

State Transportation Dept. Oversight Consulting Services Contract –2019
ALC-Highway Commission Review and Advisory Subcommittee

RFP Response Checklist

	Guidehouse, LLP (formerly PriceWaterhouse Coopers Public Sector, LLP) (Matthew S. Mellon)	
Delivered by Closing Time/Date	X	
Signed Proposal and OPPS	X	
Submitted 2 Electronic Versions (Redacted/Unredacted)	X	
Separately Sealed and Submitted OPPS	X	
Authorized to do Business in AR	X	
Copy of EEO Policy	X	
Illegal Immigrant Certification	X	
Completion of Disclosure Forms EO-98-04	X	
Response to each #'d paragraph	<ul style="list-style-type: none"> • All except 1.15, "Past Performance" – it appears the Vendor's #'ing is off and this was inadvertently skipped • 1.20 Conditions of Contract – <i>they have asked for a variation in the language for purposes of the final contract, if awarded.</i> (See Attachment B) 	
Vendor References	X (pp. 48-55 of proposal)	
Subcontractors	None.	

State Transportation Department Oversight Consultant Services
ALC - Highway Commission Review and Advisory Subcommittee

Summary of Response to RFP

Evaluation Criteria:

<p>Directly Related Experience:</p>	<ul style="list-style-type: none"> • <u>Texas Dept. of Transportation</u>: Campus Consolidation Project Organizational Change Management Services (Nov. 2017 to present), see pp. 54-55 of proposal. • <u>Colorado Dept. of Transportation</u>: Workforce of the Future (Feb. 2015-April 2015), see p. 48 of proposal. • <u>Arkansas Economic Development Commission (on behalf of the Arkansas Transformation Office)</u>: Arkansas State Government Reorganization Strategy (June 2018-Jan. 2019), see pp. 51-52 of proposal. • <u>Arkansas Policy Foundation</u>: Efficiency Review of the Dept. of Finance and Administration (May-July 2016), see p. 53 of proposal. • See Section 5.5.5, Recent Comparable Contracts and References, pp. 48-55 of proposal • See Section 5.5.6, Provision of Similar Services, pp. 56-57 of proposal.
<p>Price:</p>	<p>See attached Official Proposal Price Sheet.</p> <p><u>Total Max Bid</u>: \$647,474.80 *OPPS states that the total max bid is for a 5-month project and estimated travel.</p>
<p>Plan/Schedule:</p>	<p><u>Plan</u>:</p> <ul style="list-style-type: none"> • <u>Proposed Plan</u>: Use of the Target Operating Model 3-phase plan: Project Planning, Currents State Assessment, and Recommendations and Roadmap • See also Executive Summary, pp. 13-15 of proposal. • See “Our Approach”, pp. 42-47 of proposal. <p><u>Schedule</u>:</p> <ul style="list-style-type: none"> • See Project Timeline, p. 47 of proposal.

Guidehouse, LLP (Cont'd)

	<ul style="list-style-type: none"> • Timeline shows completion of Recommendations Report by the end of Month 5, with continuing support offered for the remainder of the contract term.
Availability:	<ul style="list-style-type: none"> • Proposed Plan, at Phase 0 states that Guidehouse proposes regular status reports and “frequent communication”, p. 34 of proposal. • Section 3.0 of the RFP requires monthly attendance at subcommittee meetings, and Guidehouse acknowledged and agreed to those terms. See p. 10, of proposal.
Personnel:	<ul style="list-style-type: none"> • <u>Key Personnel:</u> Todd Hoffman, Project Executive and Partner Raquel Malmberg, Project Director Sagar Gokhale, Project Manager • See full list of personnel with bios at pp. 18-31 of proposal and Organizational Chart, pp. 17-18 of proposal.
Past Performance:	<ul style="list-style-type: none"> • See Professional History and listing of personnel assigned to project and their individual professional experience, pp. 18-31 of proposal; • See also information regarding Vendor References, pp. 48-55 of proposal and attached References Table.
Compliance with RFP Requirements:	See Attached RFP Response Checklist
Subcontractors:	<ul style="list-style-type: none"> • None listed.

Reference Call Summary for Guidehouse, LLP

Consulting Services Proposal References:	Arkansas Policy Foundation
Date of Contact	06/20/2019
Person Spoken To (including Title)	Greg Kaza, Executive Director
1. Can you describe the project or work that Guidehouse has completed for you? Please describe the level of detail Guidehouse has provided in completing its work/project.	Kaza said the project stemmed from a Governor Hutchinson directive to carry out an efficiency assessment. He said the Arkansas Policy Foundation reviewed up to 21 state agencies and Guidehouse focused primarily on the Arkansas Department of Finance and Administration. He emphasized the Arkansas Policy Foundation was celebrating a 20th anniversary as a nonprofit organization and the Efficiency Project was supported by private entities and foundations. He said the project led to the Transformation Advisory Board and therefore has played a large role in transforming state government in Arkansas. He said the report also included information regarding uncollected revenue due to the state.
2. Was Guidehouse responsive, accessible and available to you throughout the term of the project/work?	Yes.
3. Are you satisfied with the work performed?	Yes.
4. What are Guidehouse's strengths and conversely what are Guidehouse's weaknesses?	<p>Strengths: Macro perspective.</p> <p>Weaknesses: Kaza explained that Guidehouse, as an international organization, lacks from having a local presence. He noted that every state is unique and has a unique set of challenges. He said a weakness for Guidehouse is that they are not "based on the ground in Arkansas."</p>
5. Have you encountered any problems with Guidehouse, or had any contract or billing issues with Guidehouse?	No.
6. Would you recommend Guidehouse to other entities for similar work? If you need additional services in the future, how likely are you to choose Guidehouse again?	<p>Would you recommend Guidehouse: Yes.</p> <p>Would you choose Guidehouse again: Kaza said "likely," however he added there are budget constrains for the Arkansas Policy Foundation as a nonprofit organization.</p>

Reference Call Summary for Guidehouse, LLP

7. Are there any important questions I should have asked but didn't?	Kaza emphasized that any research or report that helps the state save tax dollars or find efficiencies should be presented to the appropriate officials. He touched on the Efficiency Project report produced by the Arkansas Policy Foundation and said there are other reports that also study efficiencies and transformation of government that should be seen by members of the legislature.
---	---

Reference Call Summary for Guidehouse, LLP

Consulting Services Proposal References:	Texas Department of Transportation
Date of Contact	06/21/2019
Person Spoken To (including Title)	Robin Cappello, Director of Facilities Planning and Management
1. Can you describe the project or work that Guidehouse has completed for you? Please describe the level of detail Guidehouse has provided in completing its work/project.	Cappello said they are currently in year 2 of their contract with plans to renew for an additional year with Guidehouse. She explained the contract is to provide organizational change management consulting services. The Texas Department of Transportation is consolidating 5 campuses with over 2,000 employees across Austin, TX into one workspace. Guidehouse is providing advice on how to implement new business strategies--changing the work environment to accommodate this new reality. She said Guidehouse has taken a unique approach in that they are not providing a manufactured template on how to go about change management. Guidehouse is adapting their framework to the culture of the organization. She said typically that is not the case with most consultants, where the common practice is to impose a "tried and true" structural approach that was developed elsewhere. She said the consulting services have been customized to meet the Texas Department of Transportation's need.
2. Was Guidehouse responsive, accessible and available to you throughout the term of the project/work?	Yes. Cappello added that their current project is working with 3 different consultants and Guidehouse has been invaluable in maintaining continuity among all parties.
3. Are you satisfied with the work performed?	Yes.
4. What are Guidehouse's strengths and conversely what are Guidehouse's weaknesses?	<p>Strengths: Cappello said the former director from Guidehouse proved invaluable, particularly her experience working in Texas with different constituents, including the Texas Legislature. She said in her experience the directors tend to be sales people who win the contract and then leave the work to staff. She said the former director for Guidehouse worked directly on the project.</p> <p>Weaknesses: She said it was a weakness that the former director is no longer with Guidehouse. She added that the project has had a high level of turnover. From the inception of the project, there is only one person remaining from the original start of the contract.</p>

Reference Call Summary for Guidehouse, LLP

5. Have you encountered any problems with Guidehouse, or had any contract or billing issues with Guidehouse?	No.
6. Would you recommend Guidehouse to other entities for similar work? If you need additional services in the future, how likely are you to choose Guidehouse again?	Would you recommend Guidehouse: Yes. Would you choose Guidehouse again: Cappello said they intend to extend the current contract.
7. Are there any important questions I should have asked but didn't?	Cappello said an important consideration is how does the executive team receive the consultation. She said the executive team sets the tone for the process by lending the project credibility. The staff of the organization will have difficulty trusting the process of organizational change management if there is not investment by the executive team.

Reference Call Summary for Guidehouse, LLP

Consulting Services Proposal References:	Massachusetts Department of Transportation
Date of Contact	06/21/2019
Person Spoken To (including Title)	Gary Foster, Chief Technology Officer
1. Can you describe the project or work that Guidehouse has completed for you? Please describe the level of detail Guidehouse has provided in completing its work/project.	Foster said Guidehouse provided consultation and analysis to implement an enterprise-wide security awareness training program and draft new cybersecurity policies for the organization. Guidehouse assisted in forming acceptable use policies and developed a toolkit that allows administrators to continue training personnel on new security policies after Guidehouse exits the project.
2. Was Guidehouse responsive, accessible and available to you throughout the term of the project/work?	Foster said 90 percent of the work Guidehouse provided was on premises and they were accessible and available.
3. Are you satisfied with the work performed?	Foster said he was "very satisfied."

Reference Call Summary for Guidehouse, LLP

<p>4. What are Guidehouse's strengths and conversely what are Guidehouse's weaknesses?</p>	<p>Strengths: Foster said their ability to bring expertise to the project and adhere to a schedule.</p> <p>Weaknesses: Whenever the project called for a specific subject matter expertise, Guidehouse had to reach to their resources outside of the greater Boston area.</p>
<p>5. Have you encountered any problems with Guidehouse, or had any contract or billing issues with Guidehouse?</p>	<p>No. Foster said they had a formal and professional process with billing and invoices that prevented any problems.</p>
<p>6. Would you recommend Guidehouse to other entities for similar work? If you need additional services in the future, how likely are you to choose Guidehouse again?</p>	<p>Would you recommend Guidehouse: Yes.</p> <p>Would you choose Guidehouse again: Foster said they would likely choose Guidehouse again but they are constrained by procurement procedures and would have to bid out for any new projects.</p>
<p>7. Are there any important questions I should have asked but didn't?</p>	<p>Foster said an important consideration is if Guidehouse management is present. He said "if things aren't going well, I need someone to talk to." He appreciated that the leadership of Guidehouse was present for the project and offered quick action for solutions.</p>

Reference Call Summary for Guidehouse, LLP

Consulting Services Proposal References:	Department of Transformation and Shared Services
Date of Contact	06/21/2019
Person Spoken To (including Title)	Amy Fecher, Secretary
1. Can you describe the project or work that Guidehouse has completed for you? Please describe the level of detail Guidehouse has provided in completing its work/project.	Fecher said Guidehouse provided consultation work on the state government transformation initiative of the Governor. Guidehouse did a deep dive into specific agency practices and proposed a new organizational chart for state government, as well as a four year plan to implement the transformation.
2. Was Guidehouse responsive, accessible and available to you throughout the term of the project/work?	Yes.

Reference Call Summary for Guidehouse, LLP

3. Are you satisfied with the work performed?	Yes. Fecher said they completed all deliverables and objectives.
4. What are Guidehouse's strengths and conversely what are Guidehouse's weaknesses?	Strengths: Fecher said the resources and manpower they bring to a project was a strength. Guidehouse had 2 to 7 people "on the ground" for most of the project and assets throughout the country to provide research. Weaknesses: She said a weakness was "no one knows your state like you know your state, which would be a problem for any contractor outside of Arkansas."
5. Have you encountered any problems with Guidehouse, or had any contract or billing issues with Guidehouse?	No.
6. Would you recommend Guidehouse to other entities for similar work? If you need additional services in the future, how likely are you to choose Guidehouse again?	Would you recommend Guidehouse: Yes. Would you choose Guidehouse again: Yes. Fecher said she wished she had the budget to do more projects with Guidehouse. She found them helpful and accessible.

Reference Call Summary for Guidehouse, LLP

7. Are there any important questions I should have asked but didn't?

No.

Reference Call Summary for Guidehouse, LLP

Consulting Services Proposal References:	Railroad Commission of Texas
Date of Contact	06/24/2019
Person Spoken To (including Title)	Jason Clark, Assistant Director
1. Can you describe the project or work that Guidehouse has completed for you? Please describe the level of detail Guidehouse has provided in completing its work/project.	Clark said Guidehouse provided business process mapping which entailed a look at internal processes to find efficiencies and identify pain points through discovery and analysis. He said Guidehouse led an extremely thorough review of the organization's processes, people (to see if additional training is needed), and technology (to see if new technology would provide answers).
2. Was Guidehouse responsive, accessible and available to you throughout the term of the project/work?	Yes. Clark said the he performed the role of project manager. He said he felt so comfortable with Guidehouse that he allowed direct access to staff for interviews without his coordinating. He also said Guidehouse provided weekly updates on the project.
3. Are you satisfied with the work performed?	Yes.
4. What are Guidehouse's strengths and conversely what are Guidehouse's weaknesses?	<p>Strengths: Clark said he was most impressed with the context they brought to the analysis, without prompting. He said they understood the "why's" and "how's" behind the numbers and analysis.</p> <p>Weaknesses: Clark said Guidehouse lost a team member early on in the project. He said it took some time for the replacement to be trained to the same level as the original team member.</p>

Reference Call Summary for Guidehouse, LLP

5. Have you encountered any problems with Guidehouse, or had any contract or billing issues with Guidehouse?	No.
6. Would you recommend Guidehouse to other entities for similar work? If you need additional services in the future, how likely are you to choose Guidehouse again?	Would you recommend Guidehouse: Yes. Would you choose Guidehouse again: Yes.
7. Are there any important questions I should have asked but didn't?	Clark said a question to consider is "Did they meet the timeline for deliverables?" He said mission creep and project creep happens and can disrupt previously agreed upon schedules when working with consultants.

Reference Call Summary for Guidehouse, LLP

Consulting Services Proposal References:	Colorado Department of Transportation
Date of Contact	N/A. No longer with agency. Interview not conducted
Person Spoken To (including Title)	Michael Lewis listed as Point of Contact. He is no longer with the agency. No one from the agency is available to speak on the project conducted by Guidehouse from 2015.
1. Can you describe the project or work that Guidehouse has completed for you? Please describe the level of detail Guidehouse has provided in completing its work/project.	N/A
2. Was Guidehouse responsive, accessible and available to you throughout the term of the project/work?	N/A
3. Are you satisfied with the work performed?	N/A
4. What are Guidehouse's strengths and conversely what are Guidehouse's weaknesses?	N/A

Reference Call Summary for Guidehouse, LLP

5. Have you encountered any problems with Guidehouse, or had any contract or billing issues with Guidehouse?	No.
6. Would you recommend Guidehouse to other entities for similar work? If you need additional services in the future, how likely are you to choose Guidehouse again?	Would you recommend Guidehouse: N/A Would you choose Guidehouse again: N/A
7. Are there any important questions I should have asked but didn't?	N/A



State of Arkansas | Bureau of Legislative Research
RFP Number BLR-190002

Provided to:

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

State Transportation Department Oversight Consulting Services

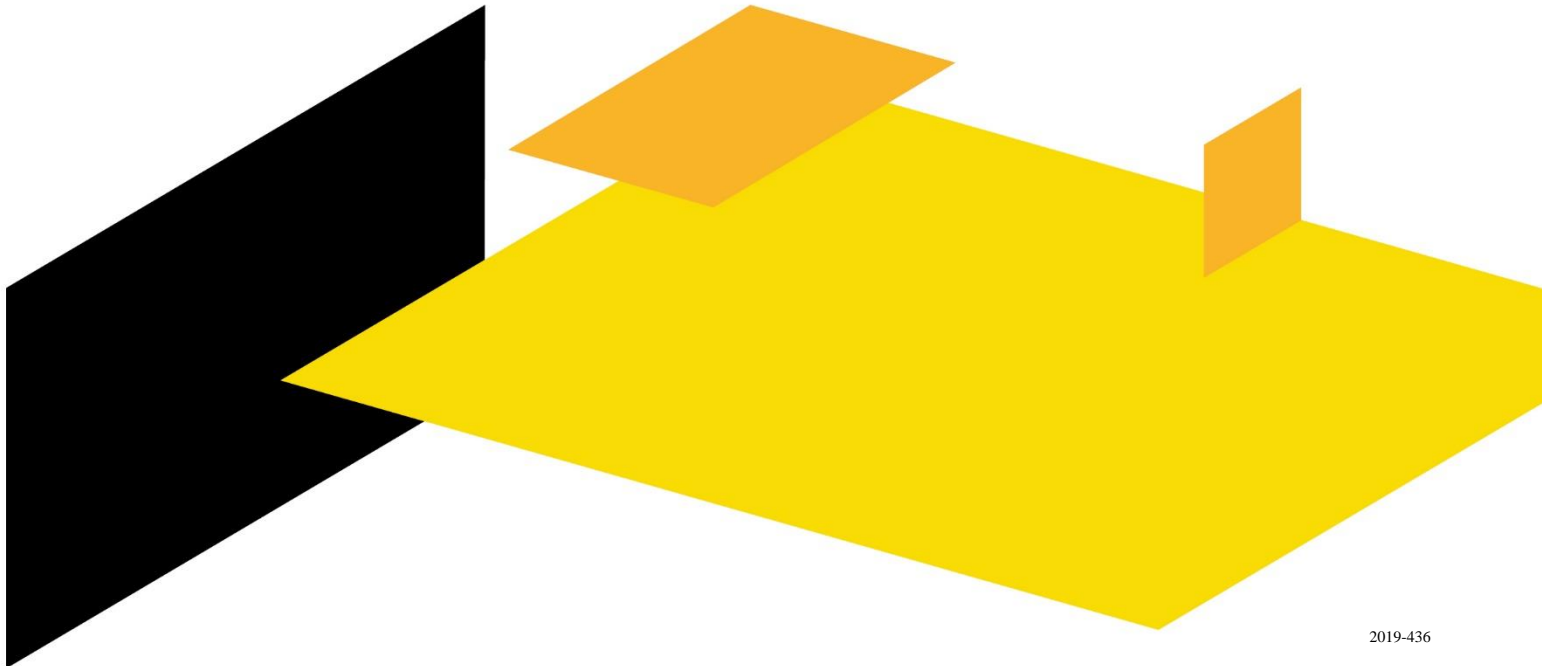
Provided by:

Guidehouse LLP (formerly PricewaterhouseCoopers Public Sector LLP)
Todd Hoffman
Partner
1800 Tysons Boulevard, 7th Floor
McLean, VA 22102-4257
Telephone (917) 664-6188
thoffman@guidehouse.com

Attachment A – Official Proposal Price Sheet
June 14, 2019

Original

Taxpayer Identification Number (TIN): 82-4596065
Data Universal Numbering System (DUNS): 079529872
Commercial and Government Entity (CAGE) Code: 783T6



2019-436

This proposal includes data that shall not be disclosed outside the State of Arkansas and shall not be duplicated, used, or disclosed in-whole or in-part for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this Contractor as a result of, or in connection with, the submission of this data, State of Arkansas shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit State of Arkansas' right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in all pages/sheets herein.

This proposal does not constitute a contract to perform services. Final acceptance of this engagement by Guidehouse is contingent upon successful completion of Guidehouse's acceptance procedures. Any engagement arising out of this proposal will be subject to the execution of our formal engagement contract, including our standard terms and conditions and fees and billing rates established therein.

ATTACHMENT A
OFFICIAL PROPOSAL PRICE SHEET

Note: The Official Proposal Price Sheet must be submitted in a separate envelope or e-mail. Any reference to pricing in the technical proposal shall be cause for disqualification from further considerations for award.

1. Bids should provide at least a 180-day acceptance period.
2. By submission of a proposal, the proposer certifies the following:
 - A. Prices in this proposal have been arrived at independently, without consultation, communication, or agreement for the purpose of restricting competition;
 - B. No attempt has been made nor will be by the proposer to induce any other person or firm to submit a proposal for the purpose of restricting competition;
 - C. The person signing this proposal is authorized to represent the company and is legally responsible for the decision as to the price and supporting documentation provided as a result of this RFP; and
 - D. Prices in this proposal have not been knowingly disclosed by the proposer and will not be prior to award to any other proposer.

The Official Price Proposal Sheet must be submitted in substantially the following form, allowing for the inclusion of specific information regarding positions, goods, services, etc., and signed by an official authorized to bind the Vendor to a resultant contract.

DESCRIPTION	PRICE PER HOUR	NUMBER OF POSITIONS
Partner	\$425	2
Director	\$375	1
Manager	\$275	1
Senior Analyst	\$199	2
Analyst	\$160	2
DESCRIPTION	PRICE PER UNIT (IF APPLICABLE)	TOTAL PRICE
Subcontractors (if any)	N/A	\$0
Travel	\$1,200	\$92,400
Any Additional Goods & Services (List Individually)	N/A	\$0
TOTAL MAXIMUM AMOUNT OF BID:		\$647,474.80

Assumptions

1. Price per hour is listed for each title, but Guidehouse discounted the total labor cost by 30%.
2. Travel price per unit and 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 for the project.
3. Total maximum amount of bid is for a 5-month project and estimated travel. For additional support beyond the 5 months for drafting legislation and testimony and attending meetings, Guidehouse will utilize the rate card above to determine the budget.



Signature, Todd Hoffman, Partner

 June 14, 2019

Date



State of Arkansas | Bureau of Legislative Research
RFP Number BLR-190002

Provided to:

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

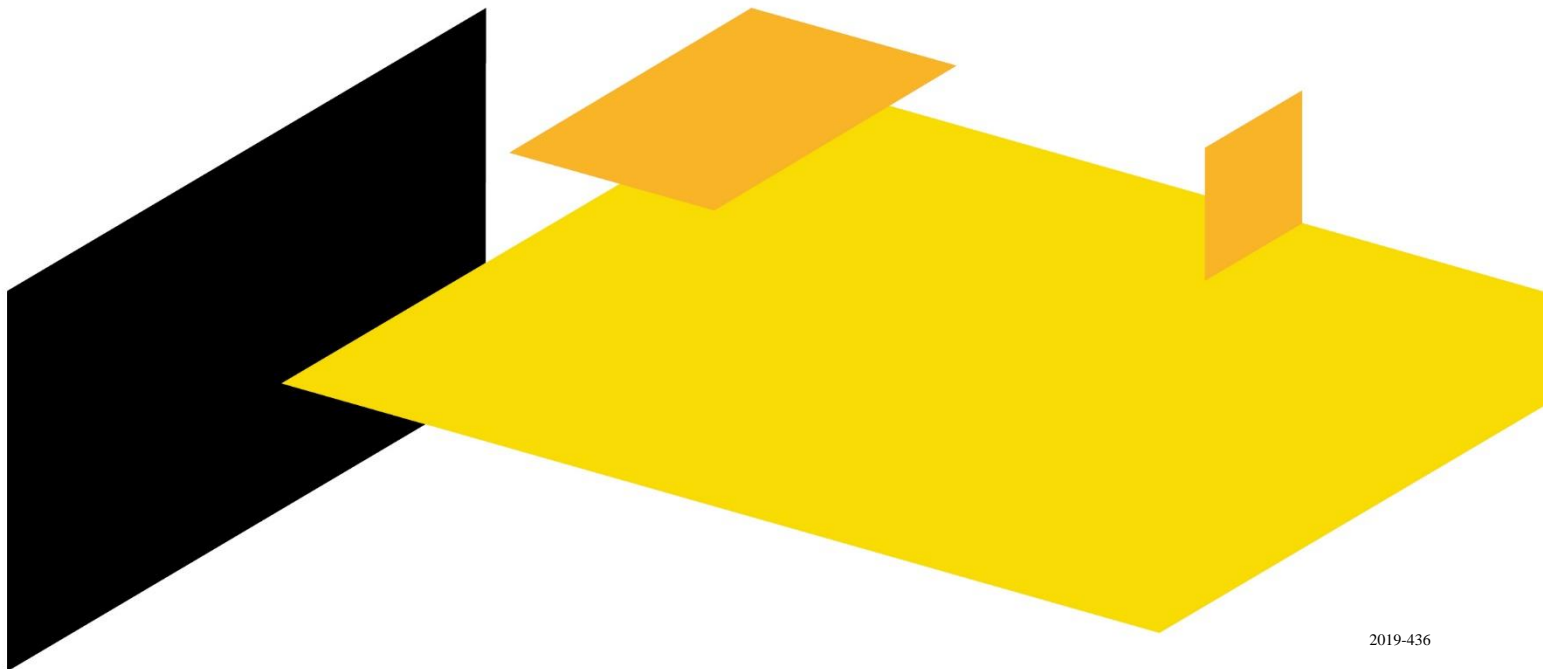
State Transportation Department Oversight Consulting Services

Provided by:

Guidehouse LLP (formerly PricewaterhouseCoopers Public Sector LLP)
Todd Hoffman
Partner
1800 Tysons Boulevard, 7th Floor
McLean, VA 22102-4257
Telephone (917) 664-6188
thoffman@guidehouse.com

Attachment B – Exceptions to Terms and Conditions
June 14, 2019

Taxpayer Identification Number (TIN): 82-4596065
Data Universal Numbering System (DUNS): 079529872
Commercial and Government Entity (CAGE) Code: 783T6



2019-436

This proposal includes data that shall not be disclosed outside the State of Arkansas and shall not be duplicated, used, or disclosed in-whole or in-part for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this Contractor as a result of, or in connection with, the submission of this data, State of Arkansas shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit State of Arkansas' right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in all pages/sheets herein.

This proposal does not constitute a contract to perform services. Final acceptance of this engagement by Guidehouse is contingent upon successful completion of Guidehouse's acceptance procedures. Any engagement arising out of this proposal will be subject to the execution of our formal engagement contract, including our standard terms and conditions and fees and billing rates established therein.

Submission of this proposal is not an indication of Guidehouse LLP's willingness to be bound by all of the terms presented in the State of Arkansas Bureau of Legislative Research (the "BLR") Request for Proposal for State Transportation Department Oversight Consulting Services (the "RFP"). This proposal in response to the BLR's RFP does not constitute a contract to perform services and cannot be used to award a unilateral agreement. Final acceptance of this engagement by Guidehouse is contingent upon successful completion of Guidehouse's acceptance procedures. Any engagement arising out of this proposal will be subject to negotiation of a mutually satisfactory vendor contract including modifications to certain RFP terms and conditions (including, without limitation, the RFP's Professional Services Contract sample) and including our standard terms and conditions and fees and billing rates established therein.

Given our past history of successfully negotiating mutually agreeable terms with similar public sector agencies, we do not anticipate any difficulty in reaching a contractual agreement that will enable us to provide the professional services which you are requesting, while protecting the interests of both parties.

Guidehouse LLP respectfully requests the BLR modify the following provision to align with our contracting policies.

1.20 CONDITIONS OF CONTRACT

The Successful Vendor shall at all times observe and comply with federal and state laws, local laws, ordinances, orders, and regulations existing at the time of or enacted subsequent to the execution of the Contract which in any manner affect the completion of the work. ~~The Successful Vendor shall indemnify and save harmless the BLR, the Subcommittee, the Arkansas Legislative Council, the Arkansas General Assembly, and the State of Arkansas and all of their officers, representatives, agents, and employees against any claim or liability arising from or based upon the violation of any such law, ordinance, regulation, order, or decree by an employee, representative, or subcontractor of the Successful Vendor.~~

Guidehouse LLP respectfully requests the BLR add the following provision to align with our contracting policies.

Except to the extent finally determined to be prohibited by law, Guidehouse's aggregate liability for all claims, losses, liabilities, or damages in connection with this agreement or its subject matter, whether as a result of breach of contract, tort (including negligence), or otherwise, regardless of the theory of liability asserted, is limited to no more than the total amount of fees paid to Guidehouse for the particular Service giving rise to the liability under this agreement. In addition, Guidehouse will not be liable for any lost profits, consequential, indirect, punitive, exemplary, or special damages. Also, Guidehouse shall have no liability arising from or relating to any third-party hardware, software, information, or materials selected or supplied by the BLR.



State of Arkansas | Bureau of Legislative Research
RFP Number BLR-190002

Provided to:

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

State Transportation Department Oversight Consulting Services

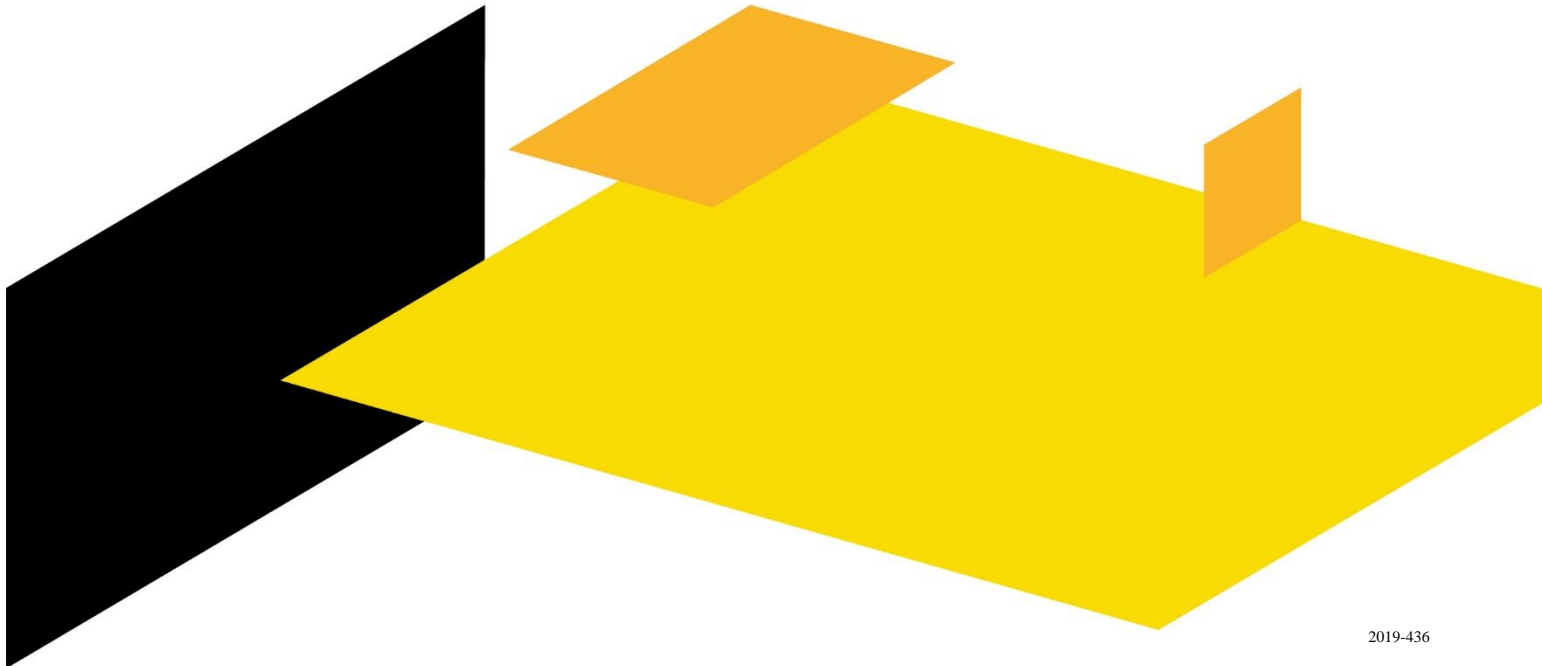
Provided by:

Guidehouse LLP (formerly PricewaterhouseCoopers Public Sector LLP)
Todd Hoffman
Partner
1800 Tysons Boulevard, 7th Floor
McLean, VA 22102-4257
[Redacted]

RFP Response
June 14, 2019

Redacted

Taxpayer Identification Number (TIN): [Redacted]
Data Universal Numbering System (DUNS): 079529872
Commercial and Government Entity (CAGE) Code: 783T6



2019-436

This proposal includes data that shall not be disclosed outside the State of Arkansas and shall not be duplicated, used, or disclosed in-whole or in-part for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this Contractor as a result of, or in connection with, the submission of this data, State of Arkansas shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit State of Arkansas' right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in all pages/sheets herein.

This proposal does not constitute a contract to perform services. Final acceptance of this engagement by Guidehouse is contingent upon successful completion of Guidehouse's acceptance procedures. Any engagement arising out of this proposal will be subject to the execution of our formal engagement contract, including our standard terms and conditions and fees and billing rates established therein.

June 14, 2019

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

**Subject: RFP Response | RFP No.: BLR-190002 | State Transportation Department
Oversight Consulting Services**

Dear Ms. Garrity,

Guidehouse LLP (formerly PricewaterhouseCoopers Public Sector LLP) is pleased to submit to the Bureau of Legislative Research (BLR) our proposal to provide State Transportation Department (ARDOT) oversight consulting services for the Highway Commission Review and Advisory Subcommittee of the Legislative Council (Subcommittee). Our response is comprised of a Technical Proposal (Volume I) and a Price Proposal (Volume II). We are confident that you will find that our proposal offers the best value solution to the BLR and Subcommittee.

Guidehouse provides management, technology, and risk consulting to clients around the world through more than 1,875 professionals in over 20 locations. At our core, we focus on building trust in society, solving important problems, and having a seat at the table for our clients' most pressing matters. Given our experience supporting Arkansas' Transformation efforts, we understand how important this undertaking is for the State. In addition, we believe that our already deep investment in and continued commitment to Arkansas, combined with our transportation, organizational transformation, and procurement subject matter expertise, make us an ideal partner for this work. We believe that Guidehouse is the right choice for the BLR for the following reasons:

- **We know Arkansas and have a proven track record with the State.** Guidehouse has been a *trusted advisor to the State for almost 3 years* supporting the broader state-wide transformation effort, as well as conducting organizational efficiency reviews of several Executive Branch Agencies including the Departments of Finance and Administration (DFA), Information Systems (DIS), Education (ADE), and Corrections (ADC). Through these efforts, we have had the opportunity to support and get to know almost every State Department, as well as understand the State's legislative landscape and the complexities involved in State and local relationships. Moreover, we understand the top priorities and goals for the State. As a result, we do not have to spend time getting to know you like other providers, and we can hit the ground running with the knowledge, experience and relationships we have developed.

- **We have a robust understanding of the Transportation sector.** When conducting a review of any organization, it is imperative to know the corresponding industry. *Our team has worked with the largest transportation agencies in the country at the federal, state, and local levels*, including the US DOT, US FTA, Texas Department of Transportation (TxDOT), Florida Department of Transportation, New York State Department of Transportation, Colorado Department of Transportation (CDOT), and Massachusetts Department of Transportation (MassDOT). We have also supported several transit agencies, including Chicago Transit Authority (CTA), Southeastern Pennsylvania Transportation Authority (SEPTA), and the Metropolitan Transportation Authority (MTA). At the Massachusetts Department of Transportation (MassDOT), we developed recommendations to improve operational efficiency and effectiveness of their Information Security division. At CDOT, we helped the agency plan for a workforce of the future. Our team identified skills composition needed to meet evolving transportation service, project delivery systems and new technologies over the next ten years. We will leverage our broad experience with other state government agencies to help you design recommendations that are the best fit for Arkansas and the Department of Transportation.
- **We understand that a holistic view of the Arkansas Department of Transportation is critical to project success.** Our team has deep expertise in conducting business process modeling and technology assessment efforts to develop organizational strategies that are cost-effective and still meet the nuances of government operations. We work with you to structure our project tasks around these motivations. Our experience leads us to believe that an exclusive focus on specific functions or units will not yield the most effective recommendations. We will work with you to understand the objectives of the engagement and what concerns you are looking to address. Whether it be efficiency and cost-savings, or a drive to become more customer-focused, we will structure our approach to focus on identifying Department level transformations that enable all of the Divisions to work in a more coordinated fashion, with greater consistency and dependability, all to establish a more efficient, cost effective and transparent Department wide operating model.
- **We live and breathe State and Local government and will bring award-winning quality to this project.** Guidehouse is 100% focused on the public sector. Some of our leaders come from public sector leadership positions and we know what it's like being in your shoes. Our commitment to quality earned us the 2014 recipient of the Malcolm Baldrige National Quality Award, the nation's highest presidential honor for performance excellence. Guidehouse was the first professional services firm to receive this award. We focus on bringing top-tier talent to government entities to solve their most pressing problems. Guidehouse has the skill and analytical expertise of the larger strategy houses coupled with the State-specific knowledge and rate structure of a locally-based consulting firm. From creating politically viable strategies, to navigating internal buy-in, to executing major project management, we have deep state and local experience.





Guidehouse appreciates the opportunity to be considered for this important project and if selected, will provide the BLR and Subcommittee with a team of professionals committed to your success. If you have any questions about our proposal, please contact please contact Kevin Sanders, Contracts Manager, at [REDACTED] or Todd Hoffman at [REDACTED].

A handwritten signature in black ink, appearing to read "M. Todd Hoffman".

Todd Hoffman
Partner

Table of Contents

Section	Page
1.0 SECTION I. GENERAL INFORMATION.....	4
1.0 INTRODUCTION	4
1.1 ISSUING AGENCY	4
1.2 SCHEDULE OF EVENTS	4
1.3 CAUTION TO VENDORS.....	4
1.4 RFP FORMAT	4
1.5 ALTERATION OF ORIGINAL RFP DOCUMENTS	4
1.6 REQUIREMENT OF AMENDMENT	4
1.7 RFP QUESTIONS	4
1.8 SEALED PRICES/COST	5
1.9 PROPRIETARY INFORMATION	5
1.10 DELIVERY OF RESPONSE DOCUMENTS.....	5
1.11 BID EVALUATION.....	5
1.12 ORAL AND/OR WRITTEN PRESENTATIONS/DEMONSTRATIONS.....	5
1.13 INTENT TO AWARD.....	5
1.14 APPEALS	5
1.15 PAST PERFORMANCE	5
1.16 TYPE OF CONTRACT	5
1.17 PAYMENT AND INVOICE PROVISIONS.....	6
1.18 PRIME CONTRACTOR RESPONSIBILITY	6
1.19 DELEGATION AND/OR ASSIGNMENT	6
1.20 CONDITIONS OF CONTRACT.....	6
1.21 STATEMENT OF LIABILITY	6
1.22 AWARD RESPONSIBILITY.....	6
1.23 INDEPENDENT PRICE DETERMINATION	6
1.24 PUBLICITY.....	6
1.25 CONFIDENTIALITY.....	6
1.26 PROPOSAL TENURE	7
1.27 WARRANTIES	7
1.28 CONTRACT TERMINATION	7
1.29 VENDOR QUALIFICATIONS.....	7
1.30 NEGOTIATIONS	8
1.31 LICENSES AND PERMITS	8
1.32 OWNERSHIP OF DATA & MATERIALS	8
2.0 SECTION 2. OVERVIEW	9
2.0 DEPARTMENT OF TRANSPORTATION STUDY OVERVIEW	9
2.1 OBJECTIVES	9
3.0 SECTION 3. STATE TRANSPORTATION DEPARTMENT OVERSIGHT CONSULTING SERVICES.....	10
3.0 SCOPE OF WORK/SPECIFICATIONS	10
3.1 STATE TRANSPORTATION DEPARTMENT OVERSIGHT CONSULTING	10
3.2 PROCUREMENT OF GOODS AND SERVICES	10

4.0	SECTION 4. COST PROPOSAL	11
4.0	COMPENSATION	11
4.1	PAYMENT SCHEDULE	11
4.2	TRAVEL, LODGING, AND MEALS	11
5.0	SECTION 5. ADDITIONAL VENDOR REQUIREMENTS.....	12
5.0	COMPREHENSIVE VENDOR INFORMATION.....	12
5.1	VENDOR PROFILE.....	12
5.2	GENERAL INFORMATION	13
5.3	DISCLOSURE OF LITIGATION	13
5.4	EXECUTIVE SUMMARY.....	13
5.5	VENDOR’S QUALIFICATIONS	16
5.5.1	Professional History	16
5.5.2	Current Accounts.....	16
5.5.3	Organizational Chart and Staff.....	17
5.5.4	Our Approach	32
5.5.5	Recent Comparable Contracts and References.....	48
5.5.6	Provision of Similar Services by Guidehouse	56
5.5.7	Failed Projects	57
5.5.8	Additional Qualifications	58
5.5.9	Background Investigation.....	58
6.0	SECTION 6. EVALUATION CRITERIA FOR SELECTION	59
6.0	GENERALLY	59
6.1	EVALUATION CRITERIA	59
Appendix A.	CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM A-1	
Appendix B.	EQUAL EMPLOYMENT OPPORTUNITY POLICY	B-3
Appendix C.	PROOF OF QUALIFICATION TO DO BUSINESS IN THE STATE OF ARKANSAS	C-5
Appendix D.	MINORITY BUSINESS POLICY	D-6



**State of Arkansas
 Bureau of
 Legislative Research**

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

REQUEST FOR PROPOSAL

RFP Number: BLR-190002	
Commodity: State Transportation Department Oversight Consulting Services	Proposal Opening Date: June 14, 2019
Date: May 20, 2019	Proposal Opening Time: 4:00 P.M. CDT

PROPOSALS SHALL BE SUBMITTED IN HARD COPY AND ELECTRONIC FORMAT AND WILL BE ACCEPTED UNTIL THE TIME AND DATE SPECIFIED ABOVE. THE PROPOSAL ENVELOPE MUST BE SEALED AND SHOULD BE PROPERLY MARKED WITH THE PROPOSAL NUMBER, DATE AND HOUR OF PROPOSAL OPENING, AND VENDOR'S RETURN ADDRESS. THE ELECTRONIC SUBMISSIONS SHOULD BE CLEARLY MARKED AS A PROPOSAL IN RESPONSE TO RFP NO. BLR-190002. IT IS NOT NECESSARY TO RETURN "NO BIDS" TO THE BUREAU OF LEGISLATIVE RESEARCH.

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

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

Company Name: Guidehouse LLP

Name (type or print): Todd Hoffman

Title: Partner

Address: _____

Telephone Number: (917) 664-6188

Fax Number: (202) 393-0728

E-Mail Address: thoffman@guidehouse.com

Identification: 82-4596065	
Federal Employer ID Number	Social Security Number

**FAILURE TO PROVIDE TAXPAYER IDENTIFICATION NUMBER MAY
 RESULT IN PROPOSAL REJECTION**

Business Designation (check one):	Individual []	Sole Proprietorship []	Public Service Corp []
	Limited Liability Partnership <input checked="" type="checkbox"/>	Corporation []	Government/ Nonprofit []

GENERAL DESCRIPTION:	State Transportation Department Oversight Consulting Services
TYPE OF CONTRACT:	Term

MINORITY BUSINESS POLICY

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

EQUAL EMPLOYMENT OPPORTUNITY POLICY

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

EMPLOYMENT OF ILLEGAL IMMIGRANTS

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

RESTRICTION OF BOYCOTT OF ISRAEL

Pursuant to Arkansas Code § 25-1-503, a public entity shall not enter into a contract with a company unless the contract includes a written certification that the person or company is not currently engaged in, and agrees for the duration of the contract not to engage in, a boycott of Israel. This prohibition does not apply to a company which offers to provide the goods or services for at least twenty percent (20%) less than the lowest certifying business.

By checking the designated box on the Proposal Signature Page, the Vendor agrees and certifies that they do not, and will not for the duration of the contract boycott Israel.

PROPOSAL SIGNATURE PAGE

Type or Print the following information:

Prospective Contractor Contact Information

Contact Person: Todd Hoffman Title: Partner
Phone: (917) 664-6188 Alternate Phone: _____
Email: thoffman@guidehouse.com

Confirmation of Redacted Copy

YES, a redacted copy of proposal documents is enclosed.

NO, a redacted copy of submission documents is not enclosed. I understand a full copy of non-redacted submission documents will be released if requested.

Note: If a redacted copy of the proposal documents is not provided with the Vendor's proposal, and neither box is checked a copy of the unredacted documents will be released in response to any request made under the Arkansas Freedom of Information Act (FOIA).

Illegal Immigrant Confirmation

By signing and submitting a response to this RFP and by certifying online at <https://www.ark.org/dfa/immigrant/index.php/disclosure/submit/new>, the Vendor agrees and certifies that they do not employ or contract with illegal immigrants. If selected, the Vendor certifies that they will not employ or contract with illegal immigrants during the aggregate term of the contract.

Israel Boycott Restriction Confirmation

By checking the box below, the Vendor agrees and certifies that they do not boycott Israel, and if selected, will not boycott Israel during the aggregate term of the contract.

Vendor does not and will not boycott Israel.

An official authorized to bind the Vendor to a resultant contract shall sign below.

The Signature below signifies agreement that any exception that conflicts with the requirements of this RFP will cause the Vendor's proposal to be disqualified.

Authorized Signature:  Title: Partner
Printed/Typed Name: Todd Hoffman Date: 6/14/2019

1.0 SECTION I. GENERAL INFORMATION

1.0 INTRODUCTION

Section 1.0. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.1 ISSUING AGENCY

Section 1.1. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.2 SCHEDULE OF EVENTS

<i>Release RFP</i>	<i>May 20, 2019</i>
<i>Deadline for submission of questions</i>	<i>June 7, 2019</i>
<i>Closing for receipt of proposals and opening of proposals</i>	<i>June 14, 2019 at 4:00 p.m. CDT</i>
<i>Evaluation of proposals by BLR</i>	<i>June 15, 2019 to June 28, 2019</i>
<i>Proposals released to Subcommittee</i>	<i>June 28, 2019</i>
<i>Selection of Vendors to make Oral Presentations</i>	<i>To Be Announced by Subcommittee</i>
<i>Oral Presentations/Intent to Award</i>	<i>To Be Announced by Subcommittee</i>
<i>Approval of draft contract by the Policy-Making Subcommittee of the Legislative Council</i>	<i>August 14, 2019</i>
<i>Approval of final contract by the Legislative Council</i>	<i>August 16, 2019</i>
<i>Contract Execution and Start Date</i>	<i>Upon approval of the Legislative Council</i>

Proposals are due no later than the date and time listed on Page 1 of the RFP.

Section 1.2. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.3 CAUTION TO VENDORS

Section 1.3. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.4 RFP FORMAT

Section 1.4. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.5 ALTERATION OF ORIGINAL RFP DOCUMENTS

Section 1.5. Guidehouse acknowledges and agrees with the requirements set forth in this section and provides a separate document outlining our exceptions to BLR's terms submitted along with this proposal.

1.6 REQUIREMENT OF AMENDMENT

Section 1.6. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.7 RFP QUESTIONS

Section 1.7. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.8 SEALED PRICES/COST

Section 1.8. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.9 PROPRIETARY INFORMATION

Section 1.9. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.10 DELIVERY OF RESPONSE DOCUMENTS

Section 1.10. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.11 BID EVALUATION

Section 1.11. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.12 ORAL AND/OR WRITTEN PRESENTATIONS/DEMONSTRATIONS

Section 1.12. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.13 INTENT TO AWARD

Section 1.13. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.14 APPEALS

Section 1.14. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.15 PAST PERFORMANCE

Section 1.15. Due to the Use and Ownership requirements in our contracts, we are unable to share final client deliverables outside of the respective agencies. We do however maintain the rights to the background materials and general know-how. In order to avoid violating our contract terms please reference the supplemental redacted deliverables and work samples for your review in file "Guidehouse_State of Arkansas_RFP BLR-190002_RFP Response - Written Documentation."

1.16 TYPE OF CONTRACT

Section 1.16. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.17 PAYMENT AND INVOICE PROVISIONS

Section 1.17. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.18 PRIME CONTRACTOR RESPONSIBILITY

Section 1.18. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.19 DELEGATION AND/OR ASSIGNMENT

Section 1.19. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.20 CONDITIONS OF CONTRACT

Section 1.20. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.21 STATEMENT OF LIABILITY

Section 1.21. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.22 AWARD RESPONSIBILITY

Section 1.22. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.23 INDEPENDENT PRICE DETERMINATION

Section 1.23. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.24 PUBLICITY

Section 1.24. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.25 CONFIDENTIALITY

Section 1.25. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.26 PROPOSAL TENURE

Section 1.26. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.27 WARRANTIES

Section 1.27. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.28 CONTRACT TERMINATION

Section 1.28. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.29 VENDOR QUALIFICATIONS

Transportation

When assessing process and operations, it is imperative to know your industry. Our team will leverage the know-how we have accumulated during countless projects with large transportation authorities across the country, to bring you the knowledge and guidance you need and expect from Guidehouse. We have worked with the largest transportation agencies in the country at the federal, state and local levels, including the US DOT, US FTA, CDOT, MassDOT, Florida DOT, New York State DOT, SEPTA, Amtrak, MTA, CTA, and Metra, to name a few. We have supported the transportation agencies on various initiatives, including strategy, sourcing, workforce planning, project management, process improvement, and organizational assessments. We understand the transportation trends that DOTs around the country face: aging infrastructure, rising costs, reduction in government investment, and cybersecurity threats. We bring an integrated network of resources with transportation experience and technical proficiency, including a State and Local (S&L) practice, Capital Projects & Infrastructure (CP&I) team, and a dedicated DOT/FAA team, to solve critical problems plaguing our transportation clients.

Business Process and Organizational Structure

Guidehouse has extensive experience working with clients to assess current state business processes, develop future state visions, and craft executable recommendations to help our clients realize their objectives. We analyze ways to make improvements to back office processes in order to become more streamlined and cost-efficient – and ultimately to better deliver on mission critical goals. Our recommendations are not one-size-fits-all, but are tailored to meet the unique needs of our clients. We insist on truly understanding the strengths and challenges of our clients' existing operating processes. We map a future-state vision that is not just a list of best practices, but rather a vision molded to fit our client. This thoughtful analysis and evaluation generates recommendations that are specific and actionable.

The best recommendations mean nothing if they are not implemented. With Guidehouse, you get a “strategy through implementation” approach to support you through the entire lifecycle of a business process transformation. After analyzing the gaps between the current and future state processes, we work closely with our clients to develop tailored implementation plans with prioritized recommendations, attainable timelines, and change management strategies. Our goal

is to set up our clients with the resources they need to continue the success of a project long after the engagement has ended. Our detailed qualifications are listed in section 5.5: Vendor Qualifications. Additionally, we provide proof that Guidehouse is qualified to do business in the state of Arkansas with documentation attached in Appendix D.

1.30 NEGOTIATIONS

Section 1.30. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.31 LICENSES AND PERMITS

Section 1.31. Guidehouse acknowledges and agrees with the requirements set forth in this section.

1.32 OWNERSHIP OF DATA & MATERIALS

Section 1.32. Guidehouse acknowledges and agrees with the requirements set forth in this section.

2.0 SECTION 2. OVERVIEW

2.0 DEPARTMENT OF TRANSPORTATION STUDY OVERVIEW

Section 2.0. Guidehouse acknowledges and agrees with the requirements set forth in this section.

2.1 OBJECTIVES

Section 2.1. Guidehouse acknowledges and agrees with the requirements set forth in this section.

**3.0 SECTION 3. STATE TRANSPORTATION DEPARTMENT OVERSIGHT
CONSULTING SERVICES**

3.0 SCOPE OF WORK/SPECIFICATIONS

Section 3.0. Guidehouse acknowledges and agrees with the requirements set forth in this section.

3.1 STATE TRANSPORTATION DEPARTMENT OVERSIGHT CONSULTING

Section 3.1. Guidehouse acknowledges and agrees with the requirements set forth in this section.

3.2 PROCUREMENT OF GOODS AND SERVICES

Section 3.2. Guidehouse acknowledges and agrees with the requirements set forth in this section.

4.0 SECTION 4. COST PROPOSAL

4.0 COMPENSATION

Section 4.0. Guidehouse acknowledges and agrees with the requirements set forth in this section.

4.1 PAYMENT SCHEDULE

Section 4.1. Guidehouse acknowledges and agrees with the requirements set forth in this section.

4.2 TRAVEL, LODGING, AND MEALS

Section 4.2. Guidehouse acknowledges and agrees with the requirements set forth in this section.

5.0 SECTION 5. ADDITIONAL VENDOR REQUIREMENTS

5.0 COMPREHENSIVE VENDOR INFORMATION

Section 5.0. Guidehouse acknowledges and agrees with the requirements set forth in this section.

5.1 VENDOR PROFILE

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

Requested Vendor Information	Vendor Response
Business Name	Guidehouse LLP
Business Address	1800 Tysons Blvd, 7th Floor, McLean, VA 22102
Alternate Business Address	Todd Hoffman Guidehouse LLP 708 Main St. Houston, TX 77002
Primary Contact Name, Title, Telephone, Fax, and E-mail Address	M. Todd Hoffman Partner 1800 Tysons Boulevard, 7th Floor McLean, VA 22102-4257 Telephone (917) 664-6188 thoffman@guidehouse.com www.guidehouse.com
Number of Years Guidehouse has been in business	5 years as PricewaterhouseCoopers Public Sector LLP, which became Guidehouse LLP in 2018. PricewaterhouseCoopers Public Sector LLP, formerly a part of the PricewaterhouseCoopers network, which traces its roots back more than 150 years.
Proof that the Vendor is qualified to do business in the State of Arkansas	Attached in Appendix D.
Name and address of stockholders	Guidehouse Holding Corporation, Parent (99% stockholder), 1800 Tysons Blvd, 7th Floor, McLean, VA 22102
A disclosure of all the states and jurisdictions in which the Vendor does business and the nature of the business for each state or jurisdiction. A disclosure of all the states and jurisdictions in which the Vendor has contracts to supply the type of services requested under this RFP and the nature of the goods or services involved for each state or jurisdiction	Guidehouse LLP has entered into hundreds of contracts over the last 3 years with a number of federal, state and local and international government agencies. Guidehouse LLP provides management, technology, and strategy consulting services to a number of federal, state and local, and international government clients. Guidehouse LLP is registered to do business in 49 of the 50 States and the District of Columbia. We perform work nationally in, including but not limited to, Alabama, Arkansas, California, Colorado, the District of Columbia, Florida, Georgia, Illinois, Indiana, Michigan, Maryland, Massachusetts, New York, Ohio, Tennessee, Texas, and Virginia. Due to the large volume of work and far-ranging nature of our practices, we cannot provide an exhaustive list of each contract and service we perform. Alternatively, we have prepared a list of the contracts below in Section 5.5.6 (Provision of Similar Services by Guidehouse) that are the most relevant to the work being proposed.
A disclosure of the details of any finding or plea, conviction, or adjudication of guilt in a state or federal court of the Vendor for any felony or any other criminal offense	We can confirm no to disclosures for any finding or plea, convictions, bankruptcy, or pending litigation.

Requested Vendor Information	Vendor Response
<p>other than a traffic violation committed by the persons identified as management, supervisory, or key personnel. A disclosure of the details of any bankruptcy, insolvency, reorganization, or corporate or individual purchase or takeover of another corporation, including without limitation bonded indebtedness, and any pending litigation of the Vendor</p>	
<p>A disclosure of any conflicts of interest on the part of the Vendor or its personnel that will be working on this project</p>	<p>Guidehouse, upon knowledge and belief, is not aware of any facts that create an actual or perceived conflict of interest relating to the award of this contract. Guidehouse will use commercially reasonable methods to anticipate potential risks and comply with regulations, policies, and procedures. Should Guidehouse identify an actual or perceived conflict of interest during engagement delivery, Guidehouse will discuss their analysis with the Bureau of Legislative Research and propose a mitigation plan if needed.</p>

5.2 GENERAL INFORMATION

Section 5.2: Guidehouse acknowledges and agrees with the requirements set forth in this section. Please refer to our proposed staff capabilities in Section 5.5.3.

5.3 DISCLOSURE OF LITIGATION

Guidehouse understands the requirements of paragraph 5.3 and confirms there are no disclosures for any finding or plea, convictions, bankruptcy, pending litigation for Guidehouse, its joint ventures, strategic partners, prime contractor team members, and subcontractors. Guidehouse also understands that this requirement is a continuing obligation and agrees to keep the BLR informed of any future litigation.

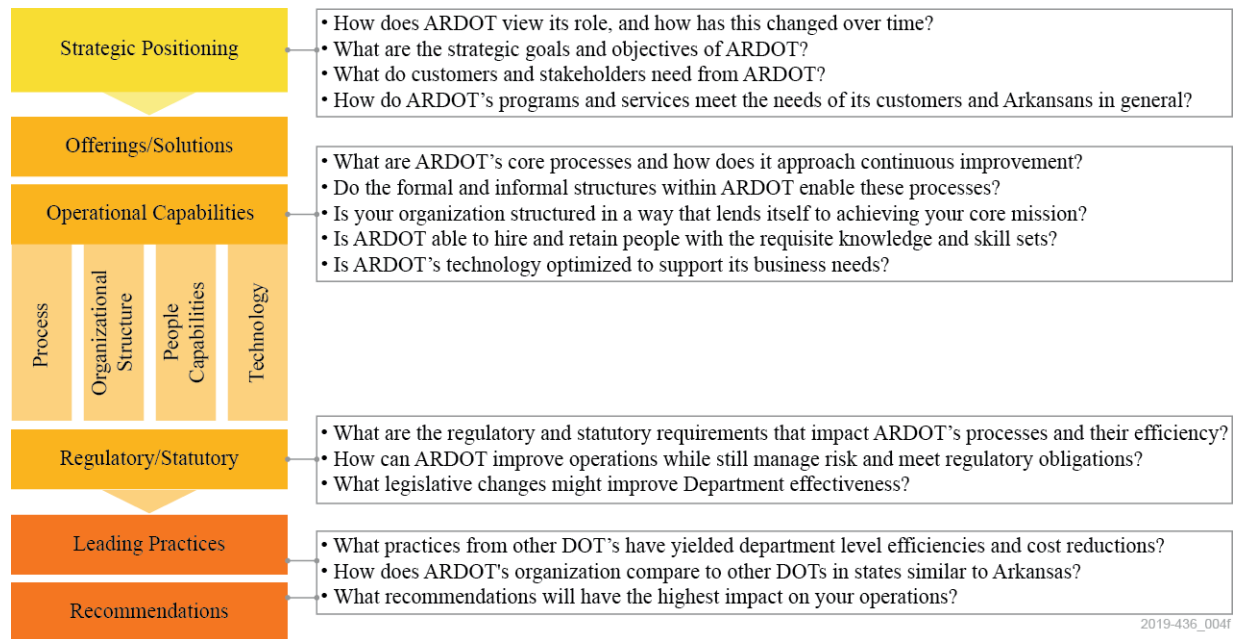
5.4 EXECUTIVE SUMMARY

Our Understanding

With the passage of landmark legislation (SB 336), it is abundantly clear that 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. Nevertheless, with such a sizeable investment, the Legislature and Arkansas Taxpayers seek independent reassurance that the dollars are being spent wisely and we believe that a study such as this one will help make sure dollars are optimized and transportation activities are high-impact and high-value. In addition to efficiency, we understand that the Legislature is also focusing on how regulations may help or hinder efficiency. Regulations play an important role in also protecting taxpayers’ investments, but they can also slow progress. We will work with the Bureau of Legislative Research (BLR), using our subject matter experts in transportation and process improvement to find the appropriate balance of efficiency and regulation – and support ARDOT’s mission to “provide safe and efficient transportation solutions to support Arkansas’ economy and enhance the quality of life for generations to come.”

Our Approach

In our extensive experience with projects of this nature, all thorough process and organizational assessments such as this one need to start with a clear understanding of what the agency - and by extension, its divisions - are trying to accomplish before determining the process and technology improvements, organizational structure, and capabilities that are needed to meet ARDOT's goals. Our team will use the **Target Operating Model (TOM)** to provide clarity on what ARDOT should do, how it should be organized, and how it should serve the public. Guidehouse will start by examining what ARDOT does and how it does it, as described in six tasks that focus on Department strategy, operational capabilities, and the statutory/regulatory environment. ARDOT's mission may be well defined but how it accomplishes it may be less clear, and the regulatory requirements that govern the diverse programs may require unique considerations.



2019-436_004f

Figure 1. Target Operating Model (TOM)

For this project, our team has developed a 5 month project approach that will document ARDOT's existing processes, organizational structure, regulatory environment, people and technology capabilities and create recommendations to create a future-state vision that aligns its organizational mission and vision. An overview of our activities and deliverables for this engagement are outlined below.

	Phase 0: Project Planning	Phase 1: Current State Assessment	Phase 2: Recommendations and Roadmap
Objective	<ul style="list-style-type: none"> • Align expectations, confirm requirements and timelines 	<ul style="list-style-type: none"> • Define ARDOT's strategic position, operational capabilities, and regulatory environment for the entire organization, with a deeper focus on the expenditures and procurement processes 	<ul style="list-style-type: none"> • Develop recommendations that address challenges identified in the current state assessment
Activities	Key Activities <ul style="list-style-type: none"> • Hold kick-off meeting • Develop project schedule 	Key Activities <ul style="list-style-type: none"> • Facilitate strategy session with senior leadership • Define key functional areas and strategic positioning 	Key Activities <ul style="list-style-type: none"> • Review pain-points and identify recommendations for improvements and efficiencies

	Phase 0: Project Planning	Phase 1: Current State Assessment	Phase 2: Recommendations and Roadmap
	<ul style="list-style-type: none"> Standardize status reporting process and template Establish project governance structure 	<ul style="list-style-type: none"> Review existing documentation including organization, process, technology, regulatory, expenditures, and internal controls documents Interview key stakeholders Document key process flows and pain points 	<ul style="list-style-type: none"> Identify functional best practices of similar state Highway Departments/DOTs Prioritize and sequence recommendations based on impact/effort assessment Determine recommendations on legislation Draft final recommendations report Assist with draft legislation based on recommendations
Deliverables	<ul style="list-style-type: none"> Project schedule Project Management Plan 	<ul style="list-style-type: none"> ARDOT’s strategic vision Current state assessment of agency operations capabilities: Process, org Structure, people capabilities, and technology Regulatory risk assessment with opportunities to streamline processes 	<ul style="list-style-type: none"> Future state recommendations report and roadmap Draft legislation Testimony (where necessary)

In addition, beyond this 5 month time-frame, our team will be available to provide additional support as needed specifically as it relates to conducting additional ARDOT related analyses, and assisting with drafting any subsequent legislation or providing additional testimony.

Why Guidehouse

Process and organizational assessment projects can be sensitive, and an experienced partner will help you traverse the critical steps in the process. Our capability to be successful comes from our ability to bring a cross-disciplinary team of experts to multi-faceted projects like this one – combining *strategic, financial and operational considerations* – in highly dynamic environments. Guidehouse brings together our process, people, and technology assessments expertise; with deep experience in the transportation sector and with state and local governments to be the ideal partner for this project.

Guidehouse supported the Southeastern Pennsylvania Department of Transportation (SEPTA) in developing recommendations to modernize and optimize their core Inventory Management processes. SEPTA continues to implement our recommendations and recently asked us to help them address specific challenges in the report.

We understand that your goals are to help ARDOT optimize the State’s transportation investment and ensure that this investment is high impact and high value. This is not an easy task, and Guidehouse has the expertise to help you navigate this process. As with all efforts involving multiple and diverse stakeholders, the “art and science” of process redesign and organizational assessments will lie in sifting through the various individual voices to craft a cohesive plan that will collectively align with the mission and goals of the State, but most importantly, your customers and taxpayers themselves.

Guidehouse supported the Federal Transportation Administration in developing a methodology to manage projects, expenditures, budgets, and risks associated with protecting close to \$100 Billion in transit infrastructure projects.

5.5 *VENDOR'S QUALIFICATIONS*

5.5.1 Professional History

Guidehouse LLP (formerly PricewaterhouseCoopers Public Sector LLP) has been supporting US government agencies for more than 120 years. We are proud of our track record of successful service to government agencies across the US and, in particular, our reputation for delivering exceptional results and building trust with our clients. Guidehouse's State and Local Government practice is a leader in helping cities and states execute change. Our State and Local Government Practice is focused on connecting citizens with government, planning and driving local investments, and increasing efficiency to promote long-term economic, environmental, social, and cultural prosperity. Our services cover strategy through execution for our clients' critical business needs, including strategic planning, business process redesign, HR transformation, enterprise information management, data analytics, cybersecurity, and technology modernization.

5.5.2 Current Accounts

Guidehouse LLP has entered into hundreds of contracts over the last 3 years with a number of federal, state and local and international government agencies. Due to the large volume of work and far-ranging nature of our practices, we cannot provide an exhaustive list of each contract and service we perform. Alternatively, we have prepared a list of the contracts below in Section 5.5.6 (Provision of Similar Services by Guidehouse) that are the most relevant to the work being proposed.

5.5.3 Organizational Chart and Staff

Todd Hoffman will be assigned as the Lead Engagement Partner to oversee the quality of our deliverables and services. Mr. Hoffman is a Guidehouse Partner running the Texas/South region, and has been the Lead Engagement Partner for several engagements with various Arkansas State Departments. Mr. Hoffman has more than 30 years of experience helping companies and governments develop innovative strategies to achieve improvements in overall performance. Our Partners are owners of the firm, and they are ultimately accountable for the quality of all services we provide to the BLR under this contract.

Raquel Malmberg will be the Project Director and will oversee all contractual issues, handle overall agency relationship management, and work with the Engagement Manager to oversee the team's performance and review deliverables. 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 government before joining Guidehouse.

Our Project Manager will be responsible for managing the day-to-day of the account, and our remaining team members combined, have significant public sector experience as well as specialties in large scale transformation, operations assessments, business process reengineering, data analytics, project management, and transportation. In addition, each member of our team has experience successfully providing services of similar nature, quality, and complexity as this engagement. As a result, the entire team can hit the ground running and get up to speed quickly.

Additionally, we seek to offer you a team that has deep subject matter expertise and understands the nuances and complexities related not only to state Departments of Transportation, but also organization review and transformation. Our team is adept in the theory and practical implementation of changes and will work to make reasonable recommendations and develop an implementation plan that is clear and practical. Riz Shah will be assigned to provide expertise in capital projects & infrastructure. Riz has over 19 years of experience and leads the firm's Public Sector capital projects & infrastructure practice nationally. An architectural engineer with a background in construction management and design build delivery, he has more than 19 years of professional services experience advising clients in both the public and commercial sectors on improving infrastructure delivery and capital project performance on some of the largest and highest profile construction programs around the world in the heavy civil, transportation, and energy sectors. Riz routinely works with and presents to senior government executives and elected officials, boards, city management and state legislatures in recommending and implementing solutions.

Below you will find our core team along with a group of Subject Matter Experts who provide expertise to our core team as needed.

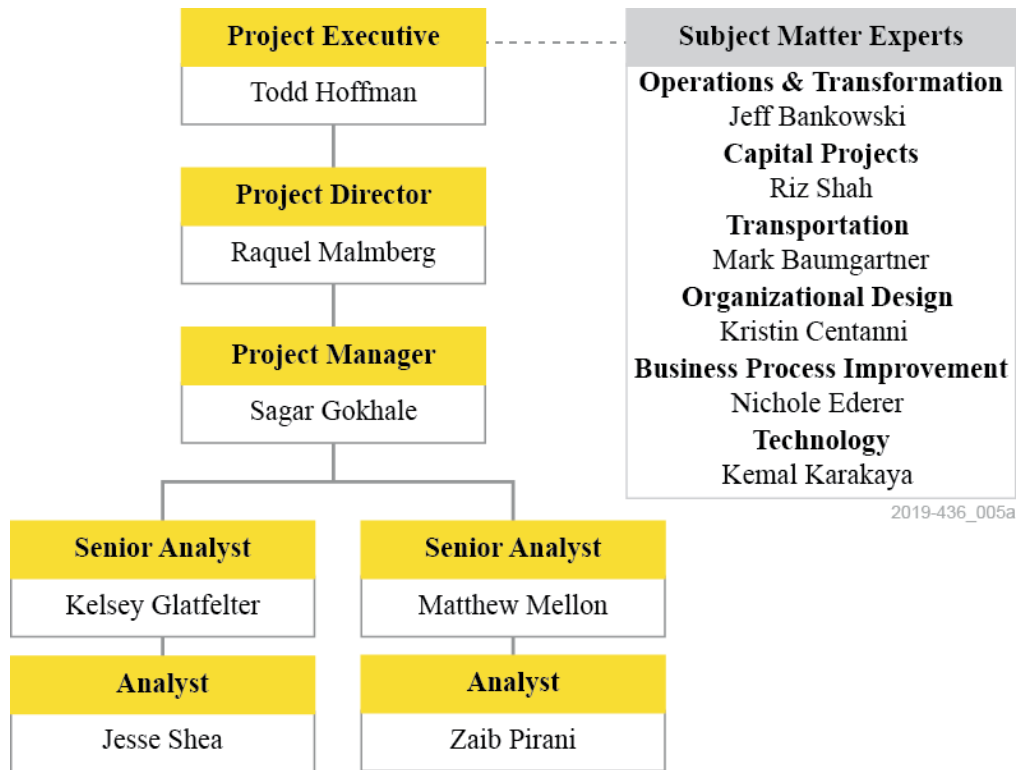


Figure 2. Organizational Chart

On the following page, we provide additional detail on the qualifications of our core team and Subject Matter Experts in the Resumes section.

Resumes

Name	Todd Hoffman
Proposed Role	Engagement Partner
Certifications	<ul style="list-style-type: none"> • Certified Six 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 achieve improvements in performance. He has worked with health care, retail, government and energy companies. In the public sector Todd has been serving clients as they seek to enhance service to citizens, reduce costs, increase efficiency and implement process improvements. Todd is a leader with strong project/program management, implementation delivery, and architecture skills experience. He has led large scale engagements including financial enterprise risk assessments, large scale procurement engagements, 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 has 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 the 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 re-structuring 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 5 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 3 “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 that 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	Raquel Malmberg
Proposed Position	Engagement Director
Degree/Education	<ul style="list-style-type: none"> • Master of Urban Planning, New York University • BA, 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 over 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 around 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. Ms. Malmberg manages a team of consultants to support the office in administering the CDBG-DR program in a variety of areas – 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 & 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 has released a survey to solicit feedback from as many customers as possible and is conducting 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	Manager
Degree/Education	<ul style="list-style-type: none"> • Bachelor of Arts in Mathematics and Statistics • Master of Science, Mathematics and Education
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 delivered on their mission critical services.</p> <p>Sagar has led teams preparing strategic planning, financial, operational, statistical, stakeholder, and industry “best practices” analyses to support the client’s critical business functions. Additionally, Sagar has managed projects involving the design and implementation of department level process infrastructure improvement initiatives. As a result, Sagar is adept at gathering and consolidating data from a variety of sources to support business analysis and solution development.</p>	
Relevant/Key Experience	
<ul style="list-style-type: none"> • For the Railroad Commission of Texas (RRC), Sagar is the current 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 will draft a future state report that includes 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 re-structuring 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 5 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 3 “Quick Wins” initiatives projected to save the state close to \$19M in one year. • For almost 7 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 School reviews to evaluate whether those organizations were academically, operationally and financially able to deliver expected outcomes. 	

Name	Kelsey Glatfelter
Proposed Position	Senior Analyst
Certifications	<ul style="list-style-type: none"> • Certified Change Management Professional (CCMP)
Degree/Education	<ul style="list-style-type: none"> • Bachelor of Arts, Journalism and Psychology, The George Washington University

Summary of Qualifications

Kelsey has eight years of marketing experience specializing in the creation, deployment, and analysis of strategic communications and marketing materials. Having been involved in the development of digital, print, video, and social marketing resources, Kelsey is adept at developing tailored resources to a variety of stakeholders through innovative applications such as reports, articles, brochures, and whitepapers. Many of Kelsey’s previous projects have distilled information from a number of sources to create cohesive marketing resources that informed audiences—both technical and general public—and translated well for use in a variety of communications mediums.

Recent/Key Qualifications

- Operations Governance Board and Office of Information Technology Process Synchronization, Federal Aviation Administration (FAA). Kelsey led a six month effort in 2018 to optimize the synchronization of two risk-based governance processes for acquisition approvals processes, which ultimately led to decreased customer burden and improved process timeline efficiencies. Kelsey developed a project management plan that included business stakeholder analysis, meeting agenda and facilitated activities, offsite meeting logistics including attendee management, and follow-up activities including outbriefs and supporting communications resources.
- International Association of Geriatrics and Gerontology 2017 World Congress, The Gerontological Society of America. Kelsey led the marketing and communications efforts as well as coordinated attendee engagement activities for a quadrennial scientific conference with more than 6,000 attendees. Using multi-channel marketing strategies and content that translated scientific research with brand goals, Kelsey developed a personalized story appealing to diverse audiences in order to support the registration and on-site meeting facilitation goals. On site, Kelsey managed a four-day registration area as well as the opening attendee reception.
- Air Traffic Controller Association (ATCA) 2018 Annual Meeting, Guidehouse. Kelsey led the first exhibit booth for Guidehouse at the ATCA annual conference. She coordinated with the Guidehouse marketing team to develop a focused approach that highlighted transportation-specific collateral tailored to the conference attendees. Kelsey managed the booth logistics, giveaways, registration, set up and break down, as well as read-aheads for booth staff.
- Operations Support Pathway, Federal Aviation Administration (FAA). Kelsey led the creation of customer feedback infographics after identifying a need to benchmark customer satisfaction ratings for an FAA governance process. She identified the stakeholders and facilitated interviews that informed a broader process improvement effort for the Agency. The infographics included quantitative and qualitative feedback from multiple stakeholders so to provide a holistic review of the process and identify trends for improvement opportunities. The infographics were presented to the governing board as well as the acquisition office leadership.

Name	Matthew Mellon
Proposed Position	Senior Analyst
Degree/Education	<ul style="list-style-type: none"> • MPP, Gerald R. Ford School of Public Policy, University of Michigan – Ann Arbor • MPH, School of Public Health, University of Michigan – Ann Arbor • BA, History, Xavier University
Summary of Qualifications	
<p>Matthew is a Senior Associate in Guidehouse’s US State and Local Government Advisory Practice, with a background 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/Key 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 5-year facilities consolidation and modernization project. He manages an 8-person communications workstream and a 7 person workstyle modernization workstream 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 state-wide 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 re-structure to facilitate further business development and strategic optimization. • Provided analysis and external benchmarking on a southern state’s plan to transform its departmental organization and streamline cabinet-level agencies. Delivered 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	Jesse Shea
Proposed Position	Analyst
Degree/Education	• Bachelor of Arts in Economics
Summary of Qualifications	
<p>Jesse is an Experienced Associate for Guidehouse’s State and Local Government Advisory Practice. He has over 2.5 years of experience providing strategy and litigation consulting services to Fortune 500 companies, NGOs, and state government agencies. He has served clients in several industries including healthcare, technology, finance, industrial services, and education.</p>	
Relevant/Key Experience	
<ul style="list-style-type: none"> • On behalf of the Business Leaders for Michigan, a non-profit round-table of business executives and higher education leaders in Michigan, Jesse completed an efficiency assessment of administrative spending in Michigan’s K-12 education system. Jesse lead multiple research streams, including literature review, creating interview guides for interviews with education leaders and stakeholders in Michigan and in benchmark states, development and distribution of a survey to all 895 educational entities in the state, analysis of statistical outliers using Michigan’s K-12 spending data, and a benchmarking analysis of Michigan’s spending against aspirational peer states. Jesse analyzed the outputs of these research streams to help draft a current state report, identify pain points, and recommend operational changes. Jesse quantified opportunities for annual cost savings and up-front investment for each recommendation. These recommendations are expected to result in up to \$775 million in annual cost-savings for the state. • For a Fortune 500 healthcare company, Jesse completed a strategy engagement mapping the current state of pharmacy benefit manager’s (PBM’s) roles in the healthcare industry, highlighting industry trends and innovations, and mapping potential future states of the healthcare industry. Jesse reviewed industry reports and helped to facilitate interviews with industry executives and thought leaders. Jesse supported the identification of pain points and inefficiencies in the current system, identified best practices in PBM contracting, highlighted recent industry trends and innovations, and proposed near- and medium-term solutions for the client to increase its leverage in PBM contracting and better position itself to adapt to changes in the healthcare industry in the future. • For a Fortune 500 healthcare company, Jesse helped build a cost-effectiveness model in Excel for a novel gene-editing cancer therapy. Jesse reviewed medical literature and government sources to gather unstructured data, conduct data validation, and link the data into the model. Jesse built impactful dashboards and macro-based control panels into the model to help the client analyze potential price points of the therapy. • To support the workforce development strategy of a Midwestern state, Jesse aggregated sources of employment data and to design an “impact score” algorithm that assessed the projected economic impact of investment in different professions across the state. The impact score was based on projected industry demand, average wages, and likelihood of automation over a 20 year time horizon and was used to prioritize workforce development investments. 	

Name	Zaib Pirani
Proposed Position	Analyst
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 associate in Guidehouse’s US State and Local Government Advisory Practice. While he is in this first year at the firm, 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/Key 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 over 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 an 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 that we 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 so the legislative team could determine if the bills aligned with the representative’s political platform While working at the Texas Department of Transportation (TxDOT), Zaib assisted in creating and implementing a training and development plan for over 2,000 Texas government employees by conducting surveys and analyzing customer feedback. Zaib compiled these survey responses in an excel file that offered insight into each specific division at TxDOT and how prepared they were for the coming changes in the organization. 	

Name	Kemal Karakaya
Title	Subject Matter Expert, Technology
Degree/Education	<ul style="list-style-type: none"> • MBA, General Management, University of Maryland • BSE, 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 worked with telecommunications companies for customer value management, campaign design and churn reduction initiatives. For the last three years, Kemal has been focusing on shared services strategy development and implementation.</p>	
Relevant/Key Experience	
<ul style="list-style-type: none"> • For the Metropolitan Transportation Authority (MTA), Kemal served as the project director for a thorough organizational assessment of MTA HQ departments. The team conducted more than 80 stakeholder interviews and studied existing documents to draft service catalogues and document 125 process flows with accompanying detail. The current state assessment identified over 50 pain points, which were categorized into five central themes on structure, process, and technology that affects quality and impedes efficiency. His team delivered additional staffing and benchmarking analyses, and developed key recommendations. • For the New York Metropolitan Transportation Authority (MTA), Kemal is the engagement director for an assessment of the MTA’s Intranet IT Infrastructure and business processes, providing recommendations to assist the MTA to move towards a more modern Intranet solution. In order to understand the current state of Intranet management and IT processes, Kemal led the team in conducting interviews and workshops with over 90 stakeholders to identify pain points and distill key areas of opportunities to consolidate the Intranet sites into a more modern solution. To ensure buy-in from executive stakeholders, Kemal led the team in building a business case for the portfolio of software products, ensuring that key requirements and features for a modern Intranet solution were met, weighing cost and meeting MTA needs. • For a major public transit agency, Kemal managed the Independent Verification and Validation (IV&V) Team. The project involved upgrading HCM, FSCM and P2P modules and also reviewing and validating existing business processes. Guidehouse team performed quality assurance and quality control activities at both the functional and technical levels to verify and validate implementation vendor’s resources’ work for completion and adequacy. Furthermore, the Guidehouse team ensured stakeholder readiness by evaluating varying concerns/needs, while systematically escalating and mitigating threats/barriers. • For the Southeastern Pennsylvania Transportation Agency (SEPTA), Kemal led the team that performed current state and future state assessments for the Authority’s management training programs. The team interviewed senior level stakeholders, conducted focus groups, reviewed over 100 documents, and administered a survey in order to determine pain points and areas of opportunity for the Authority in preparing their supervisory workforce to handle managerial challenges. Following the current state assessment, the team conducted interviews with peer transit agencies to understand best practices in the area of management training. Based off of these and leading practices research, the team developed a set of recommendations around six main areas, including developing an internal governance team to create and track an Authority-wide learning and development strategy. 	

Name	Jeff Bankowski
Title	Subject Matter Expert, Operations and Transformation
Certifications	<ul style="list-style-type: none"> • Certified Public Accountant (CPA) • Certified Internal Auditor (CIA) • Certified Risk Management Assurance (CRMA)
Degree/Education	<ul style="list-style-type: none"> • Master of Business Administration, DePaul University • Bachelor of Business Administration, 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>	
Relevant/Key Experience	
<ul style="list-style-type: none"> • Appointed by the Governor of Michigan in 2015, Jeff was the Chief Internal Auditor of the State. Jeff was tasked with building an enterprise internal audit and controls practice focused on improving operational and information technology controls to ensure the State was managing risk and operating effectively • At the request of the Legislature and the Governor’s office, oversaw the remediation of internal control material weaknesses and significant deficiencies highlighted in the State’s IT Infrastructure. Working in partnership with the State’s Chief Information Officer, Jeff and his team identified opportunities around infrastructure, IT controls, security over system and data access, business continuity and program management • Oversaw all internal audits and internal control assessments for all state critical functions as well as quarterly reporting to the Enterprise Risk and Control Committee to prioritize the evaluation of Michigan’s control environment • Led annual benchmarking and best practice sharing with the State of Ohio regarding internal controls, risk assessment, and anti-fraud, waste, and abuse programs • For a \$700 million publicly traded financial entity, Jeff was the Chief Audit Executive. He oversaw internal audit and compliance and coordinated with external auditors regarding risk assessment and Sarbanes-Oxley internal control requirements – both financial and information technology • Expertise advising on public sector auditing and Enterprise Risk Management 	

Name	Mark Baumgardner
Proposed Position	Subject Matter Expert, Transportation
Certifications	<ul style="list-style-type: none"> • Project Management Professional (PMP)
Degree/Education	<ul style="list-style-type: none"> • B.S., Accounting, University of Maryland, College Park • B.S., Decision Information Systems, University of Maryland, College Park
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 Department and Transportation (DOT). He has over 18 years of management consulting experience for Federal clients, including 14 years at the DOT.</p>	
Relevant/Key Qualifications	
<ul style="list-style-type: none"> • Mark serves as engagement partner for the Federal Department of Transportation, Federal Transit Administration, and Office of Transit Safety Oversight (TSO) teams. He has provided policy, process improvement, program management, change management, and strategic communications support since the inception of TSO in 2013. Mark developed a functional organization design for TSO, including benchmarking similar agencies, to determine best fit organization design. Mark oversaw the development of FTA’s process for assuming state safety oversight agencies (SSOAs) including a standardized assumption lifecycle, governance framework, and Standard Operating Procedures (SOPs), supported by risk monitoring tools to assess the risk of SSOA non-compliance. The team designed an agency-wide risk management governance process for industry-wide transit issues and risks in line with Safety Management System (SMS) principles. • For the Federal Transit Administration, Mark serves as engagement partner for a team providing risk management, process improvement, and human capital services to the Office of Capital Projects. He aided in the development of a Risk Evaluation Tool (RET) to standardize the oversight applied to major capital projects. The team worked with the cross functional work group to determine key risk factors and their impact on the associated oversight procedures prescribed by FTA. Mark serves as engagement partner for a team developing a Strategic Plan for the Coordinating Council for Access and Mobility (CCAM) as defined in the Fixing America’s Surface Transportation (FAST) Act. Mark developed a phased implementation plan to execute key initiatives in support of strategic plan objectives and is facilitating work groups with Federal agencies to develop detailed recommendations and action plans associated with key initiatives and strategic objectives. • Mark served as engagement director for a three-person team helping FTA to review and revise its Uniform System of Accounts (USOA), an accounting manual that serves as guidance for all public transit agencies to report financial data to the National Transit Database (NTD). He worked closely with FTA, transit industry specialists (including the project’s subcontractor, BCG Transportation) and transit agencies across the nation to identify issues and solutions for USOA revision. 	

Name	Nichole Ederer
Proposed Position	Subject Matter Expert, Business Process Improvement
Certifications	<ul style="list-style-type: none"> • Certified Sig Sigma Black Belt, American Society for Quality • Certified Project Management Professional, Project Management Institute
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>Ms. Ederer is a Manager in Guidehouse’s US State and Local Government Advisory Practice. She has over ten years of management consulting experience providing services to both federal and state and local government. Ms. Ederer’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>	
Relevant/Key Qualifications	
<ul style="list-style-type: none"> • For the Texas Department of Transportation (TxDOT), Ms. Ederer is the project manager overseeing the organizational change management activities associated with their campus consolidation initiative. The campus consolidation project is about increasing collaboration and innovation, and positioning TxDOT to be able to attract the next generation workforce. Ms. Ederer and her team are developing a change management strategy to increase engagement of the Department’s 2,500 employees impacted by the campus consolidation. • For the Pennsylvania Transportation Authority (SEPTA), Ms. Ederer managed a team to conduct a comprehensive organizational assessment of SEPTA’s warehouse and inventory life cycle processes. The team interviewed over 80 stakeholders and reviewed existing materials to document current state process maps and identify pain points related to people, process, and technology. Ms. Ederer led a benchmarking study to identify leading practices amongst peer authorities, and the team identified a portfolio of recommendations to address the current state challenges. • For the Texas Department of Transportation (TxDOT), Ms. Ederer led a business process reengineering study focused on reducing inefficiencies, non-value-added time, interest payments, and staffing requirements for TxDOT’s Accounts Payable (AP) workflow processes. As part of this effort, Ms. Ederer worked closely with stakeholders to document the As-Is AP processes, gathered TxDOT requirements for an e-Invoicing solution, developed the To-Be AP processes, and evaluated six possible e-Invoicing vendors. • For the U.S. Census Bureau, Ms. Ederer supported a business process reengineering and organizational assessment improving all of their data management processes, communication mechanisms, technology enablers, etc. Ms. Ederer supported the effort by documenting their As-Is organization and processes, conducting interviews to capture the Voice of the Customer (VOC) and the stakeholders’ ability to fulfill the customers’ needs, developing key findings, and providing recommendations for an improved To-Be state. 	

Name	Riz Shah
Proposed Role	Subject Matter Expert, Capital Projects
Degree/Education	<ul style="list-style-type: none"> B.S., Architectural Engineering, Construction Management, Business Administration, Penn State University
Summary of Qualifications	
<p>A specialist capital projects & infrastructure, Riz Shah has over 19 years of experience and leads the firm’s Public Sector capital projects & infrastructure practice nationally. An architectural engineer with a background in construction management and design build delivery, he has more than 19 years of professional services experience advising clients in both the public and commercial sectors on improving infrastructure delivery and capital project performance on some of the largest and highest profile construction programs around the world in the heavy civil, transportation, and energy sectors. Riz routinely works with and presents to senior government executives and elected officials, boards, city management and state legislatures in recommending and implementing solutions, and has regularly produced reports for the construction industry and also continues to speak at major industry events. Riz also serves as a board member for the College of Engineering at Penn State University.</p>	
Relevant/Key Qualifications	
<ul style="list-style-type: none"> Led engagement of the recovery and reconstruction activities for City-grantee which has received two HUD CDBG-DR grants. This includes coordination of all infrastructure planning and execution activities associated with emergency federal funding for disaster relief, working closely with city planners and federal agencies to complete capital planning, funding, environmental assessments, procurement and construction oversight, as well as independent reporting and compliance activities over disbursement of the appropriated funds. Provided oversight to State Grantees in Colorado and Harris County to implement and administer their FEMA Public Assistance program and HUD CDBG-DR programs. The Applicant Assistance Team is responsible for assisting DHSEM and the Public Assistance Applicants through the FEMA PA lifecycle including identifying damages and project scope definition, compliance with environmental regulations, procurement, and closeout by assisting in the disaster response and recovery following severe flooding that cause +\$500M of damage. Assisted New York GOSR with oversight and monitoring related to infrastructure and housing implementation vendors executing under HUD CDBG-DR and FEMA PA programs as part of the long term recovery underway following Superstorm Sandy. Led an engagement providing oversight of emergency funds associated with the reconstruction efforts in Kashmir post the catastrophic South East Asia earthquakes in October 2005. Provided advisory services in the reconstruction of primary health care centers and schools, coordinating efforts with multiple international aid organizations including USAID, DFID, World Bank and ADB, as well as donor organizations such as Pfizer, UPS, Xerox, GE and Citigroup. Led the team reviewing the construction contracting and project delivery systems employed for the \$20.5 billion U.S. reconstruction program in Iraq for the United States Inspector General’s office. He evaluated the procurement and program management structure of implementing agencies and contractors in Iraq, identifying deficiencies in controls, financial and contractual administration and management. 	

Name	Kristin Centanni
Proposed Role	Subject Matter Expert, Organizational Design
Certifications	<ul style="list-style-type: none"> • Prince 2 Project Management Foundation and Practitioner Certification • Prosci ADKAR Change Management Professional Certification
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. 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>	
Relevant/Key Qualifications	
<ul style="list-style-type: none"> • For a State Department of Transportation looking to modernize its workforce, Kristin led a team to analyze the current workforce landscape of over 3,500 personnel, evaluate HR data and emerging technology influencers on the transportation industry to develop future workforce strategic scenarios as options for resource planning and talent development. • For the third busiest US airport with revenue over \$760M, Kristin worked directly with the airport’s C-suite executives and leadership team to define a new organizational structure based on competitor research, best practices and cultural fit requirements. Kristin worked directly with the CEO and EVPs to revise the strategic plan and roll out the objectives, tactics and KPIs across all airport operations and for staff implementation. • For the operations and revenue accounting departments of a major suburban rail carrier, Kristin was the change management and training lead for a \$13M Oracle ERP implementation to extend the Oracle Retail Point of Sale application out to over 85 manned stations system wide. • For a City Office of Economic Development, Kristin led a team in conducting an organizational assessment of the City’s Housing Programs, focusing on structure and program delivery to enhance outcomes and impact to City residents. Findings from this assessment were presented to the Mayor and direct reports, along with recommendations for stakeholder engagement and communications. • For the 13th largest county in the US facing the largest deficit in history, Kristin worked on a rapid savings (\$100M) and program assessment to evaluate the current initiatives in-flight and provide analysis on strategic benefit areas of savings to consider. • For the Department of Budget for a large Northeastern US State government, Kristin worked on a rapid savings (\$30M) and reorganization assessment of merging three state transportation entities, developing funding, organizational design, and regional consolidation strategies. • For the largest state agency and correctional system of a US Southwestern State Government, Kristin oversaw a team that ran the PMO office and led the change management work stream for an agency-wide <i>Lean</i> management system transformation. Kristin led the team over a multi-year period as they rolled out the system across all 10 complexes and over 9,000 personnel. 	

5.5.4 Our Approach

Introduction

The RFP requests support in 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. As part of this study the RFP requests a study of best practices of comparable agencies to help inform recommendations. At the heart of a project like this – reviewing and streamlining business processes and assessing operations – is a desire to align activities to organizational objectives. Based on our past experience with similar projects, we have developed a Target Operating Model (TOM) framework that will guide our approach. TOM provides a holistic view how the Department could execute on its mission and objectives in the future. The TOM serves as a framework for understanding how an organization operates, how those operations contribute and support the organizational strategy, and will be leveraged in this engagement to guide a holistic assessment and evaluation of your operations. It is not enough to ask if operational capabilities are efficient, we must also understand why activities are being completed and whether they meet their intended objective.

We believe that the most effective approach is to confirm the Department’s strategic mission and vision and the corresponding functions or service offerings. Second, conduct a current state analysis of the department’s operational capabilities with a specific focus on process, organizational structure, people capabilities, and technology. Finally, based on the identified challenges and opportunities in the current state analysis, combined with a review of leading practices, draft a future state recommendation report.

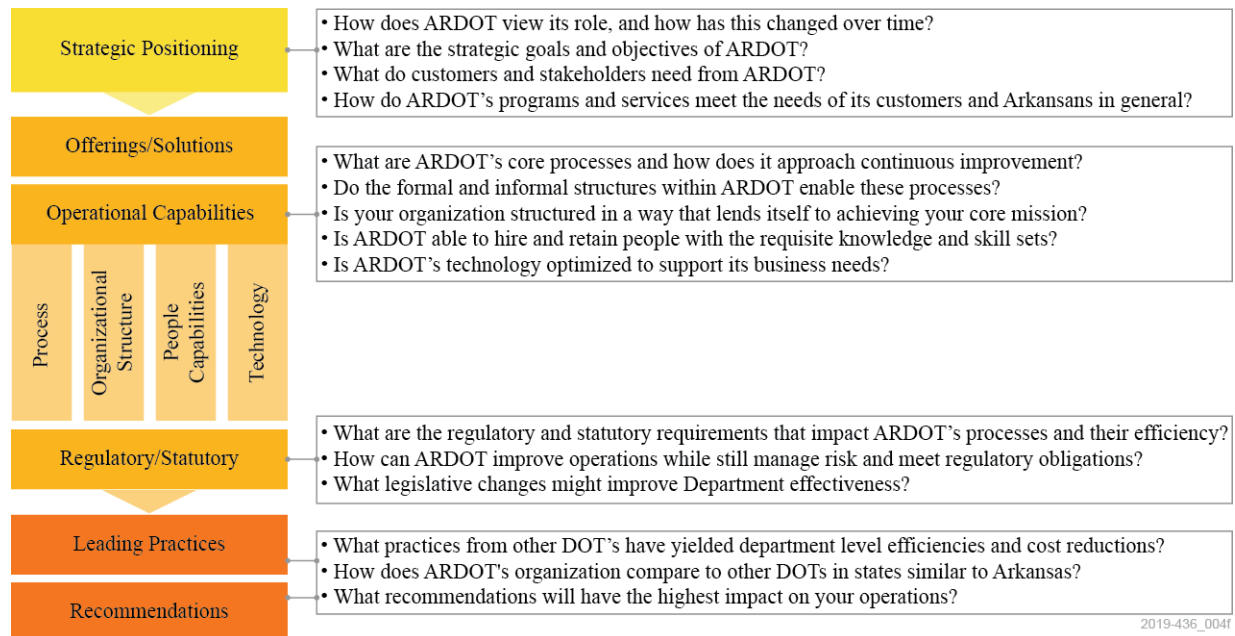


Figure 3. Guidehouse Total Operating Model (TOM)

A TOM provides a "big picture" view of how ARDOT can operate in the future and execute on its strategy. A TOM can also help:

- Set a common structure and set of definitions that can be used to describe how the Division develops and provides services and offerings (products and services);
- Articulate where, how and for whom the Division 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;
- Better understand and leverage organizational strengths and weaknesses in its capabilities and processes; and
- Understand the different areas affected by any planned change initiative and prioritize interventions and articulate value of change to its people and stakeholders.

Our sample experience: Federal Transit Administration
 The FTA Capital Project Management (PMO) program is responsible for protecting federal investments in more than \$100 billion in transit infrastructure projects nationwide. In collaboration with FTA, Guidehouse analyzed the Department's approach to oversight of project activities and associated expenditures via a Risk Evaluation Tool (RET). Guidehouse established a Risk Based Approach (RBA) for conducting project oversight, and supported budget development and monitoring. *As a result of Guidehouse's assistance, the FTA was able to more effectively understand risk levels of major capital projects around the country, and therefore restructure and redeploy oversight resources more efficiently.*

The deliverable objectives defined in the RFP will be achieved by executing our approach which is summarized below and described in detail in the subsequent sections.

	Phase 0: Project Planning	Phase 1: Current State Assessment	Phase 2: Recommendations and Roadmap
Objective	<ul style="list-style-type: none"> • Align expectations, confirm requirements and timelines 	<ul style="list-style-type: none"> • Define ARDOT's strategic position, operational capabilities, and regulatory environment for the entire organization, with a deeper focus on the expenditures and procurement processes 	<ul style="list-style-type: none"> • Develop recommendations that address challenges identified in the current state assessment
Activities	<p>Key Activities</p> <ul style="list-style-type: none"> • Hold kick-off meeting • Develop project schedule • Standardize status reporting process and template • Establish project governance structure 	<p>Key Activities</p> <ul style="list-style-type: none"> • Facilitate strategy session with senior leadership • Define key functional areas and strategic positioning • Review existing documentation including organization, process, technology, regulatory, expenditures, and internal controls documents • Interview key stakeholders • Document key process flows and pain points 	<p>Key Activities</p> <ul style="list-style-type: none"> • Review pain-points and identify recommendations for improvements and efficiencies • Identify functional best practices of similar state Highway Departments/DOTs • Prioritize and sequence recommendations based on impact/effort assessment • Determine recommendations on legislation • Draft final recommendations report • Assist with draft legislation based on recommendations
Deliverables	<ul style="list-style-type: none"> • Project schedule • Project Management Plan 	<ul style="list-style-type: none"> • ARDOT's strategic vision • Current state assessment of agency operations capabilities: Process, org Structure, people capabilities, and technology • Regulatory risk assessment with opportunities to streamline processes 	<ul style="list-style-type: none"> • Future state recommendations report and roadmap • Draft legislation • Testimony (where necessary)

Phase 0: Project Planning and Scoping

The project planning phase is foundational to the success of the engagement. Taking time to plan at the outset of the project allows us to align expectations, engage key stakeholders, and establish channels of communication. Without collective alignment on the purpose, approach, and intended outcomes of this engagement, there can be serious missteps and overruns along the way. We do not take this step lightly and have a standard and rigorous approach to ensuring our project starts on a strong note.

To start our project, Guidehouse will work with key members of the Bureau of Legislative Research (BLR), Highway Commission Review and Advisory Subcommittee of the Legislative Council (Subcommittee), and the Arkansas Department of Transportation (ARDOT) to define objectives and outcomes, validate our approach, and agree upon a timeline. In particular, our team will detail, in a project plan, the project goals and objectives and the corresponding concrete tasks, durations, and responsibilities. This project plan will drive the activities throughout the engagement.

In addition, during this phase we will also design a project governance structure that includes weekly touch points and regular status reports. In our experience, frequent communication promotes a collaborative approach to the project and generates buy-in from key stakeholders, setting the BLR, the Committee, and the Arkansas Department of Transportation up for a successful implementation of any agreed-upon recommendations.

Key Activities

- **Hold Kick-Off Meeting:** As a part of the kick-off meeting we will confirm project objectives and determine immediate areas of focus across Arkansas Department of Transportation. We will work with you to identify key stakeholders, schedule interviews and working sessions that will be held in the next task, and request access to supporting information and data that will provide a baseline understanding across the areas of focus for the ARDOT's procurement infrastructure. This will be the opportunity to receive guidance on the need or appropriateness for including any external stakeholders such as current and past vendors and contractors in this effort.
- **Develop Project Schedule:** Based on our understanding of the project needs, we developed a high level view of the project phases. During the first week of the engagement, Guidehouse will take this work plan and detail the concrete tasks, durations and responsibilities into a project plan that will be used to drive the tasks throughout the project.
- **Standardize Status Reporting Process and Template:** Guidehouse will also identify a status reporting process that is acceptable to the BLR, the Committee and ARDOT, and its project leadership. We will leverage the project plan to measure our team's progress against the identified weekly tasks and deliverables and will communicate this to the BLR in a weekly status report and a weekly touch point.
- **Establish Project Governance Structure:** We will design a project governance structure that will include regular touch points, stakeholder interviews, and regular executive briefings. The frequent communications provided by this governance structure will enable a collaborative approach to conducting the project tasks.

Recommended Deliverables

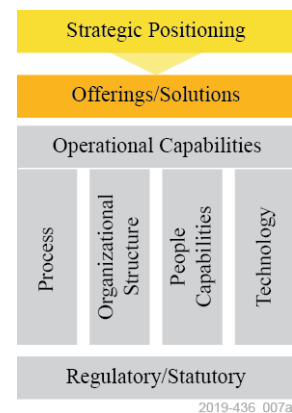
- **Project Schedule:** Document outlining tasks, durations, responsibilities, dependencies, and milestones.
- **Project Management Plan:** Document that outlines project governance structure, status reporting cadence and templates, final deliverable template and deliverable acceptance criteria, and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

Phase 1: Current State Assessment

Our goal in this task will be to understand and document ARDOT’s current priorities, objectives, and operations in order to set the foundation for future state recommendations and a successful implementation roadmap. This can be a heavy lift, so having an organized and tested approach to collecting, synthesizing, and analyzing data will be critical. We will use the current-state assessment as an opportunity to not only understand existing process capabilities, but also the technology challenges and people capabilities required to fulfil ARDOT’s mission and meet its regulatory obligations.

Task 1: Confirmation of Strategic Positioning and Offerings

A key part of this study is the confirmation of the Division’s mission, vision, and offerings in assessing its services. All thorough operational assessments need to 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. We will not spend a significant amount of time on this step, but it will inform our understanding of the Department’s current infrastructure and how it may want to change in the future.



We have reviewed ARDOT’s latest strategic plan (enacted in 2017) and understand that the Department is focused on providing **safe and sustainable transportation solutions** that not only **enhance the quality of life** of Arkansans, but also **leverage local community partnerships**, and provide **economic development opportunities** throughout the state. Moreover, we understand the Department is focused on being **responsible stewards of transportation systems** throughout the state **through sound program and performance management** practices, adherence to applicable **laws and regulations**, **investment** in the department workforce, and a focus on **leading operational practices and technologies**.

Our review of the Department’s strategic position will start with this Strategic Plan and any other supporting documents that provide any further details, or document the extent to which the department has executed on its strategic initiatives. In addition, we will facilitate a session with key stakeholders in the department to confirm our understanding and to identify the Department’s strategic capabilities, core offerings, key customers, and current and future challenges.

Driving Questions – Strategic Positioning and Core Offerings

- How has ARDOT’s strategy and role shifted over time, what internal and external forces have informed that strategy? How does ARDOT view its current role and evolving role moving into the future?
- How has ARDOT’s current strategic goals and main objectives shifted since the strategic plan was published in July 2017? When will ARDOT engage in the planning process for the next strategic plan, and how does it anticipate that its goals and objectives might shift?

Driving Questions – Strategic Positioning and Core Offerings

- How are ARDOT’s core Service Offerings (e.g. Highway Maintenance and Traffic Services) and Programs (e.g. Center for Training Transportation Professionals) documented, aligned to the strategic plan, and broadly communicated?
- Who are ARDOT’s critical customers, partners, and stakeholders? How does ARDOT engage with these parties to ensure coordinated delivery of services and programs?
- What challenges does ARDOT currently face in executing on its offerings? What challenges does ARDOT anticipate moving forward? What steps has ARDOT undertaken to prepare for these challenges?

Key Activities

- **Confirm ARDOT’s Mission, Vision, and Objectives:** We will facilitate a session with the key stakeholders identified during the project planning phase to confirm if key components of the strategic plan 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 and where existing gaps may exist, and how ARDOT’s progress against the strategic plan is captured and communicated.

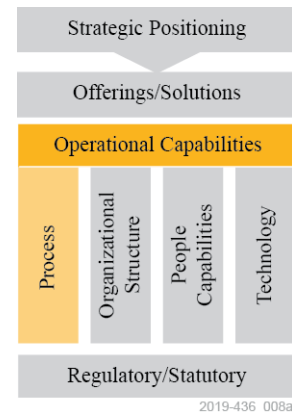
Key Deliverable

- **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.
- **Documented Service Offerings:** Documentation of ARDOT’s core service offerings.

Task 2: Process Review

Leveraging our identification of core services and offerings and working with your team, we will identify specific core processes, and we will conduct a process assessment of the identified processes to understand areas of duplication, inefficiency, and/or waste. Our team will work to document processes where needed, but more importantly, confirm challenges and pain points within the processes. Our team will also confirm if any written processes need to be updated to depict accurately how activities are conducted.

Based on our experience, we have found that program teams often act in silos, without further insight into context and/or the “why” of a request that is made. Some of the processes we may review include budgeting, procurement, design, project management and construction management, asset and fleet management, appeals processes, and how the Agency manages reporting (project and financial management). We will do this by leveraging our knowledge of and deep experience with *Lean* Process Improvement, which is a system for developing process improvements that focuses on minimizing waste, increasing productivity, improving quality, increasing customer satisfaction, and reducing costs. The ideal with *Lean* is to meet customer expectations by creating a near perfect process. The process minimizes waste, uses as few resources as possible, and encourages continuous improvement.



We understand from the RFP that the Department’s expenditure and procurement processes are a critical area of focus for the BLR and Subcommittee, and our approach contemplates not only a review of these processes as described in this section of our approach but also a corresponding review of the regulatory and statutory infrastructure.

Driving Questions – General department processes

- What are the primary steps, hand-offs, timeframes, inputs, and outputs within key processes?
- What, where, and when are the intra- and inter-department hand-offs? What are the typical bottlenecks?
- Who are the main customers? What are their expectations and experiences?
- What are the key performance indicators for the target processes?
- What technologies and applications are utilized to aid in the execution of each process? What are the benefits and drawbacks of these technologies?
- How are Division staff members trained on process execution? How often do Staff members convene to ensure consistent process execution?
- What are some of the rules and regulations that may inhibit efficient process execution, or are no longer “fit for purpose”?

Driving Questions – Procurement Specific processes

- How does the Equipment and Purchasing Division work with customers to develop and release a solicitation, and how long does the process last?
- Who are the main customers? What are their expectations and experiences?
- What is the review and approval process? How many layers of approvals exist in the process?
- How are staff trained on the procurement process and associated protocols?
- What technology tools are used to receive and evaluate responses, and communicate with vendors? What is the end client’s involvement throughout this process?
- What role does the Equipment and Purchasing Division play in following up with the selected vendor to ensure they are adhering to their agreement?
- How often (and how easily) does ARDOT participate in cooperative purchasing with other State Agencies to take advantage of economies of scale?

Driving Questions – Expenditure Specific processes

- How has ARDOT’s budget/capital plan matched its actual spend for the past few years?
- How does ARDOT currently monitor its expenditures and identify and prioritize high risk expenditure categories?
- How were the protocols and procedures that govern the expenditure activities designed? Are these protocols and procedures routinely tested?
- To what extent are ARDOT’s financial controls embedded within the Department’s larger functional core processes?
- How are ARDOT’s expenditures tracked?
- Is there a governance group that informs policy and to ensure effective use of taxpayer dollars?

Key Activities

- **Gather and Review Data and Documentation:** We will develop a document request and conduct additional desktop research to get a clear picture of ARDOT's core processes as they are documented via standard operating procedures (SOPs), policies, how-to guides, on-boarding handbooks, etc. We will also capture data that provides insights and indicators that reveals some of these process efficiencies (for example, for procurement processes: Time from RFP release to award, timeline versus dollar value, contract compliance issues and types, number of open records requests, time elapsed for each phase of a procurement or overall procurement timeline, customer feedback and satisfaction related to procurement activities, etc.). We will also seek to identify via data and documentation how all processes and process indicators might have changed over time.
- **Facilitate Cross Functional Workshops:** We will conduct workshops with cross functional teams to confirm our understanding and analyze the efficiency and effectiveness of core processes. These workshops will be structured to gain further insight into process steps, sequence, roles and responsibilities, and interdependencies across ARDOT Divisions. The workshops will also feature interactive activities to identify pain points, redundancies, gaps, and bottlenecks and brainstorm exercises to generate ideas to improve the processes.
- **Shadow Processes:** When appropriate, Guidehouse will shadow process owners and observe processes as they occur. Firsthand observation is often a critical activity that allows us to identify variances from documented SOPs, variances across individuals, major inefficiencies that might not be easily articulated, or inefficiencies that have simply been accepted as status quo.
- **Conduct Process Mapping:** Utilizing process mapping tools (e.g., Visio, PowerPoint visualizations), Guidehouse will develop initial process maps to visualize the core processes undertaken by Department employees. We will then convene interviews or focus groups with key process stakeholders to solicit feedback on these initial maps, identify areas where steps are inconsistent or divergent, and solicit ideas on where process steps are inefficient or duplicative. Guidehouse will work collaboratively with the governance team and ARDOT to identify which core processes will be the focus of this activity.
- **Document Gap Analysis:** During interviews, focus groups and documentation and process reviews, Guidehouse will also collect information from key stakeholders about pain points associated with current procedures to inform future state recommendation on procedure and capabilities alignment.

Our Sample Experience: Southeastern Pennsylvania Transportation Authority (SEPTA)

Guidehouse was engaged by SEPTA to evaluate the current state of its warehouse and inventory management processes, staffing, and technology, and propose future state recommendations to help modernize its operations. *Guidehouse developed a portfolio of recommendations to optimize these core inventory management processes and increase efficiency, such to modernizing the antiquated mainframe technology system used to track parts, standardizing key processes and functions, and developing a robust demand planning function with KPIs needed to enhance transparency and accountability.*

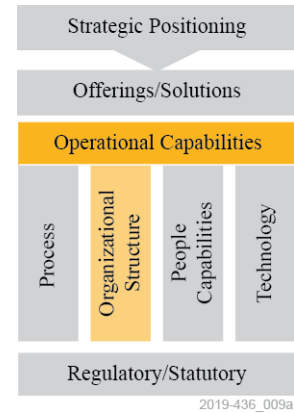
Key Deliverables

- **Process Maps:** Documented process maps for core processes, depicting workflow, owners, technology systems, and decision points

- **Expenditures Audit:** A synthesis of key findings that summarize the Department primary expenditures and the internal controls to monitor those expenditures, as well as potential opportunities to secure cost reductions and efficiencies
- **Gap Analysis:** Synthesized report based off of interviews, process mapping, document reviews that highlight pain points, areas of opportunity, and what is working well for core processes including procurement.

Task 3: Organizational Structure Review

Guidehouse will review ARDOT’s current organizational structure, with a specific focus on the key 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 strategic and operational needs of the Department. This review will provide the Department with insight into how the various elements of the organization align to and reinforce the mission and goals. We will explore whether span of control is appropriate, whether different units are communicating effectively, and whether staff at all levels have the authority and power they need to get their jobs done. We will also seek to understand whether the required skills necessary at each level of the organization have been clearly defined.



When we have worked with DOTs in the past, a discussion of centralized versus decentralized operations and the roles and responsibilities breakdown between district offices and field offices often arises. Our team will work with you to understand why operations have been set up in their current structure, and what may be working well and what might not be.

In particular, as it relates to assessments of procurement specific organizational structures, our experience suggests that risk management is of critical importance. As a result, we will pay special attention to the organizational oversight functions, both internally and externally, intended to manage risk. Many times, with other clients, we have identified (primarily external) risk controls that do not in fact appropriately manage risk, but instead inset more opportunities to slow down the overall process and involve more players in a particular procurement. We will help you articulate whether or not internal and external oversight functions are effectively managing risk, and if they are not, suggest solutions that can be put into place.

Driving Questions – Organizational Structure Review

- How are the Department’s core functions, business processes, responsibilities, and activities divided across the organization? What activities are centralized? What activities are decentralized and how is the span of control maintained?
- What structures (e.g. committees, policies, and protocols) exist to help guide decision making throughout the organization? What organizational values and standards help guide decision making?
- Are roles and responsibilities for different divisions clearly documented?
- How often do different units collaborate during various processes? In addition, how do staff members connect more informally beyond what is dictated by the formal organizational structure?
- What key performance indicators (KPIs) have been defined to help direct staff member activities? How does the Department’s culture, values, and beliefs drive staff member activities?

Driving Questions – Organizational Structure Review

- How is institutional knowledge maintained and disseminated within the Department? How is critical data warehoused and made available to staff members?

Key Activities

- **Use Initial Strategic and Process Findings to Document Organizational Challenges:** We seek to interview a broad range of stakeholders (namely, not just leadership) to get an inclusive perspective on the organizational challenges facing the entire Department. We will work with the Department to make sure the right people are selected for the right fora (e.g., one-on-one, focus groups) during the right phases. These interviews, and our summaries of findings, will be invaluable in informing focus groups.
- **Gather and Review Data and Documentation:** We will develop a document request and
- conduct additional desktop research to get a clear picture of the Department’s organizational environment, its goals and objectives, its work plans, and how all those factors have changed over time. Example data to review includes work plans related to initiatives launched, organizational charts and department charters, and budgetary documents.
- **Map Service Offerings and Related Organizational Structure:** Guidehouse will map the Department’s service offerings against the organizational structure expected to help fulfill the tasks. While most government agencies will say they are understaffed – and this is potentially true – we will look to match which activities you need to accomplish with which activities your staff is able to accomplish and where there may be gaps.

Our Sample Experience: Denver International Airport (DIA) – Organizational Restructure
Guidehouse conducted an organizational assessment of Denver International Airport (DIA). Guidehouse benchmarked competitor airports to regroup roles and redesign reporting lines, as well as identified new roles that could help Denver Airport grow and perform. *Guidehouse defined a new business-oriented organizational structure and executive leadership with long-term strategies for growing and improving performance of their redesigned business units.*

Key Deliverables

- **Organizational Structure Assessment:** Summary document highlighting current organizational challenges based on interviews, workshops, and documentation review
- **Service Offerings Aligned to Current Organizational Structure:** Mapping of service offerings against current organizational structure and challenges

Task 4: People Capabilities Review

We see several HR trends that will affect how ARDOT plans for its future workforce – demographic shifts, technological breakthroughs, and resource scarcity. A number of our Department of Transportation clients are taking a hard look at their people capabilities and talent planning. Some agencies are anticipating a large number of their long-standing employees will retire, creating an institutional knowledge gap. Others cannot recruit employees who meet the skill requirements, because they can find a higher paying job in the private sector. Whatever ARDOT’s specific challenges may be, treating these changes as opportunities for innovation and improvement is key to planning a sustainable and productive future for governments.

With this in mind, we will tailor our management framework to focus on these key trends and the specific talent related challenges that ARDOT faces. In particular, 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, and recruitment and retention practices.

Driving Questions – People Capabilities Review

- What skills are necessary to operate safe and efficient transportation networks? As the Transportation sector evolves, what skills and capabilities will be necessary?
- How will ARDOT's staff composition change over the next 5 – 10 years?
- How much of their staff is currently eligible for retirement? What succession planning knowledge retention processes and procedures does ARDOT currently have in place?
- What skills, capabilities, and areas of subject matter expertise are most at risk for ARDOT? How is ARDOT addressing these current and future skill and knowledge gaps?
- How will tomorrow's Transportation sector talent want to work? What transportation industry organizations are currently, and will be most attractive to top talent?
- How will HR policies and procedures evolve given changes to the transportation workforce?
- How does ARDOT recruit, engage, and retain top talent?

Key Activities

- **Document Existing Human Resource Needs and Gaps:** Guidehouse will work with key ARDOT leadership team members to build a comprehensive 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, the capacity to fill those gaps, and the impacts those gaps present as it relates to the Department executing these core processes. This analysis will then lay the groundwork as we consider the steps that Department is taking to close those gaps in the subsequent activities.
- **Assess Succession Planning Process:** As we identify core processes, we will also identify key individuals that participate in these roles, and where there is critical knowledge or process capabilities in only a few individuals. For critical positions, we will assess the succession planning process. We will identify the risk of key roles becoming vacant exacerbated by a lack of prioritization of pivotal roles, hard to fill roles or scarce skill sets. We will also seek to identify current position requirements that do not fit the needs of the current positions (agnostic of who actually sits in that position), as this also presents a risk to the succession planning process.
- **Assess Hiring Processes:** Guidehouse will assess the recruitment and hiring process, starting first with the process by which candidate needs are identified, advertised, and then filled. The recruitment and hiring process represents one ARDOT's primary vehicles to communicate its brand and what it can offer prospective employees, and ARDOT may be losing strong candidates if that the process is confusing or is lengthy. As a result, we will look for opportunities to increase efficiency, speed up these steps in the process, and generally improve candidate satisfaction and communication.

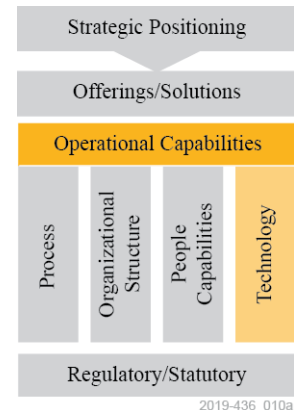
Our Sample Experience: Colorado Department of Transportation

At that time of Guidehouse's engagement, CDOT had many internal and external influencers (such as emerging technologies, environmental factors, and freight industry challenges) that inhibited its ability to grow with Colorado's demographic and economic boom. *Guidehouse benchmarked CDOT against its peer departments of transportation, created a strategy and execution plan for the Department to bolster its workforce to meet evolving needs over the next ten years, completed a technology feasibility analysis to optimize its current and future resources most effectively.*

- **Assess Training:** Training is critical for your workforce at all levels. We will spend time analyzing the training currently provided to your staff to verify if it provides opportunities to help them execute their current responsibilities. Given that context, we will examine content and staging of provided training, existing structures to allow for employee professional development, and effectiveness and impact of training, and identify opportunities for improvement.

Task 5: Technology Assessment

Technology offers significant opportunities for efficiency and optimization and can help redirect staff hours to more high-value activities. Technology can be a game-changer when it comes to modernizing processes, re-directing staff from monotonous work that can be automated to higher-value work, and streamlining practices such as risk management. Technology is more than just transferring paper-based processes to digital ones, but is really about improving outcomes through the use of better data, increasing transparency and better managing your customers. Technology can help enable ARDOT to better track spending, reduce processing time, and improve other key performance metrics.



Guidehouse will examine the current use of technology by these various stakeholders, using as much first-hand observation as possible. Guidehouse will document these uses and will deliver a summary of current technology use, to include ways to make use of current technologies to create efficiencies and improvements to automation to meet both the diverse procurement needs of the Department’s internal and external customers and the Department’s internal requirements (open records requests, auditing, etc.).

Driving Questions – Technology

- What is the department’s approach and philosophy to developing and deploying technology? Are technology solutions developed and updated internally? Are Divisions permitted to purchase Custom off-the-shelf (COTS) applications?
- What systems and applications are used to manage or support key processes and how are they interconnected? Which processes are paper based and which are automated?
- Do current systems and applications meet the business need? What are the “homegrown” systems developed to address gaps between the existing applications’ ability and process execution needs?
- How often are internal ARDOT applications updated?
- How do ARDOT stakeholders and customers interact with key ARDOT applications? What is their satisfaction and user experience? How are they trained on these applications?
- How is data warehoused across the organization, and how is that data made available to ARDOT divisions and staff members? Do these data sharing systems meet the current, and future, business needs?

Key Activities

- **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 critical processes. 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 processes and identify the major pain points related to each. We will look at how you use technology for vendor management and marketing, research and specification/requirements review.

- **Review IT Governance Procedures:** Guidehouse will also review documentation and
- solicit feedback 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 application upgrades or technology investments, and how they are aligned to the overall Department’s procurement strategy.
- **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 is a laggard in relevant technology.

Our Sample Experience: Chicago Transit Authority (CTA)
 CTA had undertaken an aggressive program to rebuild and upgrade the transportation infrastructure in order to grow ridership and reduce operating cost CTA. However, CTA had under invested in its IT infrastructure and therefore it was outdated and did not support the current business needs. Guidehouse worked with the Chicago Transit Authority to conduct a rapid IT Strategic Assessment of their enterprise-wide technology projects. ***Guidehouse developed a centralized understanding of the CTA’s technical architecture for the first time, and delivered recommendations to resolve organizational, management, and governance, and alignment issues that were impeding efficiency. Guidehouse also established a procurement infrastructure to maximize value of IT spend.***

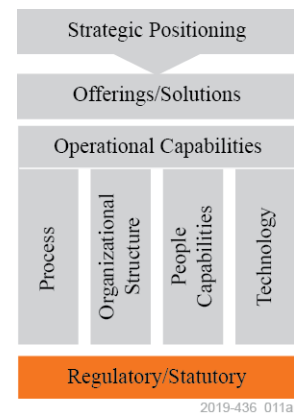
Key Deliverables

- **High-level Architecture:** High level overview of ARDOT’s current application ecosystem
- **Current State IT Assessment Report:** Reporting including an inventory of current and planned IT projects; key insights from assessment; system limitations; analysis from review of procedures

Task 6: Statutory/Regulatory Assessment

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 has significant experience conducting statutory and regulatory risk reviews to understand current compliance with existing laws and also identify opportunities to increase efficiency.

During this phase, and with a specific focus on the procurement processes, we will work with the Department to identify what is law, what is required, and where individual agencies or divisions might be applying additional stringent procedures upon themselves that only slow processes down. Based on this analysis, we will in turn develop a regulatory and statutory risk heat map to identify key areas that would require additional process oversight as well as opportunities to not only streamline existing processes while still meeting the corresponding requirement, but also update and revise existing state-level regulations.



Driving Questions – Statutory and Regulatory Assessment

- What internal controls currently exist at ARDOT to ensure compliance with statutory and regulatory requirements?
- What are the critical and core processes that face the greatest regulatory oversight? What are the impacts of non-compliance with those regulations and laws?

Driving Questions – Statutory and Regulatory Assessment

- Which ARDOT Divisions (e.g. Internal Audit, EEO/DBE, legal etc...) are responsible for overseeing the Department’s effectiveness at meeting its statutory and regulatory obligations?
- What systems and platforms does the Department currently have to collect data to inform a regulator/statutory review?
- What training programs are offered to Department staff to ensure that they understand governing regulations, and how to ensure adherence to those regulations?
- Which processes and stakeholders are most impacted by regulations?
- Is ARDOT currently doing more oversight reviews or approvals than is mandated by law?
- To what extent is ARDOT statutorily obligated to monitoring a certain subset of expenditures at the expense of monitoring other expenditure categories that may present equal or greater organizational risk?

Key Activities

- **Perform Regulatory and Statutory Scan:** We will review and document federal and state regulatory requirements relevant to the Departments’ core processes and practices. We would seek to understand the impetus for various regulations and laws. Often times, we have found that some oversight regulations have been “knee-jerk” reactions to failed contracts that have been costly or particularly visible. We would seek to examine whether modifications made over time in the regularity schema have helped or hindered the core processes and whether or not they have been effective at protecting the state from increased contract risk or financial loss.
- **Assess Regulatory Requirements and Map To Existing Core Processes:** Our experience working with numerous state and local government agencies suggests that many of these agencies have created requirements and process steps that are not mandated by law or policy. As a result, we will map the identified core processes to their corresponding governing regulations to understand 1) what the Department is required to do and 2) how to make the Department’s work more efficient within regulatory constraints. In particular, we will focus on the Department’s procurement infrastructure and its current alignment with Arkansas Procurement Law (§ 19-11-201, et seq).
- **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.

Our Sample Experience: NYC Office of Management and Budget (OMB)
Guidehouse worked with NYC OMB to develop an internal audit program and to conduct internal audits of Federal grant management money distributed to various city agencies. The audits span three federal grant streams – Community Development Block Grant – Disaster Recovery (CDBG-DR) (\$4B), Federal Emergency Management Agency (FEMA) (\$5.4B), and Department of Homeland Security (DHS) (\$141M annually) – and the multiple agencies and projects that receive the funding. Guidehouse conducted eight audits under this framework and surfaced significant findings on the deficiencies of grant management and oversight. ***Guidehouse developed recommendations to streamline existing process and controls and implement new internal controls. These changes led to improved regulatory compliance, and allowed the Office to more efficiently spend money on Federal grant management.***

Key Deliverable

Current State Report

The findings of from the assessment of all six operational capabilities pillars, will be aggregated into a detailed current state assessment. This is because, based on our experience, there can be significant overlaps between these pillars, for example, many process issues can bleed into

technology issues, and organizational alignment issues can bleed into staffing issues. We will present to the BLR, Subcommittee, and ARDOT, 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. In particular, 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.
- **Operational Capabilities Assessment:** A synthesized set of key findings that summarize the key components of the organization's characteristics; core process related pain points and inefficiencies; people focused capabilities needs and gaps, and Department efforts to address those gaps; and enabling IT solutions and their ability to meet business needs.
- **A Regulatory/Statutory Environment Review:** An 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, etc..) that substantiates and clarifies the key findings and recommendations identified in the Current State Report.

In addition, within this current state assessment, we will provide a *focused analysis* on the *Department's procurement infrastructure, regulatory alignment, and expenditures and financial controls*.

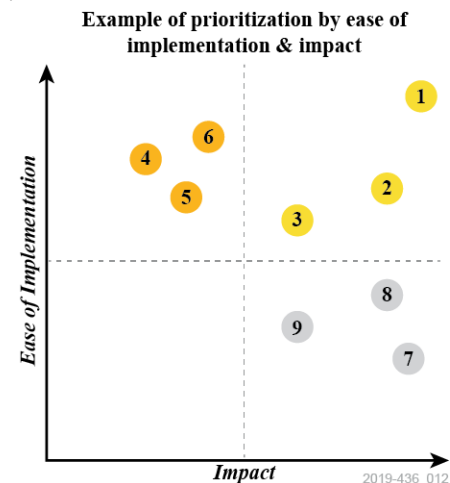
Phase 2: Define Recommendations

After completing the current state assessment, Guidehouse will have identified operational challenges and improvement opportunities that will serve as the basis for recommendations. The Guidehouse team will focus on working with ARDOT, and key stakeholders from the BLR, Subcommittee and Project Governance Team to leverage the outputs from the current state assessment to develop solutions that allow ARDOT shape the future state of its organization and the mechanisms through which it delivers on its mission and core services; and BLR and 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:** The final component of our current-state approach is to conduct leading practice research. This includes identifying any leading practices already in existence at the Department, understanding success stories and lessons learned from other government, non-private, and commercial entities that provide similar services as ARDOT. We will review best practices from Departments of Transportation in other states that are comparable to Arkansas. We will also 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 particular promise. When we incorporate leading practices into our recommendations, we will consider ARDOT's specific requirements, including any regulatory and statutory compliance requirements, resource constraints, and organizational nuances to adapt leading practices from other clients and industries based on potential viability and impact.
- **Review current state challenges:** We will compile process pain points that includes all gaps, redundancies, manual processes, and constraints identified during phase 1 of the engagement. We will review these challenges and gaps in a series of workshops with ARDOT project leads to gather feedback and gain buy-in.
- **Collaborate on remediation recommendations development:** Guidehouse will recommend remediation for each identified operational challenge and process improvement opportunity. Because designing process improvements in a silo leads to a narrow view of the future state and shifts the focus away from the clients' priorities, Guidehouse will use an iterative approach and maintain regular contact with ARDOT to ensure the direction of the future state recommendations are in line with the demands and needs of the Department. In addition, we will employ this same approach with the BLR and Subcommittee to ensure that these future state recommendations translate to viable legislative updates that realize the desired efficiencies and cost saving outcomes.
- **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 will provide assistance (where necessary) 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



Recommended Deliverables

- **Future state recommendations:** Report including prioritized future state recommendations across the six operational capability pillars, results of a feasibility and

impact assessment, and identification of recommendations that may require a legislative change

- **Key Performance Indicators:** Develop metrics to 1) track the progress of recommendations and initiatives of the report and to 2) evaluate the effectiveness of the program
- **Assistance with drafting legislation, and legislative testimony:** Where necessary, support with drafting legislation and accompanying testimony to the Arkansas State Legislature

Project Plan

We present our timeline in **Figure 4**, which fits within to the timeline outlined in the RFP, for a five month period of performance. At a high level, the project plan is broken into four phases that align with the three phases above: Initiate Project & Define Strategic Vision, Assess Operational Capabilities and Document Current State, and Define Recommendations.

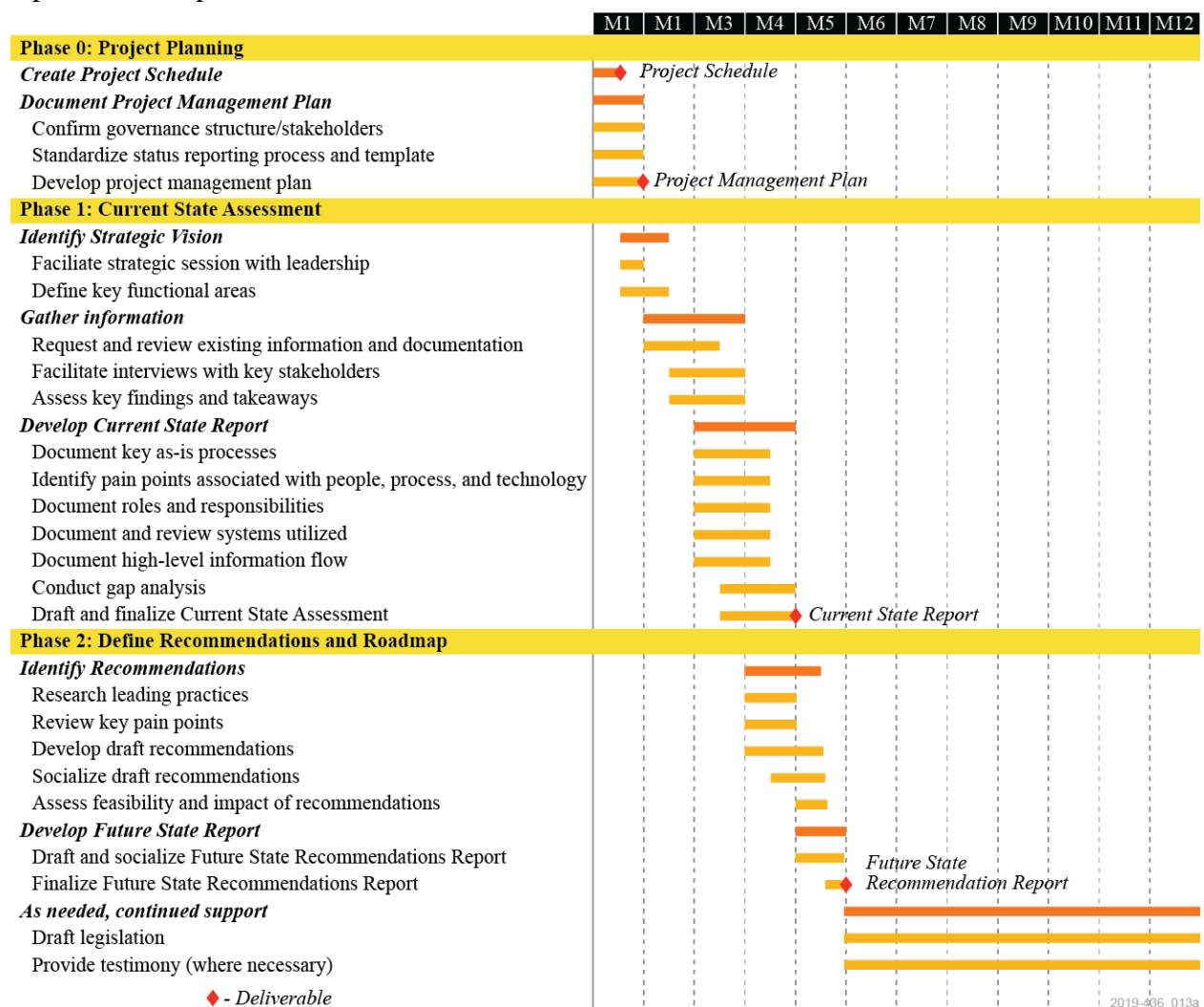


Figure 4. Project Timeline

5.5.5 Recent Comparable Contracts and References

Below is a list of five of the most recent, comparable contracts performed by Guidehouse, along with contact information for each contract’s client who can attest to the Guidehouse’s work experience and qualifications relevant to this RFP.

Reference #1	Colorado Department of Transportation Workforce of the Future	
Government Entity or Other Entity Name	Colorado Department of Transportation (CDOT)	
Date Services Provided	February 2015 – April 2015	
Client Point of Contact (POC)	Contact Name	Michael P. Lewis
	Telephone Number	(303) 757-9208
	Email Address	michael.p.lewis@state.co.us
Project Overview		
<p>As a government-owned entity, CDOT has many internal and external influencers that have inhibited its ability to grow with Colorado’s demographic boom. The organization was burdened by complex processes and an aging workforce. Without a future-oriented hiring strategy, staffing was based on historic roles and functions rather than future skillset needs. With key external influencers including growing population, economic growth, emerging technology, evolving freight industry and environmental factors affecting the organization, the time was right to evolve CDOT’s HR and staffing strategy to a more strategic and planned approach to best position CDOT to become the most innovative DOT in the country.</p> <p>Guidehouse was engaged by CDOT to create workforce scenarios as a tool to identify skills composition needed to meet evolving transportation service, project delivery systems and new technologies over the next ten years. Our team benchmarked and completed a thorough assessment of CDOT’s current state compared to its peers to identify long-term support opportunities. Guidehouse analyzed the purpose of each business role, leveraging a pivotal role analysis as well as a workforce supply and demand model factoring in attrition. We also completed a technology feasibility analysis to identify innovations that will enable CDOT to utilize its current and future resources most effectively. Results from this analysis were included in the final deliverables below, to assist CDOT in identifying a strategic path forward for its people, technology and processes: Workforce Analysis; Technology Enablers; Execution Roadmap for the Workforce of the Future Strategy.</p>		

Reference #2	Massachusetts Department of Transportation (MassDOT) Organizational Analysis	
Government Entity or Other Entity Name	Massachusetts Department of Transportation	
Date Services Provided	December 2017 – February 2018	
Client Point of Contact (POC)	Contact Name	Gary Foster
	Telephone Number	(617) 222-1905
	Email Address	gfoster@mbta.com
Project Overview		
<p>MassDOT selected Guidehouse LLP (formerly PricewaterhouseCoopers Public Sector LLP) to support the agency in an organizational analysis of MassDOT’s Information Security (InfoSec) team. The Info Sec team – established as the first line of cybersecurity defense – often struggled to fulfill their role in the organization, and lacked both the tools and governance to create and enforce information security policies.</p> <p>To create authority and organization within MassDOT’s Information Security (InfoSec) team to enforce policies, Guidehouse conducted a thorough analysis of the InfoSec team and its role in the organization. The lack of assigned accountability and an ad hoc, relationship-based approach to problem solving, lead to a high risk of capability gaps. The team conducted a current-state and gap analysis which lead way to detailed recommendations and an implementation plan to address identified gaps. Key recommendations spanned structural, operational, functional, and values changes to reposition the InfoSec team for success. The organizational assessment culminated in a coaching session with the InfoSec team and key stakeholders to set the organization on the path to implementation.</p> <p>Guidehouse was brought back to support the implementation of these recommendations. This involved designing the new team structure, defining the functions and responsibilities of new roles, drafting a new mission statement and team charter, documenting tasks to facilitate knowledge transfer, and identifying training needs and opportunities for each position. Furthermore, Guidehouse supported transitioning the InfoSec team to new roles and expanding their capabilities to serve the needs of the organization.</p>		

Reference #3	Railroad Commission of Texas – Review and Optimization of Selected Regulatory Processes	
Government Entity or Other Entity Name	Railroad Commission of Texas	
Date Services Provided	Jan 2019 – July 2019	
Client Point of Contact (POC)	Contact Name	Jason Clark
	Telephone Number	(512) 463-2655
	Email Address	Jason.Clark@rrc.texas.gov
Project Overview		
<p>The Railroad Commission of Texas (RRC) is planning several technology system modernization efforts (e.g., beginning to exit mainframe technologies) and requested a business process assessment to help optimize current processes and eliminate unnecessary processes in preparation for the technology upgrades.</p> <p>The Guidehouse team is completing a current state assessment and developing future state recommendations for eight (8) RRC Oil & Gas Business Units that encompass over 200 processes. The Guidehouse team facilitated working sessions with the 8 business units to document the process steps, triggers, key outputs, supporting IT applications, non-supported IT applications, critical stakeholders, and governing rules and regulations. Additionally, business process workflows were created for approximately 100 of the processes. These As-Is workflows visually represent links between processes, users, and technology, describe the source of inputs and the destination of outputs, and identify key pain points.</p> <p>While documenting the current state, the Guidehouse team is identifying process gaps, duplicative or unnecessary processes that no longer add value or do not align with the current rules and regulations, and manual processes that if automated will provide greater efficiency or accuracy. The future state recommendations will include ways to address and potentially cure the identified process inefficiencies and pain points.</p> <p>Lastly, Guidehouse will review and document the rules and regulations that govern the Oil & Gas Division, including providing recommendations for potential rule revisions.</p>		

Reference #4	Arkansas Economic Development Commission (AEDC) – Arkansas State Government Reorganization Strategy	
Government Entity or Other Entity Name	Arkansas Economic Development Commission (AEDC) – on behalf of the Arkansas Transformation Office	
Date Services Provided	June 2018 – January 2019	
Client Point of Contact (POC)	Contact Name	Amy Fecher
	Telephone Number	(501) 416-0101
	Email Address	AFecher@ArkansasEDC.com

Project Overview

On April 19, 2017, Governor Hutchinson released his strategy for Arkansas, which included six strategic goals:

1. Grow – Create jobs and grow Arkansas’ economy
2. Educate – Support a path of life-long learning for Arkansans
3. Healthy – Accessible care and active lifestyles
4. Safe – Protecting the public’s safety and security
5. Efficient and Responsive – Transform the culture of state government
6. Quality of Life – Make Arkansas the best state to work, live, and raise a family

At the same time, the Governor recognized state-wide transformation was needed to not only realize this vision, but also effectively operate the state and better serve Arkansas’s residents, businesses, and state employees. In particular, through this transformation the Governor was looking to:

- Improve governmental service delivery to taxpayers
- Better manage state agencies, and
- Increase general revenue savings

The Governor launched the Office of Transformation to execute on this vision, and appointed a Transformation Advisory Board (TAB) to provide the necessary governance of this ambitious initiative. Starting in early 2016, the Chief Transformation Officer and the TAB engaged in a 15 month process to draft an Initial State Transformation Plan. This plan reduced the number of executive level agencies from 42 to 16.

As part of the larger transformation, the Office of Transformation and the TAB requested support services to a) provide an external and objective review of the Initial State Transformation Plan, b) conduct efficiency assessments of five executive agencies (Education, Higher Education, Corrections, Community Corrections, and Information Systems), and c) Develop a four year roadmap that will help the Office of Transformation guide this ambitious transformation initiative.

Initial State Transformation Plan Review

The Guidehouse team conducted a comprehensive review of the Initial State Transformation Plan based on three dimensions: 1) Internal analysis of documentation collected by the CTO, including strategic plans and accompanying interview notes for 42 cabinet level agencies, and Guidehouse facilitated interviews with 20 agency directors; 2) qualitative external benchmarking including research of eight similarly positioned and border states; and 3) consultation with internal Guidehouse Subject Matter Experts (SMEs) who have led or supported other state and local government transformations, and which has resulted in the 21st

Reference #4	Arkansas Economic Development Commission (AEDC) – Arkansas State Government Reorganization Strategy
<p>Century Government Modernization Framework that provides a model for modernizing the structure of State government.</p> <p>The Guidehouse team captured its finding and recommendations within a 100 page report. The team’s review largely validated the Initial State Transformation Plan while at the same time delivering a set of additional recommendations that would allow the state to cement long term impact by a) investing a shared services infrastructure and enterprise data platform to address common pain points, enable agency scaling flexibility, improve service quality, and reduce costs, and b) better aligning and consolidating existing agencies to position the state to enable future consolidation and avoid the pitfalls experience by other states in implementing similar transformation.</p> <p>Agency Efficiency Assessments</p> <p>Similar to the assessment that The Guidehouse (then PwC Public Sector) completed with the Department of Finance and Administration (DFA), The Guidehouse team conducted Efficiency Assessments with five cabinet level agencies: Education (ADE) & Higher Education (ADHE); Corrections (ADC) & (ACC) Community Corrections; and Information Systems (DIS). In aggregate, the Guidehouse team conducted internal analysis in the form of document review and analysis of survey of over 1,600 staff members, facilitated interviews with 81 Agency leaders, conducted 8 site visits, and harvested critical findings from research from a number of similarly positioned states and leading research centers. The Guidehouse team captured the recommendations from these Efficiency Assessments in three separate reports: Education, Corrections, and Information Systems. In the case of Education and Corrections, these recommendations focused on allowing the respective agencies to identify some near term cost efficiencies while building a platform for longer term operational effectiveness in anticipation of agency consolidation as part of the larger state transformation plan. In the case of Information Systems, Guidehouse’s recommendations centered on positioning the agency to serve as the state’s IT leader and centralized service provider.</p>	

Reference #5	Arkansas Policy Foundation – Efficiency Review of the Department of Finance and Administration	
Government Entity or Other Entity Name	Arkansas Policy Foundation	
Date Services Provided	May 2016 – July 2016	
Client Point of Contact (POC)	Contact Name	Greg Kaza
	Telephone Number	(501) 944-5507
	Email Address	kaza@arkansaspolicyfoundation.org
Project Overview		
<p>Guidehouse was engaged by the Arkansas Policy Foundation, supported by the Governor and Lieutenant Governor, to carry out an efficiency assessment of the Arkansas Department of Finance and Administration and identify opportunities for efficiency that could catalyze statewide improvements. By 2016, the State of Arkansas was facing significant challenges from demographic, economic, and global forces. Arkansas had recently been ranked as one of the states with the lowest taxpayer Return on Investment in the nation. The State had also been ranked low in terms of state competitiveness, as measured by the quality of the workforce and its environment for innovation. Arkansas had relatively high reliance on Federal Aid, compared to other states in the nation. In view of these challenges, the leaders of the State of Arkansas realized that, in order to be able to respond to changes, the State must rethink the fundamentals of its strategy and operations to transform the State government. To gather information on the current state of the Department of Finance and Administration and the State, the review team performed research, interviewed key stakeholders, carried out key stakeholder workshops, and conducted a management survey. Based on their findings during this assessment, the team provided recommendations for efficiency opportunities within the Department of Finance and Administration and the State of Arkansas, associated cost savings to the State, as well as a roadmap for these recommendations. As a result of the assessment, the State of Arkansas is in possession of clear recommendations it can take to improve its current state, paired with projected costs and savings that can aid it in a cost/benefit analysis when deciding which changes to implement, and a roadmap to aid the State in enacting those changes.</p>		

Reference #6	Texas Department of Transportation – Campus Consolidation Project Organizational Change Management Services	
Government Entity or Other Entity Name	Texas Department of Transportation	
Date Services Provided	November 2017 – Current	
Client Point of Contact (POC)	Contact Name	Robin Cappello
	Telephone Number	(512) 965-2548
	Email Address	Robin.cappello@txdot.gov

Project Overview

TxDOT plans to construct a new facility and relocate all personnel and operations to the new facility by June 2022. Guidehouse has been engaged to deliver change management services for the project. A key driver for this effort is TxDOT’s vision to implement workplace strategies which will help reduce congestion in Austin contributed by TxDOT employees through leveraging technology, reducing TxDOT’s overall real estate footprint, implementing a collaborative work environment as well as creating a work culture that will help recruit and attract talent new talent. Guidehouse’s approach to change initiatives, the re(Vision) methodology, will enable the implementation of a comprehensive and robust future state operating model as well as modernized facility operations capabilities and include reinforcement mechanisms for sustainability into the future.

Our methodology includes aspects of delivering and driving change from the very beginning where we develop the case for change to the operate mode where we embed the change for long-term “stickiness”. This holistic and comprehensive change approach will enhance TxDOT’s ability to carry out the agency’s mission and revitalize the agency’s vision for the highest quality services to its stakeholders and clients, and ultimately, safe and effective mobility of all Texans across all transportation modes.

This proven approach leverages both commercial and public sector industry leading practices, as well as our understanding of the need for transparency, objectivity and close coordination with the many stakeholders involved in the work of the Agency. Prior to and throughout the transformation, Guidehouse is working with TxDOT subject matter specialists and end users to identify future business process transformation and develop strategies to break down organizational siloes that hamper productivity and impede efficiency.

We use a systematic approach to understand what the impact is, who it is affecting, and how it is affecting them in order to assign accountability, set timelines, and develop solutions to key challenges in the transition. The team’s overall focus is to align the needs of the divisions to the vision established for the new campus. Initial assessments have been completed by Division for people, process, and technology to identify current state and future needs. Working with project leadership a roadmap of change activities to include engagement and training is being established over the next 4 years designed to create buy in and ownership for the project. The Guidehouse team has completed a thorough stakeholder assessment year one of the project, which identified key risks and mitigation strategies and a tactical activity plan to build momentum and acceptance of the move. Also in year one, Guidehouse completed a business readiness assessment in year one, and is currently developing the second annual business readiness assessment. Guidehouse has also developed and implemented a training strategy to educate employees on leveraging new collaboration tools (Jabber, SharePoint, and Webex) to

Reference #6	Texas Department of Transportation – Campus Consolidation Project Organizational Change Management Services
<p>improve working styles, breaking down siloes within and across business units, and implementing Flexible Workplace Strategies.</p> <p>Deliverables Completed to Date: Comprehensive Year 1 project plan, Short Term Communications’ Plan, Organizational Work Design Analysis Supporting Architect Programming Deliverable, Stakeholder Assessment and Management Plan, Business Readiness Assessment, Long Term Communications Strategy and Plan, and Training and Management Plan. Current results include establishing executive visions, educating agency on Flexible Workplace Strategies (FWS), and increased awareness and understanding of the project and the culture shift required for the future of TxDOT.</p>	

5.5.6 Provision of Similar Services by Guidehouse

Below is a list of qualifications where Guidehouse delivered similar services to our client. We also noted where we conducted assessments around organizational structure, procurement, people capabilities, regulations review, and technology at our past clients.

Project	Organizational Assessment	Procurement Assessment	People Capabilities	Regulatory Review	Technology Assessment
Arkansas Efficiency Review of the Department of Finance and Administration Conducted an assessment of the Department of Finance and Administration to assess procurement processes, supporting technology, employee engagement and overall customer satisfaction, and developed a practical and impactful implementation plan	✓	✓	✓	✓	✓
Arkansas Economic Development Commission (AEDC) – Arkansas State Government Reorganization Strategy Comprehensive review and benchmarking of the Initial State Transformation Plan. Efficiency Assessments with five cabinet level agencies: Education (ADE) & Higher Education (ADHE); Corrections (ADC) & (ACC) Community Corrections; and Information Systems (DIS), providing near term cost efficiencies. Detailed implementation plan to guide the Transformation effort.	✓	✓	✓	✓	✓
City of Detroit Lank Bank Authority, Administrative Procurement Services Provide continuous process improvement, project management, strategic recommendations, and managed services for DLBA’s procurement of qualified vendors; team made a process more transparent and consistent and reduced processing time from 8 – 10 weeks to 4 – 5 days	✓	✓		✓	
Denver International Airport (DIA), -Organizational Assessment Conduct an organizational assessment of Denver International Airport (DEN) and define a new business-oriented organizational structure	✓		✓		
Harris County, TX – Office of Management and Budget- Hurricane Harvey CDBG-DR, FEMA Public Assistance, FEMA HMGP & FHWA Disaster Recovery Support Providing management, operational, strategic, financial, and grants management support for the administration and oversight of disaster recovery grants	✓	✓		✓	✓
Metropolitan Transportation Authority (MTA) – Pension and HR Assessment Documented and analyzed all key processes for in-scope business units, evaluate the current technology landscape and provide recommendations to enhance efficiency, and identified and provided recommendations on any other pain points originating from process, technology, and staffing dimensions	✓		✓		✓
New York City Department of Citywide Administrative Services (DCAS) – Customer Experience Organizational Assessment	✓	✓	✓		✓

Project	Organizational Assessment	Procurement Assessment	People Capabilities	Regulatory Review	Technology Assessment
Conducted a customer experience assessment and provided recommendations for improvement to help the agency become a premier customer service organization					
New York City Mayor’s Office of Operations- Performance Management/Organizational Assessment Reviewed citywide performance management functions including: the Mayor’s Management Report (MMR), Operation’s role in performance management, and city agency performance management capabilities	✓		✓		✓
New York State Governor’s Office of Storm Recovery (GOSR) – Organizational Re-Design Assess the structure of several divisions, including analyzed each team members’ role, discussed the structure of the team with the team lead, developed transition plans to help some staff members move into new roles, and drafted updated duty statements to detail clear, updated responsibilities	✓			✓	
Railroad Commission of Texas – Review and Optimization of Selected Regulatory Processes Conducting a business process assessment to help optimize current processes and eliminate unnecessary processes in preparation for the technology upgrades.	✓		✓		✓
Southeastern Pennsylvania Transportation Authority (SEPTA) – Management Training Conduct an assessment of SEPTA’s management training programs to ensure that it is offering trainings that result in stronger, more prepared leaders and a more sustainable organizational structure	✓		✓		
Southeastern Pennsylvania Transportation Authority (SEPTA) – Inventory Management/Procurement/Process/Staffing Assessment Evaluated the current state of its warehouse and inventory management processes, staffing, and technology, and proposed future state recommendations to help modernize its operations	✓	✓	✓	✓	✓
Texas Department of Transportation – Campus Consolidation Project Organizational Change Management Services Engaged to deliver change management services for the project to realize TxDOT’s vision to implement workplace strategies which will help reduce congestion in Austin, reduce TxDOT’s overall real estate footprint, implement a collaborative work environment as well as create a work culture that will help recruit and attract talent new talent	✓		✓		✓

5.5.7 Failed Projects

Guidehouse does not have any suspensions, debarments, or significant litigation to disclose. Given the large volume of work, contracts are undoubtedly terminated or not renewed from time to time for a wide variety of reasons, the vast majority of which have only to do with normal business reasons or necessities.

5.5.8 Additional Qualifications

Please refer to Section 5.5.6 for a description of qualifications relevant to this RFP.

5.5.9 Background Investigation

Section 5.5.1. Guidehouse acknowledges and agrees with the requirements set forth in this section.

6.0 SECTION 6. EVALUATION CRITERIA FOR SELECTION

6.0 *GENERALLY*

Section 6.0. Guidehouse acknowledges and agrees with the requirements set forth in this section.

6.1 *EVALUATION CRITERIA*

Section 6.1. Guidehouse acknowledges and agrees with the requirements set forth in this section.

Appendix A. CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM

CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM

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

Yes No
 SUBCONTRACTOR NAME: _____
 IS THIS FOR: Goods? Services? Both?
 TAXPAYER ID NAME: Guidehouse LLP
 YOUR LAST NAME: Hoffman
 FIRST NAME: Todd
 ADDRESS: 1800 Tysons Blvd, 7th Floor
 CITY: McLean
 STATE: VA ZIP CODE: 22102
 COUNTRY: USA

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

FOR INDIVIDUALS *

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

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

None of the above applies

FOR AN ENTITY (BUSINESS) *

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

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

None of the above applies

Contract and Grant Disclosure and Certification Form

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


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

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

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

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

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

<i>I certify under penalty of perjury, to the best of my knowledge and belief, all of the above information is true and correct and that I agree to the subcontractor disclosure conditions stated herein.</i>			
Signature 	Title Partner	Date 6/14/2019	
Vendor Contact Person Kevin Sanders	Title Contracts Manager	Phone No. 7034770412	
<i>Agency use only</i>			
Agency Number _____	Agency Name _____	Contact Person _____	Phone No. _____ or Grant No. _____

Appendix B. EQUAL EMPLOYMENT OPPORTUNITY POLICY



Title:	Equal Employment Opportunity and Affirmative Action
Effective Date:	November 1, 2018
Who does this apply to?	All Guidehouse personnel and to all U.S. job applicants.
Why do we have this policy?	Guidehouse values its highly talented and diverse workforce as a strategic advantage and is committed to providing equal opportunity in employment for all people.
What is the Policy?	<p>Guidehouse is committed to providing equal opportunity in employment to all applicants and employees regardless of race, color, religion, sex, age, national origin, military status, veteran status, handicap, physical or mental disability, sexual orientation, gender identity, genetic information or any other characteristic protected by law.</p> <p>This commitment must be followed in all aspects of employment and personnel practices including but not limited to: recruitment, hiring, placement, performance evaluation, upgrading or promotion, demotion, transfer, compensation, benefits, layoff and recall, training and development, social and recreational programs and application of all company policies, procedures, and benefits.</p> <p>Guidehouse has a written Affirmative Action Plan ("AAP"), developed in accordance with the provisions of U.S. federal law, to support and implement the principles of equal employment and to promote the employment and advancement of persons specifically identified by statute and regulation including minorities, women, qualified disabled persons and veterans.</p>
What do you need to do?	<p>All Guidehouse Personnel</p> <ul style="list-style-type: none"> Actively support Guidehouse's commitment to equal employment by performing all duties in a non-discriminatory manner. Maintain a work environment free from unlawful discriminatory activity.
If you have questions or concerns, contact:	<p>If you have questions on this policy, contact Human Capital.</p> <p>Concerns regarding this policy should be reported immediately to the Ethics office at ethics@guidehouse.com or to the Ethics Hotline at 833-770-0009.</p> <p>Violations of this policy may result in disciplinary action depending on the nature and severity of the violation, up to and including termination of</p>

Authorized Use Only

The current version of this policy is posted on the Guidehouse Intranet. Hardcopies are uncontrolled.



	employment.
Who is monitoring compliance?	Human Capital

Authorized Use Only

The current version of this policy is posted on the Guidehouse Intranet. Hardcopies are uncontrolled.

Appendix C. PROOF OF QUALIFICATION TO DO BUSINESS IN THE STATE OF ARKANSAS

6/3/2019

Arkansas Secretary of State



Search Incorporations, Cooperatives, Banks and Insurance Companies

[Printer Friendly Version](#)

LLC Member information is now confidential per Act 865 of 2007

Use your browser's back button to return to the Search Results

[Begin New Search](#)

For service of process contact the [Secretary of State's office](#).

Corporation Name	GUIDEHOUSE LLP
Fictitious Names	
Filing #	811083121
Filing Type	Foreign Limited Liability Partnership
Filed under Act	LP - Act 15 of 2007; Act 15 of 2007
Status	Good Standing
Principal Address	1800 TYSONS BLVD. 7TH FLOOR MCLEAN, VA 22102
Reg. Agent	C T CORPORATION SYSTEM
Agent Address	124 WEST CAPITOL AVENUE, SUITE 1900 LITTLE ROCK, AR 72201
Date Filed	08/12/2015
Officers	MARK PALLONE, Incorporator/Organizer GUIDEHOUSE HOLDING CORPORATION, General Partner GUIDEHOUSE HOLDINGS 2 LLC, General Partner
Foreign Name	N/A
Foreign Address	
State of Origin	DE

[Purchase a Certificate of Good Standing for this Entity.](#)

[Pay Franchise Tax for this corporation](#)

Appendix D. MINORITY BUSINESS POLICY

At the present time, given the scope and level of effort, Guidehouse LLP has no plans to subcontract the services to any small businesses in support of this project. In the event that this should change we will notify you.

