

Attachment C

Guidehouse Response to BANA RFP dated December 13, 2019



County of Santa Barbara
Request for Proposal (RFP) # 835017

Business Applications Needs Assessment

Technical Proposal

December 13, 2019

Provided to:

County of Santa Barbara
Mark Masoner
Purchasing Division
105 East Anapamu Street, Room B-5
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guidehouse.com

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This proposal includes data that shall not be disclosed outside the County of Santa Barbara 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, County of Santa Barbara shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit County of Santa Barbara's 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.



1.0 Cover Letter

Mark Masoner
County of Santa Barbara
Purchasing Division
105 East Anapamu Street, Room B-5
Santa Barbara, CA 93101
Telephone (805) 568-2692
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Subject: Technical Proposal | (RFP) # 835017 | Business Applications Needs Assessment

Dear Mr. Masoner:

Guidehouse LLP is pleased to submit to the Purchasing Division of Santa Barbara County's General Services Department our proposal to conduct a business application needs assessment. We believe that we are the best firm to support you in this process for the following reasons:

We are the right people with the right experience in application assessments and procurement. Guidehouse brings a wealth of blended experience in both business application needs assessments as well procurement engagements. As an example, we recently worked for the Colorado State University Research Fund (CSURF) to help the organization understand their business application gaps which then led to a procurement. We also bring big picture IT and procurement experience through our work with agencies like the New York Metropolitan Transportation Authority (MTA) to design procurement strategy and mitigate risk.

We bring an independent and fresh face to Santa Barbara with Big 4 roots. At Guidehouse, our independent perspective is essential to our success. We are new to the County and are eager to put our best foot forward. That said, we are not new to California having worked at the State and with multiple cities and counties (e.g., Los Angeles and Santa Clara Counties). We bring a flexible approach like a startup but have the experience from our PricewaterhouseCoopers past.

We are the only professional services firm to be awarded the Malcolm Baldrige National Quality Award. Guidehouse is committed to achieving public sector excellence and brings this drive for quality to the County with this review of business applications. We will work tirelessly to give the County an actionable and defensible plan that ensures Renew '22 is not something theoretical on PowerPoint but a series of innovative and effective technology transformations that result in measurable efficiencies and cost savings for constituents.

Guidehouse appreciates the opportunity to be considered for this important project and if selected, will provide County of Santa Barbara with a team committed to your success. If you have any questions about our proposal, please contact me at cobrien@guidehouse.com.

Sincerely,

Partner Name | Partner

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2.0 Company Overview

Guidehouse LLP originated as the US government consulting practice of PricewaterhouseCoopers LLP (Guidehouse). While the firm's services date back to the 1800's, the government consulting practice was formally created in 2005 to provide a greater focus on our government clients. For 14 years, Guidehouse has been a leading global provider of consulting services to the public and commercial markets with broad capabilities in management, technology, and risk consulting. We help clients address their toughest challenges with a focus on markets and clients facing transformational change, technology-driven innovation and significant regulatory pressure. Across a range of advisory, consulting, outsourcing, and technology or analytics services, we help clients create scalable and innovative solutions that prepare them for future growth and success. Headquartered in Washington DC, the company has more than 7,000 professionals in more than 50 locations. Guidehouse is led by seasoned professionals with proven and diverse expertise in traditional and emerging technologies as well as markets and agenda-setting issues driving national and global economies.

We are an award-winning team who understands your needs and can provide you the desired solutions. Santa Barbara County is at a crossroads. There are competing business needs across agencies which require unique application solutions. This presents an opportunity to modernize and streamline multi-disciplinary operations through the development of new capabilities, but the County must continue to act as a steward of public resources. For this reason, stock must be taken of the existing applications to differentiate where agencies require new system(s), additional training with existing applications, or no intervention necessary. Our unique approach will leverage the knowledge gained through previous business application successes with Colorado State University and the Massachusetts Department of Transportation but will meld with the interpersonal approach for which Guidehouse is known. Our stakeholder engagement and change management will bring all members of the County's Staff into the process and will serve as a catalyst to lasting improvements across people, processes, and technology. As a nationally recognized team specializing exclusively in public sector work, we bring the insights and best practices from dozens of federal, state, and local clients to you. Our recent acquisition showcases our desire for continued partnerships across the nation and for deepening the talent and capabilities we can offer to our clients.

On October 11, 2019, Guidehouse completed its previously announced acquisition of Navigant Consulting Inc. With this acquisition, Guidehouse is now a leading professional services firm with capabilities and expertise in both commercial and public sector consulting. Our combined company has unmatched experience in highly regulated industries across both the commercial and government sectors, with a focus on supporting client needs in the industries of Healthcare, Financial Services, Energy, National Security, and Aerospace & Defense. Our acquisition of Navigant has given us and our government customers, including the County of Santa Barbara, access to a wealth of additional resources and capabilities. Our acquisition of Navigant does not impact the technical, staffing, or pricing approach that Guidehouse is proposing for the Business Applications Needs Assessment.

In the months ahead, we will be working to integrate the Guidehouse and Navigant businesses. In furtherance of that effort, we recently rebranded Navigant Consulting Inc. as Guidehouse Inc. In addition, we plan to consolidate Guidehouse LLP's operations into Guidehouse Inc. effective January 1, 2020. Until that time, Guidehouse will continue to be registered in Delaware as a limited liability partnership, with oversight from a Board of Directors. We will continue to

perform as proposed during and after this consolidation, using the same personnel and methods described in this proposal and without changes to the schedule, price, or level of effort proposed.

2.1 About Our State and Local Government Practice

Guidehouse’s State and Local Government practice is a leader in helping cities and states execute change. Our team focuses domestically on bringing top-tier talent and the integrity of our brand to cities and states to solve their most pressing problems. We work with state and local governments to connect citizens, plan and drive investments, and increase efficiency to promote long-term economic, environmental, social, and cultural prosperity. From overhauling information technology business processes to vendor selection and stakeholder management, we intentionally seek out opportunities to work with clients like Santa Barbara County on addressing issues that are core to their future success. Over the past five years, we have successfully completed more than ten similar engagements from which to draw previous insights and instill confidence in Santa Barbara County we are the best choice for this engagement. Several of those projects were overseen by the same leadership selected for this proposal.

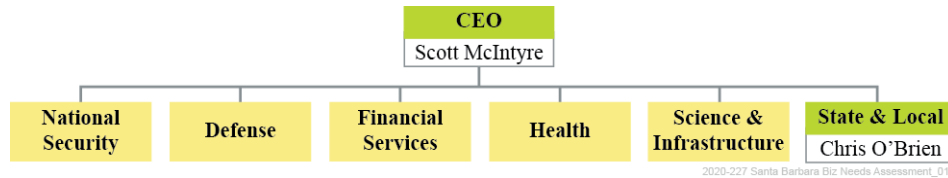


Figure 1. Guidehouse Organizational Structure

For the County of Santa Barbara, our engagement leadership would be comprised of Chris O’Brien and Kristin Centanni. Chris O’Brien is a Partner at Guidehouse and leads our State and Local Government Advisory Practice (see **Figure 1**). He has over 25 years of experience helping governments and companies develop innovative strategies to achieve improvements in performance and manage technological change. Before Guidehouse, Chris served as the CIO for the City of Chicago and led many transformative information technology initiatives, including the introduction of the first ever 311 system across a major metropolitan city. Chris will help the Guidehouse team consider the bigger picture for this engagement and its impact on the human element. Kristin Centanni is the Director of our west coast practice where she has focused on business process refinement, organization assessment and design, and innovative strategies to achieve long term goals. The preponderance of our project team would be staffed locally from our California offices. We also have remote staff throughout California and Nevada. Detailed resumes and qualifications for all our proposed project staff can be found in the project team section of the proposal.

3.0 Work Philosophy

Today more than ever, the County is being asked to answer calls for increased transparency and accountability. Citizens and other stakeholders question the impact and efficacy of government initiatives, all of which are underlined by the County’s IT systems and processes. The County has recognized that a modernization effort is needed to ensure IT systems support the level of collaboration and transparency needed in the decades ahead.

Renew ‘22 represents a big step that County has taken to not just transition the County’s systems, but to transform them. Through the creation and implementation of Renew ‘22, the County has already made commendable progress in establishing effective governance structures, coordinating representation across County departments, socializing the change to come, and aligning on a common vision of success.

Renew ‘22 is critical for laying the groundwork for the Business Applications Needs Assessment (BANA), which represents part of the first phase of work to make sustainable gains and measurable results within its IT landscape. We know that the people, processes, and technologies that make up the County are a blended tapestry of past initiatives (successful and failed), legislate requirements and local mandates, and dedicated leaders and staff. We also know that for every interaction a Santa Barbara resident has at the County there is a whole host of processes, systems, and tasks that go into that single transaction – the proverbial iceberg, so to speak. Components of this iceberg are addressed through the various strategies the Renew ’22 strategy and will continue to be part of our analysis and recommendations.

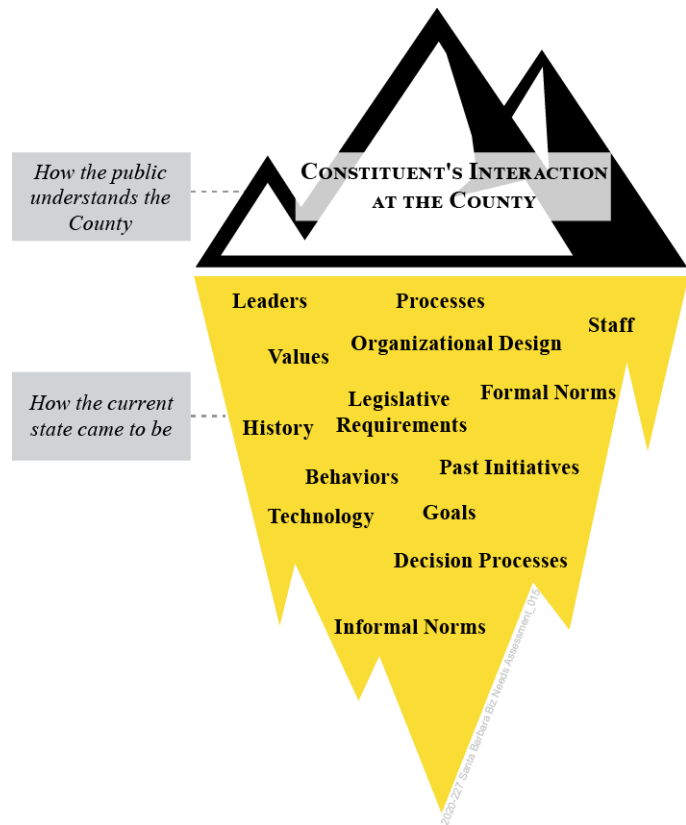


Figure 2. Constituent’s Interaction at the County

As with all efforts involving multiple and diverse stakeholders, the “art and science” of process and technology redesign will involve extensive engagement to collectively align with the mission and goals of the County and Departments as well as to map opportunities for efficiency gains with available resources. Guidehouse has a diverse base of subject matter specialists with relevant technical and functional knowledge to support the County’s business applications needs assessment and subsequent vendor selections.

We are prepared to be the experienced partner to help you traverse the critical steps, mitigate risk, and secure buy-in at all levels of the organization. We bring a bench of skills, experience, and insights from our work with public agencies across the nation and are accustomed to working in situations where coordination amongst many groups is critical to success, and where a personal touch and a sense of humor are required.

Guidehouse brings a set of five Guiding Principles to ensure our organizational values flow through to our work philosophy and project delivery. These Guiding Principles align closely with the components of the Renew 22 Initiatives, as show in the image below. The Guiding Principles we bring to this BANA are:

- **Long-Term & Strategic:** We view the County’s IT transformation, beginning with this project, as central to your long-term goals of having a resilient and innovative technological future. Accordingly, all our BANA activities will include consideration of the impact and fit with County and Departments strategic goals now and in the future
- **Agile:** IT change at this level and with this much complexity requires an agile approach to avoid going too far down a path without diverse stakeholder feedback. We will balance this through an approach that keeps progressing forward while taking a step back to see and share the bigger picture with the applicable groups (e.g., Stakeholder Team, EITC)
- **Customer-Centric:** Everything the County and its Departments do is with the public’s best interest in mind. We will approach our project with the same mentality. Every step of the way we will consider the needs of our customers (County, Stakeholder Team), as well as the impact anything we provide may have on the services the County delivers to its citizens and other stakeholders.
- **Connected and Streamlined Systems and Processes:** In a world of budget cuts and high expectations, it is vital for organizations to drive efficient, streamlined processes. We will seek to streamline processes where possible, such as identifying excess system capacity or duplicative data, by working with the applicable stakeholders to ensure any efforts at increased efficiency do not negatively impact effectiveness. At the same time, we recognize the importance of connectedness and integration in today’s technological landscape and look forward to helping the County achieve this connectedness through centralization of systems and activities without sacrificing the department’s unique needs.
- **Performance-based:** The only way to continually and demonstratively improve is through a clear understanding of current performance and desired future performance. Technology is making it easier than ever to track and understand the effectiveness of our people, processes, and IT landscapes. As such, we will consider performance-based impacts with each step of the BANA, both in terms of impact and performance measurement so that the County can gauge performance of its selected vendors, as well as its own performance as it transforms itself along this journey.

Guidehouse Guiding Principles for BANA	Renew '22 Component
Long-term and Strategic	Revisioning
Agile	Rebalancing
Customer-Centric	Responding
Connected and Streamlined Systems and Processes	Re-designing
Performance-based	Retaining

Our services support the alignment of the County’s IT and mission strategies and assist in the development of organizational structures, processes, practices, and controls that will facilitate implementation.

4.0 Financial Information

Our attached Financial Resource Statement is typically used in client proposals to satisfy questions about Guidehouse's financial position and viability. As a private company, our policy is to strictly refrain from issuing financial statements or any detailed financial information to external parties. This information has been developed and approved for use in client proposals for all situations. Should the County have any questions, additional information is available upon request.

Financial Capacity

Guidehouse LLP (“Guidehouse”) is a Delaware limited liability partnership that offers management advisory services to government and multilateral clients. Guidehouse was formed on August 28, 2014 and is the successor in interest to PricewaterhouseCoopers LLP’s (“PwC I.I.P”) public sector business that was transferred to Guidehouse on January 1, 2015 as part of an internal reorganization. Prior to being named Guidehouse LLP, the entity was called PricewaterhouseCoopers Public Sector LLP.

Effective May 1, 2018, Guidehouse has two holding company parent organizations – its wholly owned parent is Guidehouse Holdings Corporation (DE) and the parent of Guidehouse Holdings Corporation is Eton Holdings, LLC (DE). Eton Holdings, LLC is largely owned by Veritas Capital. Veritas Capital is a private equity firm with over two decades of experience and over \$9.5 billion of assets under management.

The below financial information is provided as insight to the financial position and viability of Guidehouse LLP and its parent Guidehouse Holdings Corporation (“GCH”). The only subsidiary to GCH is Guidehouse and largely all of the operating results of GCH as reported in the audited financial statements are those of Guidehouse. As a private partnership, our policy is to strictly refrain from issuing financial statements or any detailed financial information to external parties.

Guidehouse has the necessary financial capacity, working capital, and other resources to perform this contract without assistance from any outside sources.

Financial Statement Information

Guidehouse’s total fee revenues, including those from when it was an integrated business unit of PwC LLP, are shown below. These revenues exclude any cost reimbursable amounts that are

considered revenue for financial statement purposes but do not generate income for the business.

Guidehouse has a fiscal year of July – June.

Year Ended June 30 th , 2016	\$390 Million
Year Ended June 30 th , 2017	\$488 Million
Year Ended June 30 th , 2018	\$577 Million
Quarters Ended December 31 st , 2018	\$288.9 Million

The business generates positive cash and is very profitable on an EBITDA (Earnings before interest, tax, depreciation and amortization) basis. Guidehouse has had financial audits conducted in the following periods – Fiscal Year ended June 30, 2016, Fiscal Year ended June 30, 2017 and an audit for the stub period May 1, 2018 – June 30, 2018 that represents the Veritas investment period for its fiscal year 2018. For evaluation purposes, interim (unaudited) financial statements for the first two quarters of the fiscal year which began on July 1, 2018, are shown below.

Summary Balance Sheet

FY2019 – As of December 31, 2018

(\$ in 000s)

Assets

Current Assets

Cash & Cash Equivalents	85,903
Accounts Receivable	130,814
Prepaid and other assets	6,093

Total Current Assets **222,810**

Property and equipment, net	6,521
Purchase intangible asset, net	169,470
Goodwill, net	256,662
Deferred Tax Asset, net	30,607
Other Non-current Assets	2,607

Total Assets **688,677**

Liabilities & Equity

Current Liabilities

Accounts Payable	29,605
Accrued vacation, salaries, benefits and payroll taxes	25,541
Current portion of long term debt	3,150
Other current liabilities	23,556

Total Current liabilities **81,852**

Long-term debt, net of current portion	415,275
Other long-term liabilities	(12,099)

Total Liabilities **485,028**

Equity **203,649**

Total Liabilities & Equity **688,677**

Summary Consolidated Income Statement
FY2019 – Year to Date Through December 31, 2018
(\$ in 000s)

Net sales, adjusted	288,949
Cost of sales	216,007
Gross margin	72,942
Depreciation and Amortization	38,033
SG&A	54,622
Total Operating Expenses	92,655
Operating Income	(19,713)
% of Revenue	-6.8%
Interest Income	(17)
Interest Expense	15,065
Income Tax	(10,793)
Net Income	(23,967)
% of Revenue	-8.3%
EBITDA	32,381

Cash Liquidity

Effective May 1, 2018, with the sale of the business from PwC LLP to GHC, Guidehouse, representing substantially all of the assets and cash generation of GHC, secured a syndicated Credit Facility that included a First Lien note for \$315 million, a Second Lien note for \$105 million and a revolving credit facility for \$50 million. There are no current borrowings under the revolving credit facility. The Company's liquidity is

adequate to support the working capital requirements of substantial new customer contracts.

Credit Rating/Credit Facilities

Eton Holding's in conjunction with the May 1, 2018 debt syndication received credit ratings with Moody's / Standard & Poors of B/B+, respectively.

On October 11, 2019, Guidehouse LLP completed its previously announced acquisition of Navigant Consulting Inc., which is now known as Guidehouse Inc. All assets of Guidehouse, including those required to perform this proposal, remain with Guidehouse we have simply enhanced Guidehouse's resources and capabilities with the Navigant business. In the months ahead, we will be working to integrate the Guidehouse and Navigant businesses. In furtherance of that effort, we plan to consolidate Guidehouse LLP's operations into Guidehouse Inc. effective January 1, 2020. In the interim, please note this financial resource statement reflects the financial capacity of the Guidehouse LLP entity alone.

5.0 Qualifications

Guidehouse LLP has extensive experience supporting government agencies in assessing their processes, recommending solutions that meet their business needs, and acting as a strategic partner from scoping projects through implementation and enduring monitoring and control.



Our firm is situated uniquely and optimally to serve the County in this endeavor as we bring experience beyond the business application assessment and procurement support & vendor selection required by the County. We also pride ourselves on previous successes involving stakeholder management and business process redesign. These are the differentiators that will allow us to achieve results others will not. Simply put, our experience across these disciplines, coupled with our commitment to quality makes us Santa Barbara County’s ideal partner for this project.

A selection of our relevant project experience is highlighted in **Table 1**.

Table 1. Relevant project experience

Projects	Business Application Assessment	Procurement / Implementation Support	Stakeholder Management	Business Process Redesign
<p>Board of Education of the City of Chicago (Chicago Public Schools), Bureau of Technology Universal Enrollment – <i>Application Independent Verification & Validation (IV&V) Services (2017)</i></p> <ul style="list-style-type: none"> • Guidehouse provided the district with independent verification and validation (IV&V) support services to monitor the programmatic and technical implementation of the vendor’s universal enrollment solution. • Through collaboration with key stakeholders, our team was able to proactively evaluate the health of the initiative and recommend strategies for mitigating observed risks. Guidehouse continues to aid in future system upgrades. 	✓	✓	✓	
<p>Colorado State University Research Foundation – <i>Organizational Assessment and IT Evaluation (2017)</i></p> <ul style="list-style-type: none"> • Guidehouse conducted an organizational assessment and IT evaluation focused on process improvement and system analysis, and recommendations including opportunities to streamline processes and improve systems. • The team used information from the current and future state analysis to develop and implement a targeting operating model 	✓	✓	✓	✓
<p>Cook County Government – <i>IV&V for Clerk of the Circuit Court Electronic Docket and Case Management (2019)</i></p> <ul style="list-style-type: none"> • Guidehouse provided IV&V services for the integration of the new Electronic Court Docket and Case Management and eCitation System implementations. • The team completed full reviews of project deliverables based on leading practices and framework criteria. Key issues (and potential risks) were identified for each deliverable along with the impact to the program which 	✓	✓	✓	

Table 1. Relevant project experience

Projects	Business Application Assessment	Procurement / Implementation Support	Stakeholder Management	Business Process Redesign
are reported to the project’s executive steering committee.				
<p>Cook County Government – <i>Application Rationalization Services for the Clerk of the Circuit Court (2019)</i></p> <ul style="list-style-type: none"> • Guidehouse generated a current inventory of all applications and their business relevancy including capabilities the applications support, user groups for each system, their purpose and strategic utilization, their technology architecture, and their integrations and dependencies. The application portfolio was also analyzed based on functional and technical fit, strategic value, user satisfaction, availability of alternatives and total cost of ownership. • The team generated a target state and provided recommendations to include retaining as-is, modernizing, migrating, or eliminating. Following validating and finalizing the decision on the target state, the team provided a detailed implementation roadmap highlighting specific short, medium, and long-term targets. 	✓			
<p>Los Angeles County Service Authority for Freeway Emergencies (SAFE) and Metropolitan Transportation Authority (Metro) Motorist Services Unit – <i>Quality Assurance & Quality Control Program Assessment and Roadmap (2019)</i></p> <ul style="list-style-type: none"> • Guidehouse was engaged with the Motorist Services Unit to create a Quality Roadmap. Our team conducted interviews, document review, and leading practices research of peer entities to identify pain points across their organization. The assessment spanned five topic areas: mission, people, process, technology tools, and outcomes. The procurement process was a key focus area of the assessment. • The team developed a tailored Quality Framework for Motorist Services which included Lean Six Sigma tools and a maturity model. This enabled the Unit to comprehensively assess their service offerings for quality as well as determine recommendations. An implementation roadmap was also included to illustrate the next steps on a timeline. 		✓	✓	✓
<p>Massachusetts Department of Transportation (MassDOT) – <i>Application Analysis (2019)</i></p> <ul style="list-style-type: none"> • Guidehouse supported MassDOT by establishing a Guidebook for 104 applications and equipping IT, server, and business teams with adequate network and application dependencies. • This work included creating an inventory of applications and servers, defining dependencies, and identifying application support contacts. 	✓			
<p>Metropolitan Transportation Authority – <i>All Agencies Intranet Assessment (2019)</i></p> <ul style="list-style-type: none"> • Guidehouse was engaged to assist MTA in unifying and developing a modern Intranet solution across the organization, alleviating disparate business processes across agency organizations • The team conducted interviews and workshops with 60 stakeholders across 7 MTA agencies and the Business Service Center (BSC). They performed 	✓		✓	✓

Table 1. Relevant project experience

Projects	Business Application Assessment	Procurement / Implementation Support	Stakeholder Management	Business Process Redesign
document reviews and extensively navigated through the agency Intranets to identify and inventory the unique technologies, applications, and processes managing each Intranet				
Metropolitan Transportation Authority – HQ HR and Pension Business Process Redesign (2017) <ul style="list-style-type: none"> • Guidehouse was engaged to document and analyze key processes, evaluate the current technology landscape and provide recommendations to enhance efficiency, and identify and provide recommendations on pain points. • This project resulted in a detailed implementation roadmap with sequenced initiatives and a project management plan to successfully implement recommendations. 	✓			✓
Metropolitan Transportation Authority – IV&V PeopleSoft Pension Financials Phase 2 Implementation (2017) <ul style="list-style-type: none"> • Guidehouse served as a quality assurance consultant to provide independent verification and IV&V for its PeopleSoft 9.2 implementation. • Our team supported in project management, quality assurance, quality control, identifying risks/decisions, and stakeholder engagement. 		✓	✓	
Texas Office of the Attorney General (OAG) – ERP Modernization (2019) <ul style="list-style-type: none"> • The Guidehouse Modernization team facilitated working sessions with key stakeholders documenting 57 business process maps, which depicted 102 processes over 9 HR/Payroll specific areas within the OAG. • The successful design and development of a future state analysis led to the implementation of recommendations into the revised processes. 	✓	✓	✓	✓

Award winning excellence

Guidehouse, as PwC Public Sector, was the 2014 recipient of the Malcolm Baldrige National Quality Award, the nation’s highest presidential honor for performance excellence and the first professional services firm to receive this award. Our consulting practice blends public sector depth and expertise with commercial leading practices. We focus on bringing top-tier talent to government entities to solve their most pressing problems. We have the skill and analytical expertise of the 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.

We bring this obsession with quality to the County of Santa Barbara for this Business Applications Needs Assessment.

6.0 Project Team

6.1 *Proposed Local Organization Structure*

Every member of our team has experience successfully providing services of similar nature and complexity required by this engagement and is highly qualified to help Santa Barbara County. You will find that our team brings intangibles of a quality consultant including unprecedented value-add, personal attention, and frequent and ongoing communication – hallmarks of Guidehouse’s approach and commitment.

To the best of our ability and based on our current knowledge, the team members highlighted below will be available, pending final contract execution, kick-off, scope and duration. In the event a team member becomes unavailable before or during the engagement, our succession plan will be enacted. Our project leadership will choose individuals of the same company standing or greater to fill the vacancy. In all cases, staff will have the requisite capabilities and experience demanded by the engagement and our internal quality standards. The structured project team will be California-based but will rely as needed on subject matter experts stationed across the United States. All members will be available to Santa Barbara County for the full project execution. There will be no participation from team members living or working outside of the contiguous United States.

All project staff will be available during typical Pacific Standard Time (PST) business operating hours. The project staff will be capable of working on site up to 80% of the project duration or as often as necessary in order to complete the engagement in its entirety within the prescribed timeline. In our effort to maximize value to the client, Guidehouse will not operate at the client site unnecessarily. We will establish an agreed upon schedule with the client as a mechanism for reducing the total cost of the engagement without sacrificing project quality.

6.2 *Proposed Project Team and Structure*

Our team will be led by Chris O’Brien, Guidehouse’ premier partner for the State & Local government practice. Chris has over 25 years of experience in helping governments develop innovative strategies to achieve improvements in performance. He served as the engagement leader supporting application enhancement at the state level for California, and strategic planning efforts for the City of San Jose. Our California lead, Kristin Centanni, will serve as the engagement director and quality reviewer. Kristin is an expert at conducting organizational assessments, process improvements, and planning for the public sector. In multiple large US cities, Kristin has directed organizational assessments within and across geographically separated departments, expertly aligning strategic goals to enhance individual outcomes and impact for the organization and community.

Joe Quille will be our project manager. He has participated in robust software development and implementation engagements. Joe previously assessed application effectiveness for the United States Department of Education and implemented specialized software to support grant funded research for a United State public research university. Helen Petersen is especially adept at enhancing the functionality of system applications. She has participated in engagements across California focusing on department-level assessments and implementation of new technological resources. Our experienced associate, Joyce Chiao, will guide the team through strategies in assessing the current applicability and functionality of applications while recognizing areas for improvement. Her prior engagements at the state-agency level have given her invaluable insight into the development of strategic goals and the achievement of large-scale organizational

transformation. The final member of our core project team will be associate Meriem Messaoudi. She will apply her research and benchmarking capabilities to maximize the utilization of current software where applicable and beneficial. She will also capture the most prominent industry solutions in those areas where the County is experiencing a shortfall or finds its applications in need of enhancement to meet current or future requirements.

Our proposed team structure is depicted in **Figure 3** and detailed resumes are provided below.

Team Structure

Oversight: Leads overall engagement strategy, responsible for and approves project activities and deliverables as quality reviewers

Project Management: Drives and executes project activities and development of deliverables

Project Team: Responsible for day-to-day execution

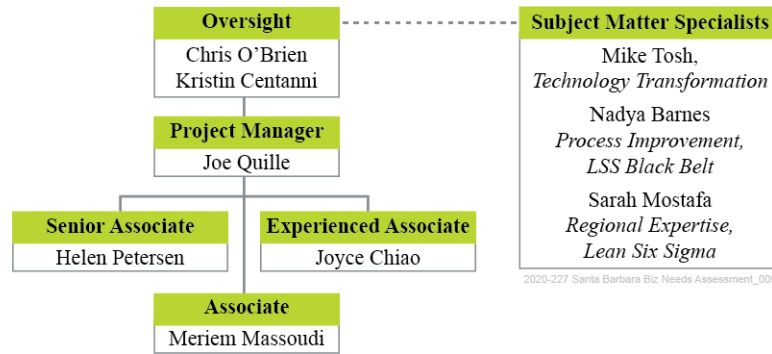


Figure 3. Our team structure

While the core engagement team brings extensive and direct experience with similar engagements, Guidehouse will also make the following three supplementary subject matter experts (SMEs) available to Santa Barbara County.

Mike Tosh – Technology Transformation: Mike has a proven track record of enabling strategic business initiatives through effective technology-based solutions. For the County of Santa Barbara, Mike will be especially astute in evaluating procurement strategies and understanding how the business applications integrate and function as a part of the larger county information technology construct.

Nadya Barnes – Process Improvement, Lean Six Sigma Black Belt: Nadya brings deep experience in both process improvement and technical acumen. Her previous successes in modernizing systems and applications is crucial for the County of Santa Barbara’s future success. Her experience ranges from analytics, supply chain, and engineering to roles as a manager, industrial engineer and network analyst. As a Lean Six Sigma Black Belt, she is the ideal candidate to guide our process documentation and identify areas for future improvement.

Sarah Mostafa – Regional Expertise: Sarah has championed projects throughout the greater Los Angeles area for over five years. She understands the nuance of regional influence and the appreciable aspects of multiple, geographically separated, business units aligning processes for a single purpose. Her previous work for the Los Angeles Motor Services Unit and the Los Angeles Cleantech Incubator (LACI) will function as the baseline for additional quality assurance and implementation strategies.

6.3 Resumes of Proposed Team

Name	Christopher O'Brien
Proposed Position	Engagement Partner
Degree/ Education/ Certifications	<ul style="list-style-type: none"> • MBA, J.L. Kellogg Graduate School, Northwestern University • BA, Political Science, Catholic University of America
Years of Experience	25
Contact Information	cobrien@guidehouse.com

Summary of Qualifications

Chris O'Brien leads Guidehouse LLP's State and Local Government Advisory Practice. He has over 25 years of experience helping governments and companies develop innovative strategies to achieve improvements in performance and manage organizational change. He will help the Guidehouse team consider the bigger picture for this change and its impact on the human element. Chris will be responsible for providing guidance, oversight and leadership throughout the project.

Relevant Experience

- For a training grants program for the State of California, Chris led a team in the implementation of Salesforce as the State sought a system to enhance functionality and system applications using a modified agile methodology and a PaaS. The modernization effort supported four key components that Salesforce excels at: Account (applicant) management, workflow support, document management, and payment integration. The project allowed the client to migrate from 3 legacy systems, utilizing out-of-box configuration functionality in Salesforce and resulted in a huge upgrade in system ease of use for constituents of the grant program.
- For New York City's Metropolitan Transportation Authority, Chris led an IT assessment of the applications, infrastructure and service delivery for this \$11B organization. The fact base and inventory created led to an IT consolidation and application rationalization that will yield more than \$20M in annual savings.
- For a large housing authority in California's third largest city, Chris led a team in an organizational assessment of the agency's Human Resources division. The assessment included a current state analysis of the organizational culture of the agency, the HR division's processes and tools, and the effectiveness of key HR functions. Chris's team also conducted best practice research and led the housing authority through a series of stakeholder workshops, which shaped the target operating model for the division. The workshops culminated in future state recommendations, which are being adopted by the agency's Executive Team. In order to help the housing authority achieve its desired future state, the team developed a Strategic Plan for the HR division that is directly related to the larger organization's Strategic Plan and that aligns HR staff to the broader mission of the agency.
- For the City of Seattle, Mr. O'Brien led an engagement to design and implement the City's data center strategy that migrated the City from over 15 outdated Data Center facilities to 2 modern centers with world-class resiliency and redundancy. As part of this project, he led a team to collect and validate business requirements, develop future state scenarios for consideration, and implement key recommendations.

Name	Kristin Centanni
Proposed Position	Engagement Director
Degree/ Education/ Certifications	<ul style="list-style-type: none"> • MS, Information Science, Indiana University • MPA, Indiana University • BS, Corporate Communications, The University of Texas at Austin • Master of Public Affairs, Indiana University • Master of Information Science, Indiana University • PMI Project Management Professional Certification • Prosci Change Management Professional Certification
Years of Experience	12
Contact Information	kcentanni@guidehouse.com
Summary of Qualifications	
<p>Kristin Centanni is a Director and serves as a core leader of Guidehouse’s Public Sector State and Local Government Group (SLG) and leads our West Coast business. As an SLG consultant for over twelve years, she has primarily served public sector clients, where she has focused on business development, organization assessment and design, and organizational change management.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • For a training grants program for the State of California, Kristin led a team in an implementation of Salesforce as the State sought a system to enhance functionality and system applications using a modified agile methodology and a PaaS. The modernization effort supported four key components that Salesforce excels at: Account (applicant) management, workflow support, document management and payment integration. The project allowed the client to migrate from 3 legacy systems, utilizing out-of-box configuration functionality in Salesforce and resulted in a huge upgrade in system ease of use for constituents of the grant program. • For a University Research Foundation, Kristin led an organizational assessment and subsequent system selection and change management engagement, to help increase operational efficiencies and program effectiveness. The team led the entire system procurement process from public solicitation and evaluation to onboarding of selected vendor and kick-off of implementation project. Kristin also advised chief executives at the client on organizational culture development to be primed for a successful implementation. As an outcome of this project, the client executed several internal initiatives in support of the future state vision and target organizational culture, including the implementation of a central financial and contract management system. • 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 workstream for an agency-wide lean management system transformation. Kristin led the team over a multi-year period as they rolled out the system across 10 complexes and over 9,000 personnel. • For a state Information Technology office, Kristin conducted a rapid assessment of the Identity Access Management (IAM) program to identify opportunities for improvement and support the development of a state-wide IAM strategy. This included leading workshops and one-on-one with key stakeholders, and the development of an IAM Strategic Roadmap to support the organization’s vision. 	

Name	Joe Quille
Proposed Position	Manager
Degree/ Education/ Certifications	<ul style="list-style-type: none"> • MPP, Public Policy Analysis, The University of Chicago • BA, English/African-American Studies, Miami University
Years of Experience	9
Contact Information	jquille@guidehouse.com
Summary of Qualifications	
<p>Joseph Quille is a Manager with Guidehouse’s State and Local Government practice. He brings years of experience assisting public and private sector organizations improve their current state operations and adapt to evolving customers’ and citizens’ expectations. Joe has significant experience leading state level change management and training initiatives. He can work with a diverse portfolio of clients to document and define their needs and translate them into long-term strategies for improved operations.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • For a Tier 1 public research university, Joe developed both long- and short-term plans to oversee the implementation of specialized software to support the administration of privately funded and grant funded research. • For the City of San Diego, Joe reviewed city policies, processes, and operations to improve their delivery of city services through an enhanced Managed Competition process. • For the State of Arizona, Joe has worked with the Government Transformation office to implement a LEAN based performance management system designed to improve efficiency across multiple agencies (Department of Corrections, Governor’s Office of Economic Opportunity). • For the Department of Education, Joe analyzed states’ applications for federal ‘Race to The Top’ grants for strengths and weaknesses in their accounting and disbursement processes around the use of federal funds. • For the city of Tulsa, Oklahoma Joe assisted city leadership with their selection of Key Performance Indicators (KPIs) to measure progress in the areas of economic development, public safety, and small business development. • For a major Midwest medical school, Joe documented current state clinical trial operations and provided strategies to enhance the client’s institutions’ regulatory, administrative, and financial policies and processes. • For the city of Gary, Indiana, Joe conducted research, analyzed occupancy data and proposed strategies and policy recommendations to officials related to vacant housing, police and public safety overtime, and economic development. 	

Name	Helen Petersen
Proposed Position	Senior Associate
Degree/ Education/ Certifications	<ul style="list-style-type: none"> • BA, Political Science, The University of Chicago • Prosci Change Management Certified • Project Management Professional (PMP)
Years of Experience	4
Contact Information	hpetersen@guidehouse.com
Summary of Qualifications	
<p>Helen Petersen is focused on optimizing local government services through business process reengineering and strategy. Helen has in-depth experience working to envision, design, and facilitate large-scale organizational change. Helen has supported a wide range of clients in business process improvement pursuits, change management and stakeholder engagement, including the State of Missouri, the San Francisco Police Department and the Santa Clara County Housing Authority.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • For a training grants program for the State of California, Helen supported an implementation of Salesforce as the State sought a system to enhance functionality and system applications using a modified agile methodology and a PaaS. The modernization effort supported four key components that Salesforce excels at: Account (applicant) management, workflow support, document management and payment integration. The project allowed the client to migrate from 3 legacy systems, utilizing out-of-box configuration functionality in Salesforce and resulted in a huge upgrade in system ease of use for constituents of the grant program. Helen supported change management and stakeholder outreach as well as project management. • For the Santa Clara County Housing Authority, one of the largest housing authorities in the country, Helen led an organizational assessment of the Human Resources division. This included a current state assessment of the organizational culture of the entire agency, the division’s processes and tools, as well as the effectiveness of HR key functions. Helen also led the development of best practice research in retention, leave & benefits administration, recruitment and performance management. Helen and her team led SCCCHA through a series of stakeholder workshops which shaped the future state target operating model for the division. These workshops culminated in future state recommendations for the division which are being adopted by the Executive Team. In order to reach that Future State, Helen led the development of a Strategic Plan for the division focused on enhancing the effectiveness SCCCHA’s HR. This Strategic Plan is directly related to the larger SCCCHA Strategic Plan and seeks to align HR staff to the broader mission of the agency. • For the Arizona Department of Corrections (ADC), Helen supported a team that ran the PMO office and the change management work stream for an agency-wide lean management system transformation. Helen led the communications work stream as the management system was rolled out to all of facilities and operational divisions across the state. Helen worked alongside the corrections department team over a multi-year period as they rolled out the system across all 10 complexes and over 9,000 personnel. Helen supported the facilitation of over 50 training sessions on the Arizona Management System across 10 different prison complexes as well as across 5 functional divisions at headquarters. 	

Name	Joyce Chiao
Proposed Position	Experienced Associate
Degree/ Education/ Certifications	<ul style="list-style-type: none"> • MPA, Public and Nonprofit Management, New York University Wagner School of Public Service • BS, Child and Adolescent Development, California State University, Fullerton
Years of Experience	5
Contact Information	jchiao@guidehouse.com
Summary of Qualifications	
<p>Joyce Chiao is an Experienced Associate in Guidehouse’s State and Local Government Advisory Practice. She brings both industry and consulting experience from the non-profit and public sector with a focus on strategy development, operational design, and process improvement.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • For a one of the largest housing authorities in the country, Joyce helped develop the agency’s new five-year strategic plan. This project consisted of three phases: (1) a current state assessment, (2) a future state assessment, and (3) the development of strategic goals and an implementation plan. Joyce developed and managed the project plan throughout the future state assessment and supported with activities across all three phases. These activities included visioning sessions with the Board of Commissioners, focus groups with tenants and landlords, interviews with community organizations and partners, and sessions with the Executive Team and Management staff to seek input and feedback on the plan content. The key deliverables consisted of the strategic plan outlining the agency’s vision, mission, goals, and objectives, as well as an implementation roadmap to support the execution of the strategic plan. • For a one of the largest transit systems in North America, Joyce supported in the implementation planning of a major organizational transformation. Following the publication of a Transformation Report, the Guidehouse team was engaged to develop an Implementation Roadmap to detail the steps to completing a full transformation over a two-year period. The Guidehouse team also produced an RFP for the client agency to seek additional vendors for the needed outsourced services in the Roadmap. These services included business process reengineering, technology assessment and enhancements, project management, organizational change management, and reporting to the Transformation Management Office with the aim of consolidating 14 functions across six operating agencies. • For a City Office of Economic Development, Joyce worked with the project team to develop the Office’s five-year strategic plan. The team facilitated multiple workshops with Executive and staff leadership within the organization to develop a resonant and actionable vision, mission, and division goals, and initiatives. To support an inclusive and collaborative approach, the team also conducted focus groups with key external stakeholders to collect and incorporate their input. The final strategic plan was presented to and approved by the Mayor. Joyce also led the development of a stakeholder engagement plan to accompany the strategic plan. This stakeholder engagement plan identified key stakeholders who would be impacted by the strategic plan and provided recommendations for communication frequency, platforms, and key messaging. 	

Name	Meriem Messaoudi
Proposed Position	Associate
Degree/ Education/ Certifications	<ul style="list-style-type: none"> • BA, International Relations & Middle Eastern Studies, University of Pennsylvania
Years of Experience	1
Contact Information	mmessaoudi@guidehouse.com
Summary of Qualifications	
<p>Meriem is an Associate in Guidehouse’s State and Local Government Advisory Practice. Meriem has experience in project management, market best practices research, benchmarking, as well as client advisory in risk management, human resources, and quality assurance from working with organizations within the public, non-profit and private sectors.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • For the Los Angeles County Service Authority for Freeway Emergencies (LA SAFE), Meriem conducted leading best practices research and benchmarked leading best practices to help define and implement a Quality Assurance program for the Motorist Services Unit by evaluating nationwide programs, performance indicators, community engagement and strategic planning initiatives across nationwide agencies. • For a state-wide storm recovery agency, Meriem worked with a team to digitize, log, and establish a mechanism to standardize seven years of invoicing and budgeting for all storm-related recovery projects and funding throughout the state. • For Pelican Products, Meriem served as an in-house Human Resources consultant for the organization’s Sales Incentive and Salary programs. Through this role, Meriem provided actionable recommendations by creating the design framework for the organization’s Global Sales Incentive Program and designing competitive salary ranges for five positions by interviewing key executive management, sales staff, benchmarking sales performance and compensation, and integrating best market practices. • For Marsh & McLennan, Meriem served as a Risk Analyst and helped advise executive management of Fortune 500 companies on best risk transfer and risk management solutions concerning financial and professional management liability. Through this, Meriem analyzed client business strategy, benchmarked multi-million-dollar D&O policies, and produced Risk Profiles for clients tailored towards unique financial needs and risk mitigation opportunities according to performance and market trends. • For the United Nations Association of Greater Philadelphia, Meriem served as a project manager and lead efforts to strategically direct the organization’s school partnerships and community engagement efforts, led in-class high courses, and advised the Executive Director of the organization on future strategic planning and employee engagement initiatives. 	

Name	Mike Tosh
Proposed Position	Subject Matter Expert
Degree/ Education/ Certifications	<ul style="list-style-type: none"> • BS, Industrial Engineering, Purdue University
Years of Experience	15
Contact Information	mtosh@guidehouse.com
Summary of Qualifications	
<p>Mike is a Director with Guidehouse’s State and Local Government practice. He has over 15 years of experience helping companies and governments develop innovative strategies to achieve improvements in performance. He is skilled in the technology and business fields, with a proven track record of enabling strategic business initiatives through effective technology-based solutions. Michael is a leader with strong project/program management, implementation delivery, and architecture skills. Additionally, he has a strong background in customer relationship management, enterprise resource planning (ERP), business process reengineering, and channel strategies.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • For the technology department of a major transit agency, Michael led the program management of a \$65M Oracle ERP implementation that covered a multi-phased roll-out to 17 business units. Michael’s primary responsibilities included senior-level reporting on project status and risks mitigation. • For the procurement department of a major transit agency, Michael was responsible for evaluating their current procurement systems in preparation for an upcoming shared services initiative. Michael’s primary responsibilities included senior level reporting on project status, evaluation of current business processes, and serving as a transportation subject matter expert (SME). • For a major suburban rail carrier, Michael was the lead in the development of a future state architecture to deal with the changing needs of the agency concerning ticket management, ticket sales, and revenue recognition. In addition, he led an executive vision session to discuss how the agency wanted to interact with their customers (channel strategy) and established a five-year roadmap to get there. • For the State of Michigan, Michael led the 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, Michael led the work to develop an Enterprise Information Management Roadmap for the state to transform how the State thinks about its data assets. • For a large City agency, Michael led the work to identify the support and managed services strategy for a re-implementation of their city-wide ERP system. • For a \$25 billion federal agency, Michael led the development of the service-level agreements for a \$250M Unified Financial Management System (UFMS). He led the effort to define the services, responsibilities, and service-level objectives between the program and their outsourced service providers to deliver the UFMS solution. In addition, Michael provided SME expertise in developing the Customer Service Level Agreements (CSLA) the program would offer to its customers. The SLAs were created based a framework that ensured traceability throughout the program as multiple parties were involved in delivering the defined services. 	

Name	Sarah Mostafa
Proposed Position	Subject Matter Expert
Degree/ Education/ Certifications	<ul style="list-style-type: none"> • MPP, University of Michigan • BS, Environmental Science and Policy, University of Maryland
Years of Experience	5
Contact Information	smostafa@guidehouse.com
Summary of Qualifications	
<p>Sarah is a Senior Associate in Guidehouse’s State and Local Government practice. She has experience in the public sector providing services in strategic planning, business process redesign, infrastructure planning, project management, and stakeholder and community engagement, with a focus on sustainability, economic development, and transportation. Prior to joining Guidehouse, Sarah has strategic planning and implementation of community development initiatives for a Central Coast County in California and managed the monitoring and evaluation of large Midwest utilities.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • For the LA Metro Motorist Services Unit, Sarah co-led a comprehensive assessment of the Unit’s programs to provide recommendations and an implementation roadmap for driving quality assurance across the enterprise. • For the Los Angeles Cleantech Incubator (LACI), Sarah created the Zero Emissions Roadmap (ZER), which serves to electrify the transportation sector in the Greater LA Region by 2028 when LA hosts the Olympic and Paralympic Games. This roadmap established comprehensive goals across people movement (e.g., personal electric vehicles, electric buses, or electric scooters), goods movement (e.g., electric medium and heavy-duty vehicles), and the electric grid which powers the other two categories). Sarah led the Roadmap’s technical modelling and stakeholder engagement around goals, objectives, and metrics and lead the synthesis of research and existing plans and policies across the region’s stakeholders to ensure the ZER’s alignment with other regional commitments. • For a major city’s Department of Economic Development, Sarah evaluated the performance of a small business program, conducted organization assessment of core business processes, identified gaps and opportunities for improvement. She conducted research and benchmarked the program against leading programs across the nation, identified options for the future based on leadership’s vision for this program and, advised the Mayor and senior City leadership on necessary governance structures and support for execution. • For a large Federal Agency, Sarah led an effort to analyze, assess, and prioritize investments of over twenty energy-saving emerging technologies across thousands of buildings in the agency’s portfolio. She led the QA/QC of technology specifications and performance, conducted interviews with field experts and employees and developed a scoring model to weigh variables such as operational complexity, savings-to-investment ratio, deployment potential, and payback. • As an independent Sustainability Researcher Fellow for a Fortune 500 company, Sarah worked with the Michigan Public Service Commission to analyze contentious solar tariff policy affecting solar customers. She provided financial analysis on the proposed valuation of the new tariff, engaged with local and national stakeholders, including advocacy groups, utilities, and business owners, to analyze perspectives on proposed policy, and synthesized findings in white paper presented to the MPSC. 	

Name	Nadya Barnes
Proposed Position	Subject Matter Expert
Degree/ Education/ Certifications	<ul style="list-style-type: none"> • Master of Business, Operational Excellence, The Ohio State University, 2014 • BE, Industrial and Systems Engineering, The Georgia Institute of Technology, 2003
Years of Experience	17
Contact Information	nbarnes@guidehouse.com
Summary of Qualifications	
<p>Nadya Barnes, a Manager with Guidehouse, has over 17 years of industry experience working in Analytics, Supply Chain Strategy, Logistics and Engineering. Additionally, she has led different work streams including implementing lean management systems. Prior to working at Guidehouse, Nadya worked for the United States Postal Service as a Lean Six Sigma Master Black Belt. She was a Manager, Operations Industrial Engineer and Network Analyst.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • For a Public Sector client, Nadya is spearheading a Quality Systems improvement project. She is currently leading the business process improvement portion of the engagement by implementing a Lean Management System to manage the client’s flow of work, decrease cycle time and improve quality. • For USPS, Nadya coached the Chief Information Officer (CIO) to establish a Lean Management System with team of five Vice Presidents through the integration of Lean Six Sigma (LSS) techniques of daily huddles, line of site metrics, and FY18 Hoshin Strategy deployment. • For USPS, Nadya championed LSS-based deployment across USPS’s CIO Organization through partnership with CIO leadership to define value streams and establish a Lean Lab for collaboration and teaching. • For USPS, Nadya served as the Senior Advisor for the Vice President of Network Operations on LSS deployment, where she created a Hoshin and charted strategy for LSS maturity. • For USPS, Nadya led a team of four engineers responsible for the hiring, onboarding, and career development of 400+ field Industrial Engineers. She and her team designed and managed a 2-year enterprise-wide engineering training program. Ms. Barnes’s responsibilities included managing a \$2 million new-hire allocation. • For USPS, Nadya and her team successfully hired over 90 new employees while reducing the cycle time by 55% and increasing first pass yield from 26% to 88%. • For USPS, Nadya facilitated training for over 150 engineers and senior leadership on topics such as: Hoshin, Kaizen, 3P, Leader Standard Work, Lean Management, Pull/Flow, and Value Stream Mapping. • For USPS, Nadya was selected as the Air Transportation Operations team lead. She managed 20+ air transportation supplier contracts. She was also responsible for contract renewal documents, invoices, payments, and performance. 	

7.0 Subcontractors

All engagement team members will be current employees of Guidehouse. There is no plan to utilize any subcontractors for this project. As such, we will not be providing additional information per the request for proposal on subcontractor use benefits, team composition, or subcontractor management plan.

8.0 Work History

Guidehouse has entered into hundreds of contracts over the last 5 years with several federal, state and local and international government agencies. We have prepared a list of the contracts below that are the most relevant to the work being proposed.

Selected engagements in similar scope or organizational size:

Client Name	Project Title
City of Chicago, Board of Education	Bureau of Technology Universal Enrollment – Application Independent Verification & Validation (IV&V) Services (2017)
Colorado State University Research Foundation	Organizational Assessment and IT Evaluation (2017)
Cook County Government	Independent Verification & Validation (IV&V) for Clerk of the Circuit Court Electronic Docket and Case Management (2019)
Cook County Government	Application Rationalization Services for the Clerk of the Circuit Court (2019)
Massachusetts Department of Transportation	Application Analysis (2019)
NY Metropolitan Transportation Authority	All Agencies Intranet Assessment (2019)
NY Metropolitan Transportation Authority	HQ HR and Pension Business Process Redesign (2017)
NY Metropolitan Transportation Authority	Independent Verification & Validation (IV&V) PeopleSoft Pension Financials Phase 2 Implementation (2017)
NY Metropolitan Transportation Authority	Organizational Transformation (2019)
Texas Office of the Attorney General	Enterprise Resource Planning (ERP) Modernization (2019)

Selected additional local engagements:

Client Name	Project Title
City of Los Angeles, Office of Sustainability	Sustainable City pLAn (2014)
City of San Jose	Broadband and Digital Inclusion Strategy (2017)
City of San Jose	Sustainable San Jose Strategy (2017)
City of Santa Monica	Economic Sustainability Strategy (2019)
Los Angeles Cleantech Incubator (LACI)	Transportation Electrification Partnership 1.0 and 2.0 (2019)
Los Angeles County Service Authority for Freeway Emergencies (SAFE) and Metropolitan Transportation Authority (Metro) Motorist Services Unit	Quality Assurance & Quality Control Program Assessment and Roadmap (2019)
San Francisco Police Department	Strategic Planning (2018)
Santa Clara County Housing Authority	Human Resources Organizational Assessment (2019)
Santa Clara County Housing Authority	Professional Strategic Planning Services (2019)
State of California, Employment Training Panel (ETP)	Employment Training Panel (ETP) for Salesforce Implementation (2018)

8.1 Successful Project

Contractor	Guidehouse LLP
Contract/Project Title	Application Analysis
Prime/Subcontractor	Prime
Client Name	Massachusetts Department of Transportation (MassDOT)
Client Address	10 Park Plaza, Boston MA 02116
Contract Information	
Total Contract Value	\$469,000
Period of Performance	March 11, 2019 – June 20, 2019
Description of Services/Scope of Work	
<ul style="list-style-type: none"> • Previously, Guidehouse provided application analysis and support to the Massachusetts Department of Transportation (MassDOT). MassDOT has approximately 400 servers and 150 business applications utilized across their organization. Their infrastructure teams lacked amplifying information on application and server dependencies, as well as any guidelines for applying maintenance related changes. MassDOT requested the project team document any application dependencies and propose clear guidelines for applying maintenance related changes moving forward. One of the most apparent problems was that existing processes resulted in unexpected application outages during server patching and decommissioning as well as limited accountability and communication between the application, server, and business teams. • Guidehouse addressed this problem by establishing a Guidebook for 104 applications and equipping IT, server, and business teams with adequate network and application dependencies. This work included creating an inventory of applications and servers, defining dependencies, and identifying application support contacts. The Guidebook is an interactive Excel workbook presented in four unique views that are interactive and dynamically populated when an application, server, or database is selected by the user. The tabs containing the views pull from the data tabs using Excel formulas. • The resulting deliverables from this engagement included a repeatable framework, a communications strategy, refined business processes and the application guidebook. Overall, this engagement exceeded client expectations in the successful resolution of their business application shortfalls and met all required goals and objectives. Additionally, the staying power of the Application Guidebook provided 	

8.2 Challenging Project

Contractor	Guidehouse LLP
Contract/Project Title	Organizational Assessment and IT Evaluation
Prime/Subcontractor	Prime
Client Name	Colorado State University Research Foundation
Client Address	2537 Research Blvd, Fort Collins, CO 80526
Contract Information	
Total Contract Value	\$210,000
Period of Performance	January 26, 2017 – April 28, 2017
Description of Services/Scope of Work	
<ul style="list-style-type: none"> • Previously, Guidehouse conducted an organizational assessment and IT evaluation for the Colorado State University Research Foundation (CSURF) in Fort Collins, Colorado, with a focus on increasing effectiveness and efficiency of the organization’s central shared services teams. The assessment focused on process improvement and system analysis, and recommendations included opportunities to streamline processes and improve systems. • In the project initiation and visioning session, Guidehouse facilitated discussion with the steering committee and working group to define a vision that set the direction of the project. In the current state assessment, Guidehouse conducted over 20 business unit interviews to gather information for the business unit process maps, current data architecture and gap analysis. Furthermore, Guidehouse performed external research on tech transfer offices, real estate offices, and accounting practices to gather information for a report on best practices. • In the future state ideation phase, Guidehouse conducted a brainstorming session with the steering committee to highlight potential process improvements and IT strategy development. Guidehouse used information from the current state analysis and this session to develop a target operating model for CSURF. Finally, in the implementation strategy phase, Guidehouse developed an execution roadmap and change management and communications plan for CSURF. The work could potentially lead to a longer implementation effort. • The resulting deliverables included business unit process maps, current data architecture, a consolidated peer research report, target operating model, execution and implementation roadmap, a change management plan, and a communications plan. • Some of the challenges encountered in this project included stakeholder alignment and leadership communication to ensure that all key individuals were included to provide their insights and that the outcomes of the visioning sessions were properly circulated for full awareness on what was coming ahead. • Guidehouse approached these potential barriers by assessing stakeholders required for the engagement through a stakeholder assessment and communication plan that identified who needed to be involved, in what capacity and how best to relay necessary information to them and when. The stakeholder communication plan was a critical assessment and planning tool to identify, detail alignment techniques and preplan on communications anticipated by the project. 	

9.0 References

Attachment B – Mandatory Reply Form: References

R-1.	Company Name	Colorado State University Research Foundation
	Address	2537 Research Blvd
	City / State / Zip	Fort Collins / Colorado / 80526
	Contact Person / Title	Todd Headley, President, CSU Ventures
	Phone	(970) 491-7100
	Date Services Began and Ended	January 2017 – April 2017
	Brief Description of Services	Guidehouse conducted an organizational assessment and IT evaluation for the Colorado State University Research Foundation. We conducted over 20 business unit interviews to gather information for the business unit process maps, current data architecture and gap analysis. Following the gap analysis, a future state ideation phase was followed by an implementation plan including change management and communications strategies.
R-2.	Company Name	Massachusetts Department of Transportation (MassDOT)
	Address	10 Park Plaza
	City / State / Zip	Boston / Massachusetts / 02116
	Contact Person / Title	Gary Foster, Chief Information Officer
	Phone	(617) 594-0587
	Date Services Began and Ended	March 2019 – June 2019
	Brief Description of Services	MassDOT engaged the project team to document application dependencies and propose clear guidelines for applying maintenance related changes. Guidehouse supported MassDOT in addressing this problem by establishing a Guidebook for 104 applications and equipping IT, server, and business teams with adequate network and application dependencies. This work included creating an inventory of applications and servers, defining dependencies, and identifying application support contacts.
R-3.	Company Name	Los Angeles County Service Authority for Freeway Emergencies (SAFE) and Metropolitan Transportation Authority (Metro) Motorist Services Unit
	Address	1 Gateway Plaza, Mail Stop: 99-11-1
	City / State / Zip	Los Angeles, CA 90012-2952
	Contact Person / Title	Adrian Ziemer / Sr. Mgr. Transportation Planning
	Phone	(213) 922-5587
	Date Services Began and Ended	July 2019 – November 2019
	Brief Description of Services	Guidehouse was engaged with the Motorist Services Unit to create a Quality Roadmap. Our team conducted interviews, document review, and leading practices research of peer entities to identify pain points across their organization. To assist with the rollout of the recommendations, Guidehouse developed a Quality Framework for Motorist Services which included Lean Six Sigma tools and a maturity model.

10.0 Proposed Project Plan

10.1 Our Understanding

The rise in technology is one of the most powerful megatrends shaping the world today. It has revolutionized the way that we connect with one another, our workplaces, and our governments. No longer must an individual wait a week, two days, or even 24 hours to obtain anything from clothing to batteries; in many urban centers it can appear at your doorstep within 2 hours.

This level of efficiency, user choice, and seamless interconnectedness has heightened our expectation of interaction in every part of our lives. Technology has fundamentally reshaped both resident and business expectations, and this has increased pressure on government to keep up. Government services that once required filling out paper forms (e.g. renewing a driver's license or paying taxes), visiting multiple offices (e.g., opening a business), or waiting on hold for hours (e.g., checking voting locations) can now be completed quickly and, ideally, often digitally.

Santa Barbara County has aptly recognized that it is not immune to this megatrend. Renew '22 is an ambitious and innovative initiative to increase resiliency through technology transformation. We applaud that even though the County already has an impressive track record of being in leader in financial reporting, it is seeking to continually improve through projects like this business applications assessment.

However, a transformational redesign of core IT infrastructure is far from simple. For one, the public sector traditionally lacks the deep pockets of the private sector but has high visibility. Additionally, Santa Barbara County provides a diverse array of services across four distinct regions with departments that have unique application needs. Not only must the County implement better systems and technology to manage the increase in services being provided, they must also protect and safeguard that information and increasingly share it across entities. Another factor is technology's expedited speed of change since the technology business applications of today are not necessarily what the business applications will be tomorrow.

At Guidehouse, we understand these complexities and have developed an overall approach to needs assessments that is both based on our experience and tailored to our client. Our approach is human-centered at its core and seeks to analyze, re-examine, and optimize based on key touchpoints with users and stakeholders while maintaining an eye toward future technology changes and business needs. We understand that while the current business application landscape contains duplicity and redundancy, it was derived from necessity. Now is the time to seize this valuable opportunity, develop a strategy in line with Renew '22, and fundamentally change the way that work is done for the better. We will be partners with Santa Barbara County, and we see our role as helping to fulfill your mission to deliver exceptional services to communities by bolstering your technological infrastructure to be resilient and adaptable both now and in the future.

10.2 Our Approach

The County of Santa Barbara has laid out a scope of work that covers four primary areas: Task 1: Business Applications Needs Assessment, Task 2: Develop Plan of Action to Implement Solutions, Task 3: Evaluation and Selection of Software and Implementation Vendors, and Task 4: Contract Negotiations. We believe a lean and highly integrated approach to this work would

optimize resources and knowledge sharing across the County and Departments you embark on your IT transformation. Our graphic below provides a summary of benefits to our approach.

Within our approach a primary differentiator we have brought forward is the project planning phase. We believe investing up front in confirming the vision for the County’s IT and business applications future. We believe that your strategy should drive your people, processes and technology and not the other way around. By defining what great IT and business applications mean for Santa Barbara and the Stakeholder Team, we can work with you to develop solutions that move the County toward that end goal.

At a high level, we would begin the project with standard start up activities and move quickly into the business applications needs assessment (BANA). The BANA begins with documenting the current state. Once our team has a firm understanding of the current IT business applications landscape and immediate IT needs, we would allocate resources to begin assessing your needs against current applications capacity and availability. Our inputs of our current state documentation and subsequent BANA would be highly interactive with interviews and workshops, as well as document, tools & technology, and process reviews. This phase would also produce a short-term list of high priority needs for the County to consider for quick wins. With a firm understanding of the current state and applications, we would move to recommendations. Here, we would bring in our knowledge from the BANA as well as our expertise to develop recommendations that are right-fitted for the County. We know these cannot to be created in a bubble and will work with the Stakeholder Team extensively to create a recommendations report. Next, we would look to make the recommendations into a reality in the Develop Plan of Action to Implement Solutions task. During this task, we would develop highly detailed and actionable implementation plans for our recommendations. We would also look to ensure lasting change by communicating progress with County and Stakeholder Team leadership every step of the way. We would help the County down-select actions for implementation, develop the needed RFP’s, and provide support from RFP release and vendor demos, through to supporting the County while it chooses vendors. Lastly, we would take an active role in our final task providing contract negotiation support to the County to ensure a smooth transition to the implementation phase.

We present the following approach in **Figure 5** to help the County drive innovative technological advances across Departments, long into the future, and in a manner that accelerates efforts already underway (e.g., Renew ’22 initiative).

Benefits to Our Approach

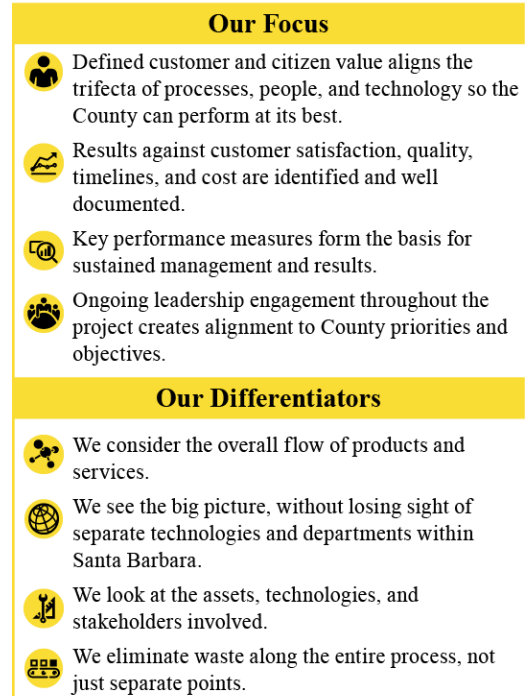


Figure 4. Benefits to our approach

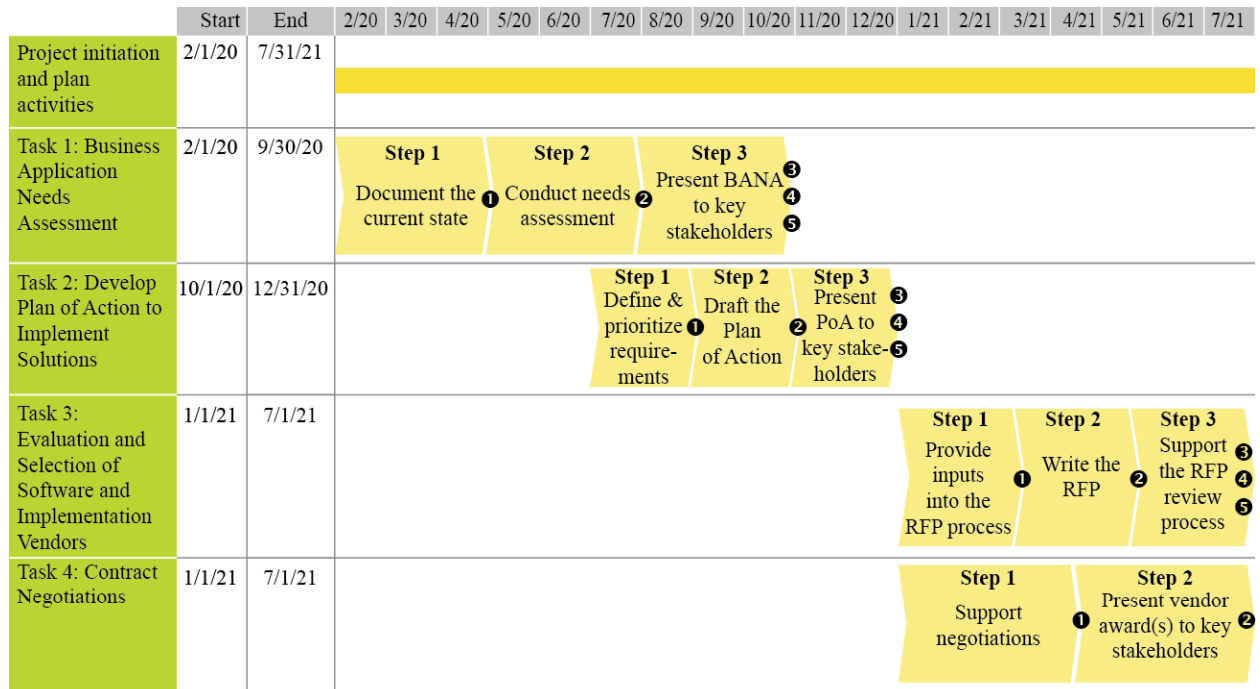
Long-Term & Strategic		Customer-Centric	
Connected & Streamlined Systems and Processes		Agile	Performance-based
Task 0: Project Plan Initiation and Management			
Task 1: Business Application Needs Assessment (BANA)	Task 2: Develop Plan of Action to Implement Solutions	Task 3: Evaluation and Selection of Software and Implementation Vendors	Task 4: Contract Negotiations
<i>Document and assess current state; Identify opportunities; and develop a set of recommendations.</i>	<i>Define software requirements for select recommendations; develop a roadmap/implementation plan to implement the solutions</i>	<i>Develop RFP and take it through the procurement process; provide recommendations for who should win and why</i>	<i>Provide support with contract negotiations and project management</i>
Steps and Activities <ul style="list-style-type: none"> Facilitate visioning exercise <ul style="list-style-type: none"> Facilitate visioning exercise Conduct interviews and document reviews Document processes Scan technology landscape Design future state <ul style="list-style-type: none"> Conduct market research Host ideation workshop Identify requirements and recommendations Prioritize and present 	Activities <ul style="list-style-type: none"> Prioritize requirements and other recommendations Supplement Plan of Action With Considerations and Present 	Activities <ul style="list-style-type: none"> Draft SOW Draft evaluation criteria Determine SLAs Manage RFP lifecycle Perform vendor evaluation if needed 	Activities <ul style="list-style-type: none"> Provide subject matter expertise and research Draft stakeholder materials and present
Outputs <ul style="list-style-type: none"> 1.1 Artifacts and other tangible work products in a form that can maintained over time 1.2 Draft report detailing the results from the business applications needs assessment 1.3 Separate presentation of the draft report to Department Directors and the EITC 1.4 Final report detailing the results from the business applications needs 1.5 Presentation of the final report to the County Board of Supervisors assessment 	Outputs <ul style="list-style-type: none"> 2.1 Prioritized list of software requirements for the software RFP 2.2 Draft report detailing the plan of action to implement solutions 2.3 Separate presentations of the draft report to department Directors and the EITC 2.4 Final report detailing the plan of action to implement solutions 2.5 Presentation of the final report to the Board of Supervisors 	Outputs <ul style="list-style-type: none"> 3.1 Demonstration specifications for prospective vendors 3.2 Written RFP for software and implementation vendors 3.3 Responses to questions submitted by prospective vendors 3.4 Executive level vendor response evaluation summary 3.5 Vendor demonstration and agency site visit schedules 3.6 Analysis of vendor proposals and recommendations 	Outputs <ul style="list-style-type: none"> 4.1 Review contract(s) and assist County staff with negotiation of the contract(s) 4.2 Presentation to the County Board of Supervisors for the award of vendor(s)

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Figure 5. Our approach framework, key activities, and project deliverables

Task 0: Project Plan Initiation and Management

We will launch our project with a project kick-off meeting to align project objectives, set expectations, and refine our project plan. In this meeting, we will discuss project governance and meeting cadence so that Guidehouse and County staff are in frequent contact throughout the project, share progress, and address any roadblocks or constraints quickly and early. From this initial meeting and early consultations between the County and Guidehouse project managers, the Guidehouse team will prepare a refined project plan and project charter that provides an updated approach and project overview that includes a project scope, roles and responsibilities, timelines, potential risks and issues, assumptions, and dependencies for the project.



Task 1 Deliverables

- ① 1.1 Artifacts and other tangible work products in a form that can maintained over time
- ② 1.2 Draft report detailing the results from the business applications needs assessment
- ③ 1.3 Separate presentation of the draft report to Department Directors and the EITC
- ④ 1.4 Final report detailing the results from the business applications needs assessment
- ⑤ 1.5 Presentation of the final report to the County Board of Supervisors

Task 2 Deliverables

- ① 2.1 Prioritized list of software requirements for the software RFP
- ② 2.2 Draft report detailing the plan of action to implement solutions
- ③ 2.3 Separate presentations of the draft report to department Directors and the EITC
- ④ 2.4 Final report detailing the plan of action to implement solutions
- ⑤ 2.5 Presentation of the final report to the Board of Supervisors

Task 3 Deliverables

- ① 3.1 Demonstration specifications for prospective vendors
- ② 3.2 Written RFP for software and implementation vendors
- ③ 3.3 Responses to questions submitted by prospective vendors
- ④ 3.4 Executive level vendor response evaluation summary
- ⑤ 3.5 Vendor demonstration and agency site visit schedules
- ⑥ 3.6 Analysis of vendor proposals and recommendations

Task 4 Deliverables

- ① 4.1 Review contract(s) and assist County staff with negotiation of the contract(s)
- ② 4.2 Presentation to the County Board of Supervisors for the award of vendor(s)

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Figure 6. Project Gantt chart with approach and target deliverable timelines

During this phase, Guidehouse will perform a stakeholder analysis in addition to developing a current state documentation checklist and an interview questionnaire template. Development of our stakeholder analysis will be done in close coordination with the Stakeholder Team to ensure effective communication and interview planning down the road. The stakeholder analysis is designed to identify all stakeholders critical to the successful project planning and execution, their organizational needs, interests, and influence in order to effectively manage expectations throughout the project duration. Our project and stakeholder management approach is focused around several key factors, including, early establishment of key milestones, stakeholder needs, influence, and expectations, transparent communication and issue resolution, proactive risk management, and consistent approach to quality management.

Strategic Planning Engagement - Project Plan				
Activity	Status	Completion Date	Owner, Support	
1. Project Planning				
1.1 Onboard Guidehouse team	In Process	23-Oct	Guidehouse	
1.2 Create Project Plan	In Process	20-Oct	Guidehouse	
1.3 Confirm ongoing meetings and create templates for meeting agendas, notes etc.	In Process	20-Oct	Guidehouse	
1.4 Confirm project governance	In Process	20-Oct	Guidehouse	
1.5 Logistics				
1.5.1 Signed SOW	In Process	27-Oct	Guidehouse	
1.5.2 Signed NDAs	In Process	20-Oct	Guidehouse	
1.5.3 IDs	In Process	27-Oct	Guidehouse	
1.5.4 Room confirmation	In Process	20-Oct	Guidehouse	
1.5.5 Printer set-up	In Process	21-Oct	Guidehouse	
1.6 Schedule Kick-Off	Completed	18-Oct	Guidehouse	
1.7 Weekly Status Meetings	Ongoing		Guidehouse	
2. Current State Assessment and Benchmark				
2.1 Request & review initial documentation	In Process	31-Oct	Guidehouse	
2.1.1 Document 1	In Process	21-Oct	Guidehouse	
2.1.2 Document 2	In Process	27-Oct	Guidehouse	
2.1.3 Document 3	Not Started	28-Oct	Guidehouse, Client team	
2.1.4 Document 4	Completed	19-Oct	Guidehouse, Client team	
2.1.5 Document 5	In Process	21-Oct	Guidehouse, Client team	
2.1.6 Document 6	Not Started	28-Oct	Guidehouse, Client team	
2.1.7 Document 7	In Process	21-Oct	Guidehouse, Client team	
2.1.8 Document 8	In Process	28-Oct	Guidehouse, Client team	
2.2 Interviews				
2.2.1 Receive list of key stakeholder interviews and facilitated discussions from client	In Process	10-Nov	Guidehouse Project Team	
2.2.2 Suggest additional stakeholders/interviews	In Process	15-Oct	Guidehouse, Client team	
Generate list of potential interviews	In Process	27-Oct	Guidehouse, Client team	
Review and finalize with client	In Process	22-Oct	Guidehouse, Client team	

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Figure 7. Sample detailed project tracker

Deliverables: For this phase, we will create a set of deliverables that will set us up for project management success throughout the length of the engagement.

- Project management artifacts: These are the key documents that will support the project throughout its lifecycle:
 - Project management plan, including project charter
 - Communications plan
 - Issue and risk management plan
- Ongoing project update artifacts: These documents and activities will enable a robust project management approach:
 - Weekly, monthly, and as-needed ad-hoc status reports (ongoing)
 - Weekly project schedule updates (ongoing)
 - Meeting minutes and action logs for project meetings (ongoing)
 - Maintain project change control (ongoing)

Task 1: Business Application Needs Assessment

In parallel to completing project initiation activities, we will begin putting things in place to support the Business Application Needs Assessment (BANA). This first task is the heart of the engagement and so we have broken out our approach into two general steps with corresponding activities. Those steps and activities are as shown in **Figure 8**.

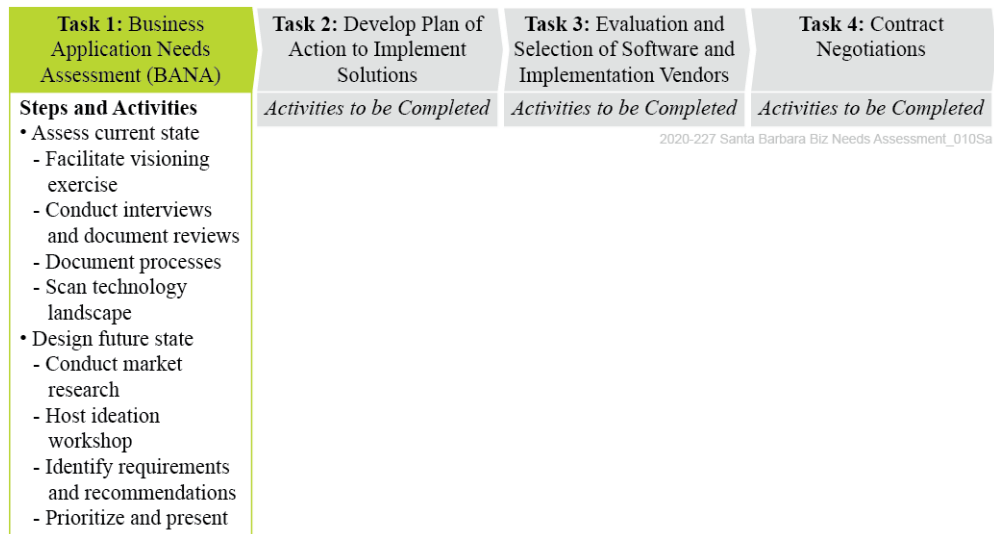


Figure 8. Task 1: Business Application Needs Assessment

Step 1: Assess Current State

First, we will undertake a current state assessment that will focus on understanding the County and each Department’s existing IT business applications, key business processes, ideas for process improvement, and business needs, through a series of onsite activities.

In this Step, we will identify and document each Department’s applications, processes, needs, and deficiencies.

As we undertake these activities, we will assess the County across its **people, processes, and technologies** as depicted below to gain an understanding of current IT business enterprise applications and their **scale, ease of use, access, security, and business value**.

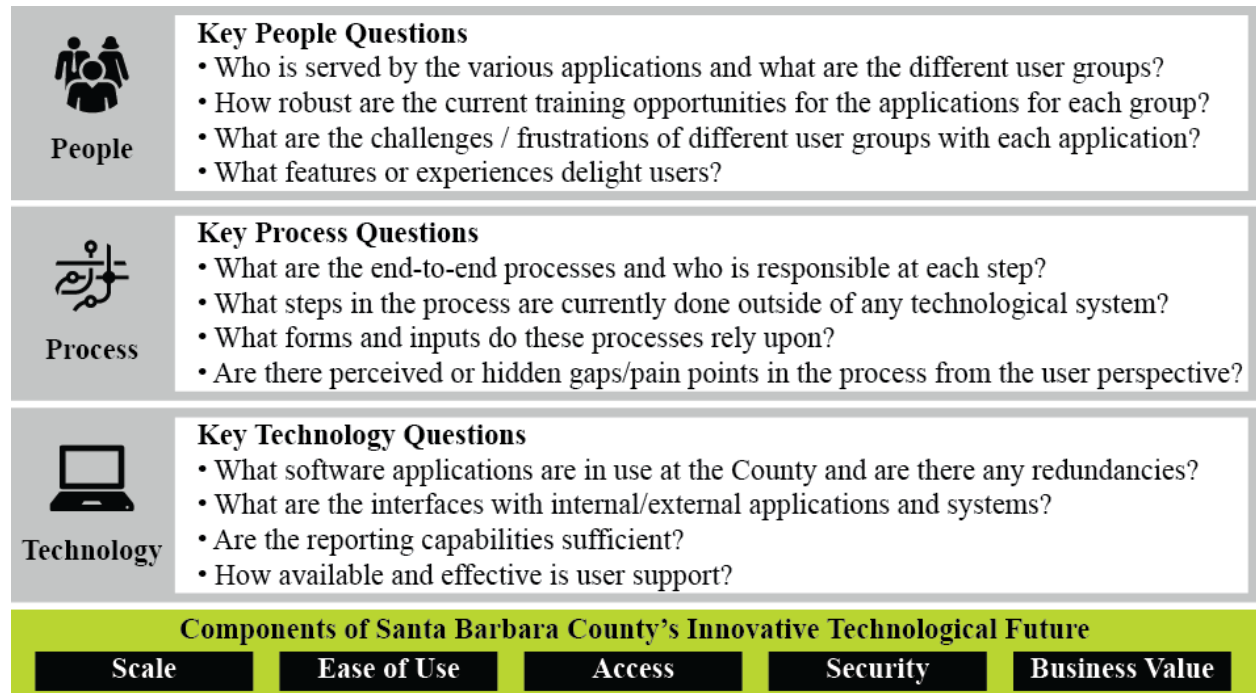


Figure 9. Step 1: Assess Current State

This analysis will involve gaining an understanding of current County business processes, identifying the needs and pain points of stakeholders interacting with the business application landscape, and documenting existing systems and technologies. Across our people, process, and technology framework, we will seek to incorporate documentation on existing or proposed improvements part of Renew '22, such as Board-directed studies, pilots, or ongoing IT system migrations. These existing and planned initiatives will be further incorporated in Step 2 to distill final recommendations from the assessment.

Facilitate visioning exercise. We believe that every aspect of an organization’s operations – its processes, technology, and HR policies – should flow directly from its mission, vision, and values. These will act as our “north star” while we proceed with the project.

To that end, we will facilitate a working session with members of the stakeholder team to formally define the vision for and objectives of the project. This activity will ensure this project continues the Countywide cross-department momentum gained thus far during development of the business application needs assessment RFP.

Santa Barbara’s Vision, Mission, and Values which will guide us
<ul style="list-style-type: none">• Vision: Employees empowered to deliver exceptional public service to communities.• Mission: Deliver exceptional services so Santa Barbara County’s communities can enjoy a safe, healthy and prosperous life.• Organizational Values: Trust and Ethics, Customer Focus and Quality Public Service, Accountability, and Professionalism, and Innovation.

Conduct interviews and document review. We will conduct interviews with key stakeholders across the County and Departments at all levels to support our understanding of business needs and best practices. We anticipate identifying and interviewing stakeholders in each Department including leadership, mid-level staff, and administrative staff. Potential risks in this phase primarily involve stakeholder availability. Given the rapid nature of the current state assessment, it will be important to quickly identify and interview stakeholders. To minimize the risk of stakeholder delays, we will coordinate with the Stakeholder Team to identify a broad list of stakeholders, share instructions and questions before stakeholder meetings to maximize meeting effectiveness, and maintain dedicated staff on-site throughout the project period to quickly adapt to stakeholder schedules. If the stakeholder list to interview is quite extensive (e.g., 50+), we can also employ a survey to gather additional inputs.

Case in Point: New York Metropolitan Transportation Authority (MTA)
Guidehouse deployed a highly experienced team of management consultants and ERP experts that worked closely with NYCT and MTA leaders to design and conduct a detailed assessment of NYCT procurements/logistic systems across a comprehensive set of dimensions. Key findings and recommendations were developed in each dimension; current state capabilities fit-gap with PeopleSoft, future-state capabilities/enhancements, technical architecture and impacts to the overall Shared Services business case. This analysis provided factual observations for each dimension, led to actionable recommendations and identified/mitigated risk associated with each implementation option. Our team was able to come to a final recommendation that kept the current business case intact and mitigated implementation risks for NYCT.

We will also take time during this phase to review existing team, process, technical, and compliance documents. We will collect and organize the appropriate documents that provide insight into the County and Department programs and the processes that employees follow to execute them.

Many initiatives and Board policy and direction have been documented as part of the Renew '22 strategy update, including upcoming department audits, the implementation of new case management systems, or efforts to centralize resources and bolster staff training. We will

leverage this documentation of updates as a starting point to understand existing and planned process changes. Based on our extensive experience, we have developed a systematic approach to reviewing documents. There is no secret methodology for reviewing and assessing documents but reviewing a high volume of documents in a short period can be difficult to digest. We will develop a document tracker, track insights, and regularly debrief across our team to prevent re-reviews and ensure everyone clearly understands the information.

Document processes. During the current state assessment, we will work to understand key business processes and pain points with the County, each of the Departments, and other applicable stakeholders. We will work with the Stakeholder Team to identify the processes underneath or corresponding to these capabilities that exist today, and ones that may need improvement. We will take advantage of information from our documentation review, where applicable, to understand what functions the County and Departments must perform daily. Like any complex public organization, the County’s different departments carry out very diverse functions and can often operate in siloes. We must therefore investigate how business processes and interaction with software is consistent or dissimilar across departments to support our needs assessment in the future project activities.

We will diagram the County and Department processes to help us identify current business needs and select representative examples of current business needs. More importantly, our evaluation of current state processes will confirm challenges and pain points within the processes. Through this activity, we will also confirm if any written processes need to be updated to depict accurately how activities are conducted. By the end of this activity, we will evaluate current state process flows for ways to streamline, consolidate, or reduce duplicate data inputs in advance of future state visioning sessions.

Scan technology landscape. Once we develop the current state view of the required people and processes that depend on County business applications, we will investigate and record the technology solutions currently in use at the County and Departments. It is our understanding that technology systems are either Countywide or Department-specific, on-premise or in the cloud, and internally-developed or third-party vendor acquired. This will require our team to understand how each of these different systems are used by various County and Department employees individually and collectively so we can identify opportunities such as expanding use of a Department-specific system with extra capacity to the entire County to avoid duplicative systems and information.

We anticipate with an organization as large and diverse as Santa Barbara that applications are spread across many technology systems with many different attributes. To help ensure an accurate picture, we will conduct system walkthroughs and demonstrations with staff throughout the County.

Case in Point: New York City Housing Authority (NYCHA)

Guidehouse led a Requirements Gathering Project in which NYCHA planned to sunset the AS400 Legacy System supporting their Tenant Data System (TDS) and Rent Collection System (RCS) applications. The goal of this project was to enable NYCHA to modernize its applications, simplify its infrastructure, provide better service to its residents, and increase control and transparency of its business. To accomplish this goal, the team developed a comprehensive Requirements Traceability Matrix (RTM), capturing inputs from detailed current state business process flows and narratives and associated system and process pain points. Finally, the team conducted an analysis of legacy AS400 applications gathered by System Mapping TDS, RCS, and Tenant Selection and Assignment Plan (TSAP). The team then developed detailed future state process flows and narratives, use cases, a Business Case for the change, Quick Wins, and an Implementation Roadmap.

Understanding of software application technology and these attributes will inform the recommendations that will be a part of our implementation roadmap. These attributes include:

- On-premise vs. off-premise
- Proprietary vs. off-the-shelf
- Software vendors
- Solution age and scale

We will use the information gathered to outline of the County’s current enterprise architecture, including applications, integration middleware and infrastructure design.

Step 2: Design future state

In this step, we begin by making sense of the information gathered documenting the current state. Our goal will be to analyze processes and determine opportunities for application design to increase efficiencies that reduce duplicative work streams and enable more effective collaboration. We will develop our initial list of recommendations and requirements based on our findings.

In this Step, we will identify recommendations and requirements for the applications, including where additional investment is needed, which should be replaced, cost/savings associated with them, and a prioritization of them.

Conduct market research. The initial step in the market research process will be to develop and review a list of currently available software solutions based on our institutional knowledge and analysis of similar airport authority solutions. Once this inventory of approved solutions is assembled, Guidehouse will work with the County to evaluate the viability of potential offerings in accordance with the criteria established during the business capabilities assessment. We will conduct a high-level evaluation of the software, the platform, the budget, implementation timeline, and the ability of the solution to meet the established goals. Highest consideration will be given first to organizations with similar scope and business processes. Guidehouse is currently performing or has performed services for a number of public and private entities that are in the midst of, or have completed, an ERP implementation. We will leverage our contacts and reach back capabilities to expedite the County’s selection and data gathering process.

Host ideation workshop. We are deeply collaborative and want to leverage the full power of the County to ideate towards a better technological future. Brainstorming session to problem-solve and identify opportunities for process improvement and IT strategy development. The workshop will also address the feasibility and complexity of implementing different options. we use left-brain and right-brain exercises to get stakeholders to think creatively and then structurally. Different facilitation styles are employed depending on the number of attendees to ensure each stakeholder feels like they have been given the opportunity for substantive input. While the ideation workshop will be an opportunity to generate new ideas, it will also be an opportunity to confirm and align on existing Redesign ideas at the Departmental level across all five categories of proposals as part of the Renew ’22 strategy;

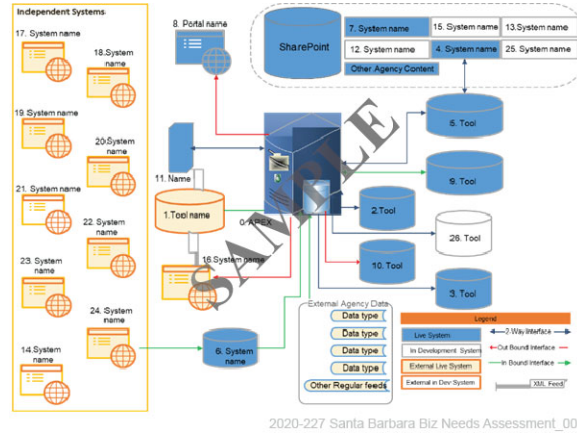


Figure 10. Sample current state architecture mapping



Figure 11. Ideation workshop examples

Identify requirements and recommendations. We will use our understanding of the current state, knowledge gained interviewing stakeholders and conducting workshops, as well as our alignment on vision and objectives at the departmental level, to identify opportunities to improve and gaps to consider. Examples of items we will consider include analyzing applicable systems data to identify redundancies and/or inefficiencies in data storage or entry and identifying opportunities to automate functions currently being done manually. In conversation with the business stakeholders, and considering the strategic priorities, we will seek to identify the business capabilities that need to be enabled, or ones that need to be disabled and replaced or merged with other capabilities to help achieve your strategic vision. As noted, we anticipate some recommendations to align with existing technological improvement strategies identified in Redesign strategies

Our team will then translate these opportunities into requirements and recommendations. Business requirements will be documented as part of a Requirements Traceability Matrix (RTM). This will include key data inputs from the current state and future state steps as well as assist the actual implementation of a future system.

Requirements Traceability Matrix													
ID	Requirement Level	Requirement Definition BQ2	Requirement Type	Dependency	Business Process Category	Sub-Category (Lite Case)	Requirement Description	Status	Required?	Priority	Functionality	Stakeholder Group	Document ID
MD.1.0		MD.1.0	Master Data	-	Master Data	Master Data	The system must support "Customer Data" and "Property Data" For "Customer Data", the system must be able to capture: - Client Type - Client ID - Action - Field Name - Client ID - Client Name	Planned	Mandatory	High	New Functionality		
		MD.1.1 - Customer Data											
		MD.1.1	Master Data	-	Master Data	Master Data	For "Customer Data", the system must support: - "Customer Unique Identifier" - "Demographic Data" - "Demographic Business" - "Financial Business" - "Legal Data" - "Legal Business" - "Customer Contact Information"						
		MD.1.1.1 - Demographic Data											
		MD.1.1.1	Master Data	-	Master Data	Master Data	The system must be able to create/update/delete "Demographic Data" The system must be able to capture the following "Demographic Data": - "Household ID" - "Household Name" - "Household Address" - "Household Telephone" - "Household Email" - "Household Fax" - "Household Zip Code" - "Household City" - "Household State" - "Household Country" - "Household Type" - "Household Status" - "Household Disability Status (Divorced)" - "Household Disability Status (Widowed)" - "Household Disability Status (Single)" - "Household Disability Status (Married)" - "Household Disability Status (Partner)" - "Household Disability Status (Other)" - "Household Disability Status (Unemployed)" - "Household Disability Status (Retired)" - "Household Disability Status (Student)" - "Household Disability Status (Other)" - "Household Disability Status (Unemployed)" - "Household Disability Status (Retired)" - "Household Disability Status (Student)" - "Household Disability Status (Other)"	Planned	Mandatory	High	Existing Functionality		
		MD.1.1.1.1	Master Data	-	Master Data	Master Data	The system must be able to capture the following "Household Data": - "Household ID" - "Household Name" - "Household Address" - "Household Telephone" - "Household Email" - "Household Fax" - "Household Zip Code" - "Household City" - "Household State" - "Household Country" - "Household Type" - "Household Status" - "Household Disability Status (Divorced)" - "Household Disability Status (Widowed)" - "Household Disability Status (Single)" - "Household Disability Status (Married)" - "Household Disability Status (Partner)" - "Household Disability Status (Other)" - "Household Disability Status (Unemployed)" - "Household Disability Status (Retired)" - "Household Disability Status (Student)" - "Household Disability Status (Other)"	Planned	Mandatory	High	Existing Functionality		
		MD.1.1.1.1.1	Master Data	-	Master Data	Master Data	The system must be able to capture the following "Household Data": - "Household ID" - "Household Name" - "Household Address" - "Household Telephone" - "Household Email" - "Household Fax" - "Household Zip Code" - "Household City" - "Household State" - "Household Country" - "Household Type" - "Household Status" - "Household Disability Status (Divorced)" - "Household Disability Status (Widowed)" - "Household Disability Status (Single)" - "Household Disability Status (Married)" - "Household Disability Status (Partner)" - "Household Disability Status (Other)" - "Household Disability Status (Unemployed)" - "Household Disability Status (Retired)" - "Household Disability Status (Student)" - "Household Disability Status (Other)"	Decomposed	Mandatory	High	Existing Functionality	TDS Mapping	

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Figure 12. Sample Requirements Traceability Matrix

It is critical to have a sound and methodological process to gather, document, and validate requirements so that they are consistently applied from the procurement process through to the implementation of County's selected solution. For a successful procurement, it is essential that the RFP provide enough detail regarding the requirements and objectives of the overall Stakeholder Team. To prevent an onslaught of inadequate proposals, potential bidders must be able to verify that they have the necessary capabilities to meet the County's needs and can provide the required information prior to submitting a response. Moreover, properly capturing scope requirements at the onset of the project will also help ensure that the County is not needlessly billed later by the selected vendor for additional functionalities that should have been included from the start. Throughout the design, build, and testing of the implementation, the requirements should also be revisited to make sure that the system is ultimately aligned with the original vision and desired capabilities of County.

As part of our recommendation development, we will identify recommendations that support the County. These will span our People-Process-Technology assessment framework, and can include non-requirement considerations like governance structure, process flows, or trainings. Our recommendations may also include a high level conceptual future state architecture to visualize where the County needs to continue to strive for. Along these lines, we will work with County to identify any existing systems and applications to be potentially sunset. Each recommendation will also include risks to the overall implementation and develop strategies to mitigate them.

Prioritize and present. We will prioritize and sequence our list of recommendations with an eye for a realistic understanding of resources (staff skillsets and levels, dollars, infrastructure) needed, duration, and risks and dependencies (e.g., regulatory constraints, organizational structure, internal policy changes). We will identify and highlight quick win opportunities to help build momentum for the initiative while identifying which opportunities are longer-term. Owners will be assigned so that accountability is built into the process. Because we will have engaged stakeholders throughout the engagement, everyone will have already been bought in by this point.

To assist with the prioritization, we will calculate an effective short-term, mid-term, and long-term ROI for the County. Existing technology implementation integrated master schedules (IMS) will be leveraged as a template to develop a comprehensive timeline including detailed activities and resource utilization. All cost drivers will be documented and presented to the County for consideration to include the operations and maintenance (O&M) or upgrade of the existing applications compared with a potential transition to a new structure and applications. Finally, our team will work with business process and systems owners to develop a set of key performance indicators (KPI) and benchmarks of the existing applications to measure against industry standards and the recommended solutions, which will be critical for measuring the success of any process or system. We believe that a performance management approach must include a portfolio of both outcome metrics (e.g. system availability/uptime, data management fixes) and process metrics (e.g. process cycle times, number of system integration points). The former describes how successful a process has been, while the latter tend to describe why a process has (or has not) been successful. Developing a set of key metrics and benchmarks is critical in measuring the success of any initiatives and programs.

Deliverables: At the conclusion of this phase, we will provide:

- Current state document outlining each Department's use of existing business applications, key business processes, ideas for process improvements, and business needs

- Future state report detailing market research, Requirements Traceability Matrix, and prioritized recommendations
- 1.1 Artifacts and other tangible work products in a form that can be maintained over time
- 1.2 Draft report detailing the results from the BANA
- 1.3 Separate presentation of the draft report to Department Directors and the EITC
- 1.4 Final report detailing the results from the business applications needs assessment
- 1.5 Presentation of the final report to the County Board of Supervisors.

Task 2: Develop Plan of Action to Implement Solutions

Task 1: Business Application Needs Assessment (BANA)	Task 2: Develop Plan of Action to Implement Solutions	Task 3: Evaluation and Selection of Software and Implementation Vendors	Task 4: Contract Negotiations
<i>Activities Completed</i>	Activities <ul style="list-style-type: none"> • Prioritize requirements and other recommendations • Supplement Plan of Action With Considerations and Present 	<i>Activities to be Completed</i>	<i>Activities to be Completed</i>

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Figure 13. Task 2: Develop Plan of Action to Implement Solutions

In a complex project like this, Guidehouse feels that it is important to translate the future state vision into a feasible Plan of Action with a realistic timeline so that the County can execute the tasks required to implement the future state recommendations created in the prior task. Guidehouse has a deep understanding of the importance of Plans of Actions when pursuing transformational change for an organization. The future state recommendations will be translated from a conceptual vision into several requirements and other initiatives (for recommendations that are not necessarily technology related) that will be carried out throughout the future implementation. The Plan of Action will include how the initiatives are prioritized, sequenced, timelines, resources, and any additional considerations the project team should keep in mind during the implementation. The following two activities will lead to the clear and comprehensive Plan of Action.

In this Task, we will further prioritize the requirements and build a detailed Plan of Action to be implemented.

Prioritize requirements and other recommendations. We begin this task by logically group initiatives and develop work-tracks based on a set of key attributes. We will then host a 2-hour prioritization workshop with key stakeholders. We will educate each of the stakeholders on the initiatives and conduct voting exercises to assist the prioritization. Each initiative will have high level estimates of costs/level of efforts. We will also have the participants brainstorm opportunities and risks associated with each of the initiatives. We recently conducted a very similar workshop for the City of Santa Monica to great success. This prioritization, opportunities, and risks will make up the bulk of the Plan of Action.

Supplement Plan of Action with Considerations and Present. After the prioritization workshop, there will be a few additional considerations that our team will research to bolster the Plan of Action. The first is developing a more comprehensive cost model. The second portion will include a staffing plan to determine the number of dedicated resources needed to manage the implementation efforts. Lastly, we will create a governance model to lay the framework for the right types and levels of involvement from the County Departments, and other key stakeholders. We will then present the Plan of Action to the County and work with the team to iterate, refine, and finalize.

Deliverables: At the conclusion of this task, we will provide:

- 2.1 Prioritized list of software requirements for the software RFP
- 2.2 Draft report detailing the plan of action to implement solutions
- 2.3 Separate presentation of the draft report to Department Directors and the EITC
- 2.4 Final report detailing the plan of action to implement solutions
- 2.5 Presentation of the final report to the County Board of Supervisors

Task 3: Evaluation and Selection of Software and Implementation Vendors

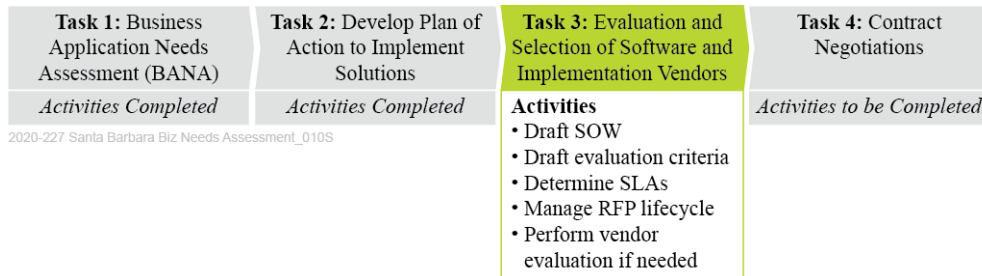


Figure 14. Task 3: Evaluation and Selection of Software and Implementation Vendors

Guidehouse understands public procurement processes very well; we have crafted technical RFPs and supported the selection process for numerous agencies in the past. Guidehouse can assist with the drafting of the RFP and support the procurement process, including the establishment of scoring criteria, organization of vendor oral presentations, and technical/functional advisory during the actual selection. We have all the tools and processes to compile the work completed within the first few activities into a compelling RFP, based on County guidance. Because we are completely independent, we can be objective during this process.

In this Task, we will manage the full RFP lifecycle.

As we develop the RFP, we will see to it that the RFP is aligned with the requirements and objectives of the overall structure of the implementation plans throughout the RFP drafting process, we will incorporate leading practices from our experiences working on similar case management, document management and larger technology initiatives. The Guidehouse team will work alongside County to develop the appropriate RFP documentation based on the capabilities, assessments, designs, and timelines established during the earlier stages of this effort. To obtain better responses, we believe that several outputs must be achieved.

Key Considerations for Better Responses

- Clarity in the stated objectives, timelines and background information
- Enough detail in the requirements to allow potential bidders to understand the needs
- Not so much detail that the RFP prohibits potentially successful bidders from presenting well
- Clear, but flexible evaluation criteria
- Outreach to vendor community to spread awareness of the opportunity (be inclusionary!)

To achieve each of those outputs, we propose the following activities: help the County’s manage the RFP lifecycle. We go into further detail into each of these activities below.

Draft SOW. We understand that selecting the right vendors will be critical for success of the County’s Renew ’22 initiative and that the best way to get the right vendors on board is through developing a thoughtful, complete and compliant Statement of Work (SOW). The SOW helps provide the necessary information to potential vendors to evaluate the project, understand its scope, accurately price, and submit complete and appropriate bids. We understand that done properly, a well-written RFP can minimize the need for prolonged contract negotiations and

avoids costly change orders after the contract is signed. Our approach is truly collaborative, we will work with the County to understand your procurement process to develop transparent and compliant SOWs, based on standards and compliance requirements. The SOW, in addition to the evaluation criteria and Service Level Agreements (SLAs) will make up the RFP development process.

Case in Point: Metra

Metra is the 2nd largest commuter rail systems in the country and Guidehouse assisted Metra with developing the future state of Revenue Accounting by assessing their IT needs and developing the requirements / capabilities that feed into the RFP solicitation for a Next Generation Revenue Accounting system and subsequent selection. Guidehouse supported the Metra procurement team by running vendor demos and developing evaluation assessment matrices for ultimate shortlist and final vendor selection.

For the SOW, our team will document the capabilities that potential vendors must provide and outline key tasks and deliverables vendors must perform. Understanding that the County’s procurement staff knows its required SOW components far better than our team does, we will support the County’s staff where we can, allowing procurement staff to generate contract language and other administrative documentation while our team generates project and system-specific documentation (Program Background, Key Tasks, Requirements, Technical Architecture, Deliverables, Timeline, etc.).

Draft evaluation criteria. Our team can develop scoring instruments that describe the SOW evaluation method. Our team’s significant IT vendor selection experience has allowed us to build repeatable methods and reusable templates and tools that can be customized for this engagement. The scoring instruments will describe the overall process, assign roles and responsibilities, and detail evaluation criteria that match the overall objectives of the framework and structure of the SOW. Our team will use its evaluation expertise to aid the County in developing a set of scoring and ranking procedures based on the approved evaluation approach. This includes assigning maximum values to the evaluation criteria, determining a method for assigning points and quantifying responses, and developing materials for use by the evaluation team. The scoring methodology will translate the evaluation criteria into a quantitative score for each vendor.

Determine SLAs. Given the complex nature of the business application landscape, it will be critical for the County to have established a series of SLAs with each of its vendors on the delivery and performance of their systems. Well established and defined SLAs, especially earlier in the project, allow vendors / developers to incorporate them into their design and requirements,

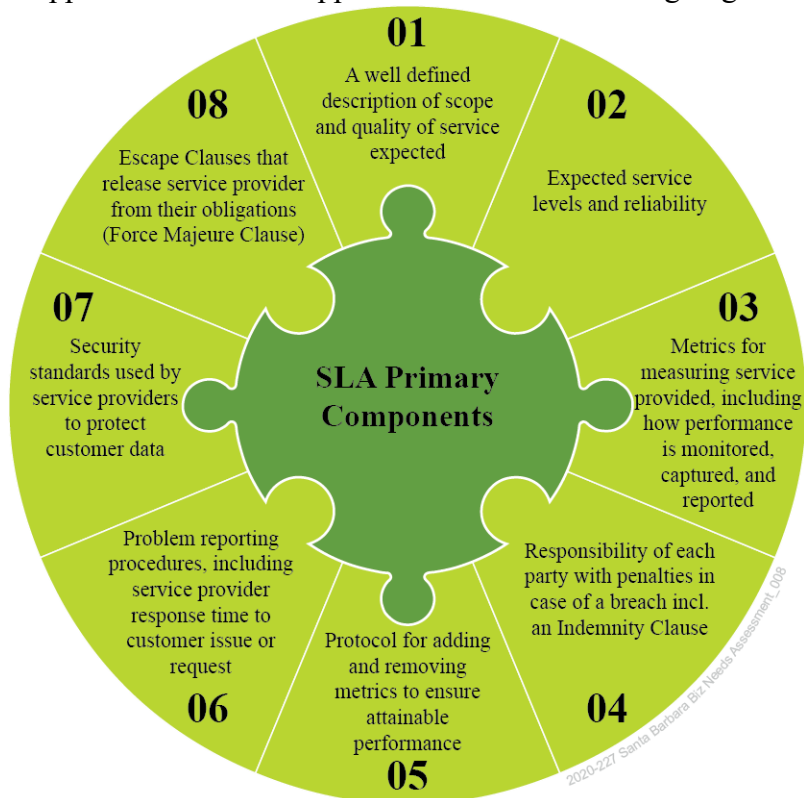


Figure 15. SLA Primary Components

ultimately leading to a better working product for the County. If everyone is on the same page for what is important and how it will be measured, the result is also likely to be a better project and relationship between the vendors and Santa Barbara. Through our IV&V experience on large systems implementations as well as our work in developing IT RFPs, our team understands how critical SLAs are in holding contractors accountable in their contracts. Our team will work closely with the client team to define what service levels they should expect. Our approach to developing the SLAs will be to identify an initial list of metrics relevant to the system. This initial list will be supplemented by leading practices research of similar bids and will provide a benchmark for service levels.

Manage RFP lifecycle. Guidehouse is committed to assisting the County with proper procurement planning. Careful planning provides the County with adequate time to accomplish its procurement actions, helps to maximize competition, minimize lead time, facilitate competitive pricing, and decrease administrative and procurement costs. To support the County in its day-to-day operations and purchasing activities, Guidehouse will continue to assist the County throughout the procurement process, from answering vendor questions to scheduling demonstrations. We will continue to provide effective assistance to the County by ensuring its procurement policies and procedures support competition, efficiency, transparency, integrity and uniformity.

Part of the procurement process is dependent on contractors' ability to submit complete and responsive bids or proposals. Guidehouse worked with Harris County in Texas to simplify the process for contractors and professional firms by generating templates and forms. Guidehouse can also conduct outreach to vendors on behalf of the County and provide informational sessions and trainings for contractors and firms on an ongoing basis. Our team is ready to represent the County in pre-bid or pre-proposal conferences and answer vendor questions. Our team will ensure that vendors understand their roles, responsibilities, expectations, and any applicable performance standards before bidding to work for the County. We have also partnered with entities in the past to make sure their opportunities are more inclusive by strengthening the ability of small, local, minority and Section 3 firms to effectively participate.

Perform vendor evaluation if needed. While the ultimate decision rests solely with the vendor selection committee, we will be able to provide an objective view into the SOW responses and utilize our previous experience to confirm the critical evaluation criteria are taken into consideration and to highlight any risks and issues associated with the selection process. Our team can also facilitate Santa Barbara's review of the proposals by compiling individual scoring data into a Scoring Report based on existing methods and templates. We will aggregate Scoring Reports for each vendor into one comparison scorecard to provide a transparent and cohesive view into the strengths and weaknesses of each vendor's proposed solution, across all aspects of the evaluation. Based on the RFP responses, oral presentations, and risk assessment, Guidehouse will provide a recommendation on the final vendor(s).

Deliverables: At the conclusion of this task, we will provide:

- 3.1 Demonstration specifications for prospective vendors
- 3.2 Written RFP for software and implementation vendors
- 3.3 Responses to questions submitted by prospective vendors
- 3.4 Executive level vendor response evaluation summary
- 3.5 Vendor demonstration and agency site visit schedules
- 3.6 Analysis of vendor proposals and recommendations

Task 4: Contract Negotiations

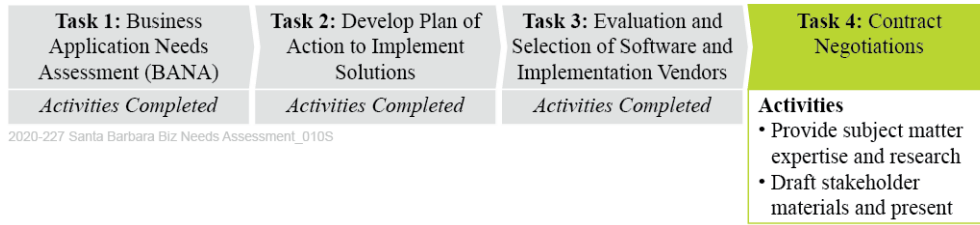


Figure 16. Task 4: Contract Negotiations

In the final task of the engagement after the final vendor(s) have been selected, Guidehouse will support the County in structuring and negotiating their agreements with the selected vendor(s). Having facilitated procurements for many state and local entities, we pride ourselves in our ability to bring these initiatives to a successful conclusion. Our proposal assumes a 2-week timeline for this process; however, Guidehouse understands that negotiations can be unpredictable and is prepared to continue their facilitation of the negotiations process for longer, if required.

In this Task, we will support the finalization of the procurement with negotiation and presentation assistance.

While supporting negotiations, we will act in an advisor role and will position the County to be flexible and agile in the ensuing implementation while keeping the end-users and constituents in mind. For the final readout, we understand the political realities of the public sector and how important the communication and framing of material is. Those are challenges that we embrace and overcome through proper planning.

At the end of the day, we want to ensure that the contract continues the spirit of Renew '22 and stay financial responsibility as well as resilient to any potential setbacks.

Provide advisory services and research. Guidehouse will work with County procurement personnel to successfully negotiate with the selected vendor regarding various contract terms. Guidehouse will leverage its subject matter expertise to support the County throughout the negotiations process to validate that the business and technical terms of the contract provide the best value for the County and review agreement terms as needed. Of keen concern are the SLAs and making sure the vendor understands what they will have to report, the mechanisms for doing so, and the consequences if sufficient levels are not met. Throughout the process, our staff can provide additional ad-hoc research including industry leading practices or prior examples from the vendor to support the County.

Draft stakeholder materials and present. We have vast experience in preparing executive level readouts for our clients. We will work closely with the client project team and other County stakeholders to help present the vendor award(s) to the County Board of Supervisors. Every Board member will have various interests and concerns. We will rely on our client team and external research to anticipate those concerns before preparing the materials. Proper communication and framing can make or break a project, so we will draft these presentation materials with the utmost care. We want the County Board of Supervisors to understand process with a clear justification for why the ultimate vendor(s) was selected. We have done many similar readouts in the State of California for other high-profile projects such as the Sustainability pLAN for the City of LA and the Internet of Things Playbook for the City of San Jose. This will be a very collaborative activity with the client team having ample time to review and iterate on the presentation materials. For the presentation itself, we will work in concert with

the client team to deliver the final deliverable. As technology and management consultants, presenting in pressure situations is one of our gifts and we will bring that capability to Santa Barbara.

Deliverables:

At the conclusion of this task, we will provide:

- 4.1 Review contract(s) and assist County staff with negotiation of the contract(s)
- 4.2 Presentation to the County Board of Supervisors for the award of vendor(s)






Optional Task – Implementation Project Management Services

Guidehouse has developed a comprehensive approach to structure our technology implementation project management services through Independent Verification and Validation (IV&V). IV&V activities by phase of the selected to ensure that all areas are thoroughly reviewed and assessed. We understand we may be brought in for the whole lifecycle or a phase of the implementation. Our role as the IV&V Consultant will be to monitor the project's activities within each of these phases and identify issues and risks.

Our activities are organized across the below areas to provide a comprehensive IV&V approach:

1. Project Management Oversight (PMO) Support Services
2. Reporting
3. Risk and Issues Management
4. Quality Control and Assurance Services
5. Stakeholder Readiness / Change Management Services

Our approach leverages lessons learned from our years of undertaking IV&V services for our government and private sector clients. We will bring insight gleaned from across industries, organizations, and levels of government to your team.

Leading practice	Key considerations
<p data-bbox="232 224 360 275"><i>Comprehensive project set-up</i></p> 	<ul data-bbox="423 224 1425 401" style="list-style-type: none"> • Involve the IV&V firm from engagement’s inception to ensure their understanding of what agency is seeking and what the vendor should be delivering. • Consider utilizing the IV&V firm to assist with requirements gathering and system procurement so that the firm can be leveraged to draft Requests For Proposals (RFPs) and other technical documentation. • Have the IV&V firm work closely with the IT Implementer and client PMO to develop a process for executing and governing the project by defining roles and accountability, policies and standards, internal approval processes., etc to help enforce adherence to project scope and delivery.
<p data-bbox="232 407 360 457"><i>Managing scope of work</i></p> 	<ul data-bbox="423 407 1425 567" style="list-style-type: none"> • Consider utilizing the IV&V firm to report instances where staff and/or stakeholders have deviated from the established scope and assessing the impact to the project of such deviations. • Consider leveraging a deliverable based fee structure when contracting with vendors to further control project budget and mitigate the risk of needing extra review cycles and other additive measures. • Work with the IV&V firm to document project and deliverable expectations to eliminate confusion between what the client believe they are receiving and what the vendor is actually delivering.
<p data-bbox="232 573 360 623"><i>Monitoring and testing</i></p> 	<ul data-bbox="423 573 1425 732" style="list-style-type: none"> • Monitor the project’s progress via clear reporting mechanisms, stakeholders’ commitment, results achieved and management of risks. • Develop a common set of test scenarios to be utilized for all deployments enabling baselined iterative testing cycles. • Deploy multiple levels of testing and adequate CRPs with user involvement in order to provide sufficient system testing.
<p data-bbox="232 739 360 789"><i>Knowledge management & training</i></p> 	<ul data-bbox="423 739 1425 898" style="list-style-type: none"> • Develop the organization’s project delivery capability - continually building and enhancing its ability to deliver more complex and challenging projects in less time and for less cost while generating the maximum value. • Sufficiently investment in human and financial resources over the entire length of the project to provide for a smoother implementation and better cooperation from employees. • Invest in training at all staff levels in both system use and business processes to improve the return on investment.
<p data-bbox="232 905 360 955"><i>QA/QC throughout Gate Reviews</i></p> 	<ul data-bbox="423 905 1425 1064" style="list-style-type: none"> • Have the IV&V firm conduct a Gate Review by leveraging existing contracts and scopes or work to confirm requirements, milestones and other agreed upon deliverables have been met. • Have the IV&V firm conclude their Gate Review with a go/no -go determination based on their assessment, which will be presented to the project team along with any findings. • Leverage the IV&V firm’s recommendations and supporting evidence to determine whether the engagement should proceed from its current phase to the next.

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Figure 17. IV&V Leading Practices

Appendix A. Exceptions

Submission of this proposal is not an indication of Guidehouse's willingness to be bound by all of the terms presented in the County of Santa Barbara (the "County") Request for Proposal for Business Applications Needs Assessment (the "RFP"). This proposal in response to the County'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 the RFP's Attachment D and Attachment E), 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.

Attachment D – Additional Responder Responsibilities and Requirements

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

4.1 COMPLIANCE WITH PURCHASING TERMS & CONDITIONS - You agree to be bound by the ~~County's~~ terms and conditions for independent contractors included in the mutually-agreeable resultant contract, substantially in the same form as the attached Template for Agreement for Services of Independent Contractor (Attachment E), ~~including the indemnification and insurance requirements included therein.~~

Attachment E – Template for Agreement for Services of Independent Contractor

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

7. STANDARD OF PERFORMANCE

CONTRACTOR represents that it has the skills, ~~expertise~~, and licenses/permits necessary to perform the services required under this Agreement. Accordingly, CONTRACTOR shall perform all such services in the manner and according to the standards observed by a competent practitioner of the same profession in which CONTRACTOR is engaged. All products of whatsoever nature, which CONTRACTOR delivers to COUNTY pursuant to this Agreement, shall be prepared in a first class and workmanlike manner and shall conform to the standards of quality normally observed by a person practicing in CONTRACTOR's profession. CONTRACTOR shall correct or revise any errors or omissions, at COUNTY'S request without additional compensation. Permits and/or licenses shall be obtained and maintained by CONTRACTOR without additional compensation.

Notwithstanding the above, if a Deliverable does not meet the relevant Acceptance Criteria, the COUNTY shall deliver written notification to CONTRACTOR of such fact by the end of the Acceptance Period for such Deliverable, describing such nonconformity with particularity ("Notice of Nonconformity"). Promptly after receiving the Notice of Nonconformity, CONTRACTOR shall undertake correction efforts and redeliver the revised Deliverable to the COUNTY. Upon completion of such corrections and CONTRACTOR's redelivery to the COUNTY of the Deliverable, a new Acceptance Period for such Deliverable shall commence. If

CONTRACTOR is unable to correct the nonconforming Deliverable or correction of the nonconforming Deliverable is not commercially practical in CONTRACTOR's reasonable opinion, then the COUNTY shall cease use of the nonconforming Deliverable(s), and CONTRACTOR shall return an appropriate portion of any payment made by the COUNTY for such nonconforming Deliverable(s).

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

19. TERMINATION

3. For Cause. Should CONTRACTOR default in the performance of this Agreement or materially breach any of its provisions, COUNTY may, at COUNTY's sole option, terminate or suspend this Agreement in whole or in part by written notice; however, the COUNTY shall grant CONTRACTOR a reasonable opportunity to cure any such default within 5 business days ("Cure Period"). If CONTRACTOR is unable to cure the default within the Cure Period, Upon receipt of notice, CONTRACTOR shall immediately discontinue all services affected (unless the notice directs otherwise) and notify COUNTY as to the status of its performance. The date of termination shall be the date the notice is received by CONTRACTOR, unless the notice directs otherwise.

Guidehouse respectfully requests the County delete the following provision to align with our contracting policies.

23. TIME IS OF THE ESSENCE

~~Time is of the essence in this Agreement and each covenant and term is a condition herein.~~

Attachment E – Exhibit C Indemnification and Insurance Requirements

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

INDEMNIFICATION. CONTRACTOR agrees to indemnify, defend (with counsel reasonably approved by COUNTY) and hold harmless COUNTY and its officers, officials, employees, agents and volunteers from and against any and all claims, actions, losses, damages, judgments and/or liabilities arising out of this Agreement from (a) death and bodily injury, damage to real or tangible property, and (c) third party claims for patent, trademark or copyright infringement any cause whatsoever, including the acts, errors or omissions of any person or entity and for any costs or expenses (including but not limited to attorneys' fees) incurred by COUNTY on account of any claim except where such indemnification is prohibited by law. CONTRACTOR's indemnification obligation applies to COUNTY's active as well as passive negligence but does not apply to COUNTY's sole negligence or willful misconduct.

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

LIMITATION OF LIABILITY. Except to the extent finally determined to be prohibited by law, CONTRACTOR'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 CONTRACTOR for the particular Service giving rise to the liability under this agreement. In addition, CONTRACTOR will not be liable for any lost profits, consequential, indirect, punitive, exemplary, or special damages. Also, CONTRACTOR shall

have no liability arising from or relating to any third-party hardware, software, information, or materials selected or supplied by the County.

Attachment E – Exhibit D HIPAA BUSINESS ASSOCIATE AGREEMENT

Guidehouse reserves the right to negotiate the HIPAA Business Associate Agreement upon award, if applicable.

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