Technical Proposal – RFP Number: BLR-170003

State of Arkansas

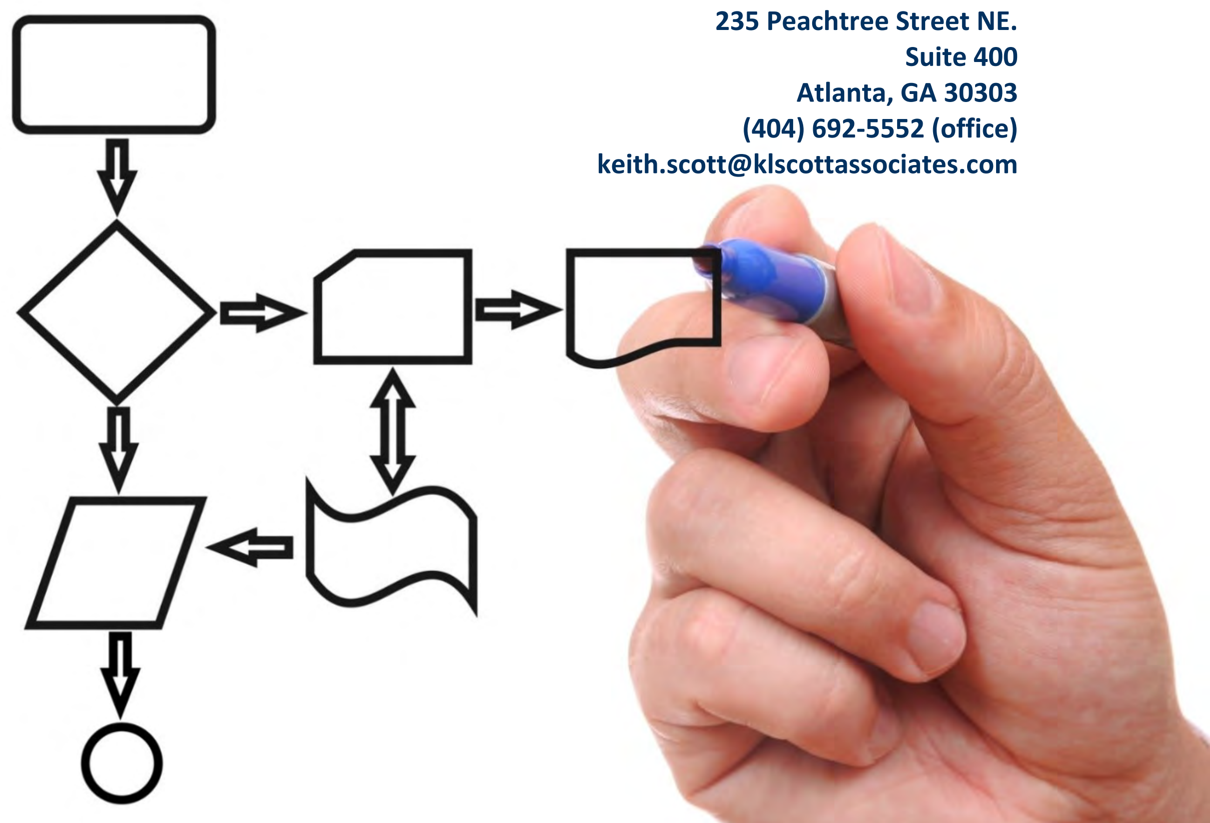
Bureau of Legislative Research

Procurement Process Consulting Services

Presented by

K.L. SCOTT
& ASSOCIATES
ANALYTICS ANALYSIS ADVICE

235 Peachtree Street NE.
Suite 400
Atlanta, GA 30303
(404) 692-5552 (office)
keith.scott@klscottassociates.com



Keith L Scott
President and Chief Executive Officer
K.L. Scott & Associates, LLC.
235 Peachtree Street NE
Suite 400
Atlanta, GA 30303

K.L. SCOTT
& ASSOCIATES
ANALYTICS ANALYSIS ADVICE

August 18, 2017

Jillian Thayer
Legal Counsel
500 Woodlane Street
State Capitol Building, Room 315
Little Rock, Arkansas 72201

Dear Ms. Thayer:

K.L. Scott & Associates, LLC is pleased to submit this proposal to provide procurement process consulting services for the Bureau of Legislative Research for the State of Arkansas. Our firm has reviewed the engagement terms and conditions regarding the solicitation and will be in full compliance.

Our offer will remain open and valid up to 180 days upon receipt. We look forward to the opportunity to work with the State of Arkansas Bureau of Legislative Research on this important initiative. If you have any questions, please feel free to contact me at (404) 692-5552 or email keith.scott@klscottassociates.com.

Best regards,

Keith L. Scott
President and Chief Executive Officer

Table of Contents

Table of Figures

1 Executive Summary

The Review Committee of the Arkansas Legislative Council is seeking the services for procurement analysis to identify process improvements. The areas for analysis are regarding procurement laws, regulations, and polices for the State. The sub-committee has an objective of attaining accurate information that would provide legislative representatives with insightful information to administer procurement process improvements for the purchase of goods and services for the State. The results from this study must be provided to the subcommittee in an adequate timeframe so they can utilize the findings and recommendations for improvement initiatives for the Arkansas Legislative Council.

Overtime, organizations can introduce inefficiencies, duplicity of work functions, and additional waste by not taking advantage of automation, working in silos, or being overtaken by the vigor of daily tasks and activities. Therefore, the Bureau of Legislative Research (BLR) is specifically seeking professional services to include the evaluation of the current state of all procurement processes, recommendations for internal procurement process improvement, ongoing procurement processing consulting support, identify resource gaps that prohibit future-state efficiency, and provide a series of recommendations to improve how "things are done".

BLR is seeking the chosen vendor to conduct business analysis of processes by utilizing activity diagrams showing the

- "As-Is" state of how business is currently being conducted;
- "gaps" in resources that show redundancies, contradictions to federal and state policies, services, data collection activities, and federal and state reporting;
- SWOT Analysis determining the Departments Strengths, Weaknesses, Opportunities, and Threats; and
- "To-Be" recommendations that provide clear and concise opportunities for process improvements.

Our team has a five (5) step business process analysis and strategic planning approach.

1. Discovery – Information gathering and research
2. Analysis – Evaluating data and processes, benchmarking, consolidation of objectives and vision
3. Identify Gaps – determining resource needs
4. Future-state Recommendations – process improvements based on findings
5. Delivery – Report Findings, Recommendations, and "Moving Forward" Strategy

K.L. Scott and Associates is headquartered in Atlanta, Georgia and will perform analysis both onsite with the BLR and in our Atlanta location. The needs of the project will determine the ratio of onsite – offsite work structure. We have clients throughout the country and are not limited by state borders. We have extensive experience in providing Business Process Management and Re-engineering, Business Process Analysis, and Strategic Planning. Our firm has provided a detailed proposal explaining our project methodology, management approach, experienced staff, project timeline, and organizational overview.

K.L. Scott and Associates have reviewed all terms and conditions of the solicitation and we are in full agreement and compliance to those terms

2 Company Overview

2.1 Vendor Profile

Business Name	K.L. Scott & Associates LLC.
Business Address	235 Peachtree Street NE Suite 400 Atlanta, GA 30303
Alternative Business Address	213 Haley Farm Way Canton, GA 30115
Primary Contact	Keith L. Scott President & CEO (404) 692-5552 (office) (678) 360-4354 (mobile) keith.scott@klscottassociates.com
Years in Business	Founded in 2013
Vendor Qualified to do Business in Arkansas	Foreign Entity
Vendor Ownership	Private Company 100% Owned by Keith Scott
State of Jurisdiction	Georgia Limited Liability Company
States with Existing Contracts	North Dakota Maryland Oklahoma Georgia Florida Washington, District of Columbia
Legal Disclosures	No existing or pending plea, conviction, adjudication of guilt in a state or federal court
Financial Disclosures	No bankruptcy, insolvency, reorganization, or corporate or individual takeover of another company, including without limitation bonded indebtedness, and any pending litigation.
Conflict Disclosures	No conflicts of interests of any personnel working on this project

2.2 Organizational Summary

K.L. Scott & Associates LLC (KLS&A) is a management and information technology (IT) consulting firm headquartered is the Historical Downtown District of Atlanta, Georgia. KLS&A is a certified HUBZone (Historically Underutilized Business Zone) Certification #57399 - and Minority Business Enterprise (MBE) with a small business classification by the Small Business Administration (SBA).

KLS&A provides a variety of services for its clients. We specialize in strategic planning, business process management, business analysis, performance management, information management, and independent verification and validation (IV&V). Our objective is to empower our clients with a deep level of understanding of their processes and data to make informed business decisions and/or corrective actions. KLS&A has a three-tiered approach to providing results for our clients – Analytics, Analysis, and Advice.

Analytics. Making decisions based on bad data and/or inefficient business processes can be detrimental to any organization. Data can originate in many forms such as intake processes, incorrect business processes or rules leading to bad results and consumption of data, and data duplicity. KLS&A evaluates the lifecycle of data and processes to ensure their integrity for our clients before building analytic reports and workflow models. Once confident that we have an accurate, secure, and robust data foundation and captured existing process workflows, our practitioners utilize the proper tools to build analytics and corrective action process models.

Analysis. KLS&A performs deep dives in data research to identify trends, warning signs, and opportunities for our clients. Our practitioners are seasoned data and business analysts administering best practice models and methodologies to provide superior analysis.

Advice. KLS&A administers the proper due diligence in our research and analysis in report of our findings to our clients. Thus, we can provide descriptive recommendations and detailed action plans that are both quantifiable and achievable.

KLS&A is an agnostic consulting firm which positions us an unbiased and trusted partner. Our clients know that we have their best interest in mind when providing our recommendations. We provide professionals that are industry certified in the areas of Lean Six Sigma, Project Management, ITIL, and Business Analysis.

KLS&A has worked with a variety of clients on projects similar in size and scope for North Dakota Department of Public Instruction, Alachua County Board of Commissioners, Maryland Department of Assessment and Taxation, Montgomery College, City of Roswell Georgia, City of Tulsa Oklahoma, U.S. Department of Education, Atlanta Public Schools, Metropolitan Atlanta Rapid Transit Authority (MARTA) and U.S. Department of Homeland Security.

2.3 Executive Team

KLS&A is led by an executive team with over 75 years of combined industry experience.

Keith Scott, MBA – President and Chief Executive Officer

Keith L. Scott is the President and Chief Executive Officer of K.L. Scott & Associates. Keith has over 23 years of IT Strategy and Management Consulting experience leading client initiatives in the non-profit, public and private sectors. Keith leads the firm with establishing new clients and partnerships, providing strategy consultation, and project engagement oversight. He is a proven results-oriented leader. Throughout his career, Keith has been known as a master facilitator, mediator, and team builder while keeping his eye on the big picture and delivering solutions for his clients. He has led multimillion dollar project engagements at some of the largest organizations in the country such as:

- AT&T
- U.S. Department of Education
- U.S. Department of Homeland Security
- U.S. Department of Veteran Affairs
- Atlanta Public Schools
- Michigan Department of Education
- Kentucky Department of Education
- Metropolitan Atlanta Rapid Transit Authority (MARTA)
- Delta Airlines
- AIG
- Autotrader.com
- Chick-fil-a, Inc.

Keith is an accomplished public speaker and published author providing articles such as

- "A Day in the Life of a Process Consultant"
- "Tips for Managing Virtual Teams"
- "The Importance of Process"
- "Positioning Your Organization for Change"
- "Independent Verification and Validation: An IT Insurance Policy That's Worth Its Weight in Gold"

Keith is a member of the Project Management Institute, Technology Association of Georgia (TAG), National Association of Government Contractors, and the Atlanta Business League. Keith holds a Bachelor of Science in Computer Science from North Carolina A&T State University and a Masters of Business Administration in Strategic Management from Mercer University.

Donta' Bell - MBA – Executive Vice President and Principal Consultant

Donta' Bell is an Executive Vice President and Principal Consultant of Digital Media and Marketing Analytics with K.L. Scott & Associates. He has over 20 years of corporate experience where he has mainly focused on technology development in digital media, marketing and analytics. Mr. Bell holds a technical patent for ApplyRapid™, a report builder platform for non-technical information requesters (e.g., college admissions departments, financial aid departments, loan departments) to request information from information providers (e.g., students, parents) who hold password protected vaults enabling the information provider to determine when and how information within their vault is shared with the information requester. He has managed consulting engagements for New York Stock Exchange (NYSE), Hoffmann La-Roche, Johnson & Johnson, Bristol Myers Squibb, Munich Re, Prudential, Marsh & McLennan, AT&T, NJ Department of Banking and Insurance, NJ Transit and the NJ State Office of Management. His responsibilities have included business acquisition, project management, system administration, and web development.

Mr. Bell received his BA in Economics from Rutgers College and his MBA in Finance from Wagner College, and has taught computer and business management courses as an adjunct professor at New York University (NYU), Wagner College, and Middlesex County College. Mr. Bell has taught the Microsoft Certified Systems Engineer (MCSE) and the Lotus Certified Professional (CLP) curriculums at respected technology training institutions.

Adrian Atkinson – Chief Operating Officer

Adrian Atkinson is the Chief Operating Officer of K.L. Scott & Associates LLC. Mr. Atkinson is providing management consulting services for non-profit and real estate acquisition. He has over 10 years of experience in the public sector. He has experience in the sale and marketing of real property as well as providing market research and analysis for acquisition of land for future development opportunities, small business merger and acquisition, and small business planning. He has consulted with public sector and non-profit organizations to assist with the acquisition and development of facilities to increase services/programs being offered to the community. Mr. Atkinson has a Bachelor of Business Administration in Public Administration from Liberty University.

Tony Tolliver – Chief Technology Officer

Tony Tolliver is Chief Technology Officer for K. L. Scott & Associates. He has over 17 years of program and project management experience involving scheduling, cost, and personnel management for IT and Telecommunications related projects within the federal government and commercial industries. Mr. Tolliver also has over 15 years of technical experience in strategic planning and analysis, process improvement, system architecture design, systems management, and networking. Mr. Tolliver maintained a security clearance for 15 years during all his federal government engagements. He has a Master's of Science Degree in Industrial and Systems Engineering from the University of Florida.

2.4 Proposed Personnel

*** Confidential

2.5 Past Performance

*** Confidential

3 Technical Approach

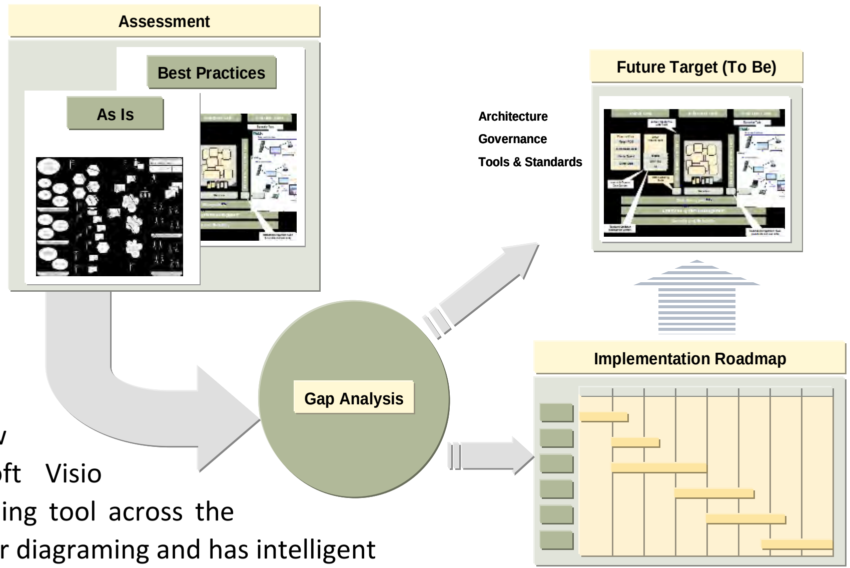
KLS&A has a proven and effective methodology for providing business process improvements and analysis to produce future-state recommendations. Our methodology is applicable across industries and our practitioners customize our process based on our client needs. Our methodology produces analysis that is

- Complete
- Specific
- Separated into “must have” and optional / enhancement
- Measurable
- Prioritized
- Achievable
- Connected
- Agreed upon by stakeholders

Our initial approach to this engagement is to understand the organizational landscape. We will evaluate existing workflows, IT systems, access methods, organizational roles and responsibilities, agency policies, political climate, previous studies and their approach, and identify all stakeholders. We consider all aspects of the organization – People, Processes, Technology, and Data.

Our team will administer “Phase 0” which is understanding the leadership’s vision before conducting our analysis.

3.1 Procurement Process Improvement and Analysis



KLS&A will conduct our analysis utilizing the Unified Modeling Language (UML2) diagraming notation, however our experienced practitioners are well versed in multiple notations such as Business Process Management Notation (BPMN) if requested by the Agency.

Our team will model the workflow activity diagrams using Microsoft Visio which is a widely accepted modeling tool across the industry. Visio is a powerful tool for diagraming and has intelligent rules, validation and sub-process diagram capabilities. In addition to being IEEE compliant, Visio is part of a commonly used Microsoft suite of applications.

Our firm has a clear comprehensive modeling and analysis process. Our procurement process analysis approach is conducted in five (5) phases – Discovery, Analysis, Gap Analysis, Future-state Improvements and Recommendations, and Delivery.

Phase 1: Discovery

First things first, our team will fully understand BLR's vision and pain points to make sure we address them specifically. We will understand the business of the Agency and remove any preconceived assumptions. Though experience is vital in understanding best practices, removing bias will allow our team to continue its goal of thinking "out of the box" for the Agency.

Our team will customize a questionnaire for identified stakeholders (managers, subject matter experts, employees, vendors, procurement officers, and constituents) for data collection of activities, and the capture of business rules, processes both manual and automated, resource constraints, untapped opportunities, and identification of systems and data. Our questionnaire will try to address (not limited to)

1. Adequate and appropriate records management throughout the procurement process that provide sufficient information to enable an audit or independent review;
2. Lines of approval and process for budget and purchase;
3. Procedures to ensure suppliers submitting RFPs/RFQs are dealt with fairly, equitably and without conflict of interests such as nepotism, etc. during the quotation and evaluation process;
4. Cost estimation and budgeting for procurement of goods and services;

5. Market research and consultation process;
6. Specification design that it does not restrict competition, reflect bias, or act as a barrier to the consideration of alternatives and addresses value both monetary and non-monetary;
7. Probity planning;
8. Review of evaluation committee selection and administration;
9. Policies for confidentiality and conflict of interest of evaluation committee;
10. Evaluation of selection criteria, weighting, and methodology;
11. Risk assessment and management plan;
12. Contract management plan (all phases);
13. Probity advisement process;
14. RFP/RFQ document creation;
15. Pricing requirements;
16. Vendor invitation process such as
    a. Allowing sufficient time for suppliers to provide quotes
    b. Distribution of RFP/RFQ
    c. Marketing advertisement of procurement opportunities
    d. Process for time extensions and addenda announcements
    e. Vendor pre-solicitation conference management
17. Process for receiving offers for fairness and impartiality
    a. Quotations are secure prior to closing
    b. Quotations are received within the requested date and time and receipt of record provided to supplier
    c. Appropriate supplier signatures, acknowledgement of terms and conditions
    d. Procedures for late proposals
    e. Invitation for oral presentations
    f. Redacted proposal process
18. Evaluation Process
    a. Recommendation process and acceptable legal entity
    b. Award announcement
    c. Non-awarded vendor evaluation report
    d. Freedom of information
    e. Minority Business consideration
    f. Confirmation of available funds for actual costs of goods/services

We will create an inventory of all existing systems and create a business rule catalog for further analysis. Our team will create a Resource Dependency Matrix that will help our practitioners understand the interdependency of processes and tools; touch points among use case actors (organization, peoples, processes, policies and procedures, and IT systems); and relationships between IT systems and data. We will review all existing documentation, workflow models, past successes, and lessons learned.

Our team will schedule and conduct a series of interviews for data collection and as an outcome, we will create a master "task" list that assigns roles and responsibilities (whether individual or departmental) to the procurement processes.

Phase 2: Analysis

Using the information gathered from our Discovery phase, our team will begin producing "As-Is" activity diagrams for all roles in the procurement process. We will identify process

- Actors (system, human, department, or external)
- Automated or manual function
- Exceptions
- Inputs and Outputs
- Alternatives
- Business rule compliance (which includes policies, regulations, laws, etc.)
- Policy, Regulation, and Legal impacts
- Constraints

We will create "As-Is" activity diagrams that are comprehensive and concise. We will catalog each activity by an identification number for tracking and mapping of activities and use case actors.

Business Process Catalog - Client XYZ Department				
Process Area (Level 1)	Process Group (Level 2)	Business Process (Level 3)	Sub-processes (Level 4)	Process Step (Level 5)
05. Quality Assurance				
	05.03 Partner Qualification			
		05.03.02 Ongoing Audit Program		
			05.03.02.01 Audit Decision	
				05.03.02.01.01 Select suitable suppliers
				05.03.02.01.02 Generate audit records and audit program
				05.03.02.01.03 Select suitable audit records
			05.03.02.02 Detailed Audit Planning and Scheduling	
				05.03.02.02.01 Select suitable audit records
				05.03.02.02.02 Assign lead auditor per audit record
			05.03.02.03 Execute Audit	

Figure 2 - Procurement Process Catalog Example

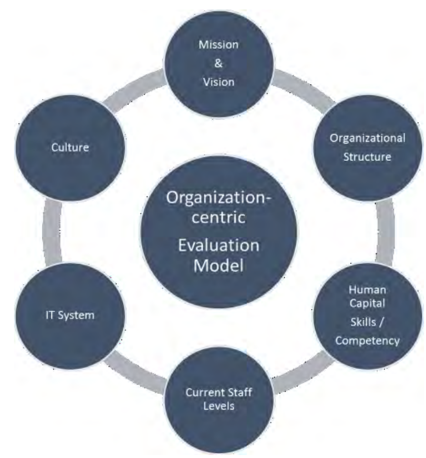
Our procurement process catalog will be composed of an identification number, business area, description, boundary outline, references to external resources and documentation, constraints, stakeholders, process area, objective definition, and improvement opportunity.

Procurement Process Catalog	
ID	Procurement process identification number.
Business Area Name	Department, division or unit owner of the process.
Description	Summary of the process.
Boundary of the Business Area	Describe the boundary of the business area. This defines the entities that interact in this business area; actors, organizations, and possibly systems.

Procurement Process Catalog	
References	External supporting documentation.
Constraints	Identify any constraints on the process areas (and, thus, business processes) within this business area.
Stakeholders	Identify the internal and external individuals that are impacted by the process.
Process Areas	List the process areas within the scope. A process area is a collection of business processes.
Objective	Describe the objective of the process.
Business Opportunity	Describe the business improvement opportunity that can be achieved by improving the process.

Phase 3: Identify Gaps

KLS&A practitioners will begin conducting a gap and SWOT (strengths, weaknesses, opportunities, threats) analysis. We will quantify measures where the organization is not meeting expectation and/or desired outcomes. Our evaluation process will be based on the KLSA's Organization-Centric Evaluation Model which administers deep level analysis in the



1. Organizational mission and vision
2. Department structure
3. Human capital skillset
4. Current staff levels
5. IT Systems
6. Culture

In addition to internal evaluations, our team will evaluate external factors such as policies, industry peer best practices for similar business processes, federal and state laws and regulations, local constituencies, and other factors that may arise during our analysis.

Our findings will be summarized in a detailed Gap Analysis Report that maps to each individual business process. The following information will be presented in our analysis:

- Name: The process being analyzed
- Identifier: A unique number
- Gap: Name of the process task
- Gap Analysis: Each gap fully and the shortcomings
- Gap Resolution Strategy: The options for resolving the gap

ID	Procurement Process	Gap	Description	Resolution Strategy
1.001	Student Registration	Mobile Registration	Students do not have an online device independent method accessing the registration portal.	Create a responsive web design that his platform independent.
1.002	Student Registration	Email Confirmation	Students do not have an electronic confirmation of their registration.	Create an automated email confirmation that is provided to the student's primary email address.

Table 1 - Gap Analysis Example

Phase 4: Future-State Improvements and Recommendations

Our team will continue to interface with stakeholders to create a series of processes improvements. We will create "To-Be" activity diagrams representing process improvements and map them to the "As-Is" diagrams identify and communicate the level of improvement. We will describe the required resources necessary to be acquired to administer and adopt the process improvements.

Our future-state recommendations will be

- Achievable given the current environment and available resources (i.e. time, budget, human capital, etc.)
- Quantifiable to determine the required performance and ROI (Return on Investment) desired
- Absent of unnecessary risks that should be avoided

Our team will select a future-state processes based on desired goals and analysis of

- Alternative approaches
- Cost and quality measures
- Dependencies on other processes
- Cost of non-implementation of selected various processes

Phase 5: Delivery

Our team will present the final roadmap and recommendations report to take the organization to the next level. The final report will explain in detail a summary of our conclusions and recommendations to define a path forward. Our final report will contain

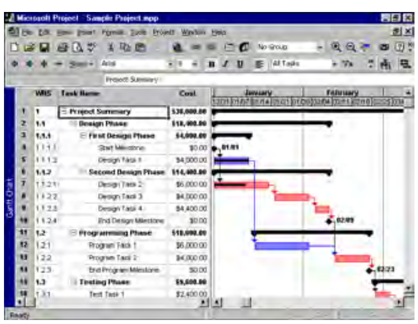
Report Sections	Description
Executive Summary	Observations and conclusions Final Recommendations
Detailed Analysis	Background and problem definition Project scope and constraints Project assumptions Results Summary from Stakeholder Interviews Task List "AS-IS" Activity Diagram Gap and SWOT Analysis "TO-BE" Activity Diagram containing process goals and improvements Performance Indicators

Report Sections	Description
Report Summary	Recommendations Implementation plan containing schedule, tasks, and budget

4 Management Approach

In our experience, strong and effective project management methods and tools are critical to successfully manage project engagements. By "strong", we mean a well-structured, clearly understood framework in which levels of accountability match levels of responsibility; people know where they fit within the project and can see the bigger picture; and processes and systems allow for escalation of risks and issues to the appropriate level of accountability.

Using our project management methods, we will provide the organization with the opportunity to review and approve project activities at multiple decision gates which are defined at the project kick-off. These decision gates provide the organization and KLS&A visibility of project expectations to support optimum performance. The success of a project engagement depends on a sound management foundation. Our program management methods align to best practices as defined by the Project Management Institute™ (PMI).



The project management tools, such as Microsoft Project, assist in initiating, planning, executing, controlling, and closing a phase, task, or a project. Our project manager will prepare a customized Project Plan for each task order, which includes details the management of the task schedule, risks, quality, scope, and other important areas. In addition, the project manager will use Microsoft Project to develop work breakdown structures, critical path/dependencies, resource loading, task assignment, and cost control through Earned Valued Management (EVM). All documentation developed by the team will be stored using Microsoft SharePoint – an industry leading collaboration tool –. SharePoint is a web-based tool that provides an online collaboration capability between KLS&A and the project stakeholders. SharePoint provides ready access for document storage, communication of work plans, closing schedules, key delivery dates, and other critical data elements. The tool is extremely user friendly, secure, and provides for smart notification via email so that stakeholders can be notified of new or changed information in the knowledge base.

4.1 Communications

KLS&A streamlines communications first by identifying the project stakeholders and creating a RACI (Responsible, Accountable, Consulted, and Informed) matrix. The RACI matrix will help us understand what to communicate and to whom. Our experienced management team will facilitate project meetings based on artifacts and topic areas and leverage the RACI matrix on the distribution of such communications. Table 2 - Project Communications Schedule explains our status meeting process.

PROJECT STATUS COMMUNICATIONS						
Action	**Audience**	**Frequency**	**Facilitator**	**Purpose**	**Forum**	**Artifacts**
Kick-off Meeting	Stakeholders	Project Launch	Project Manager	Identify goals and objectives, project expectations	Onsite	Power Point Presentation Project Management Plan RFP – SOW Proposal Response
Team Meeting	Project Manager and Team	Weekly	Project Manager	Internal discussions to review project risks, status of tasks, activities, and milestones	Virtual (Video/Audio Conferencing) KLS&A Offices	Power Point Presentation Excel Risk Register Project Management Plan
Project Meeting	Stakeholders Project Manager and Team	Monthly	Project Manager	Internal discussions to review project risks, status of tasks, activities, and milestones	Virtual (Video/Audio Conferencing) On-site (if required)	Power Point Presentation Excel Risk Register Project Management Plan
As-Needed	Applicable Team Members	On-Demand	Project Manager	Discuss topic at hand	Virtual (Video/Audio Conferencing) On-site (if required)	TBD

Table 2 - Project Communications Schedule

Project status will be reported by our project manager and provided to the identified stakeholders on a weekly basis. The status of deliverables will be tracked using color coded indicators with specific characteristics assigned to each color as shown below.

4.2 Project Schedule

Task Name	Duration	Start Time	End Time
Bureau of Legislative Research	**136 days**	**Mon 9/18/17**	**Wed 3/28/18**

Task Name	Duration	Start Time	End Time
Phase 0: Project Launch	**7 days**	**Mon 9/18/17**	**Tue 9/26/17**
Project Kick-off	**7 days**	**Mon 9/18/17**	**Tue 9/26/17**
Facilitate project launch meeting w/ stakeholders	1 day	Mon 9/18/17	Mon 9/18/17
Identify stakeholders	2 days	Mon 9/18/17	Tue 9/19/17
Establish PMO	2 days	Mon 9/18/17	Tue 9/19/17
Build templates and project work products	3 days	Mon 9/18/17	Wed 9/20/17
Schedule interviews	7 days	Mon 9/18/17	Tue 9/26/17
Review existing "AS-IS" workflows	2 days	Mon 9/18/17	Tue 9/19/17
Create a detailed project plan	**4 days**	**Tue 9/19/17**	**Fri 9/22/17**
Create WBS based on findings from kickoff meetings	3 days	Tue 9/19/17	Thu 9/21/17
Review WBS with Department	1 day	Fri 9/22/17	Fri 9/22/17
Detailed Project Plan Completed	***0 days***	***Fri 9/22/17***	***Fri 9/22/17***
Phase 1: Discovery	**30 days**	**Wed 9/27/17**	**Wed 11/8/17**
Customize survey questions to organizational needs	5 days	Wed 9/27/17	Tue 10/3/17
Distribute survey and analyze results	10 days	Wed 10/4/17	Wed 10/18/17
Conduct Interview Sessions with Stakeholders	30 days	Wed 9/27/17	Wed 11/8/17
Review existing documentation and industry benchmarks	30 days	Wed 9/27/17	Wed 11/8/17
Phase 2: Current-state Analysis	**22 days**	**Thu 11/9/17**	**Fri 12/8/17**
Generate a detailed "AS-IS" activity diagram for all employee / stakeholder tasks	20 days	Thu 11/9/17	Wed 12/6/17
Generate a BPM catalog with all tasks grouped by section and position	20 days	Thu 11/9/17	Wed 12/6/17
Identify improvements to task flows and processes	20 days	Thu 11/9/17	Wed 12/6/17
Review with Department and Revise per feedback new "AS-IS" workflows	2 days	Thu 12/7/17	Fri 12/8/17
"AS-IS" (Current-state) Workflow Model Completed	***0 days***	***Fri 12/8/17***	***Fri 12/8/17***
Phase 3: Identify Gaps	**16 days**	**Mon 12/11/17**	**Tue 1/2/18**
Identify gaps in resources, process efficiency, duplicity, dependencies in processes	10 days	Mon 12/11/17	Fri 12/22/17
Confirm gaps with Department	1 day	Tue 12/26/17	Tue 12/26/17
Create SWOT Analysis based on current-state and gaps identified	5 days	Wed 12/27/17	Tue 1/2/18
Gap and SWOT Analysis Completed	***0 days***	***Tue 1/2/18***	***Tue 1/2/18***
Phase 4: Future-state Improvements and Recommendations	**61 days**	**Mon 12/11/17**	**Tue 3/6/18**
Identify process improvements	30 days	Mon 12/11/17	Mon 1/22/18
Create "TO-BE" process models for future-state recommendations	30 days	Mon 12/11/17	Mon 1/22/18
Generate a BPM catalog with all tasks grouped by section and position	30 days	Mon 12/11/17	Mon 1/22/18
Review "TO-BE" process models with Department	30 days	Tue 1/23/18	Mon 3/5/18
Revise process model based on feedback	1 day	Tue 3/6/18	Tue 3/6/18
"TO-BE" (Future-state) Workflow Models Completed	***0 days***	***Tue 3/6/18***	***Tue 3/6/18***
Phase 5: Delivery	**16 days**	**Wed 3/7/18**	**Wed 3/28/18**
Create final recommendations report	15 days	Wed 3/7/18	Tue 3/27/18
Make final representation to the Department	1 day	Wed 3/28/18	Wed 3/28/18
Project Completed	***0 days***	***Wed 3/28/18***	***Wed 3/28/18***

Appendix: Work Examples

*** Confidential

Appendix: Resumes

*** confidential