and key stakeholders.



Guidehouse will examine the current use of technology throughout the department in its execution of the Key Department Functions. Guidehouse will summarize current technology use, including ways to make use of current technologies to create efficiencies and improve automation to meet both the diverse needs of the department's internal and external customers and the department's internal requirements (open records requests, auditing, etc.). We may also identify key technologies that are not in use, but that could improve ArDOT's outcomes.

Regulatory Environment

ArDOT operates within a complex regulatory environment that is driven by state law, Federal Department of Transportation (DOT) regulations, and specific grant program requirements. Guidehouse will work with the department to identify what is law, what is required, and where divisions might be applying unnecessarily stringent procedures upon themselves that only slow processes down. From there, we will identify key areas that require additional process oversight, as well as opportunities to streamline existing processes while meeting the corresponding requirement and to update and revise existing state-level regulations.



Key Activities

- **Gather and Review Data and Documentation:** We will develop several document requests and conduct additional research to get a clear picture of the following:
 - ArDOT organizational environment, staffing levels, and organizational challenges;
 - Workforce strategy and demographics;
 - IT infrastructure, tools, and governance; and
 - Regulatory requirements.
- **Facilitate Staff Interviews:** We will facilitate interviews with key stakeholders throughout the chain of command to better understand the department's Operating Platform. Interviews will be iterative in nature and structured to gain insight into; and surface challenges, and test our hypotheses, related to, the department's organizational structure, workforce development approach, IT environment, and regulatory requirements.
- **Map Service Offerings and Related Organizational Structure:** Guidehouse will map the department's Key Functions against the organizational structure expected to help fulfill the tasks.
- **Document Existing Human Resource Needs and Gaps:** Guidehouse will build a high-level picture of the department's workforce with a specific focus on current and future staffing capability and skill needs for a core set of activities and objectives. We will then map these needs to the department's existing organizational structure to identify current and future human resource gaps, and the impacts those gaps present as it relates to the department executing these core processes.
- **Assess Hiring Processes:** Guidehouse will assess the department's recruitment and hiring process, starting first with the process by which candidate needs are identified, advertised, and then filled. We will look for opportunities to increase efficiency, speed up these steps in the process, and generally improve candidate satisfaction and communication.
- **Assess Training and Succession Planning:** Guidehouse will analyze the training currently provided to department staff to verify if it provides sufficient opportunities to help them execute their current responsibilities. Given that context, we will examine the content and staging of training, existing structures to allow for professional development, and the effectiveness and impact of training, as well as identify opportunities for improvement. In addition, we will seek to identify where critical knowledge or process capabilities are centralized in only a few individuals, and the associated succession planning process.
- **Conduct Technology Application and Infrastructure Review:** Guidehouse will review documentation and conduct interviews with relevant staff members and IT leadership to

understand all technology applications in use and how they support the Key Department Functions. Guidehouse will also perform a cursory review of the infrastructure in place and determine its relative maturity and risks to the infrastructure utilized to support these applications. Guidehouse will create a high-level application and infrastructure inventory to document all IT components supporting Key Department Functions and identify the major pain points related to each.

- **Review IT Governance Procedures:** Guidehouse will also review documentation related to the processes that govern ArDOT's IT infrastructure. Guidehouse will seek to determine which strategic drivers are used to make decisions related to technology investments, and how they are aligned to the department's overall strategic plans and procurement.
- **Conduct Gap Analysis:** Guidehouse will compare the current state of applications, infrastructure, and governance to leading practices and conduct a gap analysis to identify areas to prioritize where ArDOT can improve.
- **Perform regulatory and statutory scan:** We will review and document federal and state regulatory requirements relevant to the Departments' Key Functions and Operating Platform.
- **Assess Regulatory Requirements and Map to Key Department Functions:** We will review and document federal and state regulatory requirements relevant to the Key Department Functions to understand: 1) what the department is required to do, and 2) how to make the department's work more efficient within regulatory constraints.
- **Assess regulatory and statutory risk:** Develop risk heat maps to identify key risks and areas of opportunity for improvement. Identify any additional process improvements that may be necessary.

Key Deliverable

Current State Report

The findings from the assessment of the Department's Key Functions and Operating Platform will be aggregated into a detailed current state assessment. We assess these findings together because, in our experience, there can be significant overlaps between these components. For example, process issues can bleed into technology issues, and organizational alignment issues can bleed into staffing issues. We will present to the Subcommittee, BLR, and ArDOT (with the Subcommittee's approval), a comprehensive picture of the department's challenges, successes, and opportunities for improvement with a focus on ArDOT's strategic position, operational capabilities, regulatory environment, and expenditures. Specifically, we will provide:

- **Strategic Position Review:** An analysis of ArDOT's Strategic foundation (future state vision, key stakeholders and customers, industry trends, and strategic assets and capabilities) and how that drives the department's offered services and core functions.
- **Key Department Function and Operating Platform Assessment:** A synthesized set of findings that summarize the core components of the department's Key Functions and associated characteristics, pain points, and inefficiencies. We will also summarize the Operating Platform, including the organizational structure and people-focused capabilities, needs and gaps, and enabling IT solutions and their ability to meet business needs.
- **An initial Regulatory/Statutory Environment Review:** An initial analysis of the alignment between the department's core processes and the corresponding regulatory and statutory obligations that identifies opportunities to streamline those processes or revise existing state-level legislation.

- **Supporting Documentation:** Accompanying documentation (e.g. process maps, IT application catalog) that substantiates and clarifies the key findings and recommendations identified in the Current State Report.

2.3 Phase 2: Recommendations and Roadmap

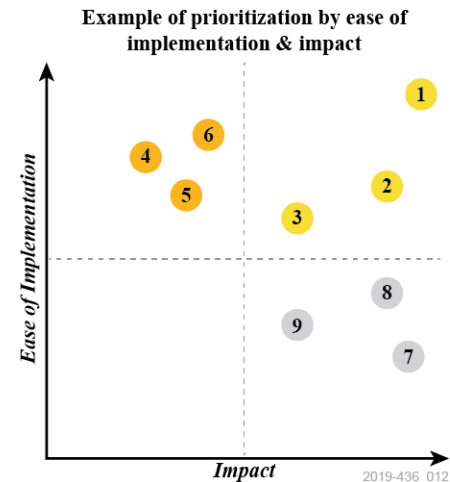
After completing the current state assessment, Guidehouse will have identified the operational challenges and initial improvement opportunities that will serve as the basis for our recommendations. The Guidehouse team will leverage these outputs, combined with a review of leading industry practices and the firm's in-house Subject Matter Expertise, to develop solutions that allow ArDOT to shape the future state of its organization and the mechanisms through which it delivers on its mission and Key Department Functions. Guidehouse will work with key stakeholders from the Subcommittee, Project Governance Team, BLR, and ArDOT leadership (with Subcommittee approval) to validate and refine these solutions. We envision the resulting Recommendation Report and Roadmap will allow the Subcommittee to realize intended project objectives, including:

- Conducting a study of the processes and functioning of the Arkansas Department of Transportation, including without limitation the department's processes, procedures, procurement procedures, projects, expenditures, and appeals processes. In particular, the study should:
 - Compare the procurement processes of the department with the requirements of the Arkansas Procurement Law, Arkansas Code § 19-11-201, et seq.
 - Study and consider the best practices for functioning of state highway departments through consideration of practices in surrounding or comparable states; and
 - Audit the expenditures and procurement processes of the department in order to find ways to improve or create efficiencies in those areas;
- Consider and adopt recommended legislation based on the results of the study.

Key Activities

- **Identify Leading Practices:** Although leading practices will, to a certain extent, inform the initial opportunities identified in the current state assessment, our leading practices research will be crystallized in Phase 2. We will first identify any leading practices already in existence at the department. In addition, we will review best practices from departments of Transportation in other states that are comparable to Arkansas as well as success stories and lessons learned from other government, non-profit, and commercial entities that provide similar services as ArDOT. Finally, we will work with our partners across our national firm to understand what may have worked well with similar clients, similar processes, and which leading industry practices show promise. To ensure our recommendations are achievable, any leading practices will consider ArDOT's specific requirements, including any regulatory and statutory compliance requirements, resource constraints, and organizational nuances.
- **Review Current State Challenges:** We will compile process pain points that include all gaps, redundancies, manual processes, and constraints identified during Phase 1 of the engagement. Where appropriate, we will review these challenges and gaps with ArDOT project leads to gather feedback.

- **Develop Remediation Recommendations:** Guidehouse will recommend remediation for identified operational challenges and process improvement opportunities. Guidehouse will rely on the leading practices review and our in-house Subject Matter Expertise to identify and develop these recommendations. Guidehouse will use an iterative approach and maintain regular contact with the Project Governance and Project Management Support Team to ensure the direction of the future state recommendations aligns with the expectations of the Subcommittee and translates to viable legislative updates that realize the desired efficiencies and cost saving outcomes. In addition, where appropriate, we will validate these recommendations with ArDOT to ensure that they are in line with the demands and needs of the department.
- **Conduct a Feasibility and Impact Assessment to Prioritize Recommendations:** We will consider the feasibility of recommendations, including any resource and policy constraints, while conducting an impact assessment consisting of a cost/benefit analysis (where possible) and qualitative impacts. This will result in a prioritized list of recommendations with an identified set of potential owners.
- **Identify Recommendations that Require Legislative Changes:** We will, based on our regulatory review, identify which recommendations may require legislative updates, and, as needed, will provide assistance to draft legislation to help memorialize these recommendations.
- **Provide Testimony:** We will, if an instance arises where the BLR or Subcommittee determines this necessary, provide testimony before the Legislature.



Key Deliverables

- **Future State Recommendations and Roadmap:** A Recommendation Report including prioritized future state recommendations across the department's Key Functions and Operating Platform, a high-level implementation roadmap, and identification of any recommendations that may require a legislative change.
- **Key Performance Indicators:** Metrics to: 1) track the progress of recommendations and initiatives of the report, and 2) evaluate the effectiveness of the program.
- **Assistance with Drafting Legislation, the Subcommittee's Final Report, and Legislative Testimony:** Where necessary, support to the BLR (based on the Recommendation Report and Guidehouse's internal Subject Matter Expertise) as it drafts legislation, and to the Subcommittee's final report. In addition, the provision of any accompanying testimony to the Arkansas State Legislature.

3.0 Project Schedule

We present our timeline below in **Figure 5**, which fits within the timeline outlined in the RFP, for a five and half month period of performance from the Full Project Kick-Off. The schedule of deliverables and activities provided in **Figure 6** is broken into three phases that align with the activities above: 1) Project Planning; 2) Current State Assessment; and 3) Recommendations and Roadmap.

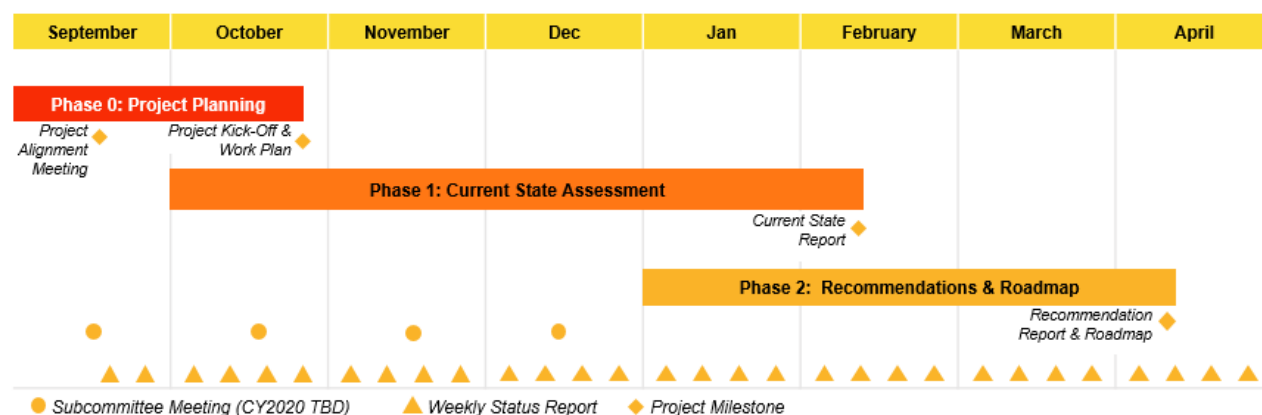


Figure 5. Project Timeline

Task	Key Deliverables /Activities	Estimated Deliverable Date /Activity Date Range
Phase 0: Plan and Scope	Conduct Initial Interviews with Subcommittee Co-Chairs and Highway Commissioners to confirm understanding of ArDOT landscape	9/3/2019 – 9/5/2019
	Standardize status reporting process and template, and commence weekly status updates	9/13/2019
	Conduct Focus-Area Alignment Meeting with Subcommittee to confirm Focus Areas for ArDOT Review	9/18/2019
	Conduct Full Project Kick-off Meeting with ArDOT	10/14/2019
	Project Work Plan (Draft)	10/14/2019
	Project Work Plan (Final)	10/25/2019
Phase 1: Current State Assessment	Document Review	
	Create Round 1 Data and Document Request List and send to ArDOT	9/24/2019
	Inventory, and review, publicly available ArDOT Data and Documents	10/11/2019
	Receive all requested Round 1 Data and Documents	Part 1 – 10/11/2019 Part 2 – 10/18/2019 Part 3 – 10/25/2019
	Review all Round 1 Data and Documents	11/4/2019
	Create Round 2 Data and Document Request List and send to ArDOT	12/20/2019
	Receive all requested Round 2 Data and Documents	1/10/2020
	Review all Round 2 Data and Documents	2/1/2020
	Conduct Interviews	
	Schedule ArDOT Leadership Interviews	10/9/2019
	Conduct ArDOT Leadership Interviews	10/14/2019 – 10/16/2019
	Schedule Round 1 ArDOT Interviews	10/31/2019
	Conduct Round 1 ArDOT Interviews	11/11/2019 – 12/13/2019
	Finalize ArDOT Staff Survey and Distribute to ArDOT staff	11/11/2019
	Collect all ArDOT Staff Survey responses	11/22/2019

Task	Key Deliverables /Activities	Estimated Deliverable Date /Activity Date Range
	<i>Schedule Round 2 ArDOT Interviews</i>	1/8/2020
	<i>Conduct Round 2 ArDOT Interviews</i>	1/17/2020
	Conduct Initial Leading Practices and Rules/Regulations Review	
	<i>Conduct Initial Leading Practices Review</i>	1/17/2020
	<i>Conduct Initial Rules/Regulations Review</i>	1/17/2020
	Current State Assessment	
	Draft 1 of Current State Assessment – Available to Project Governance Team	2/18/2020
	Final Draft of Current State Assessment	March Subcommittee Meeting
Phase 2: Recommendations and Roadmap	Conduct Final Round Leading Practices and Rules/Regulations Review	
	<i>Conduct Final Round Leading Practices Review</i>	2/28/2020
	<i>Conduct Final Round Rules/Regulations Review</i>	2/28/2020
	Final Recommendations Report	
	Draft 1 of Recommendation Report – Available to Project Governance Team	4/8/2020
	Final Recommendation Report	April Subcommittee Meeting
	Commence Ongoing Support	
	<i>Commence Ongoing Support</i>	5/1/2020

Figure 6. Schedule of Deliverables

4.0 Project Governance

The Project Governance Team will be comprised of the Highway Commission Review and Advisory Subcommittee Co-Chairs: Senator Dismang and Representative McNair. The Project Governance Team will provide critical guidance and support to the Guidehouse project team as it relates to the direction of the Review and the resulting findings and recommendations and involvement of key third party stakeholders.

Guidehouse will provide monthly updates to the Project Governance Team related to the direction of the project, project status updates, and any critical findings and recommendations. In addition, Guidehouse will supplement these monthly updates, with presentations to the broader Highway Commission Review and Advisory Subcommittee as needed per the guidance of the Project Governance Team to secure additional guidance regarding the direction of the Review, and share critical findings and recommendations.

5.0 Project Management (PM) Support

The Project Management (PM) Support Team will be comprised of the following Bureau of Legislative Research (BLR) representatives: Marty Garrity, Jillian Thayer, and William Parrish. Guidehouse will work with the PM Support Team to provide support to help facilitate the Review such as helping to schedule interviews with critical stakeholders identified and approved by the Governance Team, and securing access to relevant data and documentation.

Guidehouse will provide weekly status updates to Jillian Thayer and William Parrish at BLR to communicate our progress against the weekly tasks and deliverables identified in the project

plan, planned and completed interviews, requested documents, key action items, and any project risks and issues.

These touchpoints and frequent communications will enable a collaborative approach to conducting project tasks as well as appropriate reporting to the broader Highway Commission Review and Advisory Subcommittee.

6.0 Deliverable Acceptance Criteria

Guidehouse will work with BLR to establish a Deliverable Acceptance Protocol at the overall engagement level, and then at each incremental deliverable level. The Deliverable Acceptance form in **Figure 7** offers one potential approach to govern acceptance of each of the constituent Deliverables, using the example of the Project Work Plan:

Deliverable Title	Deliverable Format
Project Work Plan	Word Document
1 st Draft Deliverable Date:	10/14/2019
BLR Review Period:	10/14/2019 – 10/21/2019
Final Deliverable Submission Date:	10/25/2019
Contract Deliverable Expectation	Work plan must include a detailed approach for the services offered to fulfill the Solicitation's full scope.
BLR Deliverable Acceptance Signature	
Deliverable Key Sections	BLR Check off
Overview and Project Scope	Yes <input type="checkbox"/> No <input type="checkbox"/>
Detailed Description of Approach	Yes <input type="checkbox"/> No <input type="checkbox"/>
Project Schedule	Yes <input type="checkbox"/> No <input type="checkbox"/>
Deliverable Acceptance Criteria	Yes <input type="checkbox"/> No <input type="checkbox"/>
Key Personnel and Qualifications	Yes <input type="checkbox"/> No <input type="checkbox"/>
Pricing	Yes <input type="checkbox"/> No <input type="checkbox"/>

Figure 7. Deliverable Acceptance Form

7.0 Key Personnel

7.1 Engagement Leadership

Todd Hoffman will be assigned as the Lead Engagement Partner to oversee the delivery of our services. Todd is a Guidehouse Partner running the Texas/South region and has been the Lead Engagement Partner for several engagements with various Arkansas state agencies. He has more than 30 years of experience helping companies and governments develop innovative strategies to achieve improvements in overall performance. As a partner and owner of the firm, Todd is ultimately accountable for the quality of all Guidehouse services.

In addition to Mr. Hoffman's oversight, Gaurav Menon will be assigned as a Quality Assurance Partner to oversee the design and implementation of the team's assessment and recommendation-generation activities. Gaurav is a Managing Director in Guidehouse and leads the Capital Projects & Infrastructure (CP&I) business for the firm. With more than 20 years of professional services experience, Gaurav specializes in supporting businesses and public sector entities involved in the delivery of large and complex multi-billion-dollar capital investments and programs. He has advised project owners, developers, financiers/investors, corporates, government entities and contractors that operate in the infrastructure, transportation, real estate, education, and housing sectors.

Erin Hutchins will be the Project Leader and will work with the Project Manager to handle overall agency relationships, contractual issues, and the team's performance and deliverables. Erin has 20 years of professional experience helping clients drive innovation, deliver and manage critical solutions, and pursue and implement continuous operational improvement. Erin has focused on conducting business process analysis and systems transformation and implementing associated leading practices related to technology, communications, change management, engagement, and constituent experience.

In addition to Ms. Hutchins, Raquel Malmberg will be assigned as a Quality Assurance Director to ensure the quality delivery of services to the BLR and Highway Commission Review and Advisory Subcommittee. Raquel has over 15 years of experience working for and with government agencies to improve their operations, build policies and procedures, and implement strategies to fulfill their missions. Raquel has focused on business process improvement, operational assessments, and project management for state and local government clients. She worked for over 9 years for the City of New York before joining Guidehouse.

Sagar Gokhale will be the Project Manager responsible for managing the day-to-day of the account. Sagar has almost ten years of experience managing and leading teams of varying sizes, including internal staff and Subject Matter Experts, to ensure delivery of transformational change. Sagar has led teams preparing strategic planning, financial, and operational analyses, informed by industry-specific leading practices to support clients' critical business functions. Additionally, Sagar has managed projects involving the design and implementation of operating platform improvement initiatives.

Finally, Dami Kehinde will be assigned as a Capital Projects and Infrastructure Lead, to support the design and implementation of the team's assessment activities, and recommendation generation activities. Dami is a Project Manager in Guidehouse's CP&I practice and has over 12 years of experience in public infrastructure and programs. Dami has been a project manager with the City of Joplin's reconstruction program, leading efforts in the area of planning, financial

compliance, and reporting. She was previously with Maryland DOT supporting planning and execution of several large, complex state and federally funded programs.

7.2 Staffing Plan

The day-to-day six member Guidehouse team will be comprised of 1 Manager (Sagar Gokhale), 2 Senior Associates, 1 Experienced Associate, and our Guidehouse Analytics Team; as well as a CP&I Team including 1 Manager (Dami Kehinde) and 1 Senior Associate. Each member of this team has significant public sector experience as well as specialization in large-scale transformation, operations assessments, business process reengineering, data analytics, project management, and/or transportation operations and management.

The day-to-day team will also be supported by a host of Subject Matter Experts whose expertise and capabilities span the focus areas for this review including the Key Department Functions (Portfolio Planning, Procurement, and Capital Expenditures/Operations/Maintenance Management) and Operating Platform (Organizational Structure and Personnel, IT, and Regulatory Environment). Our team is depicted in **Figure 8**.

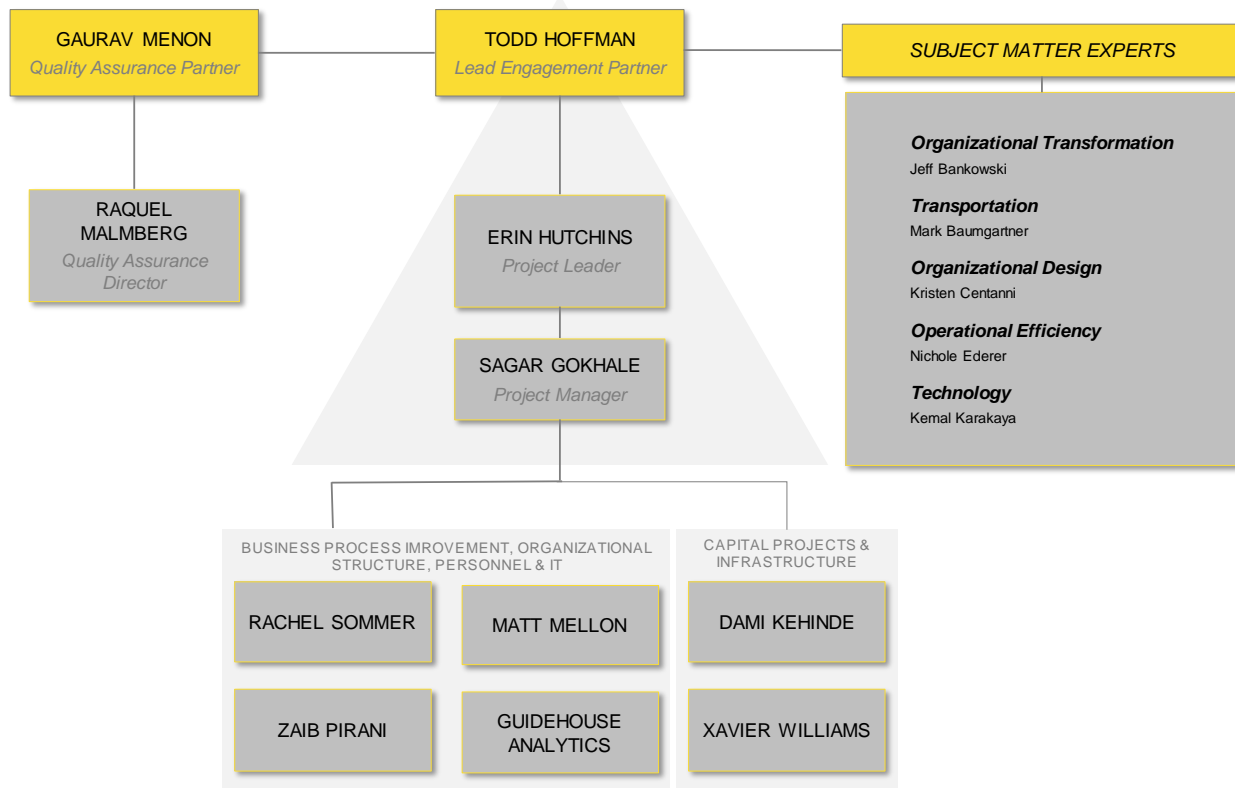


Figure 8. Project Team

7.3 Engagement Team Resumes

Name	Todd Hoffman
Proposed Role	Lead Engagement Partner
Certifications	<ul style="list-style-type: none">• Certified Sig Sigma Green Belt, American Society for Quality• Master Certificate, Lean Six Sigma, Villanova Uni.• Member of the Society Professional Human Resource
Degree/Education	<ul style="list-style-type: none">• B.B.A., Accounting, Lamar University
Summary of Qualifications	
<p>Todd is a Partner in the State and Local Government Advisory Practice in Texas. He has more than 31 years of experience helping companies and governments develop innovative strategies to improve performance. He has worked with healthcare, retail, government, and energy companies. In the public sector, Todd has served clients as they seek to enhance services to citizens, reduce costs, increase efficiency, and implement process improvements. Todd is a leader with strong project and program management, implementation delivery, and architecture skills experience. He has led large-scale engagements including financial enterprise risk assessments, procurement, internal controls, and organizational design effectiveness.</p>	
Relevant/Key Qualifications	
<ul style="list-style-type: none">• For Harris County, Todd led a team in assisting with the strategy around disaster recovery and grants management pertaining to hurricane recovery. Todd and his team have provided guidance to several departments within the county including the Community Services Department, Engineering Department, Purchasing Office, Auditors Office, Sheriff's Department, Fire Marshall's Office, and Parks Department. The strategic recovery advice involved the different disaster recovery funding sources available to the county, including FEMA, HUD, and FHWA emergency grants.• For the State of Arkansas, Todd led a large-scale State Transformation initiative that led to the State of Arkansas restructuring and reducing its cabinet-level agencies from 42 to 15 to enable better management of state agencies and more effective delivery of services to taxpayers. Under his leadership, the Guidehouse team provided critical guidance to the Governor and Chief Transformation Officer based on an analysis of the proposed transformation plan, conducted Efficiency Assessments for five state agencies to surface more effective ways for these agencies to deliver services, crafted a tailored four-year roadmap for the state to realize the Governor's transformation vision, and identified three "Quick Wins" initiatives projected to save the state close to \$19M in one year.• For the State of Michigan, he led an employee engagement survey project for Governor Snyder. Todd and his team developed the survey, conducted focus groups, and developed the action plan to help the state improve on results. He worked with the Governor's Cabinet to develop an operational road map focused on its mission, vision, values and goals. Finally, he and his team helped the cabinet develop performance metrics and targets to evaluate progress.• For the State of Michigan, he has also overseen work to perform a portfolio analysis on the state's 10-year call for projects. The assessment provided insight into the IT Investment Fund projects and optimization of the portfolio mix across the state.• For the State of Michigan, he has also overseen the development of an enterprise information management roadmap for the state to transform how it thinks about its data assets.	

Name	Gaurav Menon
Proposed Position	Quality Assurance Partner
Degree/Education	• B.S., Architectural Engineering, Drexel University
Summary of Qualifications	
<p>Gaurav is a Managing Director in Guidehouse and leads the Capital Projects & Infrastructure (CP&I) business for the firm. With more than 20 years of professional services experience, Gaurav specializes in supporting businesses and public sector entities involved in the delivery of large and complex multi-billion-dollar capital investments and programs, working side by side with project owners, developers, financiers/investors, corporates, government entities and contractors that operate in the infrastructure, transportation, real estate, education, and housing sectors.</p> <p>He has particular focus in project management oversight, governance assessments, investigations, risk assessments, contract reviews, and preparing policies and procedures to improve and standardize the financial and management controls on infrastructure and construction projects. He developed project management tools to aid execution of federally funded multi-million dollar projects through the lifecycle – from grant application through closeout – including capital project assessments, eligibility determinations, cost projections, duplication of benefits determinations, oversight and monitoring, and GIS mapping and reporting. These tools were recognized by a federal funding agency as exemplary practices.</p>	
Relevant Experience	
<ul style="list-style-type: none">• For a State Department of Transportation, led an independent assessment of the agency's management and business operations to comply with statutory requirements of the Transportation Code, and to prepare for their Sunset Review process. The objective of the independent assessment was to improve the quality of the statewide transportation services, identify opportunities for enhancing revenue, develop strategies to improve the efficiency and effectiveness of operations, highlight exemplary and innovative practices, and recommend opportunities for reducing risks and improving operations within the organization. Work included the implementation of the work plan, including the detailed assessment of high priority items, and development of recommendations to assist the agency in achieving its overall performance goals. During the course of the engagement, conducted over a hundred interviews with internal and external stakeholders, to develop a broad understanding of the organization.• For a State Department of Transportation, led an engagement to perform an operational assessment of their \$ multi-billion development, operations and maintenance program. Scope involved assessing funding plans and controls, historic project delivery effectiveness, and assessment of HQ and all district offices to identify areas for savings and value enhancement and to centralize key functions in a presentation to the state legislature.• For a North-eastern State, assisted in the assessment of all water intrusion related costs for a \$14 billion highway/tunnel project. This work included an analysis of all change orders, potential changes and claims to assess the amount of costs that have been expended or were forecasted to be expended related to a specific scope of work for several contracts with total values well over \$100 million each. Assisted on several detailed contract assessments, with contract values in the range of \$200 - \$400 million. In addition to performing project cost assessment tasks, assisted the client in achieving successful global settlements, settling all current and potential future claims on the contract.	

Name	Gaurav Menon
<ul style="list-style-type: none"> Assisted with the cost assessment of a major reconstruction project with respect to a contractual agreement between a large transport authority and its consultants. Conducted the assessment by evaluating selected invoices with respect to overhead costs and expenses and testing compliance with contract terms and Federal Acquisition Regulations (FAR). Analyzed select timesheets and payroll information to determine if labor hours and billing were supported properly. 	

Name	Erin Hutchins
Proposed Position	Project Leader
Certifications	<ul style="list-style-type: none"> ITIL Foundations V3
Degree/Education	<ul style="list-style-type: none"> B.S., Social Sciences, University of Utah
Summary of Qualifications	
<p>Erin is a Director with Guidehouse's State and Local Government Advisory Practice. Erin is a trusted thought leader with a diverse public sector background who has served clients across several industries including State and Local, Transportation and Public Safety, Digital and online solutions, Telecommunications, and Utilities. Erin has 20 years of professional experience helping clients drive innovation, deliver and manage critical solutions, and pursue and implement continuous operational improvement.</p> <p>Erin has vast experience conducting best business process analysis and systems transformation, and implementing associated leading practices including those related to communications, change management, and engagement and end-user experience.</p>	
Relevant Experience	
<ul style="list-style-type: none"> For a Department of Public Safety, Erin provided executive oversight and sponsorship of the transformation of two key Regulatory Service Division programs: Vehicle Safety Inspection and Private Security. These projects included business process reengineering, in-field device implementation and management, and legacy system modernization. Erin's three agile teams provided the full lifecycle of services for these programs, including project and resource planning, middleware development, data architecture and development, user interface development, implementation, and ongoing support. For the Texas Department of Information Resources, Erin provided executive sponsorship and management of the award-winning Texas.gov program, including strategy, budget management, resource management, and overall quality. Erin's teams provided agile project management, business requirements analysis, end-to-end software development, marketing and communications, quality assurance, service desk support, and infrastructure management. For the Maine Department of Administration and the InforME Board, Erin provided overall program management and support of the award-winning Maine.gov program. Erin provided executive engagement, strategic planning, and resource management. Erin's teams provided project management, business requirements analysis, marketing and communications, and infrastructure support. 	

Name	Raquel Malmberg
Proposed Position	Quality Assurance Director
Degree/Education	<ul style="list-style-type: none">• Master of Urban Planning, New York University• B.A., International Relations, The College of William and Mary
Description of Relevant Experience	
<p>Raquel is part of Guidehouse’s State and Local Government Advisory Practice and has over 15 years of experience working for and with government agencies to improve their operations, build policies and procedures, and implement strategies to fulfill their missions. Raquel has focused on business process improvement, operational assessments, and project management for state and local government clients. She worked for more than 9 years for the City of New York government before joining Guidehouse.</p>	
Relevant Experience	
<ul style="list-style-type: none">• For the Southeastern Pennsylvania Transportation Authority (SEPTA), Raquel led current state and future state assessments for the Authority’s inventory management and supply chain functions. The team documented pain points in a series of stakeholder interviews with SEPTA leadership, supply chain and operations management, storeroom personnel, and SEPTA engineers and quality assurance team members. The team conducted interviews, reviewed a host of documentation, and drafted a current state assessment of people, process, and technology. Following that assessment, the team developed a set of recommendations around five main areas and conducted interviews with peer agencies to understand best practices that SEPTA can adopt.• For the City of Joplin, Raquel led the compliance and monitoring effort within Guidehouse’s disaster recovery project. She oversaw the development of a risk assessment to determine a monitoring schedule, of the monitoring procedures and checklists, and of monitoring reviews conducted by the team. The goal of the unit was to support the project team in maintaining compliance with federal regulations while also ensuring that residents and businesses most in need received the appropriate funding to support recovery.• For the NYS Governor’s Office of Storm Recovery, Raquel leads the effort to perform program management and integrity monitoring services for the state’s super storm Sandy response, specifically for the CDBG-DR Housing and Small Business recovery programs. Raquel manages a team of consultants to support the office in administering the CDBG-DR program to: design processes, review application files for compliance and completeness, improve current processes, respond to external audits and reviews, and support technology improvements. She has worked with virtually every department in the agency: housing, infrastructure, small business, administration, operations, and monitoring and compliance.• For the NYC Department of Citywide Administrative Services (DCAS), Raquel oversaw a team conducting a customer experience project. DCAS set a goal to become the City’s premier customer service agency. The agency hired Guidehouse to conduct current and future state assessments to understand what is working well and recommendations to fully realize its goals. The team released a survey to solicit feedback from as many customers as possible and conducted interviews with key customers. Guidehouse helped document the agency’s service catalogs and reviewed leading practices from similar cities and agencies around the country.	

Name	Sagar Gokhale
Proposed Position	Project Manager
Degree/Education	<ul style="list-style-type: none">• M.S., Mathematics and Education; University of Illinois, Chicago• B.A., Mathematics and Statistics, Northwestern University
Summary of Qualifications	
<p>Sagar Gokhale has almost ten years of experience managing and leading teams of varying sizes, including internal staff and Subject Matter Experts, to ensure delivery of transformational change. Most notably in the public sector, Sagar has led teams through significant strategic transformation efforts to ensure that these organizations are not only positioning their resources over the long term to yield improved departmental performance, but also effectively and efficiently delivering on their mission critical services.</p> <p>Sagar has led teams preparing strategic planning, financial, and operational analyses, informed by industry-specific leading practices to support clients' critical business functions. Additionally, Sagar has managed projects involving the design and implementation of department-level operations infrastructure improvement initiatives. As a result, Sagar is adept at gathering and consolidating data from a variety of sources to support business analysis and solutions development.</p>	
Relevant/Key Experience	
<ul style="list-style-type: none">• For the Railroad Commission of Texas (RRC), Sagar was the Project Manager for a comprehensive review of over 150 of RRC's core processes as part of a current state assessment. The team interviewed over 100 stakeholders and reviewed existing materials to document current state process maps and identify pain points related to people, process, and technology. Following this assessment, the team drafted a future state report that included a portfolio of recommendations to address the current state challenges as well as revise governing statutory requirements. These reports will inform a broader RRC-wide IT Strategy that will help the organization further optimize the execution of these core processes. In addition, Sagar facilitated executive-level discussions and weekly status meetings.• For the Arkansas Office of Transformation, Sagar managed a large-scale State Transformation initiative that led to the State of Arkansas restructuring and reducing its cabinet-level agencies from 42 to 15 to enable better management of state agencies and more effective delivery of services to taxpayers. In this engagement the team provided critical guidance to the Governor and Chief Transformation Officer based on an analysis of the proposed transformation plan, conducted Efficiency Assessments for five state agencies to surface more effective ways for these agencies to deliver services, crafted a tailored four-year roadmap for the state to realize the Governor's transformation vision, and identified three "Quick Wins" initiatives projected to save the state close to \$19M in one year.• For almost seven years, Sagar led sizeable departments in the public sector at City Year Chicago and at Chicago Public Schools. A prominent feature of Sagar's leadership was evaluating and redesigning existing business processes to mitigate structural inefficiencies and pain points, and more effectively deliver mission-specific services to improve educational outcomes for students. In addition, Sagar led close to 100 comprehensive	

Name	Sagar Gokhale
School reviews to evaluate whether those organizations were academically, operationally, and financially able to deliver expected outcomes.	

Name	Dami Kehinde
Proposed Position	Capital Projects and Infrastructure Lead
Certifications	Project Management Professional
Degree/Education	<ul style="list-style-type: none">• Bachelor, Architecture, Howard University• Masters in Community and Regional Planning, Morgan State University

Summary of Qualifications

Dami Kehinde is a Manager in Guidehouse's CP&I practice. Dami has more than 12 years of experience in public infrastructure and programs and has been a project manager with the City of Joplin's reconstruction program, leading efforts in the area of planning, financial compliance, and reporting. She was previously with Maryland DOT supporting planning and execution of several large, complex state and federally funded programs.

Relevant Experience

- For the City of Joplin, MO, Dami worked with the client in the development of their Integrated Master Schedule (IMS) which included all phases related to the Project Life Cycle. The IMS kept all the project stakeholders informed on project progress and alerted stakeholders on any potential issues with the schedule/project delivery. Dami also worked with the client and their stakeholders to develop an overall program and individual project budgets, which were used to analyze project invoices, expenditures, and project progress.
- Dami also worked with various consulting engineers on their project-level designs, coordinated plan reviews with stakeholders, and facilitated project progress meetings with the client and all interested stakeholders to ensure that the plans incorporated all the necessary client and Public Works requirements. Dami also assisted in the development of templates and progress reports and facilitated weekly, bi-weekly, and monthly project status meetings as needed to assist with the overall program and project tracking.
- Finally, Dami also worked with the client on the development of their website and public dashboard, which helped to disseminate information to the public, regulatory bodies, elected officials, and other interested stakeholders. The project team developed newsletters, brochures, posters, and other informational materials that discussed the importance of each individual project and the potential benefits and impacts to the community.
- As a Program Manager for a state agency, Dami worked to provide oversight on a variety of Public Infrastructure & Facilities projects (Capital Improvements, Streets, Sanitary Sewer and Storm projects), Housing, Economic Development and Public Service projects.
 - For another state agency, Dami provided capital planning, program development, project oversight, and compliance reviews for infrastructure projects constructed using federally-sponsored disaster recovery funding.

Name	Dami Kehinde
<p>She also developed communication plans and strategies to educate the public on planned and current projects via newsletters, public notices, and website updates.</p> <p>Finally, Dami has monitored existing and proposed sub-recipients to ensure compliance with federally-sponsored disaster recovery funding.</p>	

Name	Rachel Sommer
Proposed Position	Senior Associate
Degree/Education	<ul style="list-style-type: none">• M.B.A., Yale School of Management• B.A. in Politics, Pomona College
Summary of Qualifications	
<p>Rachel is a Senior Associate in Guidehouse's State and Local Government Advisory Practice with more than six years of experience in workforce development, grants and program management, disability services, and education. Rachel has conducted numerous program evaluations, financial diligence analyses, and market assessments to help organizations optimize their investments, operating budgets, and operational platforms. Rachel specializes in data and advanced analytics – extracting insights and informing decision making by modeling and analyzing structured and unstructured data for major client business initiatives.</p>	
Relevant Experience	
<ul style="list-style-type: none">• For a \$10M+ social impact venture fund, Rachel conducted a landscape analysis of a targeted industry and recommended a thesis for the fund's future investment, now being utilized. She developed market assessment reports for due diligence and completed deal screenings through analysis of expected financial returns, product-market fit, portfolio fit, and alignment of revenue and impact models. To improve evaluation of potential investments, Rachel created an impact assessment model to be integrated into diligence and portfolio management processes, assessing the financial and strategic value of companies' impact-aligned activities and the risk of mission creep as the startup scales rapidly.• For a national workforce development nonprofit that provided professional services to businesses, Rachel scoped consulting projects with Program, Finance, and Executive Teams and developed proposals that were strategic for the organization to pursue: competitive for grants across multiple market segments, feasible for a lean nonprofit, opportunistic for public and private grant-making cycles, structured to mitigate risk of project funding shortfalls, and in furtherance of the organization's mission. To generate revenue for a new product line in 2016, Rachel, identified new segments of the philanthropic market to pursue and developed and aligned new messaging with data-driven needs assessments and long term evaluation metrics; as a result, increased proposals to new and lapsed donors by 11% and increased annual funding from these sources by 160% to \$1M+, over the prior year.• For a 2,000-employee worker-owned home care business that operates a job training and workforce development program, Rachel worked to retain the program's largest annual donor (\$1M) in challenging funding environment in 2016. She led cross-team collaboration (HR, Training, Workforce, and Executive) to improve performance on key grant deliverables related to job training, placement, and retention.	

Name	Matthew Mellon
Proposed Position	Senior Associate
Degree/Education	<ul style="list-style-type: none"> • M.P.P., Gerald R. Ford School of Public Policy, University of Michigan – Ann Arbor • M.P.H., School of Public Health, University of Michigan – Ann Arbor • B.A., History, Xavier University
Summary of Qualifications	
<p>Matthew is a Senior Associate in Guidehouse’s State and Local Government Advisory Practice, with a background in organizational design, transportation, and state and local policy analysis. He has expertise in communications, organizational assessment and change strategy, and enterprise information management. He currently supports state government clients in the Texas and southern markets, where he provides strategy, implementation, and project management services.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • For a large southern state Department of Transportation, Matthew serves as the communications and workforce strategy lead for a change management team on a five-year facilities consolidation and modernization project. He manages an eight-person communications work-stream and a seven-person workstyle modernization work-stream with multiple director-level client members and vendor members. He is responsible for facilitating the development and implementation of the project communications strategy, advising on key workforce modernization issues. • For a Midwestern state Department of Transportation, Matthew facilitated operations and change management for the Department’s involvement with a statewide enterprise information management system. Matthew served as a project manager for several data dictionary implementations and handled change management for a strategic data governance initiative. He mapped and analyzed business processes and IT systems to assist with current state assessment and future state planning. He also developed user training collateral for various IT solutions. • For a large Northeastern regional Department of Transportation, Matthew assisted with the development and implementation of an innovation competition, including developing competition processes and policies and recruiting technical experts to serve as judges. Matthew led Guidehouse’s support in planning a launch event for the competition and supported Guidehouse’s Digital Solutions team in developing competition website content. • Matthew led an assessment of business development capabilities for a large county public health department. Through research and analysis, Matthew led the team to develop strategic recommendations for standing up new capabilities: performance tracking, business development operational standards, knowledge management, and talent development. The team also developed three options for a long-term organizational restructure to facilitate further business development and strategic optimization. • Finally, Matthew provided analysis and external benchmarking on a southern state’s plan to transform its departmental organization and streamline cabinet-level agencies, delivering recommendations to increase efficiency and cost savings. As a part of this engagement, Matthew led a deep dive analysis into the state’s IT department to assess readiness for change and identify technology requirements for the overall transformation. 	

Name	Zaib Pirani
Proposed Position	Experienced Associate
Degree/Education	<ul style="list-style-type: none">• B.B.A, Investment Management Finance, University of Texas at Austin
Summary of Qualifications	
<p>Zaib is an Experienced Associate in Guidehouse's State and Local Government Advisory Practice. He has prior experience working in the Texas State Legislature, Fortune 500 Bank, and an internal audit firm. Zaib has served clients in several industries including healthcare, finance, technology, and government. Zaib's technical capabilities stem from his prior experience in the financial service industry. He has experience in analyzing and interpreting 10-Ks, 10-Qs, liquidity ratios, and customer transaction history.</p>	
Relevant Experience	
<ul style="list-style-type: none">• During his time at a Fortune 500 bank, Zaib analyzed balance sheet strength, liquidity ratios, and contributed collateral in order to create more than six reports that determined if clientele were meeting the standards of their financial covenants. Zaib also formulated a report which focused on the 10-K and 10-Q of a company that was considering a mergers and acquisitions deal, by analyzing key risks and challenges that the company was expected to face in the coming year.• As an internal auditor, Zaib collaborated with banks by analyzing customer information and transaction history to ensure no money laundering or terrorist financing had occurred during the specified time frame. Zaib also produced a spreadsheet that analyzed client's efficiency levels in the management and financial side of their business, by looking at multiple controls and checks the organization had set in place to monitor and manage risk.• While at the Texas House of Representatives, Zaib summarized tax revenue bills on the Ways & Means Committee to highlight key financial facts that enabled the legislative team to determine if the bills aligned with the representative's political platform.• While working with the Texas Department of Transportation (TxDOT), Zaib assisted in creating and implementing a training and development plan for more than 2,000 Texas government employees by conducting surveys and analyzing customer feedback. Zaib compiled survey responses in format that offered deep insights into each specific division at TxDOT and the extent to which they were prepared for coming changes in the organization.	

Name	Xavier Williams
Proposed Position	Capital Projects and Infrastructure Senior Associate
Degree/Education	<ul style="list-style-type: none">• BA, Political Science, Swarthmore College• MA, Theories of Urban Practice, The New School, Parsons Graduate School of Design Strategies
Summary of Qualifications	
<p>A Senior Associate in Guidehouse's Capital Projects & Infrastructure group in the Advanced Solutions services platform. As a certified Project Management Professional, Xavier has over four years of experience working in or with state and local governments providing services for a combination of high-profile and internal operations projects. This includes more than three years spent working directly on the implementation of a Federally funded multi-billion-dollar disaster recovery program, at both the programmatic- and project management-levels across a portfolio of more than 300 natural disaster resiliency projects. Over a year of municipal government experience includes coordinating multiple capital planning efficiency improvements within a Public Works Department, through in-depth business process analysis and stakeholder management.</p>	
Relevant Experience	
<ul style="list-style-type: none">• For Harris County, Xavier is currently assisting with the finalization of, as well as updates to, several key program documents supporting the County's management of six (6) disaster recovery housing assistance programs, including Single- and Multi-family (Affordable Rental), and Buyouts, using Federal funds. He is also assisting with the strategy that the County follows to manage compliance with Federal, State, and local regulations as part of CDBG-DR grant management, including Section 3 and M/WBE.• For the City of Boulder Department of Public Works, Xavier coordinated the initial phases of a planning study of all medians and landscaped areas within its transportation network. Drawing on vendor management best practices, he led task management with subcontractors and tracked milestones linked to inputs from GIS experts and Transportation Maintenance & Engineering staff that resulted in the prioritization of priced-out solutions for better capital budgeting for landscaped areas managed by Transportation division staff.• Also, for the City of Boulder, Xavier led a research study for the Facilities and Asset Management (FAM) division of the Public Works Department that combined best practices and peer recommendations to generate feasible solutions for the modernization, consolidation, and/or re-purposing of the City's existing portfolio of owned and leased space as part of the update to FAM's multi-year strategic plan.• For the New York State Governor's Office of Storm Recovery (GOSR) and following Superstorm Sandy, Xavier led the development of Environmental Review Guidance for the Community Reconstruction arm of New York State's recovery program covering compliance with the National Environmental Policy Act (NEPA) and State regulations, conducted project eligibility reviews for infrastructure/planning/public service initiatives prior to the disbursement of funds to participating sub-grantees, wrote the Community Reconstruction program's policy guidance for establishing an indirect cost billing rate with non-profit sub-grantees, and directly oversaw the implementation of a CDBG-DR funded coastal planning study in conjunction with NOAA.	

7.4 Subject Matter Expert Summary of Qualifications

Name	Jeff Bankowski
Title	Subject Matter Expert, Operations and Transformation
Degree/Education	<ul style="list-style-type: none">• M.B.A., DePaul University• B.B.A., University of Michigan
Summary of Qualifications	
<p>Jeff is a Managing Director and the Leader of Guidehouse's State and Local Internal Controls Practice working in the areas of internal controls assessment, information technology controls, and risk management. Jeff has more than 25 years leading internal audit and internal controls in the public, private, and nonprofit sectors. Previously, Jeff was the Chief Internal Auditor for the State of Michigan. In 2018, Jeff was selected by the Association of Government Accountants (AGA) as the national award winner given in recognition of a state government professional who led significant improvements in management practices, policies, and internal control systems. Jeff is a registered certified public accountant, a certified internal auditor, and is a thought leader on auditing and public sector internal controls. Jeff has been a Board of Director for the Detroit Institute of Internal Auditors for 8 years and served as its President.</p>	

Name	Mark Baumgardner
Proposed Position	Subject Matter Expert, Transportation
Degree/Education	<ul style="list-style-type: none">• B.B.A., Investment Management Finance, University of Texas at Austin
Summary of Qualifications	
<p>Mark Baumgardner is a Partner in Guidehouse's Public Sector Practice focusing on delivering financial management, process improvement, program management, and change management solutions to the U.S. Department and Transportation (DOT). He has over 18 years of management consulting experience for federal clients, including 14 years at the DOT.</p>	

Name	Nichole Ederer
Proposed Position	Subject Matter Expert, Business Process Improvement
Degree/Education	<ul style="list-style-type: none">• M.B.A., Project Management, Mississippi State University• B.S., Industrial Engineering, University of Central Florida
Summary of Qualifications	
<p>Nichole Ederer is a Manager in Guidehouse's State and Local Government Advisory Practice. She has over 10 years of management consulting experience providing services to federal, state, and local government clients. Nichole's technical experience spans the areas of project management, organizational change management, business process improvement, organizational assessment and design, performance measurement, and data analysis. She has broad industry experience, having served clients in the transportation, homeland security, defense, and commerce industries. Her technical degree and experience complement her organizational improvement work by allowing her to apply strong research skills and analytics to examine organizational processes and mission requirements.</p>	

Name	Kristin Centanni
Proposed Role	Subject Matter Expert, Organizational Design
Degree/Education	<ul style="list-style-type: none">• Masters of Information Science, Indiana University• Prince 2 Project Management Foundation and Practitioner Certification• Prosci ADKAR Change Management Professional Certification
Summary of Qualifications	
<p>Kristin Centanni is a Director and serves as a core leader of Guidehouse's State and Local Government Advisory Practice. As a state and local government consultant, she has primarily served public sector clients, where she has focused on business and IT strategy development, organization assessment and design, portfolio and program management, and organizational change management of large-scale technology and business transformation efforts.</p>	

Name	Kemal Karakaya
Title	Subject Matter Expert, Technology
Degree/Education	<ul style="list-style-type: none">• M.B.A., General Management, University of Maryland• B.S.E., Electronics and Telecommunications Engineering, Istanbul Technical University
Summary of Qualifications	
<p>Kemal has over 10 years of experience in public sector, telecommunications, and financial services industries helping companies in project management, shared service design and implementation, quality assurance, and business analytics roles. He has worked with telecommunications companies on customer value management, campaign design, and churn reduction initiatives. For the last three years, Kemal has focused on shared services strategy development and implementation.</p>	

8.0 Pricing

8.1 Pricing Overview

Per our Updated Proposal, **Table 1** below reflects the project pricing that is consistent with this revised Project Work Plan.

Table 1. Pricing

DESCRIPTION	PRICE PER HOUR	NUMBER OF POSITIONS
Partner	\$425	2
Director	\$375	2
Manager	\$275	2
Senior Analyst/Associate	\$199	3
Analyst/Associate	\$160	1
DESCRIPTION	PRICE PER UNIT (IF APPLICABLE)	TOTAL PRICE
Subcontractors (if any)	N/A	\$0
Travel	\$1,200	\$107,400
Any Additional Goods & Services (List Individually)	N/A	\$0
TOTAL MAXIMUM AMOUNT OF BID:		\$722,463.19

8.2 Assumptions

- Price per hour is listed for each title, but Guidehouse has discounted the total labor cost by approximately 30%, which will be represented as “Unbilled Hours” during invoicing.
- Total maximum amount of bid is for a 5 ½ - month organizational assessment project; ongoing support to assist BLR as it drafts legislation, providing testimony (where necessary), and attending meetings; and estimated travel.
- The total maximum amount of the bid will be a Time and Materials expense and will be invoiced monthly based on actual costs. We estimate the labor cost associated with the 5 ½ - month organizational assessment and the ongoing support to be approximately \$555,074, and \$59,989, respectively.
- Travel price per unit and Travel total price are estimates, and we will bill actuals in accordance with client regulations and GSA rates as applicable. Guidehouse and BLR will decide when the team should travel to ArDOT locations and BLR for the project.
- Ongoing support will be limited to 30 hours of support from Guidehouse (per month) for ten months, and corresponding travel to Arkansas at a rate of one trip per month for 2 Guidehouse team members for 2 days and 1 night.

- BLR staff members will draft legislation based on Highway Commission Review and Advisory Subcommittee recommendations. Guidehouse will provide ongoing support in the form of draft legislation review and corresponding guidance; and responses to targeted questions based on the content of the Final Report and the firm's Subject Matter Expertise.

