

**Response to North Central Texas Council of Government
SHARE
RFP 2021-083
Public Procurement Consulting Services**

civicinitiatives



***Civic Initiatives, LLC
7000 N Mopac Expressway, Suite 200
Austin, TX 78731
December 2, 2021***

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A. Cover Sheet



REQUEST FOR PROPOSALS
For
Public Sector Procurement Consulting Services
RFP # 2021-083

Sealed proposals will be accepted until **2:00 PM CT, Tuesday, November 23, 2021**, and then publicly opened and read aloud thereafter.

Civic Initiatives, LLC

Legal Name of Proposing Firm

Derrek Davis

Engagement Director and Procurement Process Practice Lead

Contact Person

Title

512-523-4834

ddavis@civicinitiatives.com

Telephone Number

E-Mail Address

7000 N Mopac Expressway, Suite 200

Austin, TX

78731

Street Address of Principal Place of Business

City/State

Zip

7000 N Mopac Expressway, Suite 200

Austin, TX

78731

Complete Mailing Address

City/State

Zip

Acknowledgment of Addenda: #1 X #2 X #3 X #4 #5

By signing below, you hereby certify that the information contained in this proposal and any attachments is true and correct, and may be viewed as an accurate representation of proposed services to be provided by this organization. You agree that failure to submit all requested information may result in rejection of your company's proposal as non-responsive. You certify that no employee, board member, or agent of the North Central Texas Council of Governments has assisted in the preparation of this proposal. You acknowledge that you have read and understand the requirements and provisions of this solicitation and that the organization will comply with the regulations and other applicable local, state, and federal regulations and directives in the implementation of this contract. And furthermore that I certify that I am legally authorized to sign this offer and to submit it to the North Central Texas Council of Governments, on behalf of said offeror by authority of its governing body.

Authorized Signature

Brent Moll
Purchasing Division
616 Six Flags Drive
Arlington, TX 76011

Re: RFP #2021-083 – Public Sector Procurement Consulting Services

Dear Mr. Moll:

Civic Initiatives, LLC is pleased to present our proposal to provide procurement consultancy services to the North Central Texas Council of Governments (NCTCOG) and member communities of the SHARE Cooperative Purchasing Program.

Our Company is a Texas-based, privately held limited liability S corporation headquartered in Austin, Texas. The Company, incorporated in 2010, has remained in current name and form since its incorporation, has operated with consistent growth in revenue and profit every year, and has grown to twenty-five (25) employees from a single founder in 2010. Our Federal Taxpayer Identification Number is 27-3944234.

We are a State of Texas registered vendor and a nationally recognized leader in public sector acquisition management and support, strategic procurement transformation, and contract implementation support. In Texas, Civic Initiatives has served multiple state agencies, local municipalities, K-12, and councils of governments, including support of multiple NCTCOG projects over five years.

We have worked extensively with public sector customers with a singular focus on public procurement services. We have supported over 100 public procurement transformation projects in 30+ states in the 11 years since our inception, including local governments, K-12, and institutions of higher education. In addition to the State of Texas, we are honored to have served chief procurement officers in the states of Alabama, Arizona, Arkansas, California, Colorado, Connecticut, Florida, Georgia, Hawaii, Illinois, Indiana, Iowa, Ohio, Kentucky, Louisiana, Maine, Massachusetts, Michigan, Minnesota, Missouri, Montana, Nebraska, Nevada, North Dakota, Oregon, Pennsylvania, Rhode Island, South Carolina, Tennessee, Vermont, and Washington.

Derrek Davis is authorized to answer questions regarding the Proposal and can be contacted at:

7000 N Mopac Expressway, Suite 200, Austin, TX 78731
(phone) 512.523.4834 | (fax) 512.351.4644 | ddavis@civicinitiatives.com

Civic Initiatives will comply with all requirements, provisions, terms, and conditions specified in the RFP and we look forward to serving the NCTCOG and SHARE Cooperative Purchasing Program member communities, and to earning the right to serve as a trusted advisor in the years to come.

Sincerely,



Dustin Lanier, CPPO
Founder and Principal Consultant
Civic Initiatives, LLC
dlanier@civicinitiatives.com
(512) 523-4834



B. Executive Summary

B. Executive Summary

Overview of the Organization

1.1 Company Overview

Civic Initiatives, LLC, established in November 2010, is a privately held limited liability S corporation headquartered in Austin Texas. The company is a State of Texas registered Vendor and our Federal EIN is 27-3944234 and Vendor ID is 12739442346. The company has remained in current name and form since its incorporation. The company has operated for over 11 years with consistent growth in revenue and profit every year and has grown to twenty-five (25) employees (from a single founder in 2010).

Civic Initiatives has extremely low turnover, and a well-integrated set of professionals. Our team includes multiple Certified Public Procurement Officers and Buyers as full-time resources. Our staff experience, credentials and certifications differentiate us from other companies, as the only method to obtain those certifications is to spend multiple years in procurement roles with public entities. Employing multiple individuals with prior public procurement experience is part of our corporate DNA, as it is critical to relate to the customer through direct experience; our team has sat in the chairs of the individuals we serve. We **serve** public procurement because we come **from** public procurement.

We work exclusively with state, local government and public and higher education partners on acquisition support services, strategic procurement transformation, and procurement automation success. Our corporate values are expressed through our:

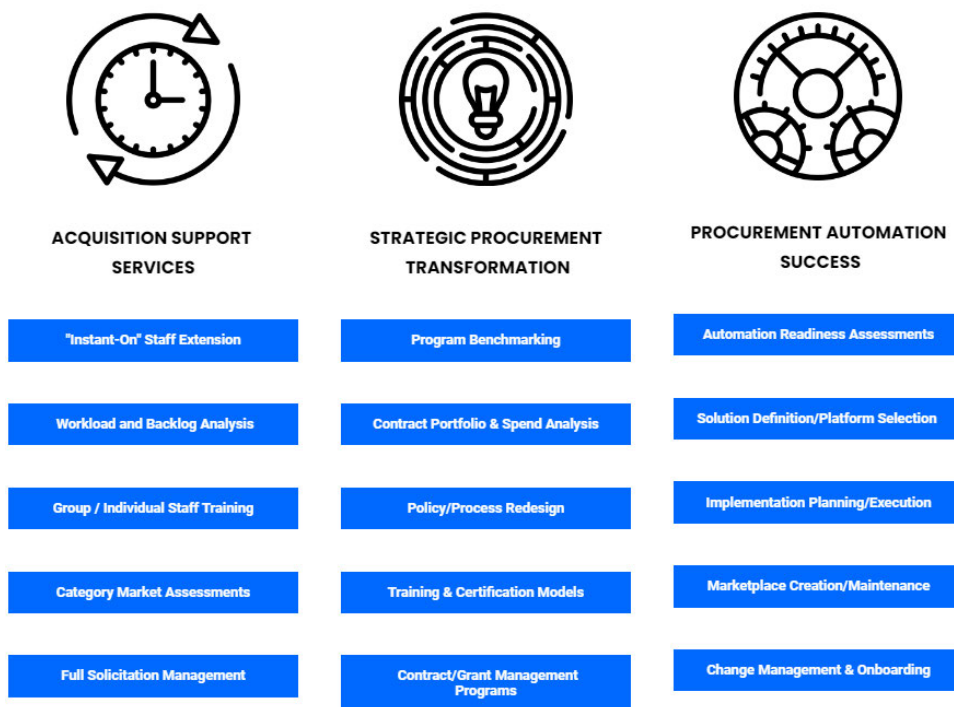
- Commitment and focus on public sector procurement
- Deep understanding of central procurement environments
- True experience in what it takes to automate procurement
- Demonstrated success in public sector eProcurement acquisition support

As a company focused on public sector acquisition support services, strategic procurement transformation, and procurement automation success, our team size is designed to be large enough to handle any type of issue, but small enough to allow for competitive pricing that is appropriate for government clients. We are experienced in delivering successful results on high-visibility, high-risk transformation projects, both during the team's public sector tenure and through Civic Initiatives projects across the nation.



1.2 Our Service Areas

Civic Initiatives service delivery is focused on three (3) categories, each of which is further defined by five (5) unique service areas.



Category 1. Acquisition Support Services

Civic Initiatives supports procurement offices in providing acquisition support services – direct support of acquisitions events.

- "Instant on" Staff Extension:** Options to provide on demand purchasing extension to deal with surges in requisition management.
- Workload and Backlog Analysis:** Objective reviews of current staff loads and analysis of how to clear a backlog of requests in ways that are efficient and effective.
- Group/Individual Staff Training:** A robust training portfolio on innovation in procurement methodology, supplemented by options for long term cohort or individual mentoring.
- Category Market Assessments:** Professional procurement review of current or available contracts in a spend category and objective recommendations on sourcing strategies.
- Full Solicitation Management:** Senior, certified procurement personnel available to manage full/complex solicitation events in a project milestone method.

Category 2. Strategic Procurement Transformation

Civic Initiatives has a clear understanding of the difference between procurement and purchasing, and the needs of the organization to increase program capacity to be a strategic asset. Work examples include:



- a. **Program Benchmarking:** Review of programs in specific workstreams to establish maturity levels and performance measure opportunities.
- b. **Contract Portfolio and Spend Analysis:** Review of master contract portfolios and overall spend to create prioritized sourcing plans and opportunity assessments.
- c. **Policy/Process Redesign:** Capture of key procurement processes and associated policy for optimization and redocumentation of the overall procurement process.
- d. **Training and Certification Models:** Clear models for competency development and certification of staff to support role definition and competency plans.
- e. **Contract/Grant Management Programs:** Creation of effective contract management programs to support business units and program staff in consistent and effective contract oversight.

Category 3. Procurement Automation Success

Civic Initiatives has a proven track record of success in helping procurement organizations assess their options and implement procurement automation in a way that emphasizes the business value and the opportunity for transformation.

- a. **Automation Readiness Assessments:** Review of program readiness for procurement automation, reviewing key indicators of successful transformation and providing a review of the procurement automation market.
- b. **Solution Definition/Platform Selection:** Elicitation and creation of procurement automation requirements, fit/gap reviews of current tools, and support of sourcing activities to select platforms.
- c. **Implementation Planning/Execution:** Establishing project management to support, design, testing, project management through to steady state operations.
- d. **Marketplace Creation/Maintenance:** Review of supply contracts for marketplace implementation, and turnkey creation and implementation of robust catalogs.
- e. **Change Management and Onboarding:** Planning and execution of change management practices and planned onboarding for a variety of stakeholders, including department users and key vendors.

Our services are designed to enable a public procurement organization to develop and sustain its capacity to meld compliance with effectiveness in a manner that drives strategic and business outcomes for the organization. Our staff are distributed across the U.S. and have served a combined total of 235 years in the public sector. Locally, our Texas-based staff comprise more than 75 years of combined public service in procurement and information technology fields in the state. Staff are knowledgeable of State's general goods and services procurement and IT procurement statutes, rules, governance, and oversight processes, for example, the State of Texas Procurement and Contract Management Guide, Texas Project Delivery Framework, and governing entities, including the Quality Assurance Team and Contract Advisory Team, among others.

A snapshot of our engagements by each of these service categories is provided on the following page. More information on specific engagements related to the scope of services proposed in response to this RFP is provided in the Technical Proposal (Tab D).



Civic Initiatives Client Engagement Profile

Customer engagements mapped to our service categories. Each of the highlighted column headings represent the applicable service areas within our Acquisition Support, Strategic Transformation, and Procurement Automation Success categories that are aligned to the scope of services and requirements of the RFP.

Customer engagements mapped to our service categories. Each of the highlighted column headings represent the applicable service areas within our Acquisition Support, Strategic Transformation, and Procurement Automation Success categories that are aligned to the scope of services and requirements of the RFP.		Instant-On Staff Extension	Workload and Backlog Analysis	Group/Individual Staff Training	Category Market Assessments	Full Solicitation Management	Program Benchmarking	Contract Portfolio & Spend Analysis	Policy/Process Redesign	Training & Certification Models	Contract/Grant Management Programs	Automation Readiness Assessments	Solution Definition/Platform Selection	Implementation Planning/Execution	Marketplace Creation/ Maintenance	Change Management & Onboarding
Market	Customer															
Central Procurement Office - States																
State	State of Missouri															
State	State of Ohio															
State	Commonwealth of Kentucky															
State	State of Nebraska															
State	State of Vermont															
State	State of Alabama															
State	State of Hawaii															
State	State of Florida															
State	State of Oregon															
State	State of Minnesota															
State	State of Washington															
State	State of Maine															
State	State of Louisiana															
State	Commonwealth of Massachusetts															
State	State of South Carolina															
State	State of Tennessee															
State	State of Rhode Island															
State	State of Connecticut															
State	State of Arkansas															
State	State of Georgia															
State	State of North Dakota															
State	State of Arizona															
State	State of Montana															
State	State of Michigan															
State	State of Nevada															
State	State of Iowa															
Central Procurement Office - Other Jurisdictions																
COG	North Central Texas Council of Government															
Higher Ed	Colorado University System															
COG	Metropolitan Council															
County	County of Santa Barbara															
City	City of Austin															
County	Sarasota County															
County	Anoka County															
City	City of Philadelphia															
City	City of McAllen															
Higher Ed	Illinois Public Higher Education Cooperative															
K-12	School District of Philadelphia															
K-12	Regis Jesuit HS															
Charter	KIPP															
Other	Harris Center															
Higher Ed	University of Wisconsin															
COG	Houston-Galveston Area Council															
Other Agencies - States																
California	CALTRANS - Division of Procurement and Contracts															
Hawaii	Office of Information Management & Technology															
Kentucky	Department of Corrections															
Kentucky	Cabinet of Health and Family Services															
Texas	Department of Motor Vehicles															
Nebraska	Department of Health and Human Services															
Nebraska	DHHS-Division of Behavioral Health															
Texas	Health & Human Services															
Hawaii	Department of Transportation															
Ohio	Office of Information Technology															
Indiana	Indiana Office of Technology															
Texas	General Land Office/Veteran's Land Board															
Texas	Department of State Health Services															
Texas	Natural Resources Information Systems															
Texas	Dept. of Transportation															
Texas	Department of State Health Services/Vital Statistics Unit															
Texas	General Land Office															
Texas	Department of Information Resources															

1.3 What Distinguishes Us?

Our approach to delivering services in support of procurement automation efforts seeks to address the solicitation requirements and deliver successful outcomes to our customers through:

1. A project team composed of multiple certified public procurement professionals with extensive experience in supporting public procurement transformation efforts at the state and local level
2. An extensive library of documents and benchmarks related to public procurement garnered over our 11 years of assessing and researching public procurement entities
3. A set of tools that enable us to execute this project in a virtual manner, that have been proven through past use in similar projects.
4. Robust tools and methodologies for additional services, including assessment, project implementation, spend and market analysis that are tested and proven through public procurement program assessments, automation implementation and category management and catalog establishment practices.

Our Public Procurement Professionals

The Civic Initiatives team possesses deep knowledge, skills, and experience in delivering services to ensure successful implementation of procurement automation solutions. Our team comprises 235 years of combined service in public procurement, including solicitation planning, development, and management, project and contract management, strategy development, technical assessments, system implementation, testing and support, and training, among other functions.

We are uniquely positioned to advance Client procurement needs, by supplying:

- Broad knowledge of national and peer leading practices in all phases of the procurement cycle, including procurement planning, solicitation development, procurement execution, procurement evaluation, contract development and execution and contract management
- Knowledge of procurement organization, policies, processes and supporting technologies gained through support of recent and relevant public sector procurement reviews performed in over 40 state and local government entities over the past 11 years
- Staff certified as public procurement professionals, maintaining four (4) Certified Public Procurement Officer, six (6) Certified Public Procurement Buyer, and four (4) NIGP-Certified Procurement Professional certifications
- Experience applying and analyzing key procurement performance measures and relevant benchmarks necessary to ensure proper evaluation of Client strategies, operations, policies, and procedures for procurement and contracting
- Expertise in development of procurement and contracting organizational models and supporting staffing levels and resources
- Expertise implementing transformation projects, including technology, tools, templates, guides, and other resources to support the execution of processes in the procurement cycle

The Civic Initiatives team includes consultants that have served both as public servants and in consulting capacities for public sector entities. This background ensures a clear understanding of public procurement, the environments in which public sector agencies operate, and industry peer



and leading practices necessary to perform the work outlined in the RFP, achieve the objectives of this contract, and help SHARE customers accelerate their efforts to transform and manage their procurement and information technology functions. Our team has adapted and applied industry leading practices and internationally recognized system review and process improvement methodologies frameworks to accomplish the work. These frameworks include the Capability Maturity Model® Integration for Acquisition (CMMI-ACQ), Lean, Six Sigma, and Theory of Constraints, to complex procurement environments to solve real world problems.

Resources

Civic Initiatives maintains an extensive library of documents and benchmarks related to public procurement garnered over our 11 years of assessing and researching public procurement entities. We can use this extensive library of policies, procedures, benchmarks, leading practices, peer practices, and job aides in support of our analysis and assessment of Customer organizations without the need for significant effort to research and understand the nuances of public procurement entities. As example Civic Initiatives maintains a library of peer and leading practices in public procurement, including:

- Statute, rules, and other policy related documents
- Thresholds and associated procurement methods
- Solicitation templates for solicitations development
- Organizational charts and models
- Procurement training content
- Automation practices
- Key performance indicators
- Process maps for key procurement methods
- Procurement process guidance documents, including eight (8) that Civic Initiatives has authored
- Strategic spend categories and related contracts
- Job aides, including forms, checklists, and templates
- Training and Certification models
- Solicitation documents
- Social procurement (e.g., diversity, inclusion, green, etc.)

This repository, coupled with our ties to local and national public procurement organizations and an extensive network of Chief Procurement Officers at all levels of government, provide Civic Initiatives with unmatched resources necessary to execute our assessment and implementation methodologies.

Engagement Options

Civic Initiatives is prepared to provide services onsite or remotely. We anticipate no delay in providing virtual services, and alternatively, Civic Initiatives can provide onsite project or staff resources, consistent with the scope of services and at the request of a Client. Like other companies embracing remote work in new ways, Civic Initiatives has adapted a collaboration platform, where project work products, deliverables, and management tools are accessed through entirely cloud-based services, available virtually, without interruption.

We have established processes for successful collaboration and remote delivery of our services and are committed to transparent communication optimized for each aspect of a project using automation tools, video conferences and a virtual “onsite” presence. Our use of these cloud-based



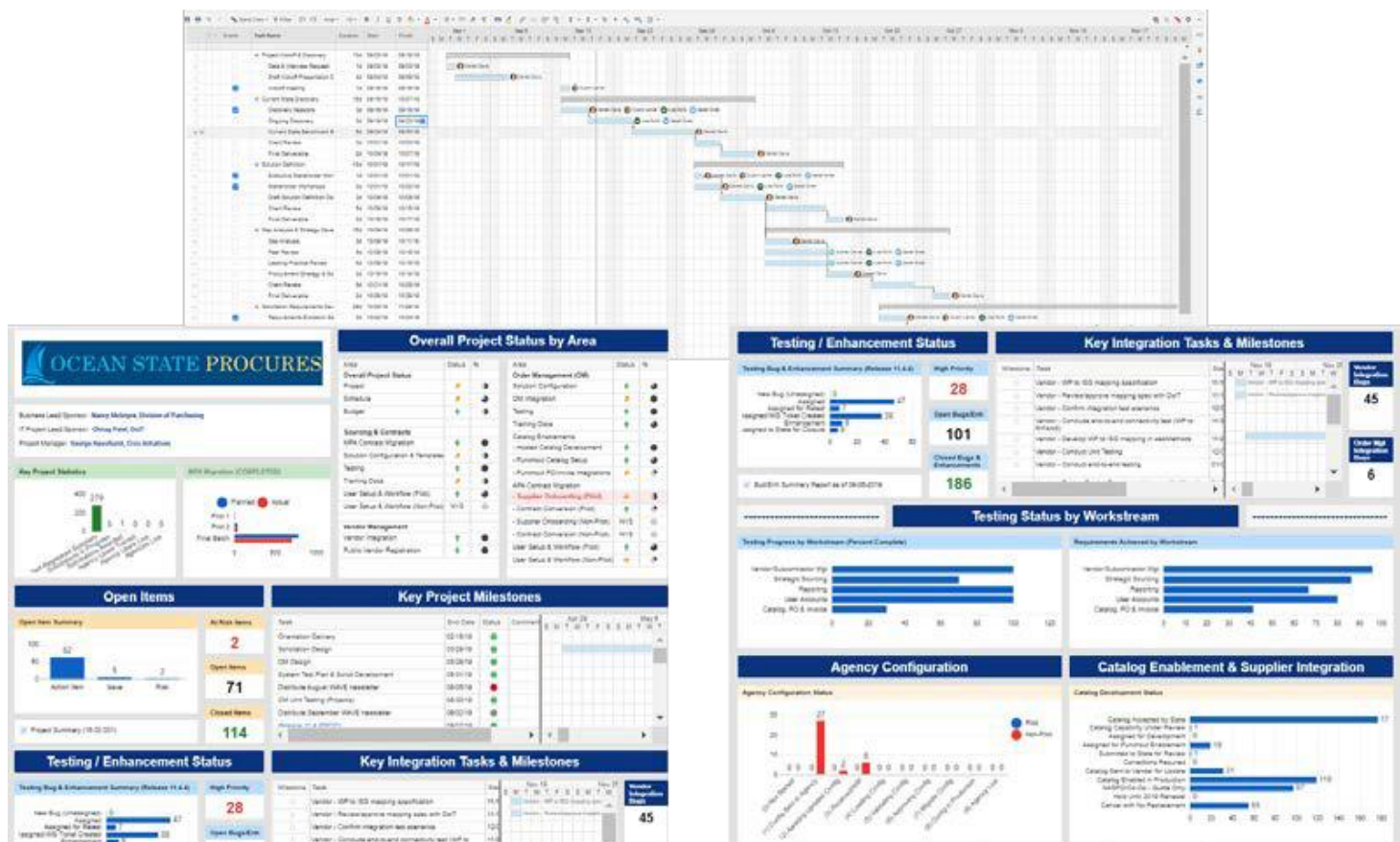
resources ensures our clients will enjoy a reliable, high quality, interactive work relationship that is effective whether in-person or remote.

Civic Initiatives uses four (4) technologies to engage client interaction whether onsite or remote: Smartsheet, Zoom, GroupMap, and LucidCharts.

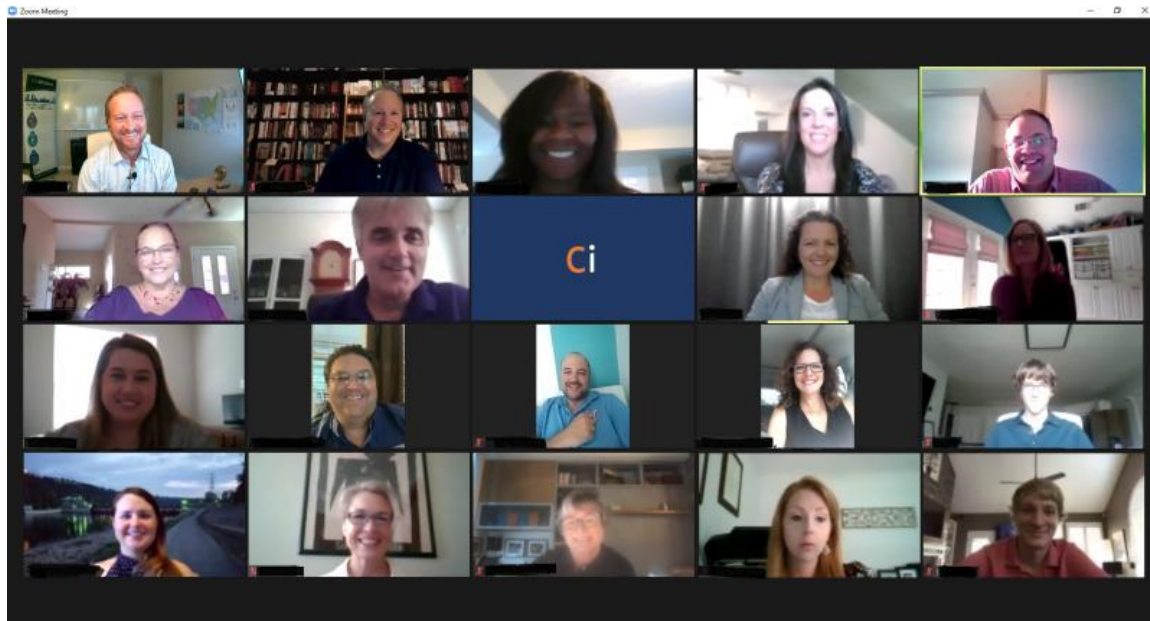
Smartsheet is a collaborative tool that provides a client project workspace to identified project and contract managers. This flexible tool provides common access to project plans, project planning and logistics tools, project management dashboards, common file repositories for shared files and deliverables and much more. The Smartsheet learning curve is very short, having similar functionality to Excel, making it easy for clients without prior experience using the tool to collaborate with us almost immediately.

For this project, Smartsheet is used so the client can:

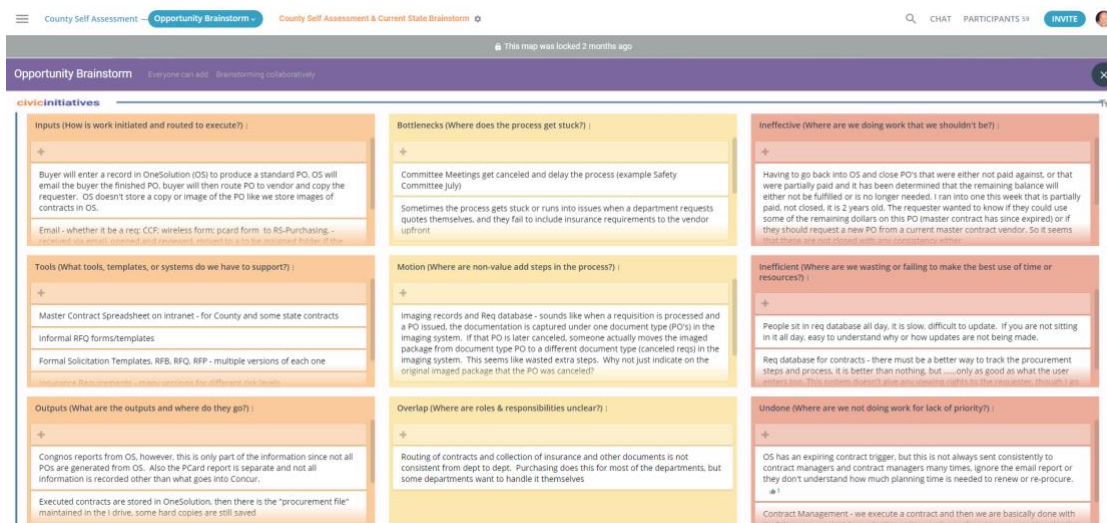
- Access real time project plans and updates
- Track and monitor real time project status
- Access tools to support management of action items, project issues/risks and project logistics
- Review and organize project documents and deliverables associated with project phases



Zoom is a video conferencing platform that allows for both video and phone only calls to be blended together for effective project communication. In addition to its widely understood video application, Zoom also allows large groups to be subdivided into breakout rooms, which is effective for sessions requiring large groups to have planned problem solving in small groups as an element of the session. Civic Initiatives uses this capacity in concert with other tools described to keep meetings focused on decision-making.



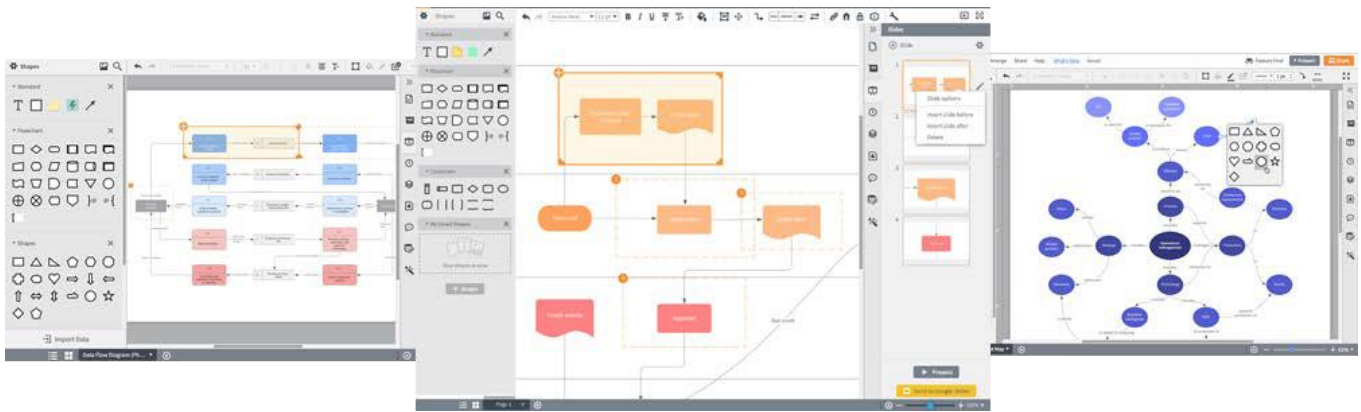
GroupMap is a group decision-making platform that is extremely effective for facilitating sessions that involve review of options and building consensus on group priorities. It elegantly replaces the sticky note and flip chart in-person work sessions with a platform that instantly captures voting results and outcomes. Civic Initiatives uses GroupMap to manage facilitated stakeholder reviews whether running a session in person or running a session online (typically in conjunction with Zoom above).



For this project, GroupMap is used so the client can:

- Have an innovative platform for managing large interactive sessions that would otherwise require in person interaction
- Ensure stakeholders are involved and invested in the process

LucidCharts is a powerful online diagramming tool that enables a Project Manager to create and share visuals, from a project management tool, such as a WBS, to project work products, including process maps, technical architectures and data flows, and organizational design. Multiple people can work on a diagram together in real time, accelerating group understanding and acceptance that processes are accurate. We use LucidCharts to capture and validate processes, whether in person or running a session online.



For remote and onsite engagements, LucidCharts is used so the Client can:

- Have a collaborative platform for process identification
- Have a tool to collaboratively identify and capture systems and associated data flows
- Ensure accelerated documentation of critical processes and consensus

These tools, and our direct experience executing procurement assessments utilizing these tools over the past year, provide the Client with a unique offering to achieve its goals and receive quality project deliverables and outcomes despite ongoing precautions due to COVID.

RFP Requirements and Additional Services

Civic Initiatives can meet and will comply with all requirements, provisions, terms, and conditions specified in the RFP. In addition to the services described in the RFP, we include the following service areas in our proposal, and describe these in detail in the Technical Proposal (Tab D).

- Spend Analysis and Category Management Support Services
- Procurement Manual Development and Support Services
- Grant Management Program Support Services
- Training Model Development and Support Services
- Public Procurement Assessment and Benchmarking



C. Key Personnel

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1. Civic Initiatives Team

Having full-time resources with public procurement experience that are integrated as a team is the primary differentiator of Civic Initiatives from other firms providing similar services in the market. Our team resources comprise 235 years of combined service in public procurement, including solicitation planning, development, and management, project and contract management, strategy development, technical assessments, system implementation, testing and support, and training, among other functions. It is a key corporate quality of Civic Initiatives to hire strategic resources who have experiences in the work of the people that we serve.

Certification examples include:

- Certified Public Procurement Officer (4)
- Certified Public Procurement Buyer (6)
- NIGP-Certified Procurement Professional (4)
- Certified Electronic Procurement Professional (2)
- Project Management Professional (2)
- Lean Six Sigma Green Belt (1)

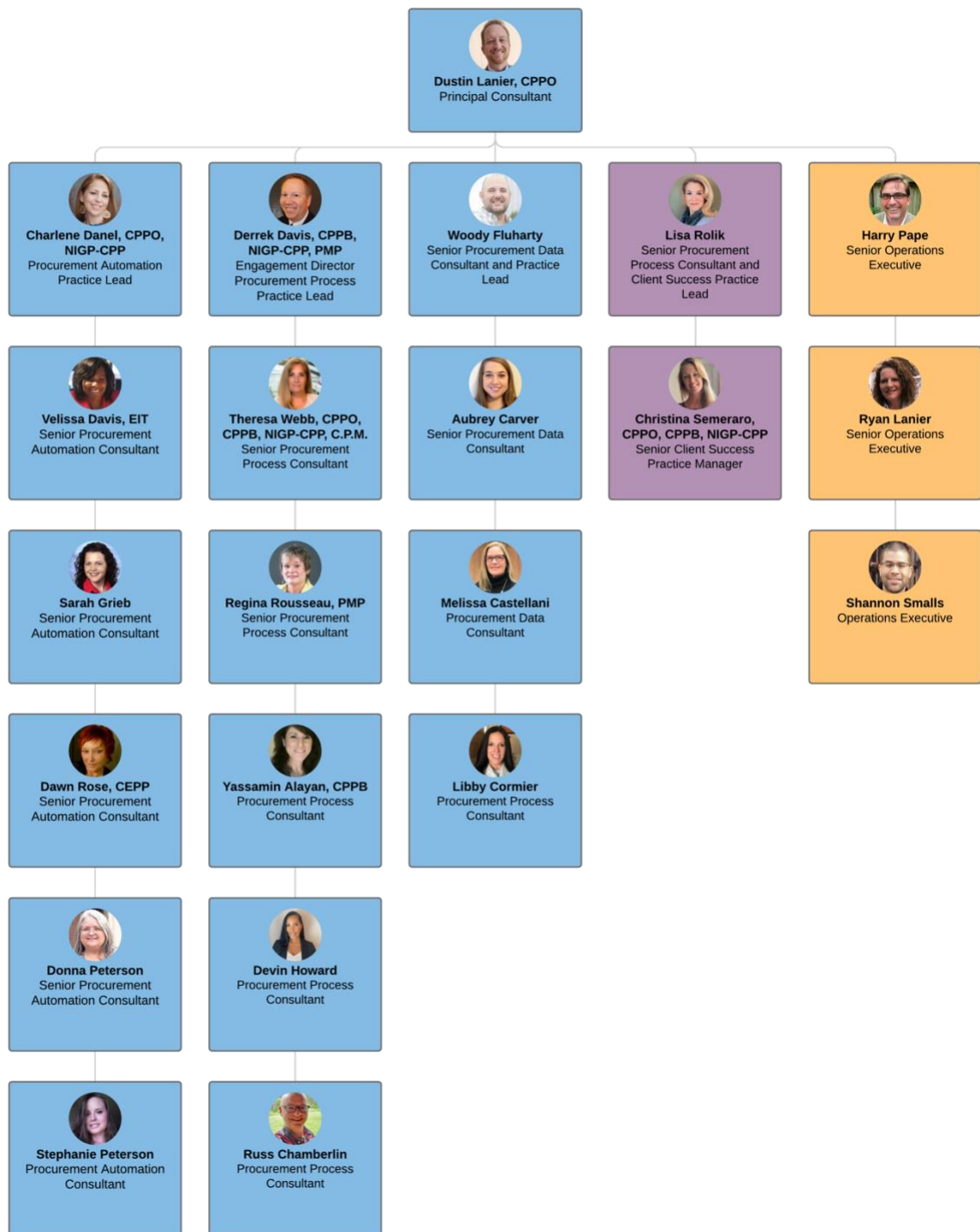
Civic Initiatives identifies staff for each project depending on needs of the customer. We match to the skills, expertise, and availability of our resources to ensure appropriate fit for a potential engagement. To ensure consistency of staff across projects, the Principal Consultant, Dustin Lanier, is a resource for every project, and in all but a limited number of cases the Engagement Director, Derrek Davis, is also a project resource. Each customer is assigned a Project Manager that is considered their primary point of contact for the project.

Account Management and Team Organization

An organization chart, which illustrates the resources that will support the Public Procurement Consulting Services contract, is provided below, followed by a description of our account management and project team resources included in this proposal.

Full resumes for each of our staff included in this proposal are provided under Tab J, Additional Attachments.





2. Key Project Personnel

Civic Initiatives' key project and primary account management personnel include:

Dustin Lanier, CPPO, Founder and Principal Consultant

CPPO-12281, 05/06/2023

Dustin Lanier, founder of Civic Initiatives, held a variety of leadership roles related to strategic planning and contracting for ten years in Texas state government. As the Executive Director for the Council on Competitive Government, Lanier initiated, and successfully fulfilled, multiple procurement initiatives on behalf of state leadership. Lanier also served in key technology strategy roles as the director of Strategic Initiatives for the state CIO and as Special Assistant for Technology Policy for the Governor.

Lanier was responsible for the development and delivery of multiple state strategic plans, served as one of three members of the state Quality Assurance Team, was responsible for the creation and construction of the Texas Project Delivery Framework, and was core to the development of multiple legislative change efforts related to technology in Texas. Lanier is a Certified Public Procurement Officer.

As founder and principal consultant for Civic Initiatives, Lanier has created a successful consulting firm focused on procurement transformation for public sector customers and has successfully managed high visibility change projects for multiple state Chief Procurement Officers and Chief Information Officers across the nation.

Derrek Davis, CPPB, PMP, Engagement Director

CPPB-13091, 5/24 | NIGP-CPP-2024

Derrek Davis is an experienced professional with a background in business, financial and technology analysis garnered during his 10 years of services with the State of Texas. With the Council on Competitive Government, Davis evaluated the effectiveness of state contracts, and was responsible for taking identified opportunities from concept to contract and helped to develop metrics by which the contracts could be measured, maximizing contract compliance. At Civic Initiatives, Davis is actively involved in the assessment, analysis, and report generation for customer engagements. Davis also brings complementary current skills as a Certified Public Procurement Buyer, Certified Internal Auditor, Certified Information Systems Auditor, a Certified Project Management Professional and a Certified Texas Procurement Manager.

Lisa Rolik, MPA, Client Success Practice Lead

Lisa Rolik oversees the arc of customer engagement through to project closeout, working to ensure customer satisfaction and project success. As a senior procurement process consultant, Rolik supports assessment and transformation efforts in establishment of contract management programs and success of procurement transformation efforts as well as supports eProcurement implementation through training development and deployment.

Charlene Danel, CPPO, Procurement Automation Practice Lead

CPPO-13543, 05/22 | NIGP-CPP-3/10/24

Charlene Danel is an experienced procurement professional with over ten years of service spanning several statewide procurement programs. Prior to joining Civic Initiatives, Danel managed multiple



teams in the Strategic Sourcing Division and Statewide Procurement Divisions of the Texas Comptroller's Office.

Woody Fluharty, Senior Procurement Data Consultant and Practice Lead

Woody Fluharty has significant public and private procurement experience in strategic sourcing, category management and data analytics. Before Civic Initiatives, Fluharty was instrumental in establishing the Strategic Sourcing Division within the Texas Comptroller's Office. The Division achieved great success in cost reductions and process improvements in many high-profile spend categories.

Harry Pape, Account Coordinator

Harry Pape is an experienced account coordinator who is responsible for all tracking and reporting of contract usage. In this capacity, Pape will track and report to SHARE on activities relating to the master contract and will provide management reports, in the agreed to form and format, to NCTCOG on a quarterly basis, in conjunction with the submission of the specified administrative fee.

The key personnel described above provide Clients with resources that exceed requirements for experience and qualifications and will lead all services detailed in this proposal. Additionally, Civic Initiatives project team staff possess special knowledge, skills and abilities that will provide support and supplement key personnel as required to meet the specific needs of Client projects.

3. Additional Project and Staff Resources Team

Our project and staffing resources include:

Yassamin Alayan, CPPB, Senior Procurement Process Consultant

CPPB-14107, 12/12/2024

Yassamin Alayan has over 8 years of experience in public procurement, with a focus on county, transit, and educational agencies. Alayan's work includes requirements gathering, solicitation development and management and contract development for local agencies. Alayan's expertise in planning and executing procurement projects led her to lead project teams in the overhaul of an ERP system that led to a timely and successful launch. Alayan is innovative, resourceful, a leader that's dedicated to her craft and to providing excellent customer service.

Aubrey Carver, CPPB, Senior Procurement Data Consultant

CPPB-13734, 10/16/2022

Aubrey Carver is a highly skilled procurement professional with experience administering some of the State of Texas' largest service and commodity contracts. During her time at the state, she was responsible for a variety of contracts and program areas within the Statewide Procurement Division. Her duties included maintaining contract documents, providing technical assistance, resolving issues between agencies and vendors, collecting spend reports, exercising complex price adjustments, writing amendments, as well as executing contract renewals and extensions. In addition, Carver also used her advanced Excel skills to serve as the department's primary data analysis resource.



Melissa Castellani, Procurement Data Consultant

Melissa Castellani has over 15 years of experience in project management and business process reengineering oversight. Through her project work she has developed expertise in Project Management, Issue Identification and Resolution Tracking, System Integration and Test Planning, Applied Analysis, Contracts and Negotiations, Requirement Gathering and Prioritization, Process Improvement, and Budgeting and Forecasting.

Russell Chamberlin, CPPB, Procurement Analyst

CPPB-14233, 06/30/2025

Russell Chamberlin is an experienced procurement professional with over 8 years of service in the utility industry. Prior to joining Civic Initiatives, Chamberlin was a part of the Procurement team at Fairfax County followed by Loudoun Water. Chamberlin has a diverse experience set in procurement; he has worked on projects ranging from information technology contracts to construction and engineering contracts and specializes in complex construction, architectural, and engineering projects.

Libby Cormier, Procurement Process Consultant

Libby Cormier has eight years of hands-on experience administering disaster recovery programs for several declared disasters, including Hurricane Gustav (Louisiana, 2008), Hurricane Ike (Texas, 2008), Severe Storms and Flooding (Rhode Island, 2010), and Hurricane Irene (Rhode Island, 2011). Cormier's experience ranges from overseeing debris removal and reduction operations, supporting Public Assistance and Hazard Mitigation programs, and providing case management services to eligible homeowners (under the CDBG Disaster Recovery Program). Cormier is currently providing technical assistance and program/financial compliance to subrecipients, managing all aspects of the FEMA Public Assistance Grant process on the Texas Hurricane Harvey (2018) Major Disaster Declaration as well as other disaster related projects. Additionally, at Civic Initiatives, Cormier supports procurement assessment engagements and special projects.

Velissa Davis, EIT, Senior Procurement Automation Consultant

Velissa Davis has over 15 years in private sector procurement, project management, and business process re-engineering experience. Davis has a strong technology background that has been instrumental in helping customers define and adopt automation solutions and practices that meet their organizational needs.

Sarah Grieb, Senior Procurement Automation Consultant

Sarah Grieb is an experienced professional with a background in procurement, big data analytics, technology, business, financial and accounts payable management and analysis garnered during her 13 years of services with the State of Nebraska, University of Nebraska, and University of Colorado. Her focus during this time included creating transparent processes and procedures that maximize resources, eliminate waste, and remove redundancies. Grieb has presented at national and regional conferences sharing best practices in eProcurement, consortium contract utilization, electronic bidding, reverse auctions, contract authoring, and data analytics.

Devin Howard, Procurement Process Consultant

Devin Howard is an experienced procurement professional with over 4 years of service in public procurement. Howard worked as a Logistics and Materials analyst with Great Lakes Water Authority



(GLWA) based in Detroit, MI. Howard began working on her master's degree with an acquisitions minor and transitioned over to the Procurement department as an intern with GLWA.

Dawn Rose, CEPP, Senior Procurement Automation Consultant

CEPP-2180410151, 04/09/2023

Dawn Rose is an experienced Project Manager and Certified eProcurement Professional with over 30 years of progressive experience in managing complex customer objectives, marketing, business analysis, business operations and budgetary management of professional, procurement and logistic supply chain program services. She recognized for exceptional change management skills, instituting logistic and supply chain business optimization initiatives while leading technical integrations at varying levels of complexity.

Regina Rousseau, PMP, Six Sigma Green Belt, Senior Procurement Process Consultant

PMP-293858, 09/19/2024 | SSGI-13943860, No exp.

Regina Rousseau is an experienced professional with a background in government technology planning and policy. Rousseau managed a broad range of activities that drove statewide planning and policy at the Department of Information Resources. She led project teams in the development and delivery of strategic plans and reports with the goal of increasing readership, improving collaboration opportunities across agencies, delivering resource and planning support, and highlighting agency progress on the state's technology priorities.

Christina Semeraro, MPA, CPPO, CPPB, NIGP-CPP, Senior Client Success Manager

CPPO-13579, 10/14/2023 | CPPB-12762, 10/14/2023 | NIGP-CPP-183, 12/31/2023

Christina Semeraro has over 14 years of experience in the public sector with 10 years dedicated in local government procurement. Semeraro has a vast range of operational practice knowledge with a focus on construction procurement and cooperative sourcing from her history in leadership roles at five South Florida municipalities. With an emphasis on best practices, contracting design concepts and excellent internal customer service, Semeraro led successful transformations in the business and sourcing arenas.

Shannon Smalls, MBA, Senior Federal Compliance Consultant

Shannon Smalls is an experienced disaster recovery and emergency management professional with over 18 years of large program management experience. Prior to joining Civic Initiatives, Smalls held supervisory roles at the (Texas) Department of State Health Services, the Texas Division of Emergency Management, and on active duty in the U.S. Air Force. At Civic Initiatives, Smalls is responsible for providing overall program/project management, requirements analysis, and business operations support to current and ongoing engagements. Additionally, Smalls is responsible for providing subject matter expertise regarding federal and grant funded procurements, disaster recovery programs and emergency management initiatives.

Theresa Webb, CPPO, CPPB, NIGP-CPP, CPM, Senior Procurement Process Consultant

CPPO-10982, 05/08/2025 | NIGP-CPP, 08/31/2023 | CPPB-7529, 05/08/2026 | C.P.M.-35686, Lifetime

Theresa Webb has over 30 years of experience in procurement leadership that includes the procurement of goods, services, technology, construction, capital improvement, grant funded



projects, and special taxation funded projects as well as Purchasing Card (PCard) program administration and warehouse management at city, county, special taxing authorities and private industry.

4. NCTCOG RFP Process and Contract Period

The following personnel are responsible for interactions with NCTCOG during the RFP process and/or contract period. Civic Initiatives does not offer goods as part of its proposal; therefore, no personnel are identified for that interaction in the table below.

Personnel	Support/Interaction Type
Derrek Davis	Main contact for RFP follow-up Contact to schedule services Contact for escalated service issue (Level 1)
Dustin Lanier	Contact for contract signing Contact for escalated service issue (Level 2)
Harry Pape	Contact for any billing issues



D. Technical Proposal

D. Technical Proposal

This section responds to the narrative elements identified in Section 7 (How to Submit Your Proposal) of the RFP, and all the specifications outlined in Section 5, Specifications, and Exhibit B.

For ease of navigation, the links to each of the appropriate response sections within the Technical Proposal are provided in the table below.

Narrative Element (RFP, Section 7)	Section (Tab D, Technical Proposal)
1. What is your experience in the industry?	Section 1. Our Industry Experience
2. How do you find and select vendors to be notified of solicitations?	Section 2. Solicitation Approach, Market Research Results
3. What services do you provide throughout the process?	Section 3. Scope of Services Section 3.1 Procurement Cycle Services and Support Section 3.2 Additional Procurement Consultancy and Support Services
4. How will you involve our team and business in the RFP process?	Section 4. Stakeholder Engagement Methods
5. How will you manage and secure NCTCOG and client data?	Section 5. Data and Information Security

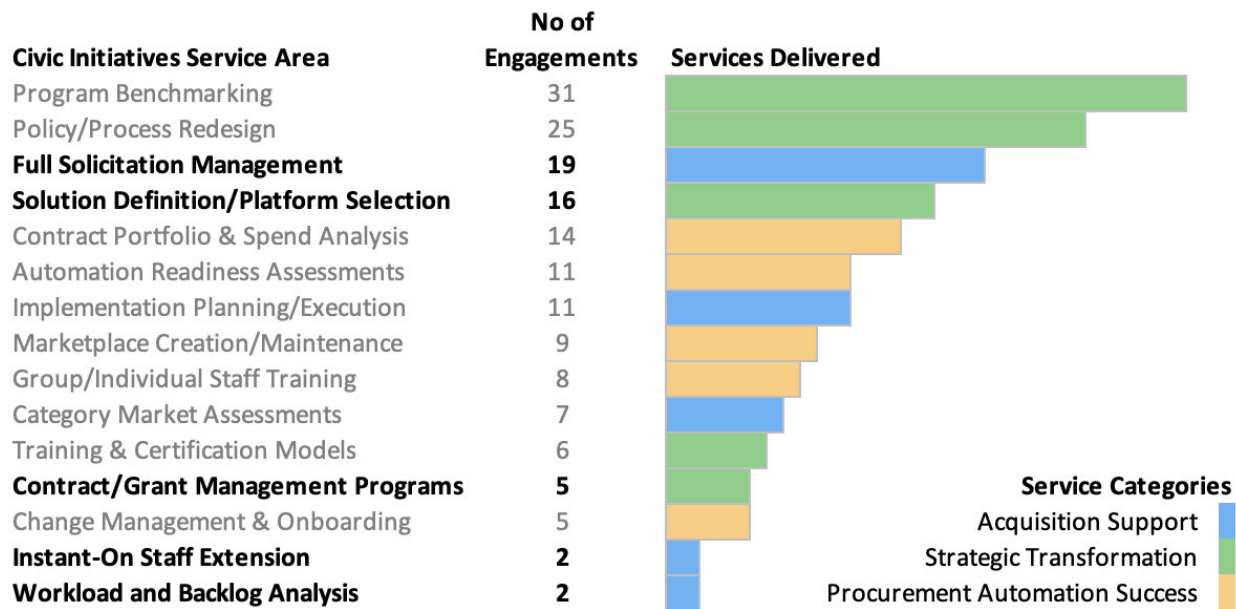


1. Our Industry Experience

What is your experience in the industry?

Civic Initiatives' client portfolio includes central procurement organizations in 26 states and 36 public agencies, procurement organizations, local government, K-12, and higher education institutions across 13 states. A count of customer engagements by each Civic Initiative service category is shown below.

Service areas shown in **bold** below are directly applicable to the procurement related scope of services described in this RFP and are defined in the Executive Summary (Tab B).



The following sections provide a description of similar projects related to procurement planning, solicitation development and management and contract development and execution. We include detail on three completed projects, one ongoing project where Civic Initiatives' staff are providing consulting services and direct procurement support, bridging across an agency's procurement and grant management programs, and a summary of additional related procurement support projects.

1.1 Project Spotlight: State of Missouri

Start/End Date: 01/2013 – 05/2022 (Planned); Total Contract Value – \$2.75 M (5 projects)

Background

The State of Missouri engaged Civic Initiatives in 2013 to assess and align its procurement organization with industry-leading practices. The State's goal was to facilitate transformation and implementation of a procurement automation solution. Civic Initiatives worked with the State to



create a transformational roadmap and establish a broad multi-project initiative to address policy and process gaps in the State.

The State undertook a series of foundational and transformational projects to prepare the procurement organization for a successful eProcurement solution acquisition and implementation. The State engaged Civic Initiatives on the following five projects:

- Project 1 Procurement practices and automation readiness assessment (January 2013 – April 2013)
- Project 2 eProcurement solicitation planning and development, implementation planning, and contract execution support (November 2013 – May 2019)
- Project 3 Contract portfolio optimization, including eMarketplace readiness assessment, sourcing planning, category management establishment, catalog enablement and onboarding (November 2013 – May 2019)
- Project 4 Policy and practice guidance development (November 2013 – November 2018)
- Project 5 Training model and program development (November 2019 – May 2022 (in process))



STATE OF MISSOURI

Project Management and Testing Support for a full suite eProcurement solution implementation from initiation to attainment of steady state



PRIORITY

The State Office of Administration, Division of Purchasing, sought project management and testing support for their eProcurement solution implementation to ensure the successful configuration, testing, and implementation of the State's procurement automation solution.



HOW WE HELPED

- Provided project and change management support to State through implementation
- Developed and implemented a project plan, with defined solution phases/deliverables
- Identified methodology for rolling-out the system to system end users and suppliers
- Reviewed proposals for system changes, enhancements or customizations
- Provided independent system testing and validation



OUTCOME

- Successful configuration, testing, and initial go-live of the State's eProcurement solution
- Rollout of 200 marketplace catalogs
- Successful rollout of solution to state agencies
- Achievement of steady state operations



ANNUAL BUDGET

\$34.6 billion

POPULATION

6.1 m

EMPLOYEES

75,000

The following section provides a description of the scope of services for Project 2, supporting solicitation planning, development, and implementation support services.



Solicitation Planning and Development

The State of Missouri sought to automate the procurement function that to that point had been primarily a paper-based process. In 2013, the State engaged Civic Initiatives to perform an assessment of the procurement function in anticipation of automation. This led to Civic Initiatives providing expertise and support to plan, develop and execute a solicitation for the acquisition of an eProcurement solution.

The Civic Initiatives team worked with a broad State stakeholder team to define the solution, elicit, and document requirements and develop a state-of-the-art solicitation for procurement automation aligned to the State's strategic vision, goals, and objectives. Civic Initiatives leveraged the work of the State's prior issuance of a Request for Information (RFI) to compare aspects of the RFI respondents and to establish a framework for the State's solicitation strategy.

The Civic Initiatives team, in coordination with the State sponsors and project team:

- Met with the administrative agency stakeholders and the transformation team to determine required elements of a future eProcurement solution and formally documented those in an eProcurement Scope Document.
- Developed a Procurement Model that identified bid components, bid structure, bid evaluation criteria, bid organization, bid scope and approach, and alternatives (as applicable) for key stakeholder review and direction prior to extensive commitment of requirement development resources.
- Developed a Solicitation Crosswalk that decomposed existing eProcurement bids into their individual requirements sets, comparing wording, approach, and overall requirements. This document was used to guide requirements gathering efforts.
- Conducted extensive assessment of peer state eProcurement solicitations and consolidated more than 350 unique requirements spanning 21 functional categories and integration points for vetting with State project team and stakeholders.
- Conducted requirements gathering with the administrative agency stakeholders, procurement organization's management and staff, and project team to develop a Draft Requirements Document for their review.
- Incorporated all review comments and feedback into a final Proposal Ready Requirements Document that was incorporated into the State RFP solicitation template.

In addition to core system functional and technical requirements, Civic Initiatives developed key solicitation scope of work, evaluation, negotiation, and project implementation planning elements including:

- Implementation Project and Contract Management Environment and Structure
- Customer Support Requirements
- Training Requirements
- Catalog Volume Estimates
- Local Use Requirements



- Security Credentialing (use of existing systems)
- Vendor view of historical bid information
- Scope of Work with a Response Template (incorporating detailed solicitation requirements) to aid in evaluation, specifying the offeror's approach to meeting requirements, including whether the system provided functionality, and attributes related to the implementation of that functionality
- Cost Evaluation Model (incorporating alternative hosting models) and Cost Response Template, specifying:
 - Software License Costs
 - System Implementation Costs
 - On-Going System Costs
 - One-Time System Costs
 - Labor Rates
 - Alternative Hosting Costs
- Specific Core Agency Integrations
- Agency Information
- End of Year Processes (Closeout, Payment, etc.)

Implementation Planning and Contract Execution Support

The State selected a solution provider to configure and implement a cloud-based eProcurement solution in March 2015. Civic Initiatives assisted the State in post-award procurement automation solution implementation to ensure contract attainment through project management mentoring activities and resources.

Civic Initiatives used several tools to help manage the implementation of and transition to the new Missouri eProcurement system. The primary document used to capture the project plan was the Contract Administration Plan (CAP). The CAP reconciled the various contract documents and the order of precedence into a management tool the project team used to manage and govern implementation activities. The CAP extracted critical management elements from the contract documents into a single document, including the scope of work, period of performance, oversight management roles and responsibilities, and key dates and milestones. The CAP also defined functional/services and document deliverables, reports and performance monitoring, the inspection and acceptance process, payment and invoice review and terms, the contract change control process, the contract issue and escalation procedure and the contract closeout. The CAP also included a Document/Submittal Deliverable Matrix that contained the contract cross reference, the Project Work Plan cross reference, the deliverable, manager, action required, status and due date.

Civic Initiatives developed a Master Requirements Repository (MRR) to ensure that project implementation activities were managed back to contractual requirements and contract attainment was achieved. The MRR compiled all agreed to final requirements for the solution into a single document that was used to support testing and acceptance of delivered functionality and service deliverables from the eProcurement solutions provider. The MRR was used to track/manage these items for Contract Administration and Project Management purposes. The MRR included a cross reference of each functional/service deliverable in the Project Work Plan, an indicator if the tool met the deliverable 'out of the box', and an indicator if the tool required configuration to meet the



deliverable, IV&V verification notes, the verifier, status, and date. Statuses on the MRR were reported and validated by the State Project Manager and approved by the Contract Manager.

Project Outcomes

In combination, the CAP and MRR provided clear and easily referenced access to requirements, deliverables, and milestones for both State and contractor teams and provided a contractual management structure to hold the vendor to its contractual obligations. Additionally, the MRR provided the basis for ongoing project status reporting that supported identification, tracking, and management of project issues and risks and the decisions and actions that were taken in response to those items. Examples of reports and performance monitoring provided by Civic Initiatives throughout the Missouri project included:

- Project Bi-Weekly Implementation IV&V Report, which contained information regarding Civic Initiatives accomplishments/plans and project risks/issues.
- IV&V Monthly Status report, which contained a summary of IV&V activities (testing, documents reviewed, deliverables/services reviewed), project meetings/design session involvement, major planned activities for the next reporting period, IV&V deliverables (documents created/reviewed, research), and detail regarding issues and risks that includes impact, exposure, mitigation approach, and status.

1.2 Project Spotlight: State of Alabama

Start/End Date: 07/2018 – 08/2021; Total Contract Value – \$523,000 (2 projects)

Background

In 2018, the State of Alabama engaged Civic Initiatives to perform an assessment of the procurement function in anticipation of automation and to provide expertise and support the planning, development, and execution of a solicitation for an eProcurement solution. Up to that point, the State's procurement processes were primarily paper based. The State engaged Civic Initiatives on the following two projects to conduct an automation readiness assessment, develop a solution strategy and solicitation approach, and support implementation.

- | | |
|-----------|---|
| Project 1 | Procurement Automation Readiness Assessment, eProcurement Solicitation Development (July 2018 – April 2019) |
| Project 2 | eMarketplace Optimization Strategy Development and Implementation Support (July 2018 – August 2021) |

Project 1: Procurement Automation Readiness Assessment, eProcurement Solicitation Development | Start/End Date: 07/2018 – 04/2019 | Contract Value: \$293,000

Readiness Assessment

Civic Initiatives' team performed a comprehensive assessment of procurement statutes, rules and processes and technology preparedness for procurement automation leading to a formal plan for transformation of the procurement function. We provided the State's key stakeholders with an understanding of the available deployment strategies, including pros and cons of each strategy, major decision drivers associated with deploying a procurement automation solution, other special



considerations unique to the State's initiative, and a recommended approach and timeline for deployment in the State. Tasks included:

- Conducted a business review of State's current procurement processes and practices
- Facilitated multiple stakeholder workshops for feedback on current state processes
- Identified improvement areas and proposed a model for future process transformation
- Developed a broad multi-project Transformation Plan to address policy and process gaps in the State
- Converted work performed in preparation towards procurement automation into a business case and a future eProcurement project
- Translated the assessment findings and results into a business case for procurement automation

Additionally, as part of the assessment, the Civic Initiatives team conducted a contract portfolio analysis in support of eMarketplace optimization efforts. Civic Initiatives performed a spend analysis and reviewed all statewide contracts to determine both their current "fit" in an electronic marketplace and their "readiness" to be developed into catalogs. The assessment prioritized those statewide contracts most critical to the success of Marketplace and provided the State with a roadmap to begin preparing its contract portfolio to better support an eProcurement solicitation and eventual implementation. In conjunction with the next phase of work to support solicitation development, the State engaged Civic Initiatives to assist in eMarketplace preparation and implementation for use in the procurement automation solution.

For this phase of work, Civic Initiatives developed and delivered a Readiness Report that included a gap analysis and identification of projects focused on establishing a foundation for a successful procurement automation solution acquisition and implementation of an effective business solution for the State. The report:

- Assessed essential acquisition and implementation elements based on identified best practices and peer acquisitions and implementations to date
- Provided an assessment of each readiness element (met, partially met, or gap) based on the assessment
- Provided recommendations for discrete projects or risk mitigation strategies that sought to address identified gaps
- Provided an implementation timeline that prioritized and sequenced recommended projects
- Provided policy guidance identifying short- and long-term options, based on their impact and the capability to implement within the existing policy framework

The overall assessment generated numerous recommendations for projects, some preparing the client for automation and some regarding specific tools and technologies to implement to support procurement automation. The primary recommendation was that the State plan, acquire and implement a full-suite eProcurement solution to address automation gaps, including request to check processing, sourcing development and execution, statewide contract marketplace, vendor registration and management, contract management, and data analytics and reporting.



Solicitation Development

Following the assessment phase, Civic Initiatives assisted the State in developing a solicitation for the successful acquisition of a procurement automation solution. Civic Initiatives worked with a broad stakeholder team to define the solution, elicit, and document requirements and develop a state-of-the-art solicitation for procurement automation aligned to the State's strategic vision, goals, and objectives.

To accomplish this, Civic Initiatives:

- Held multiple stakeholder workshops to build a common solution definition for procurement automation for the State
- Developed requirements aligned to the solution definition for review and validation by State stakeholders
- Held several stakeholder workshops to build a common solution definition for procurement automation for the State
- Developed a business case for a procurement automation solution including an estimated budget and funding model
- Developed comprehensive procurement automation requirements aligned to the solution definition for review and validation by State stakeholders
- Developed a solicitation document, including systems overviews, associated data flows and additional narrative elements
- Developed a detailed evaluation model and process to ensure a fair and consistent evaluation of responses
- Developed supporting response documents including a Price Proposal Workbook and other standard response forms

Civic Initiatives team facilitated business requirements gathering based on the State's vision and project goals and objectives and mapped these requirements to the "workstreams" that comprise the business and functional requirements within an automation solution. Working with the State, Civic Initiatives then developed service delivery strategies and deployment options that reflected and sought to balance State priorities with stakeholder needs. Specifically, Civic Initiatives:

- Reviewed solicitation and contract information for recently issued or awarded procurement automation solutions at peer states
- Interviewed appropriate management and staff at peer states that had recently executed procurement automation solicitations
- Developed recommended prioritized work stream implementation strategy
- Identified the resources needed from the State for implementation and post implementation support of the eProcurement solution
- Developed and delivered a Procurement Automation Solution Definition Document that:
 - Compiled and documented key decisions garnered for a procurement automation solution
 - Provided a framework to guide and direct additional requirements elicitation and solicitation development activities



- Provided a recommended timeline for implementation based on the breadth and depth of the State solution definition

To support solicitation development, Civic Initiatives worked with stakeholders to identify and validate procurement automation system requirements. Civic Initiatives developed and provided a detailed set of requirements for procurement automation technology workstreams that was used as a starting point for identification and validation of procurement automation requirements. Work included:

- Reviewed and validated baseline procurement automation requirements
- Optimized baseline requirements to align with established procurement automation scope definition and Alabama-specific needs
- Reviewed, addressed, and documented key decision points related to system functionality and system of record
- Developed and delivered a Procurement Automation Requirements Document that provided solicitation ready requirements for inclusion in a future procurement automation solicitation

Additionally, Civic Initiatives worked with the State to catalog current procurement-related systems and their use within the existing procure-to-pay process and identify associated transitional considerations needed for a future procurement automation deployment. Specifically, we

- Identified and documented current state systems with impacts on the procure-to-pay process
- Documented the purpose, use and the role of each system for the stakeholder organization
- Documented specific transaction types processed in each system including key data flows
- Documented any existing integrations or interfaces to external applications, inbound or outbound, for each system and key characteristics including purpose and frequency
- Documented potential future state process/data flows in a procurement automation deployment for each system
- Documented potential interfaces and data conversions required to achieve the future state
- Documented historic and archived data/transaction management to be planned for in transition to the future state
- Documented transaction and process gaps to be addressed to achieve the future state
- Documented potential transitional impacts to be addressed to achieve the future state including changes to business processes, staff roles, associated procedures, and data/transaction retention
- Developed and delivered a Procurement Automation Integration and Interface Report, documenting the compiled systems data that:
 - Provided a detailed understanding of the current systems, processes, data flows
 - Described potential transitional requirements including interfaces and data conversions related to the future state procurement process

Civic Initiatives worked with the State to develop the solicitation's narrative components, including keys aspects of current state processes, organization, culture, metrics, and technical infrastructure, as well as provide details on the desired future state vision that should be addressed in proposals.

This document, included in the procurement automation solicitation, provided the detailed background and future state information needed by prospective offerors to prepare effective



responses. Civic Initiatives maintained and submitted the requirements traceability matrix, prepared from business, functional, and technical requirements gathering activities. The solicitation-ready package also included the Cost Proposal Workbook. Each of these deliverables provided an "apples-to-apples" comparison that was consistent with and supported the State's funding model and contract type.

Project Outcomes

Civic Initiatives' decades of experience as public procurement professionals and our depth of knowledge in the procurement automation space has enabled us to deliver value-added services that facilitate a procurement organization's development of a professional workforce.

For example, by providing Alabama a detailed set of requirements for procurement automation technology workstreams that was used as a starting point for identification and validation of procurement automation requirements, Civic Initiatives was able to dramatically compress the amount of time needed to develop a final set of solicitation ready requirements. Additionally, through extensive one-on-one collaborate in eMarketplace Establishment, the Civic Initiatives team was able to advance concepts of category and portfolio management that will serve to strengthen capabilities within the workforce.

1.3 Project Spotlight: State of Ohio

Deliverables-Based IT Services Solicitation Planning and Development

Start/End Date: 08/2014 – 06/2015 | Contract Value: \$80,000

Background

In 2016, the State of Ohio's Office of Information Technology (OIT) section with the Department of Administrative Services (DAS) engaged Civic Initiatives to conduct a market analysis and develop an opportunity assessment for multi-award deliverables-based information technology (IT) services contracts. The State sought to establish a pool of prequalified suppliers to provide Ohio state agencies deliverables-based IT services for defined technology services categories.

At that time Ohio state agencies had two primary options to access project-based support. One was to leverage existing contracts that allow for hourly-based staff assignment, either through the state's managed services contract for staff augmentation or through a multitude of statewide technology services (STS) contracts that included deliverables-based task orders. The other was to generate specific RFPs, typically consuming DAS resources as the primary method to perform requirements gathering and solicitation planning.

Spend Analysis, Market Research and Opportunity Assessment Development

From the available data sources, Civic Initiatives analyzed the spend for this service category. We worked with OIT to extract and analyze the data and isolate the likely spend that would be in scope for a future pool of deliverables-based contracts. Using account codes that most typically were used for hourly based spend tracking by agencies, we isolated the task orders and project spend determined to be in scope and completed the following steps:

- Identified contracts with high (250k+) utilization for all in scope account codes for non-MBEs (Minority Business Enterprise) and any spend amount for MBEs



- Reconciled the resulting expenditure data with the Release and Permit system, identifying each project associated with a contract
- Identified suppliers holding multiple contracts and reconciled all contract spend associated with each supplier
- Identified the top two overall account codes used by each contract to allow for spend that was incidental to the overall contract to be eliminated
- Completed a line-by-line review by OIT analysts to eliminate from the count projects that would be out of scope for the intended use of deliverables-based contracts
- Completed a line-by-line line review to eliminate staff augmentation spend

Civic Initiatives created a category profile from the cleansed and rationalized data, identifying the volume, transactions, contracts/contract management elements, major providers, and major users. We used this information to frame the development of an Opportunity Assessment, that described key internal and external factors, documented status quo processes, results from a review of peer states, outlined several implementation approaches, and created a business case for change with an approach recommendation. [\(Sample documentation is provided in Tab J, Additional Attachments, b. Sample Work Products\).](#)

Civic Initiatives recommended that the State initiate a solicitation to establish a portfolio of indefinite quantity, deliverables-based IT services contracts for use by state agencies. This approach sought to promote three strategies:

- Redirect OIT resources to more strategic enterprise-level activities
- Provide a foundation and rationale for altering the existing state term schedule approach
- Streamline acquisition and improve accountability

After the State decided to pursue deliverables-based contracting as a method to provide project-based IT services, Civic Initiatives worked with OIT to establish governance processes. Civic Initiatives worked with OIT to define the roles and responsibilities, processes, and criteria the department would use to determine how a project would be evaluated as a potential DBITS opportunity. Additionally, the team sought to determine which existing STS contracts were candidate to sunset as future project scopes of work would be transitioned from existing contracts to DBITS.

EDGE and MBE Goals and Participation

The State expressed clear commitments to improving the number of minority-owned enterprises that do business with the State of Ohio through its Encouraging Diversity, Growth and Equity (EDGE) and MBE programs. Through consultation with the State's program administrator, to create opportunities to expose more work to MBE participants, increase the number of MBEs that participate in state projects, and provide agencies with increased opportunity to find MBE partners, the State opted to release two deliverables-based solicitations, limiting responses on one of the RFPs to MBE-only proposals.

All contracts resulting from MBE-only proposals were then eligible for set-aside credit. Depending on the circumstances of the requesting agency and the nature of the work to be performed, the agency would coordinate with OIT to determine whether the Statement of Work (SOW) be issued to either or both the deliverables-based contracts.



Solicitation Development

Civic Initiatives worked with OIT to develop the content for both the open market and MBE Set Aside deliverables-based IT services solicitations, as well as the supporting documents, including vendor response forms, and the elements of an agency template used to initiate an SOW solicitation within the future DBITS vendor pool.

The solicitation provided a two-year contract term, with an optional two-year renewal period. To address the possibility that the first release of a deliverables-based solicitation might result in an insufficient number of qualified and responsive offers, the solicitation included specific language describing the State's ability to issue "augmenting" RFPs to extend the pool without requiring resubmission by suppliers already qualified.

Civic Initiatives worked with OIT to establish minimum requirements and technical evaluation criteria to pre-qualify a pool of vendors for future SOW solicitations for deliverables-based IT Services. Technology service categories included:

1. Information Technology Assessment, Planning, and Solicitation Assistance
2. Project Management
3. Application Development and Maintenance Transition Planning
4. Independent Verification and Validation (IV&V)/Quality Assurance (QA)
5. Technology Upgrade/Migration and Transformation
6. Business Intelligence and Data Warehouse

(Sample documentation is provided in Tab J, Additional Attachments, b. Sample Work Products).

Project Outcomes

Since the initial deliverables-based IT service contract awards made in fiscal year 2016, the State has reported \$15 million in spend through the Open Market contracts alone. With the DBITS program, OIT has been able to create and manage supplier capacity within a common operating model, that:

- Provides agencies facilitated access to labor pools that are aligned with State architecture and project standards to support their deliverables-based projects
- Creates a repeatable method for tracking and reconciling agency project spend and project scope to planning documents
- Provides a means to replace or eliminate extensive numbers of non-competed STS contracts
- Aligns with IT Procurement reengineering efforts by allowing small and medium projects to be completed through OIT-approved SOWs rather than Requests for Quotes, formal procurement methods, or non-competed STS contracts

In 2021, the State initiated a DBITS re-procurement. DAS recently issued MBE Set Aside and Open Market solicitations for similar IT services, expanding the contract portfolio to include penetration and vulnerability testing services and security auditing services for the State's mainframe, server, network-based, web-based, or mobile (termed TrustOhio) and major projects and enhancement services to support agency applications on the State's Salesforce platform.



1.4 Project Spotlight: State of California

Department of Transportation, Strategic Procurement Consulting Services

Start/End Date: 11/2020 – 11/2023 (Planned); Total Contract Value – \$713,540

Background

The California Department of Transportation (Caltrans) recently engaged Civic Initiatives to provide strategic procurement consulting and direct procurement support of Caltrans and the California Integrated Travel Project (CAL-ITP) in planning and implementing transit modernization projects.

Cal-ITP is a statewide effort to facilitate easy and accessible travel planning and payment. With hundreds of public transit providers, the state lacks a standardized system for collecting fares, verifying eligibility for transit discounts, or providing up-to-date vehicle arrival information to riders, creating barriers for riders, complicating travel across different systems, and increasing expenses for individual agencies as well as for vendors. Through a grant from the California Transit and Intercity Rail Capital Program, Cal-ITP, in coordination with the California State Transportation Agency (CalSTA) and the California Department of Transportation (Caltrans) is seeking to help California deliver on the following goals:

- Improve the customer experience
- Increase transit ridership
- Lower transportation costs for transit providers and people riding transit
- Reach environmental targets



CAL-ITP

Supporting efforts to develop a strong grant management practice at the Department of Rail and Mass Transportation Division



PRIORITY

The State of California Integrated Travel Project (CAL-ITP), is seeking assistance to improve the ability of the California Department of Transportation (Caltrans), Department Division of Rail and Mass Transportation (DRMT) to establish improved policies, processes, organization and supporting technology to more effectively manage their overall grant portfolio.



HOW WE HELPED

- Performing an extensive program review including reviews of policies, processes, organization and supporting technologies.
- Developing tools to support the identification of required grant management elements and assure appropriate roles and staff are assigned to each management element.
- Supporting efforts to manage a specific grant for CAL-ITP including sub-award preparations



OUTCOME

- Developing an optimization report for the DRMT Program with discrete project recommendations
- Developed a Grant Management Template to help staff to identify grant elements, roles and appropriate staff to ensure proper management of all grants
- Utilized template to support review of a special grant funding being provided to the CAL-ITP project



ANNUAL BUDGET

\$14.6 billion

EMPLOYEES

9,500



Transit Store/Mobility Marketplace

To digitize fare payments and provide a seamless customer experience throughout California, Cal-ITP/Caltrans is seeking to ease the process for transit agencies to acquire new Payment Acceptance Devices (PADs), the customer interface for fare collection.

Civic Initiatives supported Caltrans and the California Department of General Services (DGS) in developing a solicitation and statement of work for PAD services. Civic Initiatives coordinated across multiple governmental jurisdictions, including, agency department, transit entities, other government agencies, and states to facilitate the work of CAL-ITP. Our coordination activities ranged from:

- Conducted working sessions on RFP requirements development with internal and external stakeholders.
- Drafted RFP content, including specifications, scope of services, proposal submission instructions, evaluation criteria, and associated exhibits and attachments, including the cost proposal workbook.
- Worked with state central procurement and transportation staff in other states, including Texas, Washington, Oregon, Illinois, Maryland, and others to promote the solicitation and potential utilization of the ensuing contracts.
- Drafted a scope of services for a statewide strategic contract for General Transit Feed Specification (GTFS) Realtime (RT) services for transit agencies.
- Supported organization, analysis, and consolidation of solution requirements for a cooperative procurement for eight transit agencies.
- Negotiating with national wireless providers to establish plans, pricing and contracting options for mobile data services for use by transit entities for wireless devices.

In addition to the PAD/Transit Processor Services RFP, issued in Summer 2021, CAL-ITP sought to establish a “mobility marketplace,” at which transit agencies could shop for the key components they would need to build open-loop fare collection systems. Civic Initiatives conducted research to support this goal, by analyzing the agency’s procurement authority to research viability of incorporating cooperative procurement strategies and drafting language for transit entities to use if needing to add cooperative procurement authority to authorizing code.

Cal-ITP launched the California Mobility Marketplace which provides an information clearinghouse and resource repository for transit entities. The site gathers and presents links to a suite of pre-negotiated, code-compliant products and services that transit providers need to offer both contactless fare collection and General Transit Feed Specification (GTFS) Realtime (RT) for all public transportation options.

Civic Initiatives worked with Cal-ITP and identified stakeholders to conduct market research on GTFS-RT and related technologies to support development of a GTFS-RT Feed Development and Content Management System RFP. The GTFS-RT solicitation provides a solution to create an interoperability framework meeting an established standard, across all transit entities in the State. Civic Initiatives developed the strategy document and scope of work, structured to award, and establish one or two non-mandatory contracts, for either the GTFS-RT feed development or content management categories for use by transit agencies.



Program Review and Modernization

In addition to supporting Caltrans Cal-ITP procurement needs, Civic Initiatives was engaged to review the Cal-ITP's grant program management elements. This review compared current elements with leading practice grant and contract management elements to identify gaps looking at two key areas:

- Program Management – Elements required by the program/grant funding that must be performed and/or reported to the grantor to meet grant funding requirements
- Performance Management – Elements necessary for Caltrans to properly track progress and performance of the grant recipient toward grant project completion

Civic Initiatives developed recommendations for actions to be taken to improve overall capacity of Caltrans to manage multiple grant programs and individual grants, including:

- Establish a central reporting location for all grant reporting (grant management solution/website/email)
- Clearly delineate roles and responsibilities for all grant management elements and grant management entities, by assignment through contract agreements or memorandums of understanding

Our team is currently utilizing a template and checklist developed by Civic Initiatives to review several federal grant/funding requirements (ITS4US, ARPA and IIJA) to develop Grant Management Plans for each for use by Caltrans and CAL-ITP, including identification of required activities, resource team design and associated staffing plan.

1.5 Additional Public Procurement Support Examples

Examples of large IT procurements led by the team assembled in response to this RFP include:

- **Commonwealth of Kentucky, Cabinet of Health and Family Services** – Planning and developing a solicitation for the acquisition of comprehensive, cabinet-wide Electronic Health Records solution. (August 2019 – Present)
- **State of Rhode Island** – Provided planning and support during contract initiation, including negotiation and establishment of practices to effectively manage the State's eProcurement implementation project. Tools provided included the Master Requirements Repository (MRR) to support tracking and reporting of software vendor performance delivery and progress per contractual commitments and service level agreements. Currently supporting eProcurement implementation management services. (March 2018 – Present) ([Sample documentation is provided in Tab J, Additional Attachments, b. Sample Work Products](#)).
- **State of Washington** – Facilitated solution definition and requirements elicitation for procurement automation functionality for use in an ERP solution solicitation for the State. (November 2017 – Present)
- **State of Hawaii** – Planned and currently drafting a solicitation for the acquisition and implementation of an electronic marketplace solution using a public-private partnership model. (February 2015 – Present)



- **State of Florida** – Reviewed current solicitation documents and drafted a work plan for development of a solicitation for the acquisition, implementation, and ongoing support of a statewide procurement automation solution for the. Worked with the State to draft solicitation content in support of execution of the work plan and management services. (November 2018 – June 2021) ([Sample documentation is provided in Tab J, Additional Attachments, b. Sample Work Products](#)).
- **Metropolitan Council, Minnesota** – Planned and developed a solicitation for the acquisition of a procurement and asset management automation solution. (January 2019 – November 2020)
- **Commonwealth of Kentucky, Department of Corrections** – Planned and developed a solicitation for the acquisition of comprehensive, cabinet-wide medical and pharmacy services for correctional institutions with goals of service improvement and cost avoidance/optimization. (August 2019 – February 2020)
- **State of Minnesota** – Facilitated solution definition and requirements elicitation, performed a fit-gap analysis to assess the state's ERP system functionality in comparison to current market solutions to provide recommendations for the acquisition of an optimized procurement automation solution. (November 2016 – June 2019)
- **State of Vermont** – Reviewed an initial document draft, identified, and drafted content to address critical gaps, and supported execution for a solicitation to acquire a procurement automation solution. (May 2017 – July 2017)
- **State of Arkansas** – Performed a comprehensive assessment of procurement statutes, rules and process and technology preparedness for procurement automation leading to a formal plan for optimization of procurement automation solutions for the. Facilitated solution definition and requirements elicitation, performed a fit-gap analysis, and developed a business case for the acquisition of a procurement automation solution. (February 2017 – December 2017)



2. Solicitation Approach

The following table outlines the Description of Deliverable Topics included in Exhibit B of the RFP and references the appropriate section or subsection within the Technical Proposal (Tab D). Each of the referenced sections provide a more detailed response, including a general description of how the topic area is considered in the procurement cycle ([Section 2](#)) and/or a description of where the topic area is addressed in the procurement cycle ([Section 3](#)).

Requirement	Reference
A. Competitive Procurement Process: <ul style="list-style-type: none"> Procurement Need Identification / Procurement Data Collection Procurement Method Selection Procurement Schedule Development/Procurement Planning Solicitation Document Development Solicitation Document Issuance Bid/Proposal Evaluation Negotiations (if applicable) Contract Formation and Award 	Section 3.1 , Tasks 1-10
B. Request for Proposal (RFP): The method used to solicit proposals from potential providers (proposers) for goods and services. Price is usually not a primary evaluation factor. Provides for the negotiation of all terms, including price, prior to contract award. May include a provision for the negotiation of best and final offers.	Section 2.2 Section 3.1 , Task 6
C. Request for Information (RFI): A non-binding method whereby a jurisdiction publishes via newspaper, Internet, or direct mail its need for input from interested parties for an upcoming solicitation. A procurement practice used to obtain comments, feedback, or reactions from potential responders (vendors, contractors) prior to the issuing of a solicitation. Generally, price or cost is not required. Feedback may include best practices, industry standards, technology issues, etc.	Section 2.2 Section 3.1 , Task 4
D. Request for Statement of Qualifications (RFSQ): The method used by a procurement entity to obtain statements of the qualifications of potential responders (development teams or consultants) to gauge potential competition in the marketplace, prior to issuing the solicitation.	Section 2.2 Section 3.1 , Task 4
E. Market Research: Collecting and analyzing information about capabilities within the market to satisfy agency needs. The results of market research are used to arrive at the most suitable approach to acquiring, distributing, and supporting goods and services.	Section 2.2 Section 3.1 , Task 4
F. Specification Development: Assist in the development and preparation of effective, concise, and open technical requirements for the material, product, or service to be procured. There are several types of specifications that are commonly used. The names may vary by the source describing them, but the following are the most commonly used terms. A single specification may be a combination of two or more of these types.	Section 2.2 Section 3.1 , Task 5



Requirement	Reference
<ul style="list-style-type: none"> • Design specifications • Performance specifications • Combination specifications • Brand name specifications • Brand name or equal specifications • Qualified products list specifications • Standard specifications 	
G. Statutory Interpretation and Compliance: <ul style="list-style-type: none"> • Interlocal Cooperation Act, Texas Government Code Chapter 791 • Purchasing and Contracting Authority of Municipalities, Texas Local Government Code Chapter 252. • Contracting and Delivery Procedures for Construction Projects, Texas Government Code Chapter 2269 • General Rules and Procedures, Texas Government Code Chapter 2155 • Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, 2 CFR Part 200 • All applicable State and Federal Procurement Regulations 	Section 2.1
H. Disadvantaged Business Enterprise (DBE) Programs	Section 2.2
I. Procurement of Goods and Services with Federal Grants	Section 2.2
J. Procurement of Construction Related Services	Section 2.2
K. Competitive Solicitation Process Exemptions <ul style="list-style-type: none"> • State Procurement Exemptions • Federal Procurement Exemptions 	Section 2.2
L. Cooperative Procurement (Purchasing): The action taken when two or more entities combine their requirements to obtain advantages of volume purchases, including administrative savings and other benefits. 2. A variety of arrangements, whereby two or more public procurement entities purchase from the same vendor or multiple vendors using a single Invitation for Bids (IFB) or Request for Proposals (RFP). 3. Cooperative procurement efforts may result in contracts that other entities may “piggyback.” <ul style="list-style-type: none"> • Common Cooperative Purchasing Programs: <ul style="list-style-type: none"> • BuyBoard National Purchasing Cooperative • The Interlocal Purchasing System (TIPS) • Sourcwell • OMNIA Partners, Inc. • Choice Partners National Purchasing Cooperative • Houston-Galveston Area Council (H-GAC) Cooperative Purchasing Program 	Section 2.2 Section 3.1 , Task 5



Requirement	Reference
<ul style="list-style-type: none"> State of Texas Cooperative Purchasing Program (Texas SmartBuy) General Services Administration (GSA) Cooperative Purchasing Program 	
M. Public Procurement Negotiation: A process of planning, reviewing, analyzing, and conferring used by two or more parties to reach a mutually acceptable agreement in a contracting relationship.	Section 3.1 , Task 9
Additional Procurement Consultancy and Support Areas	Section 3.2
Spend Analysis and Category Management Support Services	Service 1
Procurement Manual Development and Support Services	Service 2
Grant Management Program Support Services	Service 3
Training Model Development and Support Services	Service 4
Public Procurement Assessment and Benchmarking	Service 5

2.1 Statutory Interpretation and Compliance

Civic Initiatives conducts a comprehensive assessment of federal, state, and local procurement code, administrative rules, and organizational policies that govern an agency's procurement practice and must be considered across the procurement cycle. Our team has conducted research, developed crosswalks from legislation to implementation (example: procedures, guidance documents, solicitations, contracts) across all states' statutory and policy framework related to procurement. We have written procurement manuals, covering all elements of procurement, including topics related to construction, public works, grant management, as applicable, for six (6) states' central procurement offices, and procurement organizations within a school district, transportation department, and information technology agency.

We tailor our work plan, procurement strategy, and process according to these requirements. As many Civic Initiatives staff previously worked for the State of Texas as procurement professionals, we are extremely knowledgeable of the following chapters of Texas Government Code, Code of Federal Regulations, and applicable state and federal regulations:

- Interlocal Cooperation Act, Texas Government Code Chapter 791
- Purchasing and Contracting Authority of Municipalities, Texas Local Government Code Chapter 252
- Contracting and Delivery Procedures for Construction Projects, Texas Government Code Chapter 2269
- General Rules and Procedures, Texas Government Code Chapter 2155



- Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, 2 CFR Part 200
- All applicable State and Federal Procurement Regulations

In addition, we maintain current knowledge of provisions of applicable administrative rules (promulgated by Texas agencies), Article IX of the General Appropriations Act, and the following chapters of Texas Government Code (TGC):

- Historically Underutilized Businesses, TGC Chapter 2161
- Purchase of Automated Information Systems, TGC, Chapter 2157
- Telecommunication Services contracts TGC, Chapter 2170
- Professional and Consulting Services, TGC, Chapter 2254
- State Contracting Standards and Oversight, TGC, Chapter 2261
- Statewide Contract Management, TGC, Chapter 2262

2.2 Procurement Process Considerations

Civic Initiatives has supported nineteen (19) state and local government entities with full acquisition support including solution definition, requirements elicitation, solicitation development, evaluation support, and contract development. We work with a Client to develop a procurement team and define the roles and responsibilities of the team members throughout the procurement cycle.

Procurement methods, sourcing considerations, and authorities vary across public procurement organizations and are based on the procurement type, contract value, and other factors of the procurement need.

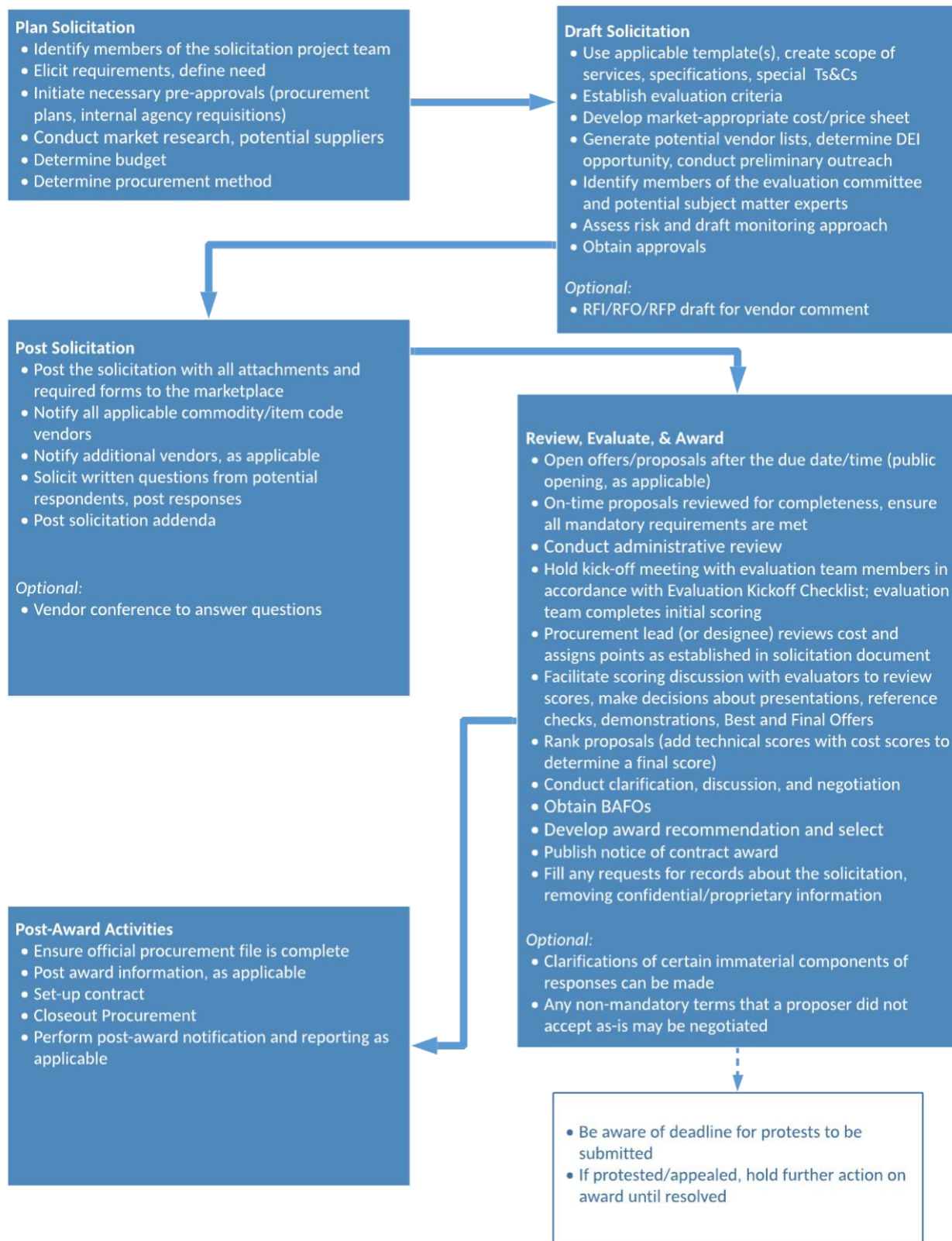
Methods can include direct procurement, Request for Quotation (RFQ), Request for Offer (RFO), Request for Proposal (RFP), Invitation to Bids (ITB), Request for Qualifications (RFQu), Invitation to Negotiation (ITN), or Statement of Work (SOW), among other procurement methods. Our staff, having previously served in the public sector, as certified public procurement professionals, and through acquisition support engagements across state and local government entities, are knowledgeable and skilled in each of these methods.

We work with a Client to determine the best procurement method to use after considering all the requirements for the good or service and we employ and adapts a standard process for conducting a procurement, based on the method.

The following graphic provides a high-level example of the steps involved in conducting a formal solicitation.



Formal Procurement Process



The following sections illustrate procurement considerations, and the methods and tools we use to support planning, development, and management of a solicitation project.

Detailed process steps which delineate our scope of services required by this RFP are outlined in Tasks 1-10 in [Section 3.1, Procurement Cycle Services and Support](#). A description of additional services proposed in this response is provided in [Section 3.2, Additional Procurement Consultancy and Support Services](#).

Planning

Within the planning phase, Civic Initiatives leverages many industry standard discovery techniques to understand and describe current state and elicit requirements that will comprise the solution definition.

Discovery Techniques

- **One-on-One Interviews** – One-on-one interviews give specific stakeholders the opportunity to present in-depth perspective on performance and maturity within specific work streams, observations on the operations model overall, and feasibility of potential solutions. Civic Initiatives performs interviews with a mixture of structured questions and Socratic-style interaction to stimulate critical thinking.
- **Focus Group Interviews** – Focus groups involve a mix of stakeholders to gather information. Focus groups gather information similar to one-on-one interview techniques and may be used in settings where some individuals feel more comfortable with less direct focus, or where the interaction between members of the focus group contributes to critical analysis and issue identification.
- **Self-Scoring Maturity Survey** – For key stakeholders who will either be interviewed, or who cannot be interviewed but who have critical perspective, a self-assessment survey is a valuable practice. The tool describes the work streams, provides a description of maturity levels within each work stream, and asks that participant to score current state of the organization. The survey can also be re-performed in the gap analysis phase to ask participants to identify target states that are both achievable and desirable.
- **General Surveys/Questionnaire** – Surveys are valuable for gathering specific data points or the “opinion of the crowd” from a large group of participants. Surveys are useful when the issues can be clearly understood without a substantial amount of pre-knowledge of the methodology or the practice segments. Ideal survey topics relate to perception of performance and impact of potential changes. Civic Initiatives will offer surveys with both finite choices for feedback and validation and a few options for open-ended input to capture ideas from individuals that who are not scheduled for interviews, or for individuals that prefer a written response.
- **Document and Data Analysis** – gathering and reviewing existing documentation of the practices of the organization, and the data that forms the basis of performance measurement and spend analysis. Examples include operations manuals, policy circulars, administrative rule, statute inventory, previous studies, contracts, requests for proposal templates, statements of work templates, previous audits, previous surveys, system specifications, spend data, etc.



- **Desk Sits (Job Shadowing)** – Desk Sits are valuable to understand that actual work performed. This can involve understanding the day-to-day work of line staff, where the analyst asks questions throughout the process. These are valuable to understand work from perspective of line staff, and also to allow those staff that are more comfortable with an activity (as opposed to a conference room interview) to be engaged and participate.
- **Work Inventory** – Through a work inventory, staff identifies the activities that consume a typical week. This is valuable to validate that the understanding of line staff and management as to the actual work performed matches, as well as to identify low-value activities and to identify work that could be higher value if performed in a different manner.
- **Whiteboard Sessions (Storyboarding/Process Identification/Value Stream Mapping)** – Whiteboard sessions are valuable to test and validate assumptions regarding the guiding principles that should guide key processes, and the value from the eyes of key customers and stakeholders in performing the processes. While whiteboard sessions will be different based on the topic, typical sessions encourage establishment of desired outcomes from the session and bounding of the topic to the level that the outcomes can be accomplished.

Market Research Techniques

Our goal in market research and analysis is to identify a variety of potential supply sources that are capable of meeting customer requirements. Through our research, Civic Initiatives can determine potential solutions and the level of competition and other factors that will influence and should be incorporated in the procurement strategy.

Market research is used to obtain information relating to the variety of possible solutions, size of the potential vendor pool, pricing, applicable industry standards, market trends and determine if the product or service is readily available in the commercial marketplace. Market research may include:

- Online research
- Review of periodicals and information obtained from professional organizations
- Attendance at trade shows
- Discussions with other customers
- Consultations with industry representatives

ASSESS MARKET FACTORS

An important outcome of market research is to understand the cost “drivers” for a product or service and what costs can be controlled in a seasonal or volatile market. Additionally, market research enables our team to identify opportunities to address burdensome terms and conditions that may be negotiable, and more fully understand the needs and priorities of the primary stakeholders that are engaged in the planning process. We document market research and findings to:

- Identify the solution and vendor universe to determine the amount of competition.
- Describe the relative strengths and weaknesses of the current market offerings and potential innovations in the pipeline.
- Describe the market factors and volatility that affect price and quality.
- Describe the most significant cost drivers and how they affect vendor prices.



- Describe industry trends and innovations that may impact the procurement strategy or service in the future.
- Describe what vendors are competing on – price, service, quality, availability, or other factors.
- Identify lifecycle cost factors that inform a best value analysis related to the product or service, and its availability and past performance.
- Identify potential improvements to the supply chain.
- Identify comparable substitute products and services.

ASSESS COST

Market research enables our team to develop a more reliable estimate of the likely cost of the desired product or service by obtaining price information. Beyond the upfront estimated purchase price, our team examines the cost elements that comprise the total cost of ownership. Some of these elements include cost associated with delivery, installation, staff wages, operations, maintenance, and disposition.

As part of a cost analysis, Civic Initiatives also determines historic, seasonal, and current pricing trends. This will help set expectations on whether the next solicitation should expect pricing to be higher or lower and guide the procurement strategy.

EXAMINE MARKET RESEARCH RESOURCES

Civic Initiatives has access to multiple resources to assist a Client with market research. We consult with other public entities with similar purchasing needs, both within and outside the Client's jurisdiction. Examples include:

- Industry experts and consultant reviews (Forrester, Gartner)
- Industry associations and publications (NASPO, NASTD, NASCIO)
- Trade organizations
- Other sources for similar projects
- Customer focus groups
- Surveys
- Request for information (RFI)
- Vendor forums
- Potential vendors
- Other agencies or universities
- Agencies or universities in other states

DETERMINE MARKET RESEARCH METHODS

Civic Initiatives tailors its method for conducting market research based on the type of product or service being procurement. In the research findings, we document the strengths; weaknesses; problems encountered, and any lessons learned; pricing structures and industry standards. We



maintain a repository of all market research results and decisions made based on market research results, as appropriate, including 1) Overview of research findings, 2) Strengths and weaknesses of solutions researched, 3) Problems encountered, and any lessons learned, 4) Pricing structures, 5) Industry standards, 6) Recommendation to go forward with the proposed procurement, 7) Business case, 8) Funding/business model (e.g., cost recovery), and 8) Value for the organization or enterprise.

Method	Description
Desktop Reviews	<p>One of the first steps of market research is to gain an understanding of the total market size and market share of both vendor and customer. Our team can assess the current state of a given market for the needed product or service through a desktop review using common search engines. By examining these dynamics, our team will gain an understanding of:</p> <ul style="list-style-type: none"> • The value and uses of the product or service • The level of market concentration or fragmentation • The vendor universe and capabilities <p>Key word searches can produce viable results, providing access to solicitations and contracts of peer public entities, private entities, and specifications for products or services. A desktop review is conducted for all products or services that may be easier to procure but involve significant expenditure.</p> <p>Additional resources include:</p> <ul style="list-style-type: none"> • Industry research (Gartner, IBISWorld) • Buyer and vendor organizations (ThomasNet, Hoovers) • Solicitation and contracts of cooperative procurement entities (NASPO ValuePoint, GSA, etc.) • Institute for Supply Management • Trade organizations • Market indicators (Federal Reserve, World Bank, US Bureau of Labor and Statistics' Producer Price Index and Consumer Price Index, US Bureau of Economic Analysis, National Bureau of Economic Research, industry reports, and university research departments) <p>For more complex procurements, we conduct a desktop review to supplement other resources methods.</p>
Benchmarking	<p>Our team uses benchmarking to compare a particular item, service or process with other entities or an established industry standard. The objective of benchmarking is to obtain a "measure" that can then be used to identify opportunities for improvement. For example, for a product that is currently offered under an expiring contract, benchmarking for the subsequent procurement would include an analysis of the product capabilities available in the current market and the associated price per standard unit. This practice helps to ensure that a procurement organization is not procuring or establishing a master contract for an outmoded product for the same or similar price as a product with more advanced capabilities.</p>



Method	Description
Stakeholder Interviews and Meetings	<p>Additional stakeholder groups, with experience in the category of need related to the procurement, can provide information and insight into the product, service, or contract that can supplement our research. Through stakeholder interviews and meetings, our team can share market research findings to determine whether the information gathered is complete, compelling, and supports the current strategy development. In some instances, our team may learn that the need is more broad or narrow than originally anticipated and may seek to expand or limit the scope of the procurement.</p> <p>By engaging end users and other procurement stakeholders throughout the process of gathering and analyzing market research, our team will validate the priorities and requirements of the procurement need and seek to determine the most critical procurement objectives, which may consider product or service quality, delivery terms, or availability as much or more than price.</p>
Public Entity Peer Review	<p>Our team performs a peer review to gather and analyze contracts from other states, counties, cities, and cooperative purchasing organizations. A peer review is useful for measuring how well a program area or established master contracts stand today and for identifying best practices to incorporate into a procurement strategy. A peer review is used to:</p> <ul style="list-style-type: none"> • Identify alternate procurement models • Identify best practices • Identify process efficiencies • Identify lessons learned and potential roadblocks • Provide a benchmark against current contracts <p>Our team initiates this process by gathering contract documents, including solicitations, price lists or price catalogs, from peers with similar size and scope to the procurement need. This will ensure comparisons are as close to “apples-to-apples” as possible.</p> <p>If we identify a noteworthy peer entity contract or solicitation, we contact the contract manager or market analysis team in the peer entity to clarify aspects of the procurement, contract execution, and lessons learned that can be incorporated into the solicitation strategy.</p>
Request for Information	<p>Our team uses a Request for Information (RFI) to acquire information from vendors prior to conducting the procurement. This method is typically used in lieu of informal discussions with vendors when our team requires more information to develop key elements, such as specifications, scope of work, performance measures, or evaluation criteria for a procurement and when a more formal method is preferred.</p> <p>The RFI is not a solicitation method and does not satisfy the requirement for competitive bidding nor can it be used as the basis of making a contract award. The purpose of the RFI is limited to information gathering. One of the benefits of this process is obtaining information directly from the vendor community regarding applicable industry standards, best practices, potential performance measures, cost structures or pricing methodologies, availability,</p>



Method	Description
	<p>and feedback on innovative items. Because the effort to prepare a response can be time consuming, our team should ensure that the procurement warrants the use of this method, that the information gathered will be useful in the development of the solicitation document, and that the RFI is made available to all vendors of the particular product or service.</p> <p>If our team has developed an initial specification or scope of work, it may provide this in the RFI and ask that vendors validate the requirements and provide feedback and comments that will help the state reach its procurement objectives. Vendors are not required to respond to an RFI and failure to respond does not prohibit the vendors from responding to a competitive solicitation that may result from the RFI.</p> <p>An RFI is a useful way for our team to gather information to prepare a competitive solicitation, however, caution should be exercised to avoid incorporating unique features of a single RFI response that will limit or restrict future competition on a resulting solicitation.</p>
Trade Organization Communications and Events	For emerging products or services that are new to the market, trade organization white papers, conferences, and other events are a prime source of market information. Our team can attend lectures or trainings on trade topics of interest and meet directly with organization members and vendors to ask questions and learn about the procurement need.

Market Research Results

How do you find and select vendors to be notified of solicitations?

Market research is an important first step in identifying the potential universe of suppliers and sourcing options, including availability of a product or service through an existing contract, a local government cooperative, an established set-aside, or the open market.

Cooperative procurement programs include, but are not limited to:

- BuyBoard National Purchasing Cooperative
- The Interlocal Purchasing System (TIPS)
- Sourcewell
- OMNIA Partners, Inc.
- Choice Partners National Purchasing Cooperative
- Houston-Galveston Area Council (H-GAC) Cooperative Purchasing Program
- State of Texas Cooperative Purchasing Program (Texas SmartBuy)
- General Services Administration (GSA) Cooperative Purchasing Program

If posting to the open market, and depending on the Client's practice, early notification of a procurement opportunity can be issued in a pre-solicitation notice, ideally, at least three months in



advance of the anticipated issuance date. The notice informs the vendor community of the procurement organization's plan to issue a solicitation and includes a high-level description of the project, the estimated posting date, and a point of contact for inquiries.

We work with a Client to generate potential vendor lists, based on applicable commodity item codes and also to determine set-aside or sub-contracting opportunity for HUB or other applicable Disadvantaged Business Enterprise (DBE) program.

Preliminary outreach may include hosting an "industry day" event. An industry day event is an opportunity for a procurement organization to present its plans for a current or future procurement to members of the vendor or provider community. Held prior to the release of a solicitation, the event provides an opportunity for vendors to meet with the organization in a private face-to-face session to ask questions and give feedback, through a variety of venues, including webinars, video conferences, telephone conferences, etc.

This type of forum is particularly useful for a complex program or project where multiple contracts of varying scope and magnitude will be required to complete the project. Vendor forum goals include:

- Promoting collaboration between a future solicitation team, program stakeholders and the vendor community
- Incorporating vendor comments into a future solicitation development process
- Communicating program requirements and schedule
- Gaining a better understanding of recent industry or market developments
- Providing updates to vendor on future program developments and procurements
- Providing a forum for vendor to network with potential subcontractors and the small business community for upcoming procurements

Another opportunity to elicit vendor response and provide advance notice to potential responders is through posting a Request for Information (RFI) to obtain information from vendors prior to conducting a procurement or issuing a Request for Statement of Qualifications (RFSQ) to obtain statements of qualifications of potential responders and gauge potential levels of competition prior to issuing the solicitation. Additionally, during solicitation development, we may seek to post a draft solicitation document for vendor comment.

Posting public procurement solicitation opportunities through websites, such as Public Purchase and GovCB, as well as individual state and political subdivision portals, provides automatic bid notifications to vendors and strengthens a public organization's procurement response.

Solicitation Development

Civic Initiatives works with a Client to structure the requirements for a solicitation in a manner that allows potential respondents to present innovative solutions to a stated business problem. A scope of work or specification should address:

- Performance expectations
- Deliverables



- Response Instructions and Submission Requirements
- Evaluation Approach
- Attachments, Forms, and Exhibits
- Pricing Structure
- HUB or other DBE Program Opportunity
- Opportunities
- Contract Terms and Conditions

Throughout the development of the solicitation document, our team identifies vendor work performance requirements or acceptance criteria that are critical to the overall objective of the contract. The main goal of this effort is to ensure that the non-performance remedies align with the specified business goals and objectives. We ensure that all relevant parties are involved in developing the requirements. We facilitate a review of the requirements to ensure that they consider and establish:

- A method to incorporate technology and innovative solutions or industry best practices (market research)
- The minimum requirements that must be met to demonstrate the capacity and experience required to successfully perform the work (mandatory)
- Information required from the respondent for evaluators to make informed decisions (response instructions)
- The best way to price the goods or services requested (pricing form)
- A method to differentiate “needs” versus “wants” or “would like to have” (cost drivers)
- Measures of performance and methods of monitoring progress (performance measures)
- The possible consequences of the contract holder not meeting requirements (remedies)

As credentialed public procurement professionals, our team is experienced in developing and managing solicitations for general goods and services, information technology goods and services, vertical and horizontal construction, public works, professional design services, consulting and professional services, rental/lease equipment.

Our team has managed procurements subject to federal statutes and regulations that govern when federal funds are involved (2 CFR Part 200). Additionally, Civic Initiatives performs both grant management and compliance monitoring services, which are key components to successful federal award management, regardless of the grant program or funding stream. We have extensive experience managing federally funded projects and performing compliance monitoring under the Federal Emergency Management Act (FEMA) Public Assistance Grant Program. This grant program is FEMA's largest which provides funds to assist communities responding to and recovering from major disasters or emergencies declared by the President. We combine our experience and best practices to deliver a customized grant management process, reduce the risk of de-obligation through compliance, and maximize the impact of the funding.



3. Scope of Services

What services do you provide throughout the process?

Civic Initiatives utilizes and adapts, as needed, the following tasks which support full solicitation management for all procurement methods, including Request for Quote, Request for Proposal, Request for Offer, Invitation to Bid, Invitation to Negotiate, and Request for Qualifications. Request for Information issuance is described as a component of market research (Task 4).

These task descriptions support each of the Competitive Procurement Process elements of the procurement cycle described in this RFP (Exhibit B, Item A).

3.1 Procurement Cycle Services and Support

These processes can be tailored to meet the size and complexity of a procurement need, including general and information technology goods and services, construction and public works projects, and grant-funded procurement projects.

Additionally, our process and methods are used to develop solicitations which establish indefinite delivery, indefinite quantity contracts that create pre-qualified vendor pools which can be used to acquire a range of general or complex services.

Task 1: Project Setup/Kickoff

Civic Initiatives will facilitate a project kickoff meeting with project executives and Client identified project stakeholders to execute critical planning and contract initiation functions necessary to ensure project success. The meetings will focus on identifying the project manager, stakeholders, validating the project scope and timeline, and reviewing key deliverables. Civic Initiatives will also coordinate with the Client Project Manager to collect reports, documents, and data relevant to the project to begin to familiarize ourselves with key aspects of the project.

Deliverable

1. Project Kickoff Meeting Presentation and Initial Data Request

Task 2: Current State Discovery

The Current State Discovery phase contains tasks necessary to review key aspects of the procurement category, including any contracts currently in place to establish a baseline prior to developing recommendations for optimization and a procurement strategy. Focus will be on the review and assessment of all relevant data, documentation and reports, and performance of interviews with identified stakeholders. Key tasks include:

- Identify, collect, and review additional key documents related to the contract category
- Facilitate interviews with identified stakeholders to discuss the current contract and approach
- Facilitate interviews with identified stakeholders to discuss pros and cons of the current contract and approach
- Facilitate interviews with identified stakeholders to discuss State and Federal policies, processes or programs impacting the contracts



- Facilitate interviews with identified stakeholders to discuss additional considerations for current contracts

Deliverable

1. Current State Benchmark Briefing

Task 3: Solution/Scope Definition and Stakeholder Engagement Workshops

Civic Initiatives will perform the following tasks to facilitate the identification of Client goals, objectives, business requirements, and service delivery strategies toward the establishment of clear definition of need for the project. Key tasks include:

- Host a workshop with Client identified executives, management, and staff to capture and document solicitation goals, objectives, and outcomes
- Host stakeholder workshops with Client identified executives, management, and staff to gather information regarding Business Requirements
- Compile information gathered from stakeholders to direct future requirements development activities

Deliverable

1. Solution/Scope Definition

Task 4: Market Research and Procurement Strategy Development

Civic Initiatives will complete tasks necessary to leverage the Current State Benchmark Briefing and the Solution Definition to assess gaps, identify opportunities for improvement, and assess peer and industry best practices toward the development of a procurement strategy, incorporating opportunities for contract optimization.

Civic Initiatives will work with the Client to determine current state of a given market for the needed product or service through a desktop review using common search engines. By examining these dynamics, the procuring organization will gain an understanding of:

- The value and uses of the product or service
- The level of market concentration or fragmentation
- The vendor universe and capabilities

Civic Initiatives will conduct a desktop review for less complex products or services and will use this method to supplement a more thorough analysis of the market. Additionally, Civic Initiatives will coordinate with the Client to issue a Request for Information (RFI), as applicable, to acquire information from vendors prior to conducting the procurement.

Tasks include, but are not limited to:

- Compare the current state findings to identified solution definition to identify gaps
- Perform market research for the relevant procurement category



- Compare and contrast the contracting approach of the Client to peers
- Compare and contrast the contracts and contracting approach of the Client to applicable leading practices
- Develop recommendations for solicitation and contract optimization/risk mitigation strategies that seek to address identified gaps

Deliverable

1. Procurement Strategy Document

Task 5: Requirements Development

Civic Initiatives will use market research performed and work performed to date to develop an initial requirements document (e.g., Specification or Scope of Work) for feedback from Client. Feedback received from the Client will be reviewed and incorporated, and Civic Initiatives will work with the Client to rectify any issues or concerns, prior to providing back a final version for use in the solicitation.

Specification development will incorporate one or more of the following types, based on market research and type and method of procurement:

- Design specifications
- Performance specifications
- Combination specifications
- Brand name specifications
- Brand name or equal specifications
- Qualified products list specifications
- Standard specifications

Deliverable

1. Solicitation Ready Technical Requirements Document

Task 6: Solicitation Development

Civic Initiatives will develop a draft Solicitation Document aligned to the Procurement Strategy and Requirements utilizing a Client-provided standard solicitation template to compile required solicitation elements. Civic Initiatives will prepare and present the details of the draft solicitation document in a meeting with the Client to provide an overview of the solicitation and solicit feedback. Feedback from the Client will be incorporated into a final draft deliverable. Civic Initiatives will then support Client to execute required governance and review processes and support iteration of the document content, as required. In addition, Civic Initiatives will develop or compile any required supporting forms, templates, or attachments for inclusion in the solicitation.

NOTE: Completion tasks, required to finalize a Solicitation Document and advertise it to the market, will be completed by the Client.



Deliverable

1. Final Solicitation Document

Task 7: Solicitation Execution Support

Civic Initiatives will provide subject matter expertise and support to Client in the execution phase of the acquisition event including:

- Support for responding to vendor inquiries regarding the acquisition event
- Support to draft revised solicitation content based on vendor inquiries and/or responses (as required)
- Support to draft solicitation addenda (as required)
- Support to draft an evaluation model and supporting evaluation tools

Deliverables

- 1. Responses to vendor inquiries**
- 2. Revised solicitation content**
- 3. Draft Addenda**
- 4. Support throughout execution phase**

Task 8: Solicitation Evaluation Support

Civic Initiatives will provide subject matter expertise and support in the review and evaluation of proposals and system demonstrations to provide the evaluation team with assessment of functionalities, capabilities, strengths/weaknesses, implementation methodologies, support methodologies, and other relevant items in context of requirements and project objectives.

NOTE: Serving as a subject matter expert, Civic Initiatives cannot be an active scoring evaluator of the solicitation responses.

Deliverables

- 1. Proposal Assessment Matrix**
- 2. Demonstration/Interview Scripts**
- 3. Demonstration/Interview Assessment Matrix**
- 4. Support throughout Evaluation Phase**

Task 9: Contract Development and Execution Support

Civic Initiatives will provide subject matter expertise and support in the development of a contract with the awarded contractor(s). Civic Initiatives will support clients with contract negotiations with awarded vendors as needed. Civic Initiatives will also review the proposed contract and provide recommended improvements in key areas to help the Client obtain the outcome it seeks under the most favorable terms.

Deliverables

- 1. Contract Negotiation Planning Document**



2. **Contract Review Document**
3. **Support throughout contract development and execution phase**

Task 10: Contract Initiation Support

Civic Initiatives will work with the Client and the awarded contractor(s) to perform the following tasks to execute critical planning and contract initiation functions necessary to establish a strong foundation to actively manage the contract and ensure that the contractor(s) perform in accordance with the contractual provisions.

- Identify and document a contractor team definition, roles and responsibilities structure
- Identify and document a project governance structure
- Identify and document key contract management structures and process
- Identify and document a communication and reporting plan for contract management
- Identify and document a contract risk management plan
- Identify and document a change management plan
- Facilitate the development and documentation of a contract implementation plan
- Identify and document key deliverables, dates, reports, etc. from the contract

Deliverables

1. **Contract Administration Plan**
2. **Master Requirements Repository**
3. **Project Kickoff Meeting Support**
4. **Support throughout the contract initiation phase**

3.2. Additional Procurement Consultancy and Support Services

Civic Initiatives offers the following additional services to support a public procurement organization.

Service 1: Spend Analysis and Category Management Support Services

Spend analysis and category management applies in-depth techniques, such as data analytics, cost and price analysis, and extensive market research to understand (1) how the market operates; (2) who the major vendors are; (3) where the market is trending; (4) major cost drivers; and, (5) where the value to the customer lies.

Civic Initiatives has experience researching and analyzing most strategic spend categories from office supplies to IT services. Clients can rely on a vast and comprehensive research repository which can be difficult for organizations to obtain without intimate knowledge of the market.

Civic Initiatives uses standardized tools to collect and disseminate market data which are easy for the end user to consume and use to make informed purchasing decisions. Our templates revolve around five core elements:

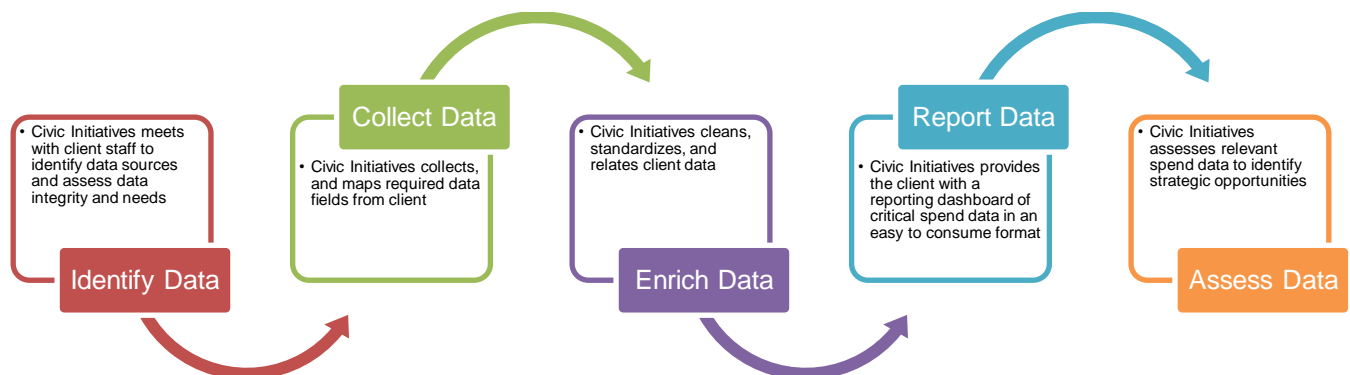
1. **Market Dynamics** – provides the current state of any given market and helps focus the rest of the assessment. End users can use this information to determine the relative



competitiveness of the marketplace and whether there are significant dependencies on other markets.

2. **Price Considerations** – examines all market factors that may affect the cost of supplying the product and the ultimate price the consumer pays. This information is useful to help buyers understand their buying leverage in the current marketplace and where to apply savings levers to reduce costs.
3. **Supply Chain** – assesses all parties that have some involvement in the production of the good and service. This information is critical for the end user to determine the risk and impact of supply chain disruptions for mission critical goods and services.
4. **Substitutes** – analyzes possible alternative products or services that will still meet the business needs of the organization. The information is particularly useful when confronting cost concerns or supply chain disruptions.
5. **Customer Value** – identifies the organizations overall value to the vendor. The information can be used to determine the relative strength of the organizations buying leverage and make informed purchasing decisions during negotiations.

Our Spend Analysis Methodology is generally organized around five (5) distinct work segments. The process is designed to make it easy for the Client or project manager to track overall progress and ensure milestones are being met.



We can adapt the phase work segments that to meet the requirements of a Client's needs and scope of work.

Service 2: Procurement Manual Development and Support Services

Civic Initiatives assists in transformation projects in a wide number of procurement organizations across the country. Typical problems we have seen procurement organizations seeking to address include:

- Lack of common vision regarding the role and nature of procurement among constituents, staff, and elected leadership
- Decades of unexamined, potentially conflicting policies
- Inability to automate procurement functions due to numerous unwritten processes to “wire-around” unexamined policies
- Lack of clarity of roles and responsibilities leading to frustration with constituents



- An inability to measure efficiency and quality in the work of procurement
- Lack of staff training in supply chain and spend management skillsets necessary for contract planning
- An ad hoc approach to contract management

Addressing these types of issues begins with an effective procurement manual. Good procurement manuals are **not** simply a rehash of the law; while law provides guidance on what agencies can and can't do, law is a poor home for topics for a constituent asking "How do I" or "How should I." A procurement manual synthesizes law, rule and policy with best practices and clarity of roles to make procurement efficient and effective, establishes processes that raise the profession of procurement across the state and establishes the parameters that allows central procurement to act as a true service provider.

Procurement manuals through the Civic Initiatives process result in:

- A lifecycle-based view of the procurement process
- Clear roles, responsibilities, and expectations of key parties
- Cohesive, understandable policy
- A foundation for unified training, certification, and delegation
- An articulated philosophy of Central Procurement as a Service Provider
- The basis for automation, benchmarking, and a transition to spend management initiatives

Civic Initiatives will engage key stakeholders, review peer models, and leverage its knowledge of leading procurement practices to design and document improved procurement processes. Documented processes will encompass the full procurement cycle to transform the procurement function and optimize process efficiency and effectiveness.

Service 3: Grant Management Program Support Services

Example: Establish ARPA Compliance Framework

Procurement

- Implement a framework to help entities meet compliance requirements of Grant funding
- Deliverable: Grant/Federally Funded Procurement Practices Guide/SOP; ARPA Specific Practices Guide/Supplement; Compliance Checklist

Grant Management

- Implement a framework to help entities establish the ARPA funding management elements and have the resources necessary to properly manage the ARPA funding
- Deliverable: Grant Management Plan & Resources Identification Exercise

Civic Initiatives will perform tasks necessary to execute assigned grant procurements identified by the Client. Focus of our procurement support phase is on planning, drafting, and supporting grant



funded procurement solicitations for identified projects that align with the funding and in compliance with applicable policies.

Service 4: Training Model Development and Support

Civic Initiatives works with a Client to establish an overall framework and content development plan to ensure delivery of a comprehensive, organization-specific procurement training program model for the Participating Entity and Client-supported agencies. To develop a training model, we review local, state, and federal procurement code, administrative rules, executive orders, policy circulars, existing training materials, procurement manuals, contract management guides, and other bodies of knowledge.

We identify and document procurement roles within the central procurement office and supported agencies and the expected competencies of each role. We identify a training program that 1) aligns with the defined roles and required competencies and 2) ensures knowledge, skills and abilities required for each role are addressed, including identifying:

- Training courses for each role and document minimum recommended training requirements for each role based on training courses identified.
- Courses and parameters of a certification model framework within the training program for an agency procurement officer to obtain a higher level of delegated procurement authority.
- Other pre-requisites for authority in addition to training including creation of solicitations and contracts in the organization's automated procurement system.

We work with the Client to develop a timeline-driven list of procurement process training topics for each of the training program models (for example, central procurement staff, agencies, vendors), and establish a content creation methodology to support multi-modal delivery of training.

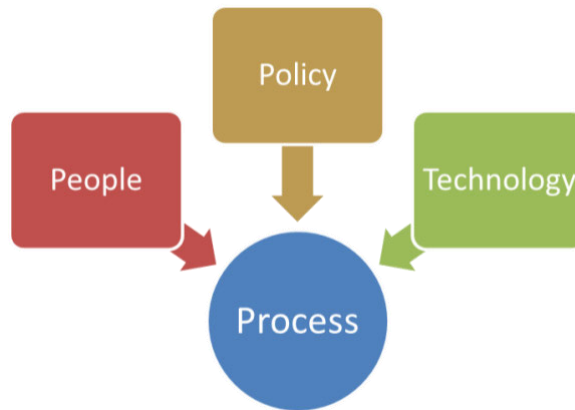
Service 5: Public Procurement Assessment and Benchmarking

A procurement organization must objectively review its practices to identify constraints, barriers or misapplied resources that limit the ability of the organization to prioritize strategic roles and create clear guiding principles. Civic Initiatives helps public sector clients develop a full understanding of the maturity of the organization, critical gaps, constraints and inefficiencies, and reengineering opportunities for key procurement pathways using proven frameworks and empirical techniques.

After gaining insight into the current state, our team works with the organization to establish a common understanding of future state targets and discrete projects to optimize the procurement function. Our practice leads and senior consultants have previous responsibilities directing and managing operational and strategic disciplines in public sector procurement.

Our assessment methodology examines interaction between the four key elements of the work environment – *people*, *policy* and *technology* as assets, and *process* as the management approach to organizing and deploying assets to do productive work.





The methodology incorporates elements of industry leading practices and internationally recognized system review and process improvement methodologies – Capability Maturity Model® Integration for Acquisition (CMMI-ACQ), Lean, Six Sigma, and Theory of Constraints – into a real-world approach that is tailored for complex procurement environments and is designed to turn the assessment into action through discrete transformation projects.

Discrete competency elements, known as “workstreams,” are reviewed across the full span of procurement operations (e.g., central procurement, agencies, department, programs, etc.) and across the full procurement cycle (e.g., plan, acquire, manage, and closeout) to identify ineffective, inefficient or overly complex processes, gaps in performance expectations or results, and opportunities to drive strategic procurement outcomes.

Civic Initiatives reviews ten (10) workstream elements in the context of two overarching practice segments – Organizational Practices and Procurement Management Practices – with workstreams that provide a 360° view of the primary responsibilities and activities of a public procurement organization.

To complete and extend the review, within each of these segments Civic Initiatives assesses where and how technology is implemented within the organization in support of the procurement function.

We compile these findings into a Procurement Automation Baseline that supports deeper target solution definitions that would support acquisition planning, market review and ultimately deployment that would likely be defined as initiatives that would stem from this type of review.



4. Stakeholder Engagement Approach

How will you involve our team and business in the RFP process?

Civic Initiatives identifies staff for each project depending on needs of the customer. We match to the skills, expertise, and availability of our resources to ensure appropriate fit for a potential engagement. Dustin Lanier, Principal Consultant, and Derrek Davis, Engagement Director, are responsible for bid and contracting processes. Harry Pape is responsible for account coordination and contract administration for the purpose of receiving orders from Participating Entities.

Civic Initiatives works with a Client to fully understand the needs of the organization and properly scope the procurement effort to set expectations on project timelines and deliverable dates. In this process, Civic Initiatives works to understand planning factors that may affect a Client's timeline to ensure key project deliverables can be produced and provided in a timely and reasonable manner that meets expectations. For example, cost projections for a significant procurement for complex goods or services may need to be delivered at an earlier date than other work to enable the Client the lead time to obtain authorization and secure a budget.

Our first priority is to scope the work and develop an estimate of hours by project, for acceptance by the Client. To accomplish this, Civic Initiatives will develop or validate a procurement project work plan, detailing phases of work, tasks, deliverables and other project milestones, timeline to perform the work, budget for the acquisition, and Civic Initiatives and Client resources, roles, responsibilities. Civic Initiatives will work with the Client to refine the scope of work or revise the allocation of resources to meet a Client's budget for the procurement project, as appropriate.

4.1 Roles and Responsibilities

Working with a procurement organization to support full solicitation management, or a set of defined activities across the procurement cycle, Civic Initiatives ensures the solicitation is conducted according to the Participating Entity's statutes, regulations, and governing or delegated authority.

Our role on a project can range from targeted and discrete support activities to augment a Client's procurement project or operations to full turnkey efforts that require limited impact to a Client's internal resources. Standard definitions of roles and responsibilities are provided below, which are tailored to Client needs for each engagement.

Client responsibilities involve the following activities:

- Project management oversight and contract management of the work performed under a resulting contract. The Client will assign a project manager (PM) who will be the single point of contact for all project related communications and coordination and have the authority to make project-related decisions.
- Discovery document collection and dissemination to Civic Initiatives.
- Stakeholder identification and meeting logistics throughout project.
- Establishing a standing Client Project Team who can receive and provide feedback on project Deliverables.



- Providing timely reviews of submitted Deliverables to maintain the project schedule agreed by the Client and Civic Initiatives. Client understands that failure to review documents timely may delay Civic Initiatives production of Deliverables.

Civic Initiatives responsibilities involve the following activities:

- Working with the Client's PM to plan, schedule and execute activities to accomplish work as needed to complete the work described in a statement of work, task order, or other ordering instrument.
- Creating a Smartsheet project plan shared with the Client that describes activities throughout the Project.
- Maintaining the Smartsheet project plan(s) on a weekly basis.
- Facilitating a bi-weekly project status meeting with the Client Project Team.
- Providing a monthly project status report to the Client Project Team.
- Providing project artifacts and Deliverables in Client-approved formats.
- Identifying questions and issues and working in coordination with the Client PM to resolve any key questions or issues that may arise. Civic Initiatives will identify and track all items in Smartsheet.
- Providing Deliverables in the agreed upon project schedule. Any changes to the delivery date(s) will be agreed upon in coordination with the Client PM or Project Team during bi-weekly status update meetings.



5. Data and Information Security

How will you manage and secure NCTCOG and client data?

After executing a contract and all supporting documents are in place, Civic Initiatives establishes a project workspace in Smartsheet, granting access for all authorized users to access and maintain project work products and deliverables through this platform. As part of project kick-off, Civic Initiatives works with the Client to establish parameters for document control, data access, and security to perform or manage the work.

Civic Initiatives does not typically handle client proprietary information while executing procurement-related projects and we do not pursue projects that have personal identifiable information intake as a requirement. When assisting on solicitation development projects for our clients, we meet all procurement requirements for non-disclosure and are willing, as required by the client, to have our staff sign an NDA to ensure a closed loop of information exchange between Client and Contractor.

Civic Initiatives vets each of its employees and contractors who will have access to government information. Our company performs background checks on all employees prior to their being hired. We coordinate with our contractors who perform similar background checks on their staff in accordance with their specific company requirements. Civic also utilizes E-Verify to confirm the eligibility of their employees to work in the United States.

As Civic Initiatives is a small consulting firm, we do not maintain or manage dedicated servers or a physical data center. We use cloud-based platforms and tool suites, including Google's G-Suite, Smartsheet, Lucidchart, and GroupMap, among others. Google Drive enables an authorized user to securely transfer, store and appropriately share government information provided by a Client. Civic Initiatives' system administrator establishes access rights based on these requirements, communicates security policies, procedures, and practices of our service providers, and supports to staff to ensure adherence to security practices.

If a governmental entity's security policies require us to perform work within a Client's firewall, we will adapt processes to support management of government information and data in accordance with the organization's policies. For example, if data encryption of government information at rest, when transmitted or during data backups or on backup media, we are prepared to meet client requirements utilizing existing tools or will acquire the necessary software or hardware to comply with that requirement.



E. References

E. References

The following public agencies can supply references for similar services. More detail on the project listed under *Referenced Project in Proposal is provided in Tab D, Section 1. Additional projects, some of which are also described in more detail in the proposal, are listed under Additional/Related Projects.

State of Missouri		
eProcurement Solicitation Planning and Development, Implementation Planning, and Contract Execution and Attainment Support		
Customer Information		
State of Missouri Office of Administration, Division of Purchasing	Contact Name/Title Karen Boeger, Director	
Address 301 West High Street Jefferson City, MO 65101	Phone (573) 751-1699 Email karen.boeger@oa.mo.gov	
Schedule	Begin Date	End Date
	11/2013	05/2019
Project Cost*	\$2.0M	
* Referenced Project in Proposal:		
<ul style="list-style-type: none">Project 2: eProcurement Solicitation Planning and Development, Implementation Planning, and Contract Execution and Attainment Support		
Additional/Related Projects:		
<ul style="list-style-type: none">Project 1: Procurement Practices and Automation Readiness Assessment (January 2013 – April 2013)Project 3: eMarketplace Readiness Assessment, Sourcing Planning, Category Management Practice Establishment, Catalog Establishment and Onboarding (November 2013 – May 2019)Project 4: Transformation Project Implementation Support, including Contract Management Guide Content Development (November 2013 – November 2018)Project 5: Training Development (November 2019 – May 2022 (planned))		



State of Alabama

Procurement Automation Readiness Assessment and Solicitation Development Support

Customer Information

State of Alabama, Purchasing Division	Contact Name/Title Jerry Young, Deputy Purchasing Director	
Address PO Box 302620 100 North Union Street, Suite 192 Montgomery AL 36130	Phone (334) 242-7250 Email jerry.young@purchasing.alabama.gov	
Schedule	Begin Date	End Date
	07/2018	08/2021
Project Cost*	\$293,000	
*Referenced Project in Proposal: <ul style="list-style-type: none">Project 1: Procurement Automation Readiness Assessment and Solicitation Development Additional/Related Project: <ul style="list-style-type: none">Project 2: eMarketplace Optimization Strategy Development and Implementation Support		



State of California

Strategic Consulting Services

Customer Information

State of California, Department of Transportation
California Integrated Travel Project (Cal-ITP)

Contact Name/Title
Gillian Gillett, Program Manager

Address
1120 N Street
Sacramento, CA 95814

Phone
(916) 250-0086
Email
gillian.gillett@dot.ca.gov

Schedule (Planned)

Begin Date

End Date

11/2020

11/2023

Project Cost (Planned)

\$713,540

*Referenced Project in Proposal:

- Strategic Consulting Services



F. Proposal Pricing

F. Proposal Pricing

1.1 Pricing Firm/Organization

EXHIBIT D Pricing Proposal (Firm/Organization)

Respondents are to provide a rate chart for the labor categories/ skill sets outlined below. All rates should be represented as fully loaded hourly rates. Include any other cost categories that should be considered within the "other" category. Attach extra sheets, as necessary. Respondents are encouraged to offer additional Public Sector Procurement Consulting functions and services as options for retainer under this solicitation.

Pricing Format Request Example		Procurement No.:	NCT 2021-083
Respondent Name:			
Notes:	1. This pricing sheet is an EXAMPLE of how pricing should be submitted for RFP 2021-083 2. Please provide hourly rates for all staff that would be involved in Procurement related projects. 3. Use as many lines as needed. 4. Detail any additional information necessary. 5. Proposers are encouraged to offer additional Public Sector Procurement Consulting functions or services to be offered as a catalog option. Please provide any additional options with 'list less' or 'cost plus percentages' for pricing. A copy of any catalog services your firm can provide should be included with this response.		
Public Sector Procurement Consulting Services Rate Chart - SHARE Cooperative Purchasing Program			
Item	Description	Offered Price	
1	The following pages provide hourly rates and descriptions of the labor categories for both onsite and offsite hourly pricing.	Specify Rate (Hourly)	
2	Position Title	Specify Rate (Hourly)	
3	Position Title	Specify Rate (Hourly)	
4	Position Title	Specify Rate (Hourly)	
5	Position Title	Specify Rate (Hourly)	
6	Position Title	Specify Rate (Hourly)	
7	Other, Miscellaneous, Etc.	Specify Rate (Hourly, Daily, Weekly)	
8	Other, Miscellaneous, Etc.	Specify Rate (Hourly, Daily, Weekly)	



Contractor shall provide additional Public Sector Procurement Consulting goods or services at cost plus:		%

Rate Chart (Firm/Organization)

Civic Initiatives pricing detail reflects a fully loaded, not to exceed hourly labor rate for work performed onsite and offsite. Because most work today is being performed offsite, Civic Initiatives has implemented a “virtual procurement office,” that is equipped to deliver acquisition support services, as well as procurement services provided across each of our service categories, at a reduced not-to-exceed hourly rate.

The rate sheet below is applied to Civic Initiatives projects. As the scope and complexity of a project and availability of Civic Initiatives personnel vary, the role or function of staff may relate to one or more labor categories based on project needs.

Item	Description	Offered Price (Hourly)	
		Onsite	Offsite
1.	Program Director	\$ 244.08	\$ 228.16
2.	Program Manager	\$ 196.32	\$ 180.41
3.	Subject Matter Expert III	\$ 222.85	\$ 206.94
4.	Subject Matter Expert II	\$ 196.32	\$ 180.41
5.	Subject Matter Expert I	\$ 164.49	\$ 148.57
6.	Acquisition Support Specialist III	\$ 196.32	\$ 180.41
7.	Acquisition Support Specialist II	\$ 164.49	\$ 148.57
8.	Acquisition Support Specialist I	\$ 127.34	\$ 111.43
9.	Analyst II	\$ 143.26	\$ 127.34
10.	Analyst I	\$ 116.73	\$ 100.81

A description of each labor category is provided in the following table.

Labor Categories	
Labor Category	Minimum Qualifications
Program Director (Key Personnel)	<ul style="list-style-type: none"> Bachelor's Degree or higher from an accredited college or university in a related field. Ten or more years of progressive experience in



Labor Categories	
Labor Category	Minimum Qualifications
	<p>managing significant projects and processes.</p> <ul style="list-style-type: none"> • Must have the ability to manage and direct large and complex project tasks covering contract administration which may include acquisition planning, RFP/IFB preparation, market research, cost and price analysis, evaluation of performance, contract termination, and contract closeout. • Ability to research and define multiple project scopes, schedules, and targets. • Provides expert advice and guidance to agency senior level staff members.
Program Manager	<ul style="list-style-type: none"> • Bachelor's Degree or higher from an accredited college or university in a related field. • Eight or more years of providing management for multiple projects/tasks and ongoing operational efforts • Must have the ability to provide technical knowledge on the effectiveness and efficiency of government programs. • Able to apply advanced or specialized knowledge of the nature of agency programs and activities, agency policies and objectives • Possessing the analytical and evaluative methods and techniques for assessing program development and execution.
Subject Matter Expert III (Key Personnel)	<ul style="list-style-type: none"> • Bachelor's Degree or higher from an accredited college or university in a related field. • Fifteen (15) or more years of progressive experience and possess extensive knowledge when advising on large and high complex project/programs. • Must have the ability to analyze project requirements and develop strategic solutions and plans to meet agency's needs. • Able to provide highly technical and specialized guidance concerning solutions to complex problems. • Demonstrates executive decision-making skills and judgment. • Applies principles and methods of the subject matter to specialized solutions.



Labor Categories	
Labor Category	Minimum Qualifications
Subject Matter Expert II	<ul style="list-style-type: none"> • Bachelor's Degree or higher from an accredited college or university in a related field. • Eight (8) or more years of progressive experience and possess extensive knowledge when advising on large and high complex project/programs. • Must have the ability to analyze project requirements and develop strategic solutions and plans to meet agency's needs. • Able to provide highly technical and specialized guidance concerning solutions to complex problems. • Demonstrates executive decision-making skills and judgment. • Applies principles and methods of the subject matter to specialized solutions.
Subject Matter Expert I	<ul style="list-style-type: none"> • Bachelor's Degree or higher from an accredited college or university in a related field. • Five (5) or more years of progressive experience • Must have the ability to analyze project requirements and develop strategic solutions and plans to meet agency's needs. • Able to provide highly technical and specialized guidance concerning solutions to complex problems. • Applies principles and methods of the subject matter to specialized solutions.
Acquisition Support Specialist III	<ul style="list-style-type: none"> • Bachelor's Degree or higher from an accredited college or university in a related field. • Eight (8) or more years of providing a broad range of complex acquisition management support services. • Must have the ability read and interpret each State's acquisition policy, regulations, and directives and apply those interpretations fully and legally to all activities described in the Statement of Work (SOW.) • Able to analyze cost and pricing data, assistance in proposal evaluations, and assistance in preparing contract negotiations.
Acquisition Support Specialist II	<ul style="list-style-type: none"> • Bachelor's Degree or higher from an accredited college or university in a related field.



Labor Categories	
Labor Category	Minimum Qualifications
	<ul style="list-style-type: none"> • Five (5) or more years of providing a broad range of complex acquisition management support services. • Must have the ability read and interpret each State's acquisition policy, regulations, and directives and apply those interpretations fully and legally to all activities described in the Statement of Work (SOW.) • Able to analyze cost and pricing data, assistance in proposal evaluations, and assistance in preparing contract negotiations.
Acquisition Support Specialist I	<ul style="list-style-type: none"> • Bachelor's Degree or higher from an accredited college or university in a related field. • Three (3) or more years of providing a broad range of complex acquisition management support services. • Must have the ability read and interpret each State's acquisition policy, regulations, and directives and apply those interpretations fully and legally to all activities described in the Statement of Work (SOW.) • Able to analyze cost and pricing data, assistance in proposal evaluations, and assistance in preparing contract negotiations.
Analyst II	<ul style="list-style-type: none"> • Bachelor's Degree or higher from an accredited college or university in a related field. • Five (5) or more years of relevant experience in developing and applying analytic methodologies. • Ability to lead the application of analytic techniques and assist in defining the project objectives, methodologies, and principles. • Perform a wide variety of analytical tasks with the continuous improvement of processes, personnel, organization, system, or training.
Analyst I	<ul style="list-style-type: none"> • Bachelor's Degree or higher from an accredited college or university in a related field. • Three (3) or more years of relevant experience in developing and applying analytic methodologies. • Ability to lead the application of analytic techniques and assist in defining the project objectives, methodologies, and principles. • Perform a wide variety of analytical tasks with the



Labor Categories	
Labor Category	Minimum Qualifications
	continuous improvement of processes, personnel, organization, system, or training.



G. Required Attachments

REQUIRED ATTACHMENT CHECKLIST

Please utilize this checklist to ensure that all required attachments are included with your proposal. IF AN ATTACHMENT DOES NOT APPLY, PLEASE MARK AS “**NOT APPLICABLE**” AND SUBMIT WITH THE PROPOSAL. FAILURE TO SUBMIT **ALL REQUIRED DOCUMENTS** MAY NEGATIVELY IMPACT YOUR EVALUATION SCORE.

- ☒ Page 1 - Cover Sheet
- ☒ Page 19 - Attachment I: Instructions for Proposals Compliance and Submittal
- ☒ Page 20 - Attachment II: Certification of Offeror
- ☒ Page 21 - Attachment III: Certification Regarding Debarment
- ☒ Page 22 - Attachment IV: Restrictions on Lobbying
- ☒ Page 24 - Attachment V: Drug-Free Workplace Certification
- ☒ Page 25 - Attachment VI: Certification Regarding Disclosure of Conflict of Interest
- ☒ Page 27 - Attachment VII: Certification of Fair Business Practices
- ☒ Page 28 - Attachment VIII: Certification of Good Standing Texas Corporate Franchise Tax Certification
- ☒ Page 29 - Attachment IX: Historically Underutilized Businesses, Minority Or Women-Owned Or Disadvantaged Business Enterprises **Not Applicable**
- ☒ Page 30 - Attachment X: Prohibited Telecommunications And Video Surveillance Services Or Equipment Certification
- ☒ Page 31 - Exhibit A: Service Area Designation Forms
- ☒ Page 34 - Exhibit B: Description of Desired Services for Proposed Pricing
- ☒ Page 36 – Exhibit C: Pricing Proposal (Individual) **Not Applicable**
- ☒ Page 37 - Exhibit D: Pricing Proposal (Firm/Organization)
- ☒ Respondent recognizes that all proposals must be submitted electronically through Public Purchase by the RFP due date and time. All other forms of submissions will be deemed nonresponsive and will not be opened or considered.

**ATTACHMENT I:
INSTRUCTIONS FOR PROPOSALS COMPLIANCE AND SUBMITTAL**

Compliance with the Solicitation

Submissions must be in strict compliance with this solicitation. Failure to comply with all provisions of the solicitation may result in disqualification.

Acknowledgment of Insurance Requirements

By signing its submission, Offeror acknowledges that it has read and understands the insurance requirements for the submission. Offeror also understands that the evidence of required insurance may be requested to be submitted within ten (10) working days following notification of its offer being accepted; otherwise, NCTCOG may rescind its acceptance of the Offeror's proposals. The insurance requirements are outlined in Section 6.04.

Name of Organization/Contractor(s):

Civic Initiatives, LLC

Signature of Authorized Representative:



Date: 11/17/2021

**ATTACHMENT II:
CERTIFICATIONS OF OFFEROR**

Name of Organization/Contractor(s):

Civic Initiatives, LLC

Signature of Authorized Representative:



Date: 11/17/2021

**ATTACHMENT III:
CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS**

This certification is required by the Federal Regulations Implementing Executive Order 12549, Debarment and Suspension, 45 CFR Part 93, Government-wide Debarment and Suspension, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668, 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned certifies, to the best of his or her knowledge and belief, that both it and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency;
2. Have not within a three-year period preceding this contract been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or Local) transaction or contract under a public transaction, violation of federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification, or destruction of records, making false Proposals, or receiving stolen property;
3. Are not presently indicated for or otherwise criminally or civilly charged by a government entity with commission of any of the offense enumerated in Paragraph (2) of this certification; and,
4. Have not within a three-year period preceding this contract had one or more public transactions terminated for cause or default.

Where the prospective recipient of federal assistance funds is unable to certify to any of the qualifications in this certification, such prospective recipient shall attach an explanation to this certification form.

Name of Organization/Contractor(s):

Civic Initiatives, LLC

Signature of Authorized Representative:



Date: 11/17/2021

ATTACHMENT IV: RESTRICTIONS ON LOBBYING

Section 319 of Public Law 101-121 prohibits recipients of federal contracts, grants, and loans exceeding \$100,000 at any tier under a federal contract from using appropriated funds for lobbying the Executive or Legislative Branches of the federal government in connection with a specific contract, grant, or loan. Section 319 also requires each person who requests or receives a federal contract or grant in excess of \$100,000 to disclose lobbying.

No appropriated funds may be expended by the recipient of a federal contract, loan, or cooperative agreement to pay any person for influencing or attempting to influence an officer or employee of any federal executive department or agency as well as any independent regulatory commission or government corporation, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any of the following covered federal actions: the awarding of any federal contract, the making of any federal grant, the making of any federal loan the entering into of any cooperative agreement and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

As a recipient of a federal grant exceeding \$100,000, NCTCOG requires its subcontractors of that grant to file a certification, set forth in Appendix B.1, that neither the agency nor its employees have made, or will make, any payment prohibited by the preceding paragraph.

Subcontractors are also required to file with NCTCOG a disclosure form, set forth in Appendix B.2, if the subcontractor or its employees have made or have agreed to make any payment using nonappropriated funds (to include profits from any federal action), which would be prohibited if paid for with appropriated funds.

**LOBBYING CERTIFICATION
FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS**

The undersigned certifies, to the best of his or her knowledge or belief, that:

1. No federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an officer or employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal loan, the entering into of any cooperative Contract, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative contract; and
2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, and or cooperative contract, the undersigned shall complete and submit Standard Form – LLL, “Disclosure Form to Report Lobbying”, in accordance with the instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers and that all sub-recipients shall certify accordingly.

Name of Organization/Contractor(s):

Civic Initiatives, LLC

Signature of Authorized Representative:



Date: 11/17/2021

**ATTACHMENT V:
DRUG-FREE WORKPLACE CERTIFICATION**

The Civic Initiatives, LLC (company name) will provide a Drug Free Work Place in compliance with the Drug Free Work Place Act of 1988. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited on the premises of the Civic Initiatives, LLC (company name) or any of its facilities. Any employee who violates this prohibition will be subject to disciplinary action up to and including termination. All employees, as a condition of employment, will comply with this policy.

CERTIFICATION REGARDING DRUG-FREE WORKPLACE

This certification is required by the Federal Regulations Implementing Sections 5151-5160 of the Drug-Free Workplace Act, 41 U.S.C. 701, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668 and 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned subcontractor certifies it will provide a drug-free workplace by:

Publishing a policy Proposal notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace and specifying the consequences of any such action by an employee;

Establishing an ongoing drug-free awareness program to inform employees of the dangers of drug abuse in the workplace, the subcontractor's policy of maintaining a drug-free workplace, the availability of counseling, rehabilitation and employee assistance programs, and the penalties that may be imposed on employees for drug violations in the workplace;

Providing each employee with a copy of the subcontractor's policy Proposal;

Notifying the employees in the subcontractor's policy Proposal that as a condition of employment under this subcontract, employees shall abide by the terms of the policy Proposal and notifying the subcontractor in writing within five days after any conviction for a violation by the employee of a criminal drug abuse statute in the workplace;

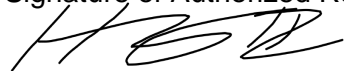
Notifying the Board within ten (10) days of the subcontractor's receipt of a notice of a conviction of any employee; and,

Taking appropriate personnel action against an employee convicted of violating a criminal drug statute or requires such employee to participate in a drug abuse assistance or rehabilitation program.

Name of Organization/Contractor(s):

Civic Initiatives, LLC

Signature of Authorized Representative:



Date: 11/17/2021

**ATTACHMENT VI:
CERTIFICATION REGARDING DISCLOSURE OF CONFLICT OF INTEREST**

The undersigned certifies that, to the best of his or her knowledge or belief, that:

"No employee of the contractor, no member of the contractor's governing board or body, and no person who exercises any functions or responsibilities in the review or approval of the undertaking or carrying out of this contract shall participate in any decision relating to this contract which affects his/her personal pecuniary interest.

Executives and employees of contractor shall be particularly aware of the varying degrees of influence that can be exerted by personal friends and associates and, in administering the contract, shall exercise due diligence to avoid situations which give rise to an assertion that favorable treatment is being granted to friends and associates. When it is in the public interest for the contractor to conduct business with a friend or associate of an executive or employee of the contractor, an elected official in the area or a member of the North Central Texas Council of Governments, a permanent record of the transaction shall be retained.

Any executive or employee of the contractor, an elected official in the area or a member of the NCTCOG, shall not solicit or accept money or any other consideration from a third person, for the performance of an act reimbursed in whole or part by contractor or Department. Supplies, tools, materials, equipment or services purchased with contract funds shall be used solely for purposes allowed under this contract. No member of the NCTCOG shall cast a vote on the provision of services by that member (or any organization which that member represents) or vote on any matter which would provide a direct or indirect financial benefit to the member or any business or organization which the member directly represents".

No officer, employee or paid consultant of the contractor is a member of the NCTCOG.

No officer, manager or paid consultant of the contractor is married to a member of the NCTCOG.

No member of NCTCOG directly owns, controls or has interest in the contractor.

The contractor has disclosed any interest, fact, or circumstance that does or may present a potential conflict of interest.

No member of the NCTCOG receives compensation from the contractor for lobbying activities as defined in Chapter 305 of the Texas Government Code.

Should the contractor fail to abide by the foregoing covenants and affirmations regarding conflict of interest, the contractor shall not be entitled to the recovery of any costs or expenses incurred in relation to the contract and shall immediately refund to the North Central Texas Council of Governments any fees or expenses that may have been paid under this contract and shall further be liable for any other costs incurred or damages sustained by the NCTCOG as it relates to this contract.

Name of Organization/Contractor(s):

Civic Initiatives, LLC

Signature of Authorized Representative:



Date: 11/17/2021

CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

FORM CIQ

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

1 Name of vendor who has a business relationship with local governmental entity.

2 ☐ Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

Name of Officer

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

☐ Yes ☐ No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

☐ Yes ☐ No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

6 ☐ Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7

Signature of vendor doing business with the governmental entity

Date

**ATTACHMENT VII:
CERTIFICATION OF FAIR BUSINESS PRACTICES**

That the submitter has not been found guilty of unfair business practices in a judicial or state agency administrative proceeding during the preceding year. The submitter further affirms that no officer of the submitter has served as an officer of any company found guilty of unfair business practices in a judicial or state agency administrative during the preceding year.

Name of Organization/Contractor(s):

Civic Initiatives, LLC

Signature of Authorized Representative:



Date: 11/17/2021

**ATTACHMENT VIII:
CERTIFICATION OF GOOD STANDING
TEXAS CORPORATE FRANCHISE TAX CERTIFICATION**

Pursuant to Article 2.45, Texas Business Corporation Act, state agencies may not contract with for profit corporations that are delinquent in making state franchise tax payments. The following certification that the corporation entering into this offer is current in its franchise taxes must be signed by the individual authorized on Form 2031, Corporate Board of Directors Resolution, to sign the contract for the corporation.

The undersigned authorized representative of the corporation making the offer herein certified that the following indicated Proposal is true and correct and that the undersigned understands that making a false Proposal is a material breach of contract and is grounds for contract cancellation.

Indicate the certification that applies to your corporation:

X _____ The Corporation is a for-profit corporation and certifies that it is not delinquent in its franchise tax payments to the State of Texas.

_____ The Corporation is a non-profit corporation or is otherwise not subject to payment of franchise taxes to the State of Texas.

Type of Business (if not corporation): ☐ Sole Proprietor

☐ Partnership

☐ Other

Pursuant to Article 2.45, Texas Business Corporation Act, the North Central Texas Council of Governments reserves the right to request information regarding state franchise tax payments.

Harry Pape, Chief Financial Officer
(Printed/Typed Name and Title of Authorized Representative)

Signature

Date: 11/17/2021

**ATTACHMENT IX:
HISTORICALLY UNDERUTILIZED BUSINESSES, MINORITY OR WOMEN-OWNED OR DISADVANTAGED
BUSINESS ENTERPRISES**

Historically Underutilized Businesses (HUBs), minority or women-owned or disadvantaged businesses enterprises (M/W/DBE) are encouraged to participate in the solicitation process. Representatives from HUB companies should identify themselves and submit a copy of their certification.

NCTCOG recognizes the certifications of both the State of Texas Program and the North Central Texas Regional Certification Agency. Companies seeking information concerning HUB certification are urged to contact:

State of Texas HUB Program
Texas Comptroller of Public Accounts
Lyndon B. Johnson State Office Building
111 East 17th Street
Austin, Texas 78774
(512) 463-6958
<http://www.window.state.tx.us/procurement/prog/hub/>

Local businesses seeking M/W/DBE certification should contact:

North Central Texas Regional Certification Agency
624 Six Flags Drive, Suite 100
Arlington, TX 76011
(817) 640-0606
<http://www.nctrca.org/certification.html>

Submitter must include a copy of its minority certification documentation as part of this solicitation.

If your company is already certified, attach a copy of your certification to this form and return with your proposal.

Indicate all that apply:

_____ Minority-Owned Business Enterprise

_____ Women-Owned Business Enterprise

_____ Disadvantaged Business Enterprise

ATTEST TO Attachments of Certification:

Authorized Signature

Typed Name

Date

Subscribed and sworn to before me this _____ day of _____ (month), 20__ in

_____ (city), _____ (county), _____ (state).

SEAL

Notary Public in and for _____ (County),
State of _____ Commission expires: _____

**ATTACHMENT X:
PROHIBITED TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT
CERTIFICATION**

This RFP and any resulting Contract is subject to the Public Law 115-232, Section 889, and 2 Code of Federal Regulations (CFR) Part 200, including §200.216 and §200.471, for prohibition on certain telecommunications and video surveillance or equipment.

Public Law 115-232, Section 889, identifies that restricted telecommunications and video surveillance equipment or services (e.g. phones, internet, video surveillance, cloud servers) include the following:

- A) Telecommunications equipment that is produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliates of such entities).
- B) Video surveillance and telecommunications equipment produced by Hytera Communications Corporations, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliates of such entities).
- C) Telecommunications or video surveillance services used by such entities or using such equipment.
- D) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, Director of the National Intelligence, or the Director of the Federal Bureau of Investigation reasonably believes to be an entity owned or controlled by the government of a covered foreign country.

The entity identified below, through its authorized representative, hereby certifies that no funds under this RFP or any resulting Contract will be obligated or expended to procure or obtain telecommunication or video surveillance services or equipment or systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as a critical technology as part of any system prohibited by 2 CFR §200.216 and §200.471, or applicable provisions in Public Law 115-232 Section 889.

☒ The Respondent hereby certifies that it does comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.

SIGNATURE OF AUTHORIZED
PERSON:



NAME OF AUTHORIZED PERSON:

Harry Pape, CFO

NAME OF COMPANY:

Civic Initiatives, LLC

DATE:

11/17/2021

-OR-

☐ The Respondent hereby certifies that it cannot comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.

SIGNATURE OF AUTHORIZED PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

H. Exhibit A – Service Areas

EXHIBIT A
Service Area Designation Forms

RFP 2021-083	Texas Service Area Designation or Identification		
Proposer Name:	Civic Initiatives, LLC		
Notes:	Indicate in the appropriate box whether you are proposing to service the entire State of Texas		
	Will service the entire State of Texas	Will not service the entire State of Texas	
	X		
	If you are not proposing to service the entire State of Texas, designate on the form below the regions that you are proposing to provide goods and/or services to. By designating a region or regions, you are certifying that you are willing and able to provide the proposed goods and services.		
Item	Region	Metropolitan Statistical Areas	Designated Service Area
1.	North Central Texas	16 counties in the Dallas-Fort Worth Metropolitan area	
2.	High Plains	Amarillo Lubbock	
3.	Northwest	Abilene Wichita Falls	
4.	Upper East	Longview Texarkana, TX-AR Metro Area Tyler	
5.	Southeast	Beaumont-Port Arthur	
6.	Gulf Coast	Houston-The Woodlands-Sugar Land	
7.	Central Texas	College Station-Bryan Killeen-Temple Waco	
8.	Capital Texas	Austin-Round Rock	
9.	Alamo	San Antonio-New Braunfels Victoria	
10.	South Texas	Brownsville-Harlingen Corpus Christi Laredo McAllen-Edinburg-Mission	
11.	West Texas	Midland Odessa San Angelo	
12.	Upper Rio Grande	El Paso	

RFP 2021-083	Nationwide Service Area Designation or Identification Form						
Proposer Name:	Civic Initiatives, LLC						
Notes:	<p>Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States.</p> <table border="1"> <tr> <td>Will service all Fifty (50) States</td> <td>Will not service Fifty (50) States</td> </tr> <tr> <td>X</td> <td></td> </tr> </table> <p>If you are not proposing to service to all Fifty (50) States, then designate on the form below the States that you will provide service to. By designating a State or States, you are certifying that you are willing and able to provide the proposed goods and services in those States.</p> <p>If you are only proposing to service a specific region, metropolitan statistical area (MSA), or city in a State, then indicate as such in the appropriate column box.</p>			Will service all Fifty (50) States	Will not service Fifty (50) States	X	
Will service all Fifty (50) States	Will not service Fifty (50) States						
X							
Item	State	Region/MSA/City	Designated as a Service Area				
1.	Alabama						
2.	Alaska						
3.	Arizona						
4.	Arkansas						
5.	California						
6.	Colorado						
7.	Connecticut						
8.	Delaware						
9.	Florida						
10.	Georgia						
11.	Hawaii						
12.	Idaho						
13.	Illinois						
14.	Indiana						
15.	Iowa						
16.	Kansas						
17.	Kentucky						
18.	Louisiana						
19.	Maine						

20.	Maryland		
21.	Massachusetts		
22.	Michigan		
23.	Minnesota		
24.	Mississippi		
25.	Missouri		
26.	Montana		
27.	Nebraska		
28.	Nevada		
29.	New Hampshire		
30.	New Jersey		
31.	New Mexico		
32.	New York		
33.	North Carolina		
34.	North Dakota		
35.	Ohio		
36.	Oregon		
37.	Oklahoma		
38.	Pennsylvania		
39.	Rhode Island		
40.	South Carolina		
41.	South Dakota		
42.	Tennessee		
43.	Texas		
44.	Utah		
45.	Vermont		
46.	Virginia		
47.	Washington		
48.	West Virginia		
49.	Wisconsin		
50.	Wyoming		

I. Addenda



**ADDENDUM TO THE
REQUEST FOR PROPOSALS
North Central Texas Council of Governments
Public Sector Procurement Consulting Services**

ADDENDUM NO. 1

DATE ISSUED: November 4, 2021

**REQUEST FOR PROPOSALS NUMBER: NCT-2021-083
ORIGINAL RFP SUBMISSION DATE: November 23, 2021
REVISED RFP SUBMISSION DATE: December 2, 2021**

RFP NCT-2021-043, dated October 25, 2021, is hereby amended to incorporate in full text the following provisions:

The solicitation schedule for this RFP has herby been amended as follows:


Section 3.5 Solicitation Schedule:

RFP Issued	October 25, 2021	
Pre-Proposal Conference	November 10, 2021	2:00 PM CST
Inquiry Period Ends	November 23, 2021	5:00 PM CST
Proposal Due Date	December 2, 2021	2:00 PM CST
Executive Board Meeting	January 2021	
Anticipated Start Date	January 2021	

Brent Moll
Buyer II

Proposers: Please acknowledge and return a copy of this Addendum with your proposal.

COMPANY NAME: Civic Initiatives, LLC

SIGNATURE: 

NOTE: Company name and signature must be the same as on the RFP documents.



**ADDENDUM TO THE
REQUEST FOR PROPOSALS
North Central Texas Council of Governments
Public Sector Procurement Consulting Services**

ADDENDUM NO. 2

DATE ISSUED: November 10, 2021

**REQUEST FOR PROPOSALS NUMBER: NCT-2021-083
ORIGINAL RFP SUBMISSION DATE: November 23, 2021
REVISED RFP SUBMISSION DATE: December 2, 2021**

RFP NCT-2021-083, dated October 25, 2021, is hereby amended to incorporate in full text the following provisions:

- **Section 7.0: Instructions for Respondents**
To eliminate confusion, NCTCOG/SHARE has elected to remove the following question from Section 7.0 Tab D, Technical Proposal: *Can you provide references for procurement projects similar to ours?*
- **Attachment VI Certification Regarding Disclosure of Conflict of Interest**
Remove Attachment VI Certification Regarding Disclosure of Conflict of Interest, Conflict of Interest Questionnaire and replace with the attached Conflict of Interest Questionnaire (REVISED) included in this Addendum #2.

Brent Moll
Buyer II

Proposers: Please acknowledge and return a copy of this Addendum with your proposal.

COMPANY NAME: Civic Initiatives, LLC

SIGNATURE: _____

NOTE: Company name and signature must be the same as on the RFP documents.

J. Additional Attachments

a. Resumes

b. Sample Work Products

a. Resumes

DUSTIN LANIER

7000 N Mopac Expressway, Suite 200, Austin, TX 78731

☎ 512-523-4834 | 📞 512-653-0055 | ✉ dlanier@civicinitiatives.com

PROFESSIONAL SUMMARY

Founder and principal consultant of Civic Initiatives, LLC. Experienced professional with over 15 years of leadership in large scale organizational change in public sector initiatives of national significance. Responsible for the strategy, direction and outcomes of client engagements, with a focus on innovative procurement, program maturity assessments and oversight, optimizing the contract portfolio, and managing vendor relationships. Lanier has personally established and led company projects in 30 states.

Key Skills

- State Scale Procurement Leadership
 - Creative Problem Solver
 - Legislative and Key Stakeholder Relations
 - Organizational Transformation
 - Technology Strategy
-

PROFESSIONAL EXPERIENCE

CIVIC INITIATIVES

10/2010 – Present

Founder, Principal Consultant

Guide and provide expertise to public sector procurement and technology organizations to enable them implement strategies for continuous improvement or transformation.

Key Accomplishments

- Founded a successful national practice with multiple employees to work with state and local clients on assessment and transformation efforts, with a focus on program maturity assessments, business process reengineering, and transforming procurement through optimizing the contract portfolio and the use of eProcurement systems.
 - Grown from a single founder, Civic Initiatives has grown to 16 employees with positive year over year growth each year and has maintained both national leadership and financial stability through growth.
 - Led multiple assessments of a state's procurement organization to determine strategic capacity and readiness for eProcurement. Leading development of new procurement and contract administration practices, requirement development and strategy for eProcurement, and support of business process redesign necessary to accomplish outcomes from tools.
 - Led multiple assessments of a state's organizational model regarding information technology acquisitions, and successfully reconciled divergent views to establish cohesive transformation plans.
 - Led development of staffing models and transition to new organizational approach to technology acquisition.
 - Creation of a proprietary process to support states in creation of internal spend management programs, with an emphasis on support of staff capabilities, savings generation and calculation, and support of future automation through eProcurement.
 - Creation of an extended training methodology for procurement professionals, designed to support a step program for professional development, and also to support nuanced delegation and certification models.
-

STATE OF TEXAS

10/2007 – 10/2010

COUNCIL ON COMPETITIVE GOVERNMENT

Executive Director

Director of the Council on Competitive Government, a managed service procurement group that reported directly to state leadership.

Key Accomplishments

- Led the reengineering of a government program responsible for identifying and acting on opportunities to innovate in state government through new contracting approaches and improved business methods. The Council approach to identifying state services and largescale contracting is unique across the nation.
 - Responsible for independently solving problems in a variety of contract issues and for making strategic determinations to maximize the opportunity for competitive bidding and negotiations.
 - Expanded the use of CCG contracts with an annual spend value over \$64M, producing biennial savings over \$37M in the 2010-2011, and over \$10M in new savings for future biennium
-

- Drove creative, successful solutions from concept to contract in a wide-ranging array of government operations, including energy, fuel, fleet, print, mail, software licensing, document imaging, payment cards, GIS and contingent labor. Implemented a variety of solutions that were individual and appropriate to the market space.
- Recognized for innovative efforts through written articles about successes in GIS data acquisition, fleet sharing, and establishing state print shops as internal service providers.

STATE OF TEXAS
DEPARTMENT OF INFORMATION RESOURCES
Director of Strategic Initiatives

01/2004 – 09/2007

As Deputy CIO, Lanier was responsible for IT Governance, oversight redesign, and strategic plan development.

Key Accomplishments

- Led division chartered to develop statewide technology policy, to strategically plan for statewide technology standards integration, and to maximize the value of current and future state technology investments.
- Developed vision and construction of key arguments in three state strategic plans and two biennial performance reports, which resulted in many fundamental transformations in the Texas public sector.
- Architected major technology legislative packages; developed and supported safe passage of HB 1516, 79th Legislature, the legislation that enabled the key powers and authority of DIR regarding state technology centers, state commodity purchasing and the Texas Project Delivery Framework.
- Instituted new outreach vehicles, including focus and working groups, searchable document libraries, email channels and interest group liaison activities. Created constituent-focused services models.

STATE OF TEXAS
OFFICE OF THE GOVERNOR
Special Assistant for Technology Policy

09/2002 – 12/2003

As Special Assistant for Technology Policy, coordinated technology policy initiatives across state agencies.

Key Accomplishments

- Developed strong experience in research and policy development, including the importance of stakeholder involvement and the intricacies of the state legislative and budgetary process.
- Developed and brokered SB 1701, 78th Legislature, a significant piece of technology legislation to assign new responsibilities and accountability expectations to the Department of Information Resources.
- Played significant role in the funding and thereby the establishment the state LEARN project, a high-speed research and education network used to connect Texas universities for improved research and collaboration

Other Work Experience – *Other Work Experience – Product Planning, Rome Corporation, 2002; Technology Partner Business Development, Acuity 1998-2000; Co-Founder, networker.com, 2000-2002; Political Consulting Engagements (Various), Austin, TX 1994 – 1998; Policy Analyst, Instituto Libertad y Desarrollo, 1993*

EDUCATION

Bachelor of Arts in Public Policy Studies, Duke University, Durham, NC, May 1993

Bachelor of Arts in Comparative Areas, Studies Latin America, Duke University, Durham, NC, May 1993

CERTIFICATIONS

Certified Public Procurement Officer (CPPO), UPPCC

PUBLICATIONS AND PRESENTATIONS

Procurement Agility, National Association of Educational Procurement, December 2020

Procurement's Role in the New Normal, National Institute of Governmental Purchasing Conference, August 2020

Procurement as a Strategic Asset, National Association of State Chief Administrative Officers, May 2019

DERREK DAVIS

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PROFESSIONAL SUMMARY

Engagement Manager and Procurement Assessment Practice Lead with over 10 years of experience driving large-scale transformation of procurement practices for over 40 State, University and Local government entities. Industry experience in operational, organizational and technology evaluation of public programs and implementation of projects necessary to establish leading practices and drive innovation in procurement. Manage research, development and management of agency and statewide procurements from concept to contract. Trusted advisor and thought leader.

Key Skills

- | | | |
|---------------------------------------|--|---|
| • Operations Management | • Policy/Procedure Optimization | • Stakeholder Management |
| • Program Evaluation & Transformation | • Procurement Automation | • Requirements Elicitation |
| • Project/Portfolio Management | • Strategic Sourcing & Category Management | • Solicitation Development & Management |
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PROFESSIONAL EXPERIENCE

CIVIC INITIATIVES (2011 – 2021)

Engagement Manager & Procurement Assessment Practices Lead

Manage full portfolio of client engagements ensuring that all projects and resources are actively managed and all projects are meeting client expectations for scope, schedule and deliverables. Lead procurement assessment engagements, providing expertise and implementation support to public sector procurement organizations to enable them to transform their procurement operations.

Key Accomplishments

- Managed the successful delivery of over 100 consulting engagements
 - Led assessments for 27 State, University and Local public sector procurement organizations
 - Managed the development of over 15 agency and statewide solicitations with an estimated value in excess of \$150m in total acquisition costs
 - Drafted a Procurement Manual for 6 State central procurement offices, providing external guidance to customers on policies, procedures, roles and responsibilities
 - Supported the implementation of transformation projects for clients leading to improved efficiency, effectiveness and automation of procurement practices
 - Supported the development of nationally utilized, cutting edge models, methodologies, approaches and processes used in consulting practice
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COUNCIL ON COMPETITIVE GOVERNMENT (2008 – 2011)

Procurement Manager

Led the reengineering of State government programs through the research, development and execution of statewide solicitations, utilizing innovative contracting approaches and improved business methods.

Key Accomplishments

- Reengineered 10 State government programs through development and execution of cutting edge solicitations
 - Analyzed over \$100m in statewide spend and developed category reports for state services for presentation to Council and use in development of solicitations.
 - Managed statewide stakeholder groups to gather detailed information on expenditures, processes, and outcomes associated with state services categories.
 - Coordinated with state agency and local government experts to develop detailed matrices and charts to establish key performance indicators and performance metrics for use in tracking operational outcomes to be achieved by service providers.
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Additional Work Experience - *Senior Information Systems Auditor, Office of the Comptroller, State of Texas, 2005 – 2008; Information Resource Planner, Office of the Comptroller, State of Texas, 2001 – 2005; Assistant Financial Budget Analyst, Department of Finance, State of California, 2000 – 2001*

EDUCATION

Master of Arts in International Affairs, CSU, Sacramento – 2001

Bachelor of Arts in Government, CSU Sacramento – 1994

CERTIFICATIONS

Certified Procurement Professional, NIGP - 2021

Certified Public Procurement Buyer, UPPCC – 2014

Project Management Professional, PMI - 2003

LISA ROLIK

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PROFESSIONAL SUMMARY

Client Success Practice Lead and Senior Procurement Process Consultant with over 10 years of public sector procurement experience. Through leadership roles in procurement and contract management for the State of Nebraska, Rolik gained a strong experience in developing clear contract management processes and procurement strategies for a variety of governmental missions, including health and human services, law enforcement and state level category purchasing. At Civic Initiatives, Rolik is the Client Success Practice Lead who worked to design and implement Civic Initiative's Client Success Practice, and currently oversees the arc of client engagement through to project closeout, working to ensure client satisfaction and project success. As a senior procurement process consultant, Rolik supports assessment and transformation efforts in establishment of contract management programs and success of procurement transformation efforts as well as supports eProcurement implementation through training development and deployment.

Key Skills

- | | | |
|-------------------------------------|--|---------------------------------|
| • Program Assessment & Gap Analysis | • Procurement Manual/Contract Management Guides - Design and Development | • Training/Certification Models |
| • Policy/Procedure Optimization | | • eProcurement Training |
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PROFESSIONAL EXPERIENCE

CIVIC INITIATIVES (2017 – Present)

Client Success Practices Lead/Senior Procurement Process Consultant

Oversees the arc of client engagement through to project closeout, focusing on client satisfaction and project success. Lead procurement assessment engagements, providing expertise and implementation support to public sector procurement organizations to enable them to transform their procurement operations. Creates end-user process guides and extensive training for agencies to ensure understanding and adoption of relevant best practices and improvement of staff competencies.

Key Accomplishments

- Supported the implementation of a new Integrated Contract Management Practice for the State of Missouri, including creation of a new Contract Management Guide, associated templates, and supporting training and tracking processes
- Designed and built the eProcurement training to deploy to the State of Connecticut agencies and local government entities
- Created a Services Contracts and Grant Management Guide for the State of Nebraska, DHHS-Division of Behavioral Health, and a Procurement & Contract Management Manual for the State of Maine; drafted a Contracting 101 Playbook for the University of Colorado Systems providing guidance to clients on policies, procedures, roles and responsibilities
- Supported the implementation of transformation projects for clients leading to improved efficiency and effectiveness of procurement practices

STATE OF NEBRASKA, DHHS-DIVISION OF BEHAVIORAL HEALTH (2014 – 2017)

Program Manager II

Responsible for overseeing the administration of the Division's services contracts and subawards for Community-Based Services and its three regional centers, managing all Request for Proposals, amendments, renewals and extensions.

Key Accomplishments

- Directed contract managers on amendment language to resolve a variety of contract issues and made strategic determinations to maximize the opportunity for competitive bidding and negotiations for future agreements.
 - Responsible for developing and delivering Contract Management Training to all division Contract Managers including the Community-Based Services Section and the three regional centers. Created additional trainings and workshops as needed to train staff (i.e. Contract Insurance Requirements workshop, Payment and Financial Center (EnterpriseOne) Processes, etc).
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- As Division's Continuity of Operations (COOP) Coordinator, developed and maintained the division's COOP plan, creating and facilitating table-top exercises, ensuring COOP compliance, and managed interagency and external Memorandums of Agreement
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STATE OF NEBRASKA, NEBRASKA STATE PATROL (2012 – 2014)**Buyer**

Primarily responsible for procurement of services. Educated agency's divisions and vendors in the procurement process.

Key Accomplishments

- Managed Request for Proposals through to awarding to vendors on schedule for two high-profile projects: Records Management System (RMS) and AFIS Fingerprinting System.
 - Created agency's Purchasing Procurement Guide to distribute to agency's divisions to assist with training agency's employees on purchasing processes and policies.
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STATE OF NEBRASKA, STATE PURCHASING BUREAU (2010 – 2012)**Buyer**

Primarily responsible for procurement of commodities supporting State Patrol, Game & Parks, and Department of Roads. Educated State agencies, vendors and general public in the procurement process.

Key Accomplishments

- Selected from team of buyers to support development of high-profile Request for Information (State ERP replacement) and special projects (Employee Health Benefits and eProcurement Module).
 - Certified in Achieve Global Training to lead Leadership and Service Training Programs at the Deliver and Develop Levels.
-

EDUCATION

Master of Public Administration, Bellevue University

Bachelor of Arts in Economics, University of Nebraska - Lincoln

CERTIFICATIONS

AchieveGlobal Trainer - 2012

CHARLENE DANIEL

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PROFESSIONAL SUMMARY

Charlene Daniel is an experienced procurement professional with over sixteen years of service spanning several statewide procurement programs in Texas and over fifteen public entities nationwide. Prior to joining Civic Initiatives, Charlene managed multiple teams in the Strategic Sourcing Division and Statewide Procurement Divisions of the Texas Comptroller's Office. She specializes in developing, implementing and managing eProcurement systems; designing plans for successful eProcurement system deployments, as well as assessing contracts and procurement operations.

Key Skills

- | | | |
|---------------------------------|----------------------------------|-------------------------------------|
| • Program and System Assessment | • Program and Project Management | • Contract Management |
| • Policy Optimization | • Strategic Sourcing | • Quality Assurance |
| • eProcurement System Design | • Vendor Management | • Procurement Life Cycle Management |

PROFESSIONAL EXPERIENCE

CIVIC INITIATIVES

Procurement Automation Practice Lead

Guide and provide expertise to public sector procurement and technology organizations to enable them to implement successful eProcurement systems and optimize their procurement operations.

Key Accomplishments

- State of Texas – Department of Information Resources – Served on the project team to assess the state technology agency's progress in reorganizing its procurement and contract management functions. CPO sought to standardize processes that establish and manage more than 750 IT contracts with approximately \$2B spend per year. The team also produced a current state brief and identified success factors to identify opportunities for improvement in procurement operations and provide recommended strategies for achieving them.
- Texas 2036 – Worked with a non-profit Texas organization to review current technology trends and propose a vision for Texas in its biennial year (2036) which describes the technologies, practices and policies that are needed to strengthen citizen access to services, bolster informed decision-making, increase transparency, and improve the speed and quality services to citizens.
- State of Minnesota – Department of Administration (Admin), Office of State Procurement (OSP) – Led the Civic Initiatives team that assessed the state's eProcurement needs and the suitability of proposed upgrades to the existing system and offered alternative solutions.
- State of Texas – Health and Human Services Commission (HHSC) – Supported an independent assessment of HHSC procurement and contracting practices (people, processes, governance and technology). Developed a future procurement operating model and a roadmap with prioritized implementation projects, based on complexity, risk, cost, and benefit.
- State of Oregon – Department of Administrative Services (DAS), Procurement Services (PS) – Performed a comprehensive fit-gap analysis for the state's procurement automation options.
- State of Washington – One Washington Project – Assessed the state's procurement automation readiness and provided prioritized project plans to improve overall readiness.
- State of Washington – Department of Enterprise Services (DES) – Developed a comprehensive set of procurement automation requirements, and reconciled them against third-party requirements for procurement in an ERP. Assisted the state in developing demo scripts and criteria for evaluating proposed solutions.
- State of Florida – Department of Administrative Services (DAS) – Assisted the state in developing their solicitation (ITN) documents for a new procurement automation and online marketplace solution.
- State of North Dakota – Assisted the state in assessing their needs for procurement automation and developing a framework for requesting resources to support their needs.
- University of Wisconsin – Provided quality assurance services and performed risk assessments on the university's deployment of its eProcurement solution.

STATE OF TEXAS, Comptroller of Public Accounts

Manager of Strategic Initiatives and Systems Support
Key Accomplishments

- Oversaw requirements gathering, design and implementation of purchasing functions in an eProcurement system.
- Led highly complex strategic initiatives for the statewide procurement division and ensure customer expectations are met.
- Provided guidance to staff and the community regarding contract management/administration, policies and procedures; as well as solutions to related issues for stakeholders.
- Managed the effective use and improvement of statewide technical systems (eProcurement) support teams handling over \$500 million in transactions per year.
- Managed the best-in-class state of Texas' Vendor Performance Tracking System.
- Developed highly effective strategic, contingency, and succession plans for the division.
- Managed and prioritized resources (including division staff) for multiple projects to ensure that critical deadlines and expectations are met while maintaining a high-quality work product.
- Oversaw solicitation development, contract implementation and negotiation of terms and pricing on major state contracts (\$50 million-\$200 million per year).
- Conducted needs analyses and risk assessments to understand the interrelation and interdependency of statewide procurement and contracting practices to determine requirements for major contract solicitations.
- Designed, implemented and maintained robust systems for tracking programs goals, policies, processes, procedures and performance measures. Proactively identified risks and implemented innovative mitigation solutions.
- Served as division legislative liaison; reviewing proposed legislation and writing impact analyses and draft legislation related to significant procurement reform initiatives.

STATE OF TEXAS, Comptroller of Public Accounts
Contract Administration Manager
Key Accomplishments

- Managed highly complex strategic sourcing projects while meeting all deadlines.
- Prepared complex written reports on assigned categories based on extensive research and data analysis.
- Oversaw the operations and activities of monitoring contract performance.
- Developed and delivered training to procurement officers and contractors on procurement systems and policies.
- Conducted needs analyses, interviews, risk assessments, presentations and meetings.
- Translated large amounts of complex agency financial data into accurate and concise reports for stakeholders.
- Evaluated risk, assessed savings opportunities, prepared market forecasts, and other reports concerning the supply market and made recommendations.

EDUCATION

Bachelor of Arts, Government, University of Texas at Austin, 2005

Master of Public Administration, University of Texas at Arlington 2009

CERTIFICATIONS

Certified Procurement Professional (NIGP-CPP), NIGP, February 2021-Present

Certified Public Procurement Officer (CPPO), UPPCC, May 2017-Present

Certified Electronic Procurement Professional (CEPP), IPSCMI, March 2018-Present

Certified Texas Contract Manager (CTCM), Texas CPA, Sep 2014-2019

Certified Texas Procurement Manager (CTPM), Texas CPA, Sep 2014-2019

TERENCE “WOODY” FLUHARTY

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PROFESSIONAL SUMMARY

A highly experienced procurement professional with over fifteen years of service leading category management, strategic sourcing and spend analytics programs in over 20 State, County, Local, and Higher Education public entities. Woody specializes in (1) leading and managing the entire life cycle of high dollar contracts including category analysis, risk assessment, solicitation creation, negotiations and vendor management; (2) knowledge of strategic sourcing principles including extensive experience in category/commodity strategy, spend analysis, benchmarking, cost models and demand management; and, (3) analyzing massive data sets focused on mining pertinent business intelligence to drive cost reduction strategies.

Key Skills

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|--|----------------------------|----------------------|
| • Strategic Sourcing and Category Management | • Program Management | • Data Analysis |
| • High Dollar Negotiations | • eMarketplace Development | • Data Management |
| • Procurement Lifecycle | • Catalog Integration | • Data Visualization |

PROFESSIONAL EXPERIENCE

CIVIC INITIATIVES (2014 – present)

Senior Procurement Data Consultant and Practice Lead

Developed category management programs involving the use of spend analytics, market research, contract assessment, benchmarking, and other techniques to develop category strategies and recommendations. Led and conducted large-scale analytics efforts involving cleansing, standardization, categorization, and enrichment of massive spend data files. Assessed client contract portfolios in the development of eProcurement marketplaces and catalogs.

Key Accomplishments

- Led the delivery of spend analytics reports for over 15 public sector clients. The reports are designed to provide cleansed and categorized spend datasets using advanced visualization techniques making it easy to consume for the client. In total, has analyzed over \$300B in spend over 20+ million rows of paid voucher, purchase order, and Pcard data.
- Performed data management assessments designed to measure the relative health and quality of the client's spend data. The data integrity checks are a full 360-degree diagnostic that looks at several key data characteristics such as accuracy, completeness, consistency, conformity, and timeliness.
- Led the development of category management practices in the states of Ohio, Missouri, Kentucky, and Rhode Island as well as the University of Colorado System. Work has involved mentoring client staff on category management and strategic sourcing practices as well as the development of tools to assist in the practical application of those techniques.
- Developed category reports and opportunity assessments used in the development of spend category strategies and recommendations. These documents serve as a repository of all category knowledge and allow the ability to make data-driven procurement decisions. The reports include sections on spend analysis, stakeholder interviews, contract assessment, market research, benchmarking, peer reviews, pricing factors, savings levers, risk mitigation, key performance indicators, and category strategies.
- Led savings initiative efforts in the State of Rhode Island. The effort included: (1) the identification of savings opportunities in several spend categories; (2) the development of procurement strategies designed to produce quick savings within the fiscal year; (3) the execution of strategies including solicitation development and focused negotiations; and (4) the tracking of actualized savings.

STATE OF TEXAS, COMPTROLLER OF PUBLIC ACCOUNTS (2009 – 2014)

Strategic Sourcing Specialist

Key Accomplishments

- Responsible for awarding and managing statewide contracts with over \$300M in annual spend.

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- Developed the state's road materials program, which generated over \$250M in annual spend. The project resulted in realized hard dollar savings of \$55M. Additionally, achieved significant soft cost savings through more efficient processes.
 - Developed category reports for the state's MRO, Road Aggregate, Office Supplies, Mail Equipment and Overnight Mail Services contracts, which include but are not limited to spend analysis, benchmarking, market analysis, risk identification, savings levers and negotiation strategies.
 - Conducted spend analysis on over \$99B in state spend in order to identify strategic sourcing opportunities.
 - Led the Division's realized savings program which to date analyzed over \$1.7B dollars of statewide spend.
 - Developed and supported the implementation of key performance metrics to measure Division success rates.
 - Prepared complex RFP solicitation documents for new contracts. Lead negotiation strategies and awarded new contracts.
 - Developed contract management policy and procedure manuals.
 - Developed and taught contract management best practices to state agency personnel.

STATE OF TEXAS, COMPTROLLER OF PUBLIC ACCOUNTS (2007 – 2009)

Contract Specialist

Key Accomplishments

- Performed complex auditing of information systems both individually and as a member of an audit team.
- Served on Contract Advisory Team (CAT) supervising team in reviewing major statewide solicitations valued at over \$1M. Oversaw the operations and activities of monitoring contract performance.
- Identified contractual risks and provided recommendations on strategies to mitigate those risks.
- Developed contract management policy and procedure manuals.
- Developed and taught contract management best practices to state agency personnel.

EDUCATION

Bachelor of Arts, Political Science and Communications, Texas State University, 2001

Master of Public Administration, Texas State University, 2006

CERTIFICATIONS

Associate's Certificate in Contract Management, George Washington University (ESI)

Certified Texas Contract Manager (CTCM), Texas CPA, Apr. 2011-2016

Certified Texas Procurement Manager (CTPM), Texas CPA, Jan. 2010-2015

YASSAMIN ALAYAN

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PROFESSIONAL SUMMARY

Senior Procurement Process Consultant with over 8 years of experience driving large scale solicitations for county, transit, and an educational institution. Industry experience in operational, organizational, construction and technology evaluation of public programs and implementation of projects necessary to establish leading practices and drive innovation in procurement. Manage research, development, and execution of procurements from concept to contract. Trusted advisor and thought leader.

Key Skills

- Solicitation Development & Management
- Project Management
- Policy/Procedure Optimization
- Requirements Elicitation
- Automation/digitization planning
- Strategic Sourcing & Category Management
- Change Management
- Stakeholder Management
- Procurement Automation

PROFESSIONAL EXPERIENCE

CIVIC INITIATIVES, LLC

Senior Procurement Process Consultant

Responsible for assisting with the procurement assessments and implementation support for public sector entities nationwide, working with the procurement process assessment team to assess the procurement function for overall maturity and readiness for deployment of procurement automation tools. This includes identification of current state of procurement processes, assessment of process and technology gaps, support in implementation of identified projects and supporting the deployment of procurement automation tools for the organization. Also responsible for assistance in planning, developing, and providing execution support for large scale procurements for clients.

MULTNOMAH COUNTY

Senior Procurement Analyst

Led the County's health department purchasing function performing complex, high-profile professional service procurements and worked in Central Purchasing as a Senior Contract Specialist providing oversight and governance for contract final reviews and execution.

Key Accomplishments

- Coordinated and supported departments in facilitation of all procurement activities for professional service procurements for the County health department
- Project team lead for an ERP changeover providing solution testing, mentoring, and training, drafting and testing user guides, and supporting users as an escalation point of contact
- Nominated and served as a member of the ERP Governance Team
- Received the Chair's Excellence Award for Outstanding Team Achievement as a team lead for technology (ERP) change management
- Supported Central Purchasing Contract's team for final review and execution of all County contracts

Clark County Public Transit Benefit Area Authority (C-TRAN)

Procurement Coordinator

Led the transit agency purchasing function providing procurement and contracting subject matter expertise for acquisitions of goods and services.

Key Accomplishments

- Coordinated and supported departments in facilitation of all procurement activities for the transit agency
- Provided counsel to agency management and leadership regarding agency contracts

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- Developed and implemented sustainable procurement practices for use by the transit agency in procurement activities
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CLACKAMAS COMMUNITY COLLEGE**Procurement Coordinator**

Managed the full lifecycle procurement activities for the College for acquisitions of goods and services.

Key Accomplishments

- Oversaw \$42 million in materials, services, and capital outlay purchases for the College
 - Coordinated and support departments in facilitation of all procurement activities for the College
 - Developed, implemented, and managed a surplus program formally recognized by the College for its accomplishments
 - Drafted Procurement Rules for the College and managed the governance necessary to get them approved and implemented
 - Developed and trained internal and external clients, to include departmental end-users and the supplier community at large on procurement processes
 - Gained my Oregon Basic Procurement Certification (OBPC) through the State of Oregon DAS-SPO
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EDUCATION

Associate in Arts & Sciences, Clark College

CERTIFICATIONS

Certified Professional Public Buyer (CPPB), UPPCC

Disadvantaged Business Enterprise (DBE) Certification, National Transit Institute

Oregon Basic Procurement Certification (OBPC), State of Oregon

AUBREY CARVER

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PROFESSIONAL SUMMARY

Aubrey Carver is a highly skilled procurement professional with experience administering some of the State of Texas' largest service and commodity contracts. During her time at the Statewide Procurement Division, she was responsible for a multitude of roles including employing strategic sourcing initiatives, performing contract management, as well as serving on the NetSuite system administration team, the buying platform for TxSmartbuy. At Civic Initiatives, she has worked with over ten public entities nationwide to provide in depth spend analysis, policy assessments and opportunities for eMarketplace optimization.

Key Skills

- | | |
|--------------------------------------|-----------------------|
| • eProcurement System Administration | • Data Analysis |
| • Catalog Integration | • Data Visualization |
| • Procurement Life Cycle | • Category Management |
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PROFESSIONAL EXPERIENCE

CIVIC INITIATIVES

Senior Procurement Data Consultant

Support public sector procurement organizations through spend analysis, applying deep knowledge of various analytical tools and techniques, including identification and implementation of innovative solutions to create value within the procurement process. Assess client contract portfolios in the development of eProcurement marketplaces and catalogs.

Key Accomplishments

- Performed intricate and thorough statewide spend analysis with emphasis on customized spend categories to identify trends, gaps and opportunities for multiple states purchasing departments including Rhode Island, Missouri, Florida and more.
 - Partnered with Texas 2036 to do a comprehensive multi-year, multi-state agency data analysis trend report. The dataset consisted of 32+ million rows of data from multiple sources encompassing \$210B in state spending across 4 years.
 - Typical Spend Analyses conducted included reports and visualizations of top purchasing customers, highest selling vendors overall, and breakdowns of spend by category including \$ totals, number of transactions, avg. transaction values, number of suppliers and number of customers per category.
 - Developed a 58-page spend management analyst guide focused on best practices to cleanse, standardize, categorize and analyze state purchasing data.
 - Identified savings opportunities for Rhode Island in spend categories such as Wireless phones, Janitorial supplies, Temporary Staffing, and others to reach a \$3M yearly savings target.
 - Performed multiple catalog optimization assessments of clients existing statewide contract portfolio's to identify and select contracts that were ripe for implementation to an eMarketplace. Clients included states such as Alabama and Minnesota.
 - Partnered with Ernst & Young on a process assessment for Texas Health and Human Services Commission. Primarily served as a subject matter expert for government policies and procedures and sat in multiple key stakeholder interviews at different levels of the organization. Assisted in drafting the recommended projects to improve the maturity and performance of HHSC's Procurement and contracting functions.
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STATE OF TEXAS, Comptroller of Public Accounts

Contract Specialist and Systems Analyst

As a Contract Specialist, Aubrey maintained contract documents, provided technical assistance, resolved issues between agencies and vendors, collected spend reports, exercised complex price adjustments, wrote amendments, and executed contract renewals and extensions.

Key Accomplishments

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- Drafted requirements for the implementation of purchasing applications in NetSuite.
 - Performed detailed savings analysis on awarded contracts to report to upper management and user agencies.
 - Tested and identified defects to ensure applications and system enhancements were implemented effectively.
 - Created customized saved searches in NetSuite to instantaneously access various types of contract information (expiration dates, sales data, top purchasers, etc.).
 - Devised a report for the billing department to sufficiently track fee collections and compare progress to the previous fiscal year on a daily, weekly, and yearly basis and overall track towards collections goal.
 - Maintained an Access database of vendor reported sales on statewide contracts that were not purchased through the eProcurement system.
 - Developed extensive and complex contract item listings from multiple bidder responses to create item records that would display for purchase in the statewide procurement webstore, Texas Smartbuy.
 - Performed complex price adjustments on numerous contract items based on applicable market-based indices.
 - Managed statewide contracts that included performing vendor checks, exercising renewals or extensions, ensuring contract compliance, and assisting with customer inquiries.
 - Assisted with solicitation development and award of major statewide contracts including road materials, fleet vehicles and police equipment.
 - Reviewed terms and conditions of proposed solicitations and identified areas for clarity, improvement, or additional requirements.
 - Acted as a liaison between customer agencies and awarded contractors to resolve issues.
 - Documented lessons learned and created user guides and checklists for procedures, where necessary.
 - Planned, organized, and prepared meeting documents for Council on Competitive Government (CCG) open meetings.

CENTER FOR EXECUTIVE PERFORMANCE

Research Analyst

Key Accomplishments

- Maintained and updated information for 4,000+ contacts using Excel spreadsheets to transfer to Constant Contact for mailing lists.
- Researched industry specific companies for transitioning executives in order to create direct mailing lists, coordinated with each client regarding requirements.
- Tracked company expenses in Excel and QuickBooks, provided bank reconciliation information, prepared monthly deposits reports.

Additional Work Experience – *Lead Intern, Museum of Science and Industry, Chicago, Illinois*

EDUCATION

Bachelor of Arts in Economics, Loyola University – Chicago, 2013

CERTIFICATIONS

Certified Public Procurement Buyer (CPPB), Texas CPA, October 2017

Certified Texas Contract Manager (CTCM), Texas CPA, January 2016

MELISSA CASTELLANI

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PROFESSIONAL SUMMARY

Proven track record leading people and projects in computer system development and services, strategic alliances, and technical innovation. Expertise includes internal and OEM systems development. Strong relationship manager with partners, suppliers, clients, and technology startup firms.

Key Skills

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|--|--|--|
| • Outstanding Leader of Cross Functional Teams | • System Integration and Test Planning | • Requirement Gathering and Prioritization |
| • Project Management | • Applied Analysis | • Process Improvement |
| • Issue Identification and Resolution Tracking | • Contracts and Negotiations | • Budgeting and Forecasting |
| | | • Master Scheduler |

PROFESSIONAL EXPERIENCE

CIVIC INITIATIVES, Austin, Texas Procurement Data Consultant

Manage project and client relations for consulting engagements.

Key Accomplishments

- Manage catalog development activities for establishment of eMarketplace in procurement automation and ERP tools.
- Gather and review existing contract documentation, including automated system reports providing line details for the contracts.
- Edit or create, if necessary, a catalog template used to load contract information into the procurement automation solution.
- Transition information from flat-file contracts or electronic contract reports into the provided/created catalog template.
- Coordinate with contract vendors for any data field gaps and additional required data fields (e.g., item pictures, item numbers, catalog numbers, etc.) necessary for an optimized eMarketplace experience.
- Support contract assessment and readiness for inclusion in eMarketplace.

APRÈS SPORT, Austin, Texas Owner/CEO/CFO

Established private venture to create accessories for athletes.

Key Accomplishments

- Designed, built, and marketed several products.
- Financial operations, forecasting inventory levels and process improvements.

OVERWATCH SYSTEMS, Austin, Texas Program Controls Manager

Responsible for corporate budgeting, forecasting, variance analysis, risk and opportunity analysis and annual planning.

Key Accomplishments

- Utilized revenue forecasting model and standardized metrics reporting across all programs for consistent reporting to executive management.
- Successfully managed multiple DOD programs of varying sizes through entire life cycle.
- Developed program plans, schedules, budgets.
- Set performance measurement baseline in order to effectively track progress.

- Conducted monthly customer program management reviews, ran weekly program status meetings identifying action items and tracking to closure.
- Performed risk management activities including risk identification, prioritization, and mitigation.
- Ensured cross-functional interaction and ensured timely resolution of resource and priority conflicts.

INTROGEN THERAPEUTICS, Houston, Texas**Manager of Clinical Operations**

Responsible for biotech drug development project management including project management of new product Biologics License Application (BLA) preparation.

Key Accomplishments

- Analyzed and developed written analyses, identify issues, alternatives, and consequences, and made recommendations for information resource needs for the agency.
- Program Management & Clinical Operations leadership in support of multi-phased Oncology drug development program. Scope included PMO coordination of research, manufacturing, marketing, process development, quality, regulatory and operations.
- Project management of Phase I, II and III Clinical Trial development and execution.
- Managed clinical monitoring activities for Phase III trials, including working with Clinical Research Associates and Study Coordinators to ensure timely completion and monitoring of clinical sites.

EL PASO CORPORATION, Houston, Texas**Senior Implementation Manager**

Served as upgrade/implementation manager of corporate financial system.

Key Accomplishments

- Managed upgrade from PeopleSoft 7.5 financial systems to PeopleSoft 8, SP2.
- Created project plans and detailed task plans.
- Prepared budget and resource assessments.
- Managed a team of functional and technical resources both internally and through consulting contracts.

EL PASO CORPORATION, Houston, Texas**Senior Project Manager**

Responsible for the progress and successful completion of projects within the Operations Support Services department (IT).

Key Accomplishments

- Coordinated and tracked performance relative to due dates and budget targets of all system integration projects.
- Managed PeopleSoft 8, SP1, full implementation, as primary project.
- Developed work plans, project plans, schedules, risk management plans, and resource allocations.
- Produced project documentation including project specifications, completed project plans, milestones and deliverables, change requests, risk tracking reports, and sign-off documents.

INTERLIANT, Houston, Texas**Program Manager**

Corporate Program Manager and Program Scheduler for BMC implementation of Patrol and Patrol Enterprise Manager at four facilities in the US.

Key Accomplishments

- Coordinated projects across programs or functions to ensure that the whole plan was met, and scheduled deliveries met deadlines.
- Scheduled multiple projects, knowing how and when to consolidate, and tracked multi-active items at once.

Additional Work Experience – *Amersham Pharmacia Biotech, Inc., Piscataway, New Jersey Master Scheduler, Akzo Nobel, Inc., Union, New Jersey, Master Scheduler, DRG International, Inc., Springfield, New Jersey International Marketing Coordinator*

EDUCATION

BA, Political Science, University of Rhode Island, Kingston, Rhode Island, 1990

Russell Chamberlin, CPPB

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PROFESSIONAL SUMMARY

Procurement Process Consultant with eight years of experience managing, developing, and implementing Invitations for Bid, Request for Proposals, Construction Manager A-Risk, and electronic procurement programs. Industry experience in local government, utilities, and software applications. Trusted advisor and thought leader. Innovator to improve functions/deliver value and best practices. Experience collaborating with leadership and staff, focusing on development and deployment of strategic and tactical solutions to increase efficiencies across all procurement processes and departments.

Key Skills

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|---|---------------------------------------|------------------------------|
| • Procurement Process Assessment | • Project Management | • Public Utilities Expertise |
| • Trusted Advisor to Internal/External Stakeholders | • Procurement Software Implementation | • Contract Management |
| | • Automation/Digitization Planning | • eMarketplace Expertise |
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PROFESSIONAL EXPERIENCE

CIVIC INITIATIVES

Procurement Process Consultant

Construction procurement subject matter expert. Guide and provide expertise to public sector procurement organizations to enable them to transform their procurement operations.

Key Accomplishments

- Currently documenting ARPA and Treasury Department Coronavirus State and Local Fiscal Recovery Fund for internal and external use
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LOUDOUN WATER

Procurement Technician

Drove the procurement processes for the Finance, Information Technology, Engineering, and the Information Technology departments.

Key Accomplishments

- Implemented an electronic procurement solution for Loudoun Water to enable a paperless, greatly streamlined process for all departments
 - Implemented other processes such as DocuSign PowerForms to enable other departments to easily and efficiently fill out forms that are automatically sent to the proper signees via rules
 - Designated Procurement Technician assigned to a multitude of high value projects such as: Trap Rock Water Treatment Facility \$200+ million, Broad Run Water Reclamation Facility \$80+ million, and Engineering Services Basic Ordering Agreements
-

LOUDOUN WATER

Planner/Scheduler

Increased efficiency for the Broad Run Water Treatment Facility's maintenance and electrical crews by ordering necessary parts and planning their time on each job.

Key Accomplishments

- Assisted Loudoun Water in the implementation of SAP
 - Created training documentation and instructed end users and client groups to ensure understanding of SAP and the importance of preventive maintenance plans and schedules
-

FAIRFAX COUNTY**Material Management Specialist**

Maintained and issued warehouse parts for the Noman M. Cole Pollution Control Plant. Point of contact for the entire facility for orders of additional equipment and parts needed to complete assigned tasks.

Key Accomplishments

- Zero audit violations or misplaced inventory for a warehouse of over 1,200 stock items
- Received awards for exemplary service from the Department of Public Works

EDUCATION

High School Diploma, Stonewall Jackson

CERTIFICATIONS

CPPB, Universal Public Procurement Certification Council

Wastewater Works Operator Class IV, Virginia Department of Occupational Regulation

LIBBY CORMIER

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PROFESSIONAL SUMMARY

Procurement Process Consultant with over eight years in case management to ensure operational success of projects. Hands-on experience administering disaster recovery programs for several declared disasters, including Hurricane Gustav (Louisiana, 2008), Hurricane Ike (Texas, 2008), Severe Storms and Flooding (Rhode Island, 2010), and Hurricane Irene (Rhode Island, 2011). Experience ranges from overseeing debris removal and reduction operations, supporting Public Assistance and Hazard Mitigation programs, and providing case management services to eligible homeowners (under the CDBG Disaster Recovery Program).

Key Skills

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- | | |
|------------------------------------|-------------------------|
| • Program and Project Coordination | • Site Supervision |
| • Recovery and Case Management | • Compliance Specialist |
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PROFESSIONAL EXPERIENCE

CIVIC INITIATIVES

Procurement Process Consultant

Manage project and client relations for procurement consulting engagements and case management services for various grant programs.

Key Accomplishments

- Supporting establishment of a regional cooperative procurement program
- Assessing the procurement function to determine readiness for deployment of procurement automation tools including identification of current state procurement processes; identification of target future state procurement model; assessment of process and technology gaps; development of discrete projects to address identified gaps; support in implementation of identified projects
- Supporting deployment of procurement automation tools for the organization

Field Supervisor

Responsible for supporting company staff in direct service delivery and logistical support for Lone Star Planning projects.

- Provided disaster case management services to eligible homeowners under the U.S. Department of Housing and Urban Development's Community Development Block Grant Disaster Recovery Program within the Houston-Galveston Area Council of Government (H-GAC), Galveston County, and the City of Galveston, Texas
- Managed applicants within the HOP program, which is part of the Disaster Recovery Housing Program through which qualified applicants may elect to rehabilitate or reconstruct their existing home or relocate to a safer and higher opportunity area
- Handled all administrative duties for Galveston team, including sending monthly reports, invoicing the Prime Contractor on the project, and hiring and training new employees

METRIC ENGINEERING

Field Supervisor

Oversaw debris removal operations, in the Town of Clinton, Connecticut and the City of Cranston, Rhode Island, as a result of Hurricane Irene.

Key Accomplishments

- Managed dump sites, quantifying and categorizing debris
 - Trained site monitors
 - Maintained safety compliance during all site operations
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**PUBLIC ASSISTANCE AND HAZARD
Mitigation Specialist**

Analyzed and developed written analyses, identify issues, alternatives, and consequences, and made recommendations for information resource needs for the agency.

Key Accomplishments

- Provided public assistance and hazard mitigation technical services to several Rhode Island communities recovering from the impacts of severe storms and flooding that occurred in March 2010
- Managed the Public Assistance (PA) and Hazard Mitigation Grant (HMGP) Programs
- Conducted preliminary damage assessments (PDA), identified eligible emergency and permanent work, and wrote and reviewed Project Worksheets (PW)

**TEXAS DEPARTMENT OF TRANSPORTATION
Field Manager**

Oversaw debris removal operations, in Galveston County, as a result of Hurricane Ike.

Key Accomplishments

- Directly supervised the work of over 30 monitors and multiple contractors/ subcontractors
- Responsible for holding daily safety briefings, preparing and maintaining project documentation for multiple disposal sites, and assisting in matting over a mile in eco-sensitive areas
- Ensured work was being performed in compliance with all Occupational Safety and Health Administration (OSHA) and Texas Commission of Environmental Quality (TCEQ) guidelines
- Coordinated work with several agencies, including Galveston County, TxDOT, the Federal Emergency Management Agency (FEMA), the U.S. Fish and Wildlife Service (USFWS), the Federal Highway Administration (FHWA), the Texas State Historic Preservation Officer (SHPO), and the U.S. Army Corps of Engineers (USACE)

**LOUISIANA DEPARTMENT OF TRANSPORTATION AND DEVELOPMENT
Office/Field Supervisor**

Responsible for training over 200 monitors on FEMA and OSHA guidelines for the removal of debris in the seven (7) southernmost Louisiana parishes.

Key Accomplishments

- Analyzed and developed written analyses, identify issues, alternatives, and consequences, and made recommendations for information resource needs for the agency
- Oversaw debris removal operations, in DOTD District 2, as a result of Hurricane Gustav
- Advised on eligibility issues associated with Vegetative and Construction and Demolition debris and State and County Right of Ways

EDUCATION

NCS High School, Crowley, Louisiana

FEMA INDEPENDENT STUDY PROGRAM COURSES

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- | | |
|---|--|
| • IS-100, Introduction to Incident Command System (ICS) | • IS-700, Introduction to the National Incident Management System (NIMS) |
| • IS-200, ICS for Single Resources and Initial Action Incidents | • IS-800, Introduction to the National Response Framework |
| • IS-631, Public Assistance Operations | |
| • IS-632, Introduction to Debris Operations | |
-

VELISSA C. DAVIS, EIT

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PROFESSIONAL SUMMARY

Velissa Davis has over 15 years in private sector procurement, project management, and business process re-engineering experience. With a strong technology background, Velissa is instrumental in helping clients determine and adopt automation solutions and practices that meet their organizations' needs.

Key Skills

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|-------------------------------|----------------------------------|
| • Proven Supply Chain Manager | • Dedicated Relationship Manager |
| • Effective Business Analyst | • Technical Implementer |
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PROFESSIONAL EXPERIENCE

CIVIC INITIATIVES, LLC, Austin, TX

Senior Procurement Automation Consultant

Guide and provide expertise to public sector procurement and technology organizations to enable them to implement successful eProcurement systems and optimize their procurement operations.

Key Accomplishments

- Identifying, documenting and evaluating existing procurement processes at all levels of the organization including end user, mid-level and central offices.
 - Facilitating stakeholder workgroup sessions that discover, clarify and capture business needs, issues, complexities, challenges and opportunities within existing practices.
 - Providing gap analysis of existing versus desired procurement processes and identifying solution options to resolve the gaps.
 - Providing oversight and project management support in deployment of procurement automation solutions.
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PPG INDUSTRIES, Delaware, Ohio

Procurement Services Supervisor

Managed a team responsible for the procurement and supply chain management of over 1500 raw materials and supplies for entire plant production. Managed over 10,000 annual acquisition activities for a factory that produced over \$40 million on annual products. Implemented metrics to track procurement activity and vendor performance.

Key Accomplishments

- Established strategies to attain optimum inventory levels and reduce impact to working capital which led to the identification and reduction of over \$600,000 in excess and aged inventory. Recommended 40 raw materials to move to consignment vendor inventory which reduced working capital by over \$500,000.
- Identified cost savings opportunities through order aggregation and consolidating needs with nearby internal company production facilities with estimated annual savings of over \$300,000 in material and freight costs. Performed purchase price analysis that led to corrections of approximately \$2 million in purchase price variances.
- Developed and maintained a supplier network of over 200 vendor relationships to encourage building effective partnerships, establishing accurate product forecasts, quality issues, product discontinuations and introductions. Ensured vendor compliance with site and company requirements for safety.
- Primary local technical contact for Vendor Managed Inventory system responsible for management of product attributes, addition of new products, vendor and user accounts, and resolving any discrepancies in reporting data.
- Appointed as SME for the Procurement work stream of an ERP conversion to assist in determining system and process requirements and necessary business intelligence tools and analytics. Served as initial User Acceptance Tester to validate functionality and identify any process gaps or inefficiencies.
- Oversaw management of customer servicing for order entry and release to ship produced and raw materials nationally and globally to distribution facilities, toll producers, and other internal company production facilities. Coordinated with production, warehouse, and shipping to ensure customer specifications and requirements are met.

- Facilitated the creation of a new order delivery tracking and reporting tool to measure supplier reliability and determine adequate reorder points and safety stock levels.
- Modified process and guidelines to effectively use the Correcting/Adjusting Incident Reporting system to capture data necessary to communicate issues to suppliers, drive resolution with corrective action plans, and recover costs due to non-conformances which has resulted in the increase of resolved and closed incidents by 50%.

YOH CONTRACTING SERVICES, Delaware, Ohio

Project Manager

Served as team lead, responsible for managing over 200 contract projects for client.

Key Accomplishments

- Managed project budgets, billing, and payment processes for contract engineers and client.
- Directed/Supervised contract engineers in analyzing, strategizing, and implementing telecommunication network facilities restructuring plans.
- Trained contract engineers on the use of engineering system technologies and processes for client such as EWO, Fireworks, Bidmaster, and Martens.
- Engineered 96 switch equipment augmentation and fiber projects to deploy Internet Protocol Television for clients.

EMBARQ, Mansfield, Ohio

Plant Engineer Accounts Payable Supervisor, Procurement Systems Manager, eProcurement Consultant

Managed 52 projects on annual basis which ranged from \$2000 to \$500,000.

Key Accomplishments

- Completed on time and under budget 95% of all projects.
- Identified, analyzed and solved problem of inefficient use of network technologies saving company potentially \$500,000 to \$1 Million.
- Designed engineering plans to deploy telecommunication services (copper and fiber) to residential, businesses, cell sites and industrial parks.
- Improved efficiencies and increased revenues through restructuring existing network facilities.

EDUCATION

Bachelor of Science, Allegheny College: Meadville, Pennsylvania, 2001

Bachelor of Electrical Engineering, Cleveland State University, Cleveland, Ohio 2002

Masters in Science: Business / Project Management, Colorado Technical University (In Progress Candidate)

ADDITIONAL TRAINING AND SKILLS

- **Programming:** C++, FORTRAN, Assembler, Ladder Logic, Visual Basic and AHD
- **Software:** Ariba, SharePoint, System Analysis and Program Development (SAP), Bidmaster, P-spice, Matlab/Simulink, Altera Max+plus-II, RSLogix 5, Microchip MPLAB IDE, Circuit Admin System (CIRAS) Network Engineering Design (NED), Project Admin Costing System (PACS), and Microsoft Office (Word, PowerPoint, Access, Excel and Publisher), Byers Engineering Work Order System (EWO) Customer loop Assignment System (CLAS), Fireworks, Martens
- **Technologies:** Allen - Bradley Programmable Logic Controllers (PLC), Asynchronous Time Division Multiplexing (ATM), Frame Relay, Dense Wave Division Multiplexing (DWDM), Synchronous Optical Network (SONET), Packet Switching Technologies, Fiber Optic Design, High Speed Internet and Pair Gain Devices, Housing and Industrial Park Telecommunication Design

SARAH K. GRIEB

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PROFESSIONAL SUMMARY

Sarah Grieb is an experienced professional with a background in procurement, big data analytics, technology, processes and procedures that maximize resources, eliminate waste, and remove redundancies. Grieb has presented at national and regional conferences sharing best practices in eProcurement, business, financial and accounts payable management and analysis garnered during her 13 years of services with the State of Nebraska, University of Nebraska, and University of Colorado. Her focus during this time included creating transparent consortium contract utilization, electronic bidding, reverse auctions, contract authoring, and data analytics.

Key Skills

- Large Scale Procurement Leadership
 - eProcurement
 - Analytics and Accounts Payable Transformation
 - Strategic Sourcing
 - Public & Higher Ed Procurement
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PROFESSIONAL EXPERIENCE

CIVIC INITIATIVES

Senior Procurement Automation Consultant

Guide and provide expertise to public sector procurement and technology organizations to enable them to implement successful eProcurement systems and optimize their procurement operations.

Key Accomplishments

- Manage project and client relations for technical and consulting engagements for independent public sector procurement functions.
 - Lead assessments of client operations and develop client deliverables at all phases of work, including initial assessment research, opportunity identification, recommendation development and report drafting.
 - Draft solicitation documents for numerous procurement categories and procurement automation solution acquisitions.
 - Project Management supporting eprocurement, education, and health and human services procurement efforts.
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HONEYWELL INTERNATIONAL

Strategic Sourcing Senior Buyer

Served on global team responsible for redefining the P2P process and piloting proposed solutions prior to rolling out across all of Honeywell's PMT global division. Honeywell is a Fortune 100 company with over 130,000 employees across the globe, more than 58,000 in the US alone. With a focus on transforming the way the world works, Honeywell has 5 divisions that focus on aerospace, infrastructure in the ground, and everything in between.

Key Accomplishments

- eProcurement expert serving on the global taskforce to redefine the Procure to Pay (P2P) process.
- Served as site resource and Subject Matter Expert (SME) for SAP ERP system changes and enhancements which included MRP/PP/MM settings and adjustments, supplier verification of data; minority reporting/updates; working closely with production, planning, buyers, and leadership to ensure understanding and compliance with system changes.
- Managed ERP transition, site adoption, user training, and conversion of disparate processes.
- Served as site SME for vendor master data conversion.
- Manage all aspects of strategic sourcing of \$60M annual global die-casting material and services.
- Exceeded quarterly savings targets by 150-220%.
- Reduced working capital \$1.2M through vendor managed inventory programs.

STATE OF NEBRASKA, Department of Health and Human Services Procurement Administrator

Responsible for creating the first ever centralized procurement department. Service on Senior Leadership team. Represented the interests of all DHHS divisions as it related to the implementation of a new state-wide ERP/eProcurement Systems. Systems included JD Edwards, Oracle Cloud, and SharePoint. DHHS is the State of Nebraska's largest department, with divisions focusing on Behavioral Health, Children/Family, Medicaid/Long-Term Care, Developmental Disabilities, Public Health. DHHS has over 6,000 employees located throughout the State of Nebraska and spends more than \$750M on annual federal subawards, \$175M on annual service contracts, and \$20M on procuring commodity/goods.

Key Accomplishments

- Developed and instituted agency-wide centralized procurement services, including the creation of new positions and formalizing unit functions.
- Served as the agency SME and lead representative for state-wide ERP transition to cloud-based ERP with eProcurement functionality and electronic source to settle modules.
- Developed the first NE-DHHS procurement manual, staff training programs, pCard guidelines, paperless processing for federal subawards, agency contract authoring tool utilizing automatic workflow routing, agency procurement plan, conducting outreach and other change management efforts. Focused on driving change through a customer-centric model emphasizing end-user education, outreach, and ongoing training opportunities.
- Consulted DHHS COO, CEP, and legal counsel on recommended procurement practices.
- Created SharePoint site to track, author and redline contracts for the agency, utilizing metadata-driven contracting schematic.

UNIVERSITY OF NEBRASKA, Omaha, Nebraska Accounts Payable Supervisor, Procurement Systems Manager, eProcurement Consultant

Responsible for Procurement Systems, Analytics, Payment Services, Vendor Management, and pCard program for Medical Center Campus (UNMC). Systems included SAP, Jaggaer (SciQuest) eProcurement, Business intelligence/warehouse, IonWave, and SharePoint. UNMC is a leading Academic Health Science Center with manageable spend of over \$140 million. UNMC is uniquely positioned as an extension of both the University of Nebraska Higher Education System and Nebraska Medicine.

Key Accomplishments

- Designed procurement and operational analytic reports for decentralized financial administrators which included establishing quarterly reviews of spend reports and identifying opportunities for additional cost and time savings.
- Transformed accounts payable operations from a manual, paper-based process to an efficient paperless system. Completed four months ahead of 18-month goal; included onboarding and change management for four direct reports, each with more than 20 years in current positions. Driving operational efficiencies including a reduction of invoice entry time from an average of 20 days to 5 days; reduction in printing costs; more widely accessible and timely retrieval of documentation (hundreds of hours a month saved in time looking for paperwork).
- Served as the procurement consultant to a sister campus (UNO). Advised small operational staff in all aspects of procurement operations. Implemented eProcurement best practices, utilization of automated workflow, and creation of custom forms, designed custom training program and operational/tracking reports.
- Migrated UNMC's largest administrative unit (Facilities, with over \$1B in spend and 200 employees) from antiquated systems to begin utilizing the eProcurement system already in place on campus but not within this division. This included automating approvals, creating centralized tracking systems, utilization of system to report and track expenses and financial encumbrances, removing redundancy in operating procedures, customizing forms and workflow, as well as leading change management efforts.
- Selected by Chair of the Procurement Budget Response Team (BRT) to participate on a ten-person working group charged with delivering a new vision for procurement across all 4 NU campuses and identifying savings opportunities of over \$6M annually. Designed and distributed analytical reports for 4 out of 5 President's BRT Teams.

UNIVERSITY OF COLORADO SYSTEMS, Denver, Colorado
Director of Procurement Systems

Responsible for systems support for Centralized Procurement Operations (PSC) spanning four (4) campuses. The PSC's centralized procurement model is responsible for manageable spend of over \$1 billion annually with over 5,500 system users. Systems include Jaggaer (formerly SciQuest), PeopleSoft, SharePoint, Concur Travel & Expense, ImageNow, Total Contract Manager, Total Supplier Manager (TSM), Sourcing Director, AP Director, and Procure-to-Pay catalog/purchasing modules. The PSC is nationally recognized for its innovation and efficiencies in higher education procurement operations.

Key Accomplishments

- As development partner with SaaS vendor, implemented contract management system, resulting in increased efficiencies and a reduction in printing costs.
- As development partner with SaaS vendor, implemented electronic bidding system which resulted in adherence to and consistently applying standardized terms and conditions. Reduced bid tab and evaluation document preparation from two (2) days to less than one (1) day.
- Implemented the electronic supplier onboarding/ management module, resulting in decreased time to establish a new vendor from fourteen (14) days to three (3) days. Enhanced and increased accuracy of PSC's supplier diversity reporting. Increased efficiencies in SOP which allowed for the reduction of 1FTE through attrition.
- Converted eProcurement workflow to utilize latest technology which allows additional layers of flexibility and in-house administration, eliminating future software vendor coding and customization expenses.

UNIVERSITY OF NEBRASKA, Lincoln, Nebraska
Manager, Procurement Systems and Analytics

Responsible for the management and support of procurement systems for the Lincoln (UNL) campus, including spend analytics and strategic initiatives. UNL's procurement office is responsible for manageable spend of over \$900M annually with over 2,600 system users. Systems include SAP, Jaggaer (formerly SciQuest), IonWave, Zycus, Business Intelligence/Warehouse, and custom applications. UNL is a land-grant university and premier research institute in the region.

Key Accomplishments

- Implemented eProcurement Procure-to-Pay (P2P) system for the UNL campus which included the identification of stakeholders, user onboarding, change management. Established and managed a comprehensive training program and help desk. Successfully reached 87% of campus procurement users during the design and development phase, leading to unprecedented user adoption across campus. The eProcurement system saved the UNL campus over \$1M during its first full year operating.
- Recognized for contributions to the design and development of an in-house analytics system. Selected as the sole representative for all campus procurement offices (SME). This resulted in next-day analytical data (four-month improvement in refresh time) and the ability to obtain system-wide spend information, bringing visibility to more than \$3M in savings opportunities.

Additional Work Experience – *Commercial Property Manager, NAI NP Dodge (Omaha, NE); Associate Property Manager, Coldwell Banker Commercial World Group (Omaha, NE), Criss Library, Lied Center for the Performing Arts*

EDUCATION

Masters Public Administration, Bellevue University, Bellevue, Nebraska, 2008

Bachelors, Business Administration with Emphasis in Technical Studies, Bellevue University, Bellevue, Nebraska, 2007

CERTIFICATIONS

Management Development Certificate, Harvard University, Cambridge Massachusetts, 2008

PRESENTATIONS

- Liason for University of Nebraska Supply Chain Management Undergraduate Program, presenting regularly on relevant Supply Chain Management topics and providing hands on experience to students.
 - Successfully Implementing an eProc System, *(It is about a lot more than the IT solution, how to engage users, when, maximize ROI, and walk away with a fully functioning eProc system.)*, 2012
 - To Bid or Not to Bid, *(An in-depth analysis and reporting of CIC consortium pricing, E&I Cooperative pricing, and UNL's pricing for Scientific Supplies and Materials.)*, 2013
 - Reverse Auctions, *(An electronic bid system demonstration, providing Supply Chain undergraduate students with real-life experience on how to create, manage, and respond to an online Reverse Auctions)*, 2015.
 - Amazon and Your eProc System, *(It doesn't have to be so hard to manage Amazon spend you're your users! Overcome the fear of an Amazon catalog within your eProcurement system.)*, 2014
 - Spend Analytics, *(What is it, how it is used, and when to use spend in decision making.)*, 2014
 - BW Standardized Reports, *(Explore new savings opportunities through customized reports.)*, 2014
 - Tips & Tricks, *(Over 30 online recorded webinars, exploring how-to features and functionality within eProcurement system. Surveying users and incorporating live Q&A.)*, 2012-2015
 - Sourcing Director Implementation, *(Review of implementation wins, challenges, and learning opportunities.)*, 2015
 - Procurement Reports, *(What are they and how they can help drive savings, explore opportunities, and save time!)*, 2016
 - AP in the Cloud, *(You don't need all that paper! How we went from heavy paper-based accounts payable operation to 100% cloud based.)*, 2016
 - P2P Transformation, *(Executive level recommendations for transforming global P2P operations.)*, 2018
-

DEVIN HOWARD

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PROFESSIONAL SUMMARY

Procurement Process Consultant with four years of experience in contract and vendor management. Industry experience in local government procurement transforming procurement practices covering spend of \$50M+. Trusted advisor and thought leader with the knowledge to improve functions/deliver value and best practices. Collaborates with leadership and staff to focus on developing and deploying strategic and tactical solutions to improve procurement tools.

Key Skills

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|----------------------------------|------------------------------|---|
| • Procurement Process Assessment | • Project Management | • Contract Management |
| • Contract Negotiation | • Spend Management/Budgeting | • Solicitation Development & Management |
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PROFESSIONAL EXPERIENCE

CIVIC INITIATIVES

Procurement Process Consultant

Responsible for assisting with the procurement assessments and implementation support for public sector entities nationwide. Working with the procurement process assessment team to assess the procurement function to maturity and readiness for deployment of procurement automation tools. This includes identification of current state of procurement processes, assessment of process and technology gaps, support in implementation of identified projects and supporting the deployment of procurement automation tools for the organization. Also responsible for assistance in planning, developing and providing execution support for large scale procurements for clients.

GREAT LAKES WATER AUTHORITY

Procurement Analyst

Managed multiple projects simultaneously with successful completion of over 50M dollars in executed contracts.

Key Accomplishments

- Negotiated the best available price and terms while achieving savings and quality goals at a savings of over 4.5M dollars for the organization across multiple contracts.
 - Scope of work development for multiple high dollar contracts.
 - Negotiated prices, terms, and quality requirements with suppliers for high-value, technically complex products, and services (Software, Telecommunications, and IT Consulting & Services).
 - Minimized contractual risks to the company while demonstrating improvement in value for cost.
 - Maintained positive relationships with city agencies and vendors to ensure accuracy and transparency of contracts and orders.
 - Managed incoming bids/proposals for the organization.
 - Successfully sourced suppliers and managed the 2020 Emergency PPE contract for the organization during the Covid-19 crisis.
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GREAT LAKES WATER AUTHORITY

Logistics and Materials Analyst

Managed the MRO contracts for all fresh water and wastewater facilities and warehouses across the organization.

Key Accomplishments

- Provided functional advice and support to end-users involving various purchases and services.
 - Strategically sourced reputable small businesses which includes but not limited to minority-owned and women-owned local small businesses.
 - Communicated effectively with internal and external customers/vendors for successful order processing.
 - Assisted accounts payable department with reconciliation of invoices and pricing discrepancies. Managed and expedited pre-bifurcation orders to AP departments for unpaid DWSD/GLWA invoices from 2010-2016.
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- Assisted in annual contract renewals for JIT inventory.
 - Managed and maintained monthly KPI reports for L&M division.
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Additional Work Experience – *Blue Cross Blue Shield, Fifth Third Bank*

EDUCATION

Master of Science, Business Administration Acquisitions, Central Michigan University, 2018

Bachelor of Arts, Communication, Michigan State University, 2010

PUBLICATIONS/TRAININGS

NIGP, Negotiations

DAWN ROSE

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PROFESSIONAL SUMMARY

Over 30 years of progressive experience in managing complex client objectives, business analysis and budgetary management of professional, procurement, logistics and supply chain program services for large corporate customers. Accomplished manager focused on cross-functional team building, hiring staff while developing and mentoring project associates with an unwavering commitment to integrity. Proven track record of successfully managing obtaining executive closure, conducting lessons learned reviews, documenting process methods and change management with accurate communication of timelines and expectations.

Key Skills

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|--|--|
| • Business Operations Procurement Lead | • Experienced Project Manager |
| • Organizational Transformation Specialist | • Organizational Transformation Specialist |
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PROFESSIONAL EXPERIENCE

CIVIC INITIATIVES

Sr. Procurement Automation Consultant

Key Accomplishments

- State of Missouri – Office of Administration (OA), Purchasing Services (PS) – Project Manager for Statewide implementation of E-Procurement software, training, and support of bid cycle processes. Authored and implemented governance and process mapping for Agency and Municipality sourcing and contract management roll out. Provided IV&V reporting updates to the State while tracking MMR deliverables. Created training documentation for users and provided training workshops for new software implementations.
 - State of Rhode Island – Office of Administration, (DOA), Dept. of Information Technology (DOIT), Defined and drove E-Procurement application adoption through business process definition, change management agile methodologies and regulatory constraint alignment. Communicated and aligned business processes and technical deliverables with the project teams through implementation of quality assurance practices. Utilized agile methodology and JIRA to drive enhancement deliverables. Tracked and reported software vendor performance delivery and progress per contractual commitments and service level agreements. Provided application support in the role of a superuser, security and administrative system management. Responsible for identifying and driving support for bugs and defects in data to align primary application mapping. Drove change management through quality assurance practices to enable a seamless user adoption experience. Acted as the Quality Assurance practice lead for testing activities, authored test scripts and performed testing assessments. Assisted with Agency contract migration activities from ERP to procurement software.
 - State of Connecticut – Office of Administration (OA) Served as Quality Assurance Practice Lead to train project leads to test eProcurement software and implement testing and application support practices. Authored test scripts and tested application modules during implementation while training State testing teams.
 - State of Florida – Provided assessment of Quality Assurance practices and delivered recommendations for additional testing practices. Reviewed service level agreement and aligned it with vendor metric measurement recommendations.
 - State of Alabama – Assisted in business process discovery for Readiness Report – Transformation Plan.
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MONSANTO

Global Business Analyst, Project Manager

Key Accomplishments

- Global Project Team - Responsible for driving procurement, supply chain and logistics process adoption to alignment globally for optimal cost efficiencies, risk mitigation, governance, and vendor compliance. Performed global business analytics and project management methodologies, to drive implementation and adoption of new ERP applications and analytical tools to drive change management toward the enhancement of procurement, supply chain and logistics business performance. Communicated and aligned business processes and technical deliverables with the digital foundation team while tracking to milestones. Utilized agile methodology and JIRA to drive enhancement deliverables. Tracked software vendor performance delivery and deliverables. Provided global
-

application support in the role of global superuser, security and administrative system management. Defined and authored new global IT support processes for Procurement and Transportation Management Applications and related tools. Instrumental in creating the process and governance for Global Support under the Digital Foundations group. Responsible for the development and implementation of global logistics Business Analytics reports which I created in Cognos scripting development. Identified and drove support for bugs and defects in data Informatica flows to align primary application mapping. Created training documentation for users and provided training workshops for new software implementations. Tracked, managed, measured and communicated vendor performance to ensure deliverables were met and product defects were addressed.

- Risk Management - Responsible for creating and implementing the global logistics Business Continuity Plan throughout the regions.
 - North America Procurement Team - Aligned global regional business models and processes to define enhancement recommendations for JDA i2 and Logistics Procurement applications to support the business need. Project Manager for the global implementation of Logistics Procurement software, training, and support of bid cycle processes for both Monsanto Logistics Procurement and their vendors.
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MACH 1 GLOBAL SERVICES

Program Manager / Account Manager

Key Accomplishments

- Managed a portfolio of clients ensuring strong and positive relationships.
 - Created process documentation of client business and technical state requirements as related to logistics and supply chain practices for software logistics design.
 - Monitored and ensured program financial targets were met. Managed budget for professional service contracts, performance metrics scorecards and exceptions for all 3PL pay to procure transactions.
 - Responsible for procurement and vendor management of intermodal transportation services and materials.
 - Responsible for reverse logistics inventory management, packaging design to conform to planned loading footprint, vendor training, compliance, and transportation programs for all returned assets. Accountable for new product and supply chain service implementations.
 - Responsible for timely delivery of product and execution of quality standards. Advanced experience in negotiation, SaaS, various ERPs, Oracle, JD Edwards, Royal 4, Cargo wise, TMS, Web Procure, SAP, Cognos, and Tableau.
 - Performed various Data Center asset decommissions, reinstallations, and recoveries. Managed routing and dispatching processes for the logistics team, executed load building methodology, and scanning technology for inventory management, planed air freight, ocean, and ground transportation. Trained logistics coordinators and supply chain staff, from administration to warehouse and transport employees
 - Procured and managed contracts for material, transportation vendors, origin agents, and technical labor.
 - Executed and responded to RFPs then conducted throughput management of programs once awarded.
-

UNIGROUP / MULTITEK

Project Manager / Sr. Business Operations Manager

Key Accomplishments

- Led and trained technical and non-technical teams responsible for sales and service delivery tools; managerial responsibility for 35 technical and business professionals.
 - Managed the strategic consolidation of a global customer for acquisition; led field quality communication programs and IT hardware rollouts including asset recovery; ensured customer avoidance, mitigation and fixes were available for software and hardware quality issues.
 - Directed project and cross-functional global teams that utilized chain of custody and inventory control methods to successfully uninstall, relocate and build-out and reinstall \$2Billion global IT inventory and assets on behalf of a large international turbine manufacturer. The project was completed on time and under budget allocation resulting in a 40% margin.
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- Led specialty teams in the international relocation of numerous large electromechanical production plants and data center relocations globally. Specializing in testing equipment teardowns, rebuilds and manufacturing fixture restructure. .
 - Wrote Project Charters, secured capital funding, championed executive approvals, developed, integrated, tested and led implementation of enterprise system for a global business unit.
 - Responsible for financial audits, ISO compliance, and analytics, regarding travel and expense management, vendor payables and cost controls for Global Programs. Led business process with oversight for supply chain system integration initiatives and professional service initiatives.
 - Led the migration and installation of over \$500 Million of global inventory and assets from Puerto Rico to North Carolina with a 99.9% success rate at go-live for a fortune 500 electronics manufacturing facility. Pristine management of technical services decreased production startup cycle time affording a savings of \$250K on the original budgetary forecast.
 - Identified lack of system compatibility; designed and implemented a business workaround solution to successfully migrate critical service repair “kitted parts” inventory (4.5% of total inventory).
 - Led migration of a 350,000 sq. ft. facility containing 3500 Storage libraries and engineering fixtures, installed and tested within a 90 day period with a 20% reduction in planned schedule and a 99.8% go-live success rate. This effort afforded an additional 23% gain on a \$1.2MM project.

Additional Work Experience – *UniGroup, Inc, Global Account Manager, UniGroup, Inc., Logistics Supervisor, Von Der Ahe Van Lines, Inc., Executive Vice President*

EDUCATION

BS-IT Business Management, Western Governor's University, Salt Lake City, Utah 2020

CERTIFICATIONS

Professional Project Management Program – Alexandria, Virginia 2009

Certified E-Procurement Professional – IPSCMI 2018

Agile Change Management – Prosci 2019

ERP Change Management – Prosci 2019

IVALUA Foundational Certification – IVALUA 2021

REGINA ROUSSEAU

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PROFESSIONAL SUMMARY

Senior Procurement Process Consultant with more than 30 years of experience in government technology planning, policy, and management, 24 of which served in progressively responsible positions within the public sector. Government service focused on strengthening governance processes, aligning agency practices with law and policy, and delivering comprehensive online tools and templates that streamlined and integrated policy with practical guidance and job aids. Background in systems planning and development, critical thinking and analytical writing, data analysis, strategy development and implementation, policy review and revision.

Key Skills

- | | | |
|----------------------------------|--------------------------------|-------------------------------|
| • Program and Project Management | • Contract Management | • Performance Management |
| • Organizational Assessment | • Quality Assurance | • Research and Report Writing |
| • Strategy Development | • Process and Systems Analysis | • Continuous Improvement |

PROFESSIONAL EXPERIENCE

CIVIC INITIATIVES

Senior Procurement Process Consultant

Guide and provide expertise to public sector procurement and technology organizations to enable them implement strategies for continuous improvement or transformation.

Key Accomplishments

- State of Texas – Department of Information Resources – Led the project team to assess the state technology agency's progress in reorganizing its procurement and contract management functions. CPO sought to standardize processes that establish and manage more than 750 IT contracts with approximately \$2B spend per year. Developed consolidated operations guidance and procedures, job aids and other practitioner tools for multiple contract types and service and support models. In addition to procedures development, the team produced a current state brief and described organizational success factors to identify opportunities for improvement in procurement operations and provide recommended strategies for achieving them.
- State of Missouri – Office of Administration (OA), Purchasing Services (PS) – Working with PS to develop procurement course outlines, training curricula and content mapped to the state's learning objectives for web-based training delivery, tailored to the practices and procurement cycle of the state.
- Philadelphia School District – Office of Procurement Services (OPS) – Overhauled the school district's 2012 procurement manual to align content with current state statute, district administrative rules and policy, the procurement cycle and authority delegations of schools.
- Texas 2036 – Worked with a non-profit Texas organization to review current technology trends and propose a vision for Texas in its biennial year (2036) which describes the technologies, practices and policies that are needed to strengthen citizen access to services, bolster informed decision-making, increase transparency, and improve the speed and quality services to citizens.
- State of Minnesota – Department of Administration (Admin), Office of State Procurement (OSP) – Participated on the Civic Initiatives team that created procurement manual content to bridge the common and shared functions and processes that exist between the state's acquisition of goods and general services and contracting for professional services.
- State of Texas – Health and Human Services Commission (HHSC) – Supported an independent assessment of HHSC procurement and contracting practices (people, processes, governance and technology). Developed a future procurement operating model and a roadmap with prioritized implementation projects, based on complexity, risk, cost, and benefit.
- State of Oregon – Department of Administrative Services (DAS), Procurement Services (PS) – Participated on the Civic Initiatives team that developed the state's first procurement manual, an online resource for state agencies, for general goods and services, technology, professional services and public works procurements.
- State of Indiana – Office of Information Technology (OIT) – Participated in a rapid assessment of OIT's core contract oversight processes and capabilities. The assessment delivered a current state analysis, peer state review and a recommended future state model and transformation plan that provided a prioritized matrix of specific

initiatives. Led the OIT team in developing a more systematic process of review and routing of procurements between OIT and the central procurement office. Established new planning, proposal and formal solicitation templates to reduce rework and allow for automation. Developed a proof of concept that addressed the needs of both central procurement and OIT.

- State of Ohio – General Service Division (GSD), Office of Procurement Services (OPS) – Created SharePoint website for OPS to improve its project and portfolio management practices. The site was developed in response to organization's requirements to develop a practical approach that enables non-project managers to utilize a framework for project management. The site provides templates and process to charter and launch a project. Project progress is reported in the site and issue tracking for priority projects is shared across the organization, reported to Department of Administrative Services management, and ultimately the Governor's Office. The site reinforces the relationship and integration of the GSD deployment life cycle with the project management life cycle. The site provides a collaboration workspace and the resources to enhance a procurement practitioner's knowledge and use of project management tools and techniques.
- State of Ohio – GSD/OPS – Worked with OPS to develop that organization's annual operations plan. Published the plan on the site in a way that facilitates OPS' ability to manage and track the projects that are aligned with each of the Plan strategies. Future plans are to integrate the organization's key performance indicators (KPI) with the Plan strategies and provide real-time and transparent publishing of its KPIs online.
- State of Ohio – OIT/Enterprise IT Contracting (EITC) – Provided consulting services in the implementation of projects that supported the recent transfer of procurement staff from the GSD to OIT. Working with EITC staff to establish a category management practice that was consistent with the State's IT Optimization effort, Rousseau developed a Request for Proposal for deliverables-based IT services (DBITS). This contract vehicles facilitates state agency access to project-based IT services that otherwise were being managed through various IT staff augmentation contracts. This approach facilitated Ohio's ability to improve its governance and oversight of the state's investment in IT services.
- State of Ohio – OIT/Strategy and Investment Management (SIM) – Provided consulting services in the implementation of projects identified in the approved business case that supported the state's IT transformation initiative. Conducted current state analysis, reviewing peer state practices, envisaging future state optimization, and recommending sweeping changes to how Ohio plans and sources its business needs through state information technology services and purchasing. Projects included development and implementation of a Workforce Plan (Plan) that defined a reorganized structure for the planning discipline within OIT and identified performance measures, core competencies and skills, and position descriptions needed to transform the IT planning function within the state.
- State of Texas – General Land Office (GLO) – Provided consulting services to develop and deliver a framework for the GLO to establish a policy management practice for IT Security in alignment with the Federal Information Security Management Act (FISMA) and the State of Texas' adoption of FISMA controls. Final products included a Policy Management Handbook and a framework that enable all GLO applications to be assessed for risk, level of compliance, and remediation strategies within each control class to be identified, documented, and tracked for achieving and maintaining compliance at the control id level, with dashboard reporting at the control class level.
- State of Texas – Department of State Health Services (DSHS) – Served as project lead in developing content for a legislative report on the state's birth record information system. Participated in the workgroup that developed recommendations and implementation considerations to strengthen and modernize the policies, processes, and technologies that support the state's birth record information system. Workgroup activities included research and review of current state and best practices, and an assessment of future opportunities.

STATE OF TEXAS, DEPT. OF INFORMATION RESOURCES

Assistant Director

Led the statewide teams that developed and implemented technology policy management, standards, oversight, and an operational framework for IT project delivery.

Key Accomplishments

- Led the development and implementation of biennial statewide technology plans and performance reports, outlining the state's technology priorities to improve the use and adoption of a shared technology infrastructure, increased collaboration, and resource and planning support.
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- Led technology policy development to align and integrate emerging technologies and develop statewide standards for technology use and management, including administrative rule development on the use of state websites, government transparency, open data, social media, Internet domain name management.
- Led the migration of report publishing from print media to online format, with the goal of increasing readership and providing greater transparency in statewide technology planning.
- Established transformative processes within the division to improve technology management across the state, such as, chartering and managing project team to design and develop project delivery framework that increased accountability for project success across all state agencies.

EDUCATION

Bachelor of Science, Anthropology, Kansas State University, Manhattan, Kansas, May 1979

CERTIFICATIONS

PMP® Certification (293858), Project Management Institute (PMI), 1997-present

Board of Examiners, Greater Austin Quality Council (GAQC), 1998-1999

Software Project Manager, Software Quality Institute, UT College of Engineering, Sequence IX, 1998-present

Lean Six Sigma Green Belt Professional (13943860), Six Sigma Global Institute, 2019-present

CHRISTINA SEMERARO

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PROFESSIONAL SUMMARY

Senior Client Success Practice Manager with over 14 years of experience in the public sector to include 10 years in local government procurement. Industry experience in planning, developing, coordinating and overseeing procurement solicitations and programs at South Florida municipalities. Semeraro has led benchmarking efforts to analyze and track the effectiveness of programs and procedures, as well as securing multiple agency award achievements by nationally recognized procurement accreditation programs. Ensure client engagement projects are meeting client expectations for scope, schedule and deliverables. Business development operations and procurement assessment projects. Dependable mentor and public procurement thought leader who has served on numerous local and national public procurement committees.

Key Skills

- | | | |
|------------------------------------|------------------------------------|-----------------------------------|
| • Operations & Contract Management | • Strategic Sourcing & Pricing | • Training Development & Delivery |
| • Policy/Procedure Transformation | • Program Development | • Continuous Improvement |
| • Construction Contracting | • Cooperative Procurement Strategy | • Research and Report Writing |

PROFESSIONAL EXPERIENCE

CIVIC INITIATIVES

Senior Client Success Manager

At Civic Initiatives, Semeraro is responsible for managing client engagements under our Client Success Practice to ensure projects are meeting client expectations for scope, schedule and deliverables. Semeraro also assists in business development operations as well as procurement assessment projects.

CITY OF COCONUT CREEK

Senior Procurement Analyst, Purchasing Agent and P-Card Administrator

Key Accomplishments

- Managed more than \$20 million in construction, professional services, cooperative and citywide procurements, coordinating with stakeholders to include user departments, professional services consultants, partnering agencies, contractors and suppliers
- Refined functions and implemented best practices for achievement of state and national awards for excellence in procurement to include environmentally preferred procurement policy, internal client satisfaction surveys, procurement team training plan and mechanisms for continuous improvement
- Coordinated with legal counsel to optimize the collection of contractual vehicles available for various procurements to include but not limited to varying threshold categories and sole source while scaling risk mitigation mechanisms
- Reviewed citywide P-Card transactions and requisitions of the \$88 million annual budget in accordance with purchasing thresholds and all applicable laws, policies and procedures
- Coordinated procurements of \$2.6 million in funds for Coronavirus Aid, Relief, and Economic Security Act (CARES Act) funding for personal protective equipment (PPE), cleaning and disinfecting, small business assistance and community programming
- Developed and led citywide construction contract administration training for professional city staff overseeing city construction projects to include public works, building and underground utilities
- Served as division legislative liaison, reviewing proposed legislation and writing impact analyses
- Managed and verified procurement compliance for multiple FEMA and DOT grant-funded procurements to include construction projects and emergency disaster debris and monitoring term contracts

TOWN OF DAVIE**Procurement Coordinator*****Key Accomplishments***

- Managed more than \$10 million in construction and professional services procurements, coordinating with stakeholders to include user departments, consultants, contractors and suppliers
- Analyzed townwide spend in the \$230 million annual budget and made recommendations for either master contracts or annual quotes depending on commodity and market
- Assessed best practices for achievement of state and national awards for excellence in procurement to include internal client satisfaction surveys, procurement team training plan and mechanisms for continuous improvement
- Served as division legislative liaison, reviewing proposed state legislation and writing impact analyses
- Managed and verified procurement compliance for multiple FEMA and DOT grant-funded procurements to include construction projects and emergency disaster debris and monitoring term contracts

TOWN OF MIAMI LAKES**Procurement Manager*****Key Accomplishments***

- Managed more than \$10 million in construction, professional services, cooperative and townwide procurements, coordinating with stakeholders to include user departments, consultants, contractors and suppliers
- Refined procurement documents to streamline processes and optimize available procurement vehicles to include solicitations, contracts, quotes and form documents
- Reviewed townwide purchase requisitions of the \$40 million annual budget in accordance with purchasing thresholds and all applicable laws, policies and procedures
- Managed and verified procurement compliance for multiple FEMA, LAP and DOT grant-funded procurements to include construction projects and emergency disaster debris and monitoring term contracts

CITY OF NORTH MIAMI BEACH**Procurement Supervisor*****Key Accomplishments***

- Managed more than \$20 million in construction, professional services, cooperative and citywide procurements, coordinating with stakeholders to include user departments, consultants, partnering agencies, contractors and suppliers
- Refined functions and implemented best practices for achievement of state and national awards for excellence in procurement to include environmentally preferred procurement policy, internal client satisfaction surveys, procurement team training plan and mechanisms for continuous improvement
- Reviewed citywide purchase requisitions of the \$44 million annual budget in accordance with purchasing thresholds and all applicable laws, policies and procedures
- Served as division legislative liaison, reviewing proposed legislation and writing impact analyses
- Managed and verified procurement compliance for multiple FEMA and DOT grant-funded procurements to include construction projects and emergency disaster debris and monitoring term contracts

CITY OF DORAL**Procurement Specialist (contracted)*****Key Accomplishments***

- Managed more than \$50 million in construction, professional services and citywide procurements, coordinating with stakeholders to include user departments, consultants, partnering agencies, contractors and suppliers
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- Analyzed citywide business practices to draft and implement city's first procurement policies and procedures manual
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EDUCATION

Master of Public Administration, FIU, Miami – 2010

Bachelor of Science in Communication, FIU, Miami – 2006

CERTIFICATIONS

Certified Procurement Professional, NIGP – 2020

Certified Public Procurement Officer, UPPCC – 2017

Certified Public Procurement Buyer, UPPCC – 2013

SHANNON SMALLS

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PROFESSIONAL SUMMARY

Senior Disaster Recovery Consultant with 18 years of large program management experience in federal and state disaster recovery/emergency management programs. Trusted advisor and thought leader. Innovator to improve functions/deliver value and best practices. Collaborate with leadership and staff; focus on managing details and processes, ensuring timely completion of project deadlines/objectives, and delivering quality results.

Key Skills

- Procurement process assessment
- Project management
- Industry expertise
- Trusted advisor to internal/external stakeholders
- Budgeting
- Contract management
- Quality control/improvement
- Relationship management

PROFESSIONAL EXPERIENCE

CIVIC INITIATIVES (2013 – Present)

Senior Disaster Recovery Consultant

Provide overall program/project management, requirements analysis, and business operations support to current and ongoing engagements, including subject matter expertise regarding disaster recovery programs and emergency management initiatives.

Key Accomplishments

- Managed financial audits of federally funded disaster recovery projects, resulting in over \$18m in direct reimbursement payments to subrecipients
- Led recovery teams to coordinate Public Assistance to over 100 subrecipients throughout 40+ Texas counties, overseeing grant activities/projects and provided technical assistance from initiation to closeout
- Led hazard vulnerability planning study of a medium-sized coastal city in Texas to determine future sites of 300 new public housing units
- Supported the development of a Continuity of Operations Plan for a large urban city in Texas; conducted interviews with City staff of 42 different departments to understand internal operations
- Conducted disaster recovery program assessment and provided recommendations to improve efficiency in managing \$3 billion in CDBG funding

TEXAS DEPARTMENT OF STATE HEALTH SERVICES (2009 – 2013)

Project Manager/Planning Coordinator

Engaged in/led initiatives to improve public health emergency preparedness throughout the State.

Key Accomplishments

- Led statewide public health education campaign; oversaw the creation and distribution of more than 250,000 copies of healthcare prevention materials across Texas
- Led project to revise outdated health and medical planning standards – first ever update in 10+ years; facilitated workgroup meetings, monitored activities & deliverables, and presented final project
- Led the development and update of agency's emergency response plans and operating guidelines
- Team Leader in State Medical Operations Center during disaster activations; member of Incident Mgmt. Team
- Provided technical assistance to local/regional health departments; conducted on-site quality assurance reviews to ensure grant deliverables were being met

TEXAS DIVISION OF EMERGENCY MANAGEMENT (2006 – 2009)**Project Manager/Planning**

Engaged in/led initiatives to improve emergency management planning/preparedness throughout the State.

Key Accomplishments

- Reviewed over 700 emergency management plans; provided technical assistance to local jurisdictions on compliance with federal and state planning mandates
- Coordinated Continuity of Operations training courses throughout Texas
- Developed State planning documents, checklists, and standard operating procedures
- Logistics Team Leader in the State Operations Center during disaster activations
- Event Manager for biannual conference of 3,000+ attendees each; responsible for pre-event planning, onsite logistics, and supervision of service contractors; managed ~150 exhibitors per event
- Communicated hazard mitigation planning requirements with local officials; facilitated the federal approval of 24 hazard mitigation plans – increased eligibility for future funding opportunities
- Project Officer for hazard mitigation projects totaling over \$800K; evaluated potential projects for funding decision; monitored projects from application phase to final closeout

Additional Work Experience – Emergency Management Specialist, United States Air Force (2002 – 2006)

EDUCATION

MBA, Tarleton State University, Stephenville TX – 2015

Master of Science in Project Management, Austin TX – 2010

THERESA WEBB, M.A., NIGP-CPP, CPPO, CPPB, C.P.M.

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PROFESSIONAL SUMMARY

Over eighteen years of experience in public sector procurement leadership that includes the acquisition of goods, services, technology, construction, capital improvement, and special taxation and grant funded projects, as well as Purchasing Card (PCard) program administration and warehouse management at city, county, and special taxing authorities. Knowledgeable in the complexities of FAA, FTA, FEMA and DOT funding requirements. Experienced in supplier relationship management; software testing, training, and implementation; risk mitigation; procurement organization creation and transformation; and executing outreach programs and activities to engage small and local businesses.

Key Skills

- | | | |
|---------------------------------|-------------------------------------|-------------------------------|
| • Organization Leadership | • Contract Negotiation + Management | • Performance Management |
| • Organizational Assessment | • Strategic Sourcing | • Research and Report Writing |
| • Organizational Transformation | • Training + ProD | • Continuous Improvement |

PROFESSIONAL EXPERIENCE

CIVIC INITIATIVES

Sr. Procurement Project Consultant

Guide and provide expertise to public sector/quasi-public entities in response to procurement training, governance, organizational, continuous improvement, and transformational initiatives.

Key Accomplishments

- Colorado University – Worked collaboratively with CU Procurement Services to map required competencies and training topics to develop training content for over 20 roles with delegated purchasing authority. Compared results to existing CU training to identify gaps.
- Harris Center – Mental Health + Developmental Disability Care - Participated in procurement assessment and gap analysis to identify organizational and process improvement opportunities.
- State of Louisiana – Office of State Procurement (OSP) - Working with OPS to develop procurement course outlines, training curricula and content mapped to the state's learning objectives and led the training delivery in a virtual environment.
- State of Missouri – Office of Administration (OA), Purchasing Services (PS) – Working with PS to develop procurement course outlines, training curricula and content mapped to the state's learning objectives for web-based training delivery, tailored to the practices and procurement cycle of the state.
- State of Hawaii – Department of Transportation Airports (DOTA) - Created procurement manual content to bridge the common State-wide and unique DOTA functions and processes for the acquisition of goods and services that included forms, tools and other resources.
- State of Texas – Department of Information Resources (DIR) – Created procurement manual content for consolidated operations guidance and procedures, job aids and other practitioner tools for multiple contract types and service and support models.

MANATEE COUNTY GOVERNMENT

Procurement Official

Lead role with oversight of the acquisition of goods, services, technology, construction, capital improvement, grant funded projects, and special taxation projects as well as administration of the Purchasing Card (PCard) program.

Key Accomplishments

- Assessment and reorganization of procurement to improve functionality, customer service, and efficiencies.
- Developed departmental ordinances, policies, procedures, manuals, forms, and document templates.
- Refined functions and implemented best practices for attainment of state and national awards for excellence in procurement.
- Led procurement in organizational assessment and the creation of a multi-year strategic plan.

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- Created staff performance measurements, evaluation metrics, and improvement action plans.
 - Developed business intelligence and other reports to capture division performance.
 - Created and delivered training for staff and suppliers.
-

CITY OF DELRAY BEACH
Chief Purchasing Officer

Leadership role over the goods, services, capital improvement, construction, and consolidated inventory warehouse teams.

Key Accomplishments

- Organized recently formed purchasing department to improve functionality and efficiencies.
 - Developed strategic plans, goals, objectives, and annual budgetary proposals.
 - Reorganized warehouse operations to facilitate improved inventory storage, access and record keeping.
 - Developed departmental documents such as policies, procedures, templates, and instruction manuals.
 - Staff performance metrics and evaluations.
 - Created and conducted training for staff and supplier community.
 - Conducted market research, value analysis, and spend analysis studies.
 - Consulted with departmental clients and provided guidance and technical assistance.
 - Reviewed, analyzed, and acted on administrative and operational issues to mitigate risks.
 - Oversaw the implementation of Procurement ERP software system.
-

TAMPA INTERNATIONAL AIRPORT
Purchasing Manager

Leadership role over the Non-Capital Procurement team responsible for the acquisition of goods, services, and concessions.

Key Accomplishments

- Lead role in the establishment of a centralized procurement function.
 - Developed departmental procedures, forms, document templates, and instruction manuals.
 - Led procurement team through creation of a mission, vision, core values, and initial goals and objectives.
 - Developed annual strategic plan goals and objectives.
 - Developed annual budgetary proposals.
 - Led the procurement team through the establishment of functions, processes and best practices to attain State and national awards for excellence in procurement (1st one within 18 months of department creation).
 - Championed the development and implementation of new processes resulting in award winning efficiencies and enhanced supplier relationships.
 - Conducted complex and highly sensitive solicitations and contract negotiations for goods, services, concessions, and construction.
 - Created and conducted training for staff and suppliers.
 - Staff performance metrics and evaluation strategies.
 - Reviewed, analyzed, and created action plans to mitigate risks and potential for conflicts.
 - Lead role in the testing, training, and implementation of Oracle 12i ERP system upgrade.
 - Collaborated with departmental stakeholders on the development of complex solicitation requirements.
-

CITY OF ST. PETERSBURG
Purchasing Supervisor

Supervisory role over the goods and services acquisition team.

Key Accomplishments

- Coordinated staff workload and oversaw operational activities.
- Developed and implemented departmental performance improvement strategies.
- Market research, value analysis, and spend analysis studies.
- Assisted customer departments in the preparation of specifications.
- Conducted complex and highly sensitive solicitations and contract negotiations.
- Lead role in the testing and implementation of Oracle ERP system.
- Contract administration and supplier performance management.
- Developed and conducted training for staff, small businesses, and the supplier community.
- Created and managed staff recognition programs.
- Administration of the procurement process from receipt of need to contract closeout.
- Developed and implemented governance strategies that increased supplier compliance with contract insurance requirements from 60% to 95% in 90 days.

EDUCATION

Bachelor of Arts, Business Administration, St. Leo University, St. Leo, Florida

Master of Arts, Management, American Public University System, Charles Town, West Virginia

CERTIFICATIONS

NIGP-CPP, NIGP; the Institute for Public Procurement, #111

CPPO, Universal Public Procurement Certification Council, #10982

CPPB, Universal Public Procurement Certification Council, #7529

PUBLICATIONS AND TRAINING

2009 – present: Authored over 15 published articles. Topics include Benchmarking, Debriefing, Negotiation, and Procurement Principles.

2012: Capital EXECUTIVE magazine article “Organizational Sustainability”.

2011: Contributor for American City and County GovPro Magazine article “Need product specifications for a procurement? NIGP has a variety of tools”.

2020: Contributor for American City and County magazine article “Move fast when hiring seasoned public procurement pros”.

2009-present: Created and delivered over 50 training and professional development sessions for local, state, and national entities.

2017-present: Certified NIGP Instructor/Learning Leader delivering in-person and virtual training courses.

2017-present: Member of multiple teams creating NIGP Global Best Practice guidance documents.

2019-present: Member of multiple teams creating content for NIGP training coursework.

b. Sample Work Products

State of Ohio

The Contractor must pay the State a share of the sales transacted under this Contract. The Contractor must remit the revenue share in US dollars within 30 days after the end of the quarterly reporting period. The revenue share that the Contractor must pay equals .0075 of the total quarterly sales reported. The revenue share is included in the prices reflected on the Price List (post award) and reflected in the total amount charged in ordering activities, and the Contractor may not add a surcharge to orders under this Contract to cover the cost of the revenue share.

Objectives. The State of Ohio wishes to contract with offerors whose proposals best meet the objectives established in this section. As part of the state's IT Optimization strategy, OIT seeks to implement a standardized approach to acquiring IT services within defined technology categories, that facilitates OIT's and state agencies' access and reduces cycle time between a request for service and fulfillment of same.

In pursuing this contract the State seeks to create labor pools for deliverables-based projects for agencies' use, and with prior approval from OIT, in a way that is aligned with the state's enterprise architecture and any applicable project standards. The Technology Categories established through this RFP will provide state agencies the ability to secure services for defined scopes of work across some or all of a project's life cycle, and will leverage the state's adoption and deployment of IT policies, standards, and practices.

Utilization of Deliverables-Based Contracts. OIT is responsible for the issuance of all Statement of Work Solicitations to pre-qualified contractors awarded Contract(s) established through this RFP. As a function of its governance role, OIT will coordinate with state agencies to ensure their IT projects are aligned with the state's enterprise technology direction.

If it is determined to be in the State's best interest to acquire IT services through a deliverables-based contract, a State agency will identify specific requirements, and develop a proposed Project Statement of Work for the service delivery outcomes and deliverables, subject to the review and approval by OIT. OIT, in consultation with the State agency, will determine which Technology Category or Categories for which to issue a Statement of Work Solicitation. Depending on the nature and scope of the IT project, OIT may recommend or require certain IT projects to engage one or more DBITS Contractors for specific services. OIT may serve in an advisory capacity during the evaluation and award process. For certain projects the SOW solicitation may require OIT involvement post award.

Overview of the Work's Scope. The following Technology Categories are included in this RFP. Each Technology Category is subject to the State of Ohio's policies and practices for that discipline, as currently defined and adopted, or as defined and adopted in the future. More information on the Work Requirements for these Technology Categories is described in Attachment Two.

1. Information Technology Assessment, Planning, and Solicitation Assistance

Definition: IT Assessment and Planning may include the assessment of an agency's IT effectiveness through its alignment of technology with business needs of the agency, process maturity, governance, project management and architecture. Strategic planning activities may include mission statement development, visioning and goals, objectives, and strategy development. Tactical planning may require that actionable plans and roadmaps be provided.

Examples of included deliverables-based services: conducting IT assessments, including enterprise architecture; staff knowledge, skills and abilities (KSAs) assessments; strategic and tactical planning; specification development, SOW development, RFP development; and training development and delivery.

2. Project Management

Definition: Project Management service providers may perform any or all of the project management processes identified by the Project Management Institute as published in Table 3-1 of the PMBOK® Guide, Fourth Edition or most recent.

There are references in this RFP to the Proposal due date. Unless it is clearly provided to the contrary in this RFP, any such reference means the date and time (Columbus, Ohio local time) that the Proposals are due and not just the date.

PART TWO: STRUCTURE OF THIS RFP

Organization. This RFP is organized into five (5) parts and has eight (8) attachments. The parts and attachments are listed below. There also may be one or more supplements to this RFP listed below.

Parts

Part One	Executive Summary
Part Two	Structure of this RFP
Part Three	General Instructions
Part Four	Evaluation of Proposals
Part Five	Award of the Contract

Attachments

Attachment One	Evaluation Criteria
Attachment Two	Work Requirements and Special Provisions
Attachment Three	Requirements for Proposals
Attachment Four	General Terms and Conditions
Attachment Five	Sample Contract
Attachment Six	Offeror Certification Form
Attachment Seven	Offeror Profile Summary
Attachment Eight	Standard Affirmation and Disclosure Form – EO 2011-12K

PART THREE: GENERAL INSTRUCTIONS

The following sections provide details on how to get more information about this RFP and how to respond to it. All responses must be complete and in the prescribed format.

Contacts. The following person will represent the State during the RFP process:

Procurement Representative:

Jackie Flemmings, Acquisition Analyst
DAS/Office of Information Technology (OIT)
Enterprise IT Contracting
30 East Broad Street, 39th Floor
Columbus, OH 43215

During the performance of the Work, a State representative (the “OIT Analyst”) will represent the administration of the State’s contracts with DBITS contractors. Work authorized through approved SOWs will be managed by the requesting State agency and the agency representative who will be the primary contact for the Work will be specified in writing in the SOW.

Inquiries. Offerors may make inquiries regarding this RFP anytime during the inquiry period listed in the Calendar of Events. To make an inquiry, offerors must use the following process:

- Access the State’s Procurement Website at <http://procure.ohio.gov/>;
- From the Navigation Bar on the left, select “**Find It Fast**”;

State of Florida

State of Rhode Island

