

Montana Department of Transportation



Development of Strategic Enterprise Architecture Design and Implementation Plan for MDT

RFP Number: 15-3109T

Date: January 22, 2015

eVision Partners, Inc.

9660 Falls of Neuse Road, Suite 138 #256

Raleigh, NC 27615

Phone: 919-341-7793

Fax: 919-845-2542



January 22, 2015

Ms. Tia Synder
Contracts Officer
State Procurement Bureau/General Services Division
Department of Administration
Room 165, Mitchell Building
125 North Roberts Street
Helena, MT 59601-4558

Dear Ms. Synder:

eVision Partners, Inc. is pleased to have the opportunity to submit a proposal in response to RFP # 15-3109T to develop a Strategic Enterprise Architecture (EA) Design and Implementation Plan for the Montana Department of Transportation (MDT). We believe you will find eVision Partners, Inc. the most qualified team to perform this project for MDT for the following reasons:

1. Our firm specializes in leading and performing enterprise architecture, business process analysis, and large-scale business transformation projects for state-level transportation agencies and major transit authorities – this is our firm’s primary line of business;
2. Our proposed team has led enterprise architecture, business process analysis, requirements definition, systems implementation and business change projects for 23 state departments of transportation, 2 state-level turnpike/toll authorities, the Federal Highway Administration, the American Association of State Highway Transportation Officials and 2 Tier-1 transit agencies; and
3. We are proposing the same core team that recently completed a Strategic Enterprise Architecture Design project for the Ohio Department of Transportation (ODOT). We will be able to leverage and apply our team’s experience from the ODOT project where it is appropriate to MDT in terms of secondary research, best practices and lessons learned to hit the ground running in constructing a Strategic Enterprise Architecture Design and Implementation Plan that is tailored to MDT’s unique needs.

If you have any questions or require any additional information during your review of our proposal, please feel free to contact me at (919) 605-1590 or via email at rcooney@evisionpartners.com.

Thanks again for the opportunity to submit a proposal for this important initiative.

Sincerely,

A handwritten signature in black ink that reads "Robert C. Cooney". The signature is written in a cursive, slightly slanted style.

Robert C. Cooney



Table of Contents

SECTION 1: REQUIRED FORMS	3
1.1 Cover Sheet	3
1.2 Addendum No. 1	4
1.3 Addendum No. 2	5
1.4 Required RFP Acknowledgements	6
1.5 Proof of Authority	7
SECTION 2: SCOPE OF SERVICES	8
2.1 Scope and Objectives [RFP Section 3, paragraph 3.1]	8
2.2 Problem Statement, Background Summary, and Benefits/Business Case [RFP Paragraph 3.2].....	11
2.3 Tasks [RFP Paragraph 3.3]	22
2.3.1 Work Plan. [RFP Paragraph 3.3.1]	27
2.3.2 Literature Review. [RFP Paragraph 3.3.2]	27
2.3.3 Situation Analysis. [RFP Paragraph 3.3.3]	27
2.3.4 Enterprise Architecture Design. [RFP Paragraph 3.3.4]	32
2.3.5 Implementation Plan. [RFP Paragraph 3.3.5].....	33
2.3.6 Strategic Options and Initiatives. [RFP Paragraph 3.3.6]	34
2.4 Deliverables and Meetings [RFP Paragraph 3.4].....	35
2.4.1 Deliverables [RFP Paragraph 3.4.1].....	35
2.4.2 Meetings. [RFP Paragraph 3.4.2].....	39
Section 3: OFFEROR QUALIFICATIONS [RFP Section 4]	41
3.1 Offeror Qualifications [RFP Paragraph 4.2].....	41



Montana Department of Transportation
*Development of Strategic Enterprise Architecture Design and
Implementation Plan for MDT*

3.1.1	Client Reference Questionnaire. [RFP Paragraph 4.2.1]	41
3.1.2	Resumes/Company Profile and Experience. [RFP Paragraph 4.2.2]	46
3.1.3	Staffing. [RFP Paragraph 4.2.3]	70
Section 4: COST PROPOSAL [RFP Section 5]		75
4.1	Submittal of Proposed Budget [RFP Paragraph 5.1]	75
APPENDICES		80
Appendix A		81
Appendix B		83
Appendix C		84



SECTION 1: REQUIRED FORMS

1.1 Cover Sheet

	<h3 style="margin: 0;">STATE OF MONTANA REQUEST FOR PROPOSAL (RFP)</h3>	
RFP Number: 15-3109T	RFP Title: Development of Strategic Enterprise Architecture Design and Implementation Plan for MDT	
RFP Response Due Date and Time: January 22, 2015 2:00 p.m., Mountain Time	Number of Pages: 51	Issue Date: December 4, 2014
ISSUING AGENCY INFORMATION		
Procurement Officer: Tia Snyder	State Procurement Bureau General Services Division Department of Administration Phone: (406) 444-2575 Fax: (406) 444-2529 TTY Users, Dial 711	
Website: http://vendor.mt.gov/		
INSTRUCTIONS TO OFFERORS		
Return Sealed Proposal to:		
PHYSICAL ADDRESS: State Procurement Bureau General Services Division Department of Administration Room 165, Mitchell Building 125 North Roberts Street Helena, MT 59601-4558	MAILING ADDRESS: State Procurement Bureau General Services Division Department of Administration P.O. Box 200135 Helena, MT 59620-0135	Mark Face of Envelope/Package with: RFP Number: 15-3109T RFP Response Due Date: January 22, 2014
Special Instructions:		
OFFERORS MUST COMPLETE THE FOLLOWING		
Offeror Name/Address: eVision Partners, Inc. 9660 Falls of Neuse Road Suite 138 #256 Raleigh, NC 27615	Robert C. Cooney/President _____ (Name/Title)  _____ (Signature)	
<small>Print name and title and sign in ink. By submitting a response to this RFP, Offeror acknowledges it understands and will comply with the RFP specifications and requirements.</small>		
Type of Entity (e.g., corporation, LLC, etc.) Corporation	Offeror Phone Number: 919-605-1590	
Offeror E-mail Address: rcooney@evisionpartners.com	Offeror FAX Number: 919-341-5396	
OFFERORS MUST RETURN THIS COVER SHEET WITH RFP RESPONSE		

Revised 01/14



Montana Department of Transportation
Development of Strategic Enterprise Architecture Design and
Implementation Plan for MDT

1.2 Addendum No. 1

DEPARTMENT OF ADMINISTRATION
GENERAL SERVICES DIVISION
STATE PROCUREMENT BUREAU

<http://gsd.mt.gov/>



STEVE BULLOCK
GOVERNOR STATE OF MONTANA

MITCHELL BUILDING, ROOM 165
PO BOX 200135

(406) 444-2575
(406) 444-2529 FAX
TTY Users-Dial 711

HELENA, MONTANA 59620-0135

January 5, 2015

STATE OF MONTANA
REQUEST FOR PROPOSAL ADDENDUM
RFP NO.: 15-3109T
TO BE OPENED: January 22, 2015

TITLE: Development of Strategic Enterprise Architecture Design and Implementation Plan for MDT

ADDENDUM NO. 1

To All Offerors:

Attached are written questions received in response to this RFP. These questions, along with the State's response, become an official amendment to this RFP.

All other terms of the subject "Request for Proposal" are to remain as previously stated.

Acknowledgment of Addendum:

The offeror for this solicitation must acknowledge receipt of this addendum. This page must be submitted at the time set for the proposal opening or the proposal may be disqualified from further consideration.

I acknowledge receipt of Addendum No. 1

Signed: Rabat C Cooney

Company Name: eVISION PARTNERS, INC.

Date: 1/20/15

Sincerely,

Tia Snyder
Contracts Officer

"AN EQUAL OPPORTUNITY EMPLOYER"



1.3 Addendum No. 2

DEPARTMENT OF ADMINISTRATION
GENERAL SERVICES DIVISION
STATE PROCUREMENT BUREAU

<http://gsd.mt.gov/>



STEVE BULLOCK
GOVERNOR STATE OF MONTANA

MITCHELL BUILDING, ROOM 165
PO BOX 200135

(406) 444-2575
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TTY Users-Dial 711

HELENA, MONTANA 59620-0135

January 8, 2015

STATE OF MONTANA
REQUEST FOR PROPOSAL ADDENDUM
RFP NO.: 15-3109T
TO BE OPENED: January 22, 2015

TITLE: Development of Strategic Enterprise Architecture Design and Implementation Plan for MDT

ADDENDUM NO. 2

To All Offerors:

Attached are two additions to this RFP.

All other terms of the subject "Request for Proposal" are to remain as previously stated.

Acknowledgment of Addendum:

The offeror for this solicitation must acknowledge receipt of this addendum. This page must be submitted at the time set for the proposal opening or the proposal may be disqualified from further consideration.

I acknowledge receipt of Addendum No. 2

Signed: Kalvin C Cooney

Company Name: eVISION PARTNERS, INC.

Date: 1/20/15

Sincerely,

Tia Snyder
Contracts Officer

"AN EQUAL OPPORTUNITY EMPLOYER"



1.4 Required RFP Acknowledgements

Required RFP Acknowledgements

In addition to a detailed response to all requirements within Sections 3, 4, and 5, Offeror must acknowledge that it has read, understands, and will comply with each section/subsection listed below by initialing the line to the left of each. If Offeror cannot meet a particular requirement, provide a detailed explanation next to that requirement.

RCC	Section 1, Introduction and Instructions
RCC	Section 2, RFP Standard Information
RCC	Section 4.1, State's Right to Investigate and Reject
RCC	Section 4.3, Oral Presentation and Interview
RCC	Section 5.2, Project Funding
RCC	Section 5.3, Budget Revisions
RCC	Section 6, Evaluation Process
RCC	Appendix A, Contract
RCC	Appendix D, Nondiscrimination and Disability Accommodation Notice
RCC	Appendix E, Technical Report Documentation Page
RCC	Appendix F, MDT's IT Environment



1.5 Proof of Authority

APPENDIX B: PROOF OF AUTHORITY

CORPORATE RESOLUTION

eVision Partners, Inc.

THIS RESOLUTION is made this 19th day of ___January____, 2015__, by the undersigned, being all of the members of the Board of Directors of eVision Partners, Inc. (the "corporation"). The undersigned waive any requirement that a special meeting be held for the transaction of the business resolved hereby.

WHEREAS, Article V, Section 1 of the By-Laws of the corporation provides:

"The directors may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances"; and

WHEREAS, the eVision Partners, Inc. has provided to the Montana Department of Transportation (MDT) a Proposal in response to RFP #15-3109T; and

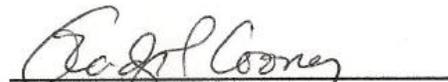
WHEREAS, it is in the best interest of the corporation to enter into said contract;

NOW THEREFORE BE IT RESOLVED:

That the President and Secretary of the corporation are authorized to execute the contract documents on behalf of the corporation.

DATED beneath the signatures of the Directors.


Robert C. Cooney, Director
Dated: January 19, 2015


Gladys P. Cooney, Director
Dated: January 19, 2015



SECTION 2: SCOPE OF SERVICES

2.1 Scope and Objectives [RFP Section 3, paragraph 3.1]

In order for the Montana Department of Transportation (MDT) to carry out its mission successfully, it is essential to appropriately incorporate and utilize technology. Information management systems are vital to maintaining the State's transportation infrastructure and are critical components for activities such as asset management, forecasting, QC/QA efforts, and data collection and analysis. The development of a strategic enterprise architecture (EA) design provides a technology and data roadmap to help MDT align its IT investments to deliver the greatest business value, identify and resolve system and data inconsistencies that interfere with the sharing of data and information, and ultimately support MDT's evolving IT needs and strategies.

The existing information systems at MDT are in some cases fragmented, or myopically focused in support of a single business unit's needs within the agency. A relevant number of existing systems are also silos of technology, which impose limitations on Information Services Division's (ISD) ability to provide responsive service to the MDT business community. Additionally, many primary business systems are based upon technologies that are near or past their end of life, and cannot provide additional years of service. Finally, ISD must remove impediments and recommend business process improvements for a strategic data management and governance approach.

Preliminary information on MDT's current IT environment is provided in Appendix F.

The objective of this research is to develop a Strategic Enterprise Architecture (EA) Design and Implementation Plan for MDT. The research should be structured around one of the leading EA frameworks; however, the framework may be customized to best address the MDT environment.

A representative example is the State of Ohio Department of Transportation's Development of Strategic Enterprise Architecture Design for ODOT that can be found at:
http://www.dot.state.oh.us/Divisions/Planning/SPR/Research/reportsandplans/Reports/2014/Aerial/134756_FR.pdf.

In Offeror's own words, concisely express Offeror's understanding of the scope and objectives.

The Scope of Services must describe any assistance that may be required from MDT and the timeframe(s) in which this assistance is required.

Ongoing communication between the Consultant and Research Project Manager and Project QA/QC are critical to the success of the Project. The Scope of Services must include a description of the steps the Consultant will take to ensure that QA/QC and regular communication occurs with the State's Research Project Manager.

All data required to successfully complete this Project and the source for this data must be delineated in the Scope of Services.

If the Offeror requires any data other than found in Appendix F, the Offeror can ask if MDT can provide this additional data as set forth above in the Required Review, Form of Questions Section or the Offeror can acquire this data elsewhere.

Time is of the essence; the ideal timeframe through delivery of the draft final products is 12-months. The scope of services must contain realistic timeframes for completing each task and deliverable, and completing the Project.



The Montana Department of Transportation (MDT) is the lead state-level agency for planning and executing the transportation program for the State of Montana. MDT's scope of services is very diverse including highways, public transit, rail, aeronautics, motor fuel tax collection and motor carrier safety. MDT delivers its services through a headquarters function in Helena and five district offices across the State. Some of the key responsibilities of MDT include:

- Planning and design for highway projects;
- Highway construction contract administration and oversight;
- Materials design and testing;
- Property acquisition;
- Fiscal programming and cost accounting;
- Motor fuel collection and enforcement;
- Enforcing vehicle weight and dimension laws;
- Outdoor advertising control;
- Managing the state motor pool;
- Highway, bridge and rest area maintenance;
- Public transportation and rail programs and planning;
- General aviation airport planning; and
- Highway traffic safety.

MDT's mission is "to serve the public by providing a transportation system and services that emphasize quality, safety, cost effectiveness, economic vitality and sensitivity to the environment." Critical to successfully carrying out this mission is the ability to effectively utilize information technology to leverage MDT's scarce resources in terms of employees and available funding. However, there are a number of challenges with the current information systems' environment at MDT including:

- Application systems which are fragmented in their scope and purpose resulting in the need to utilize multiple applications to support a single business process;
- Application systems which are narrowly focused on the needs of a single business unit;
- Limitations in data sharing between systems requiring duplicate/redundant data entry;
- Key functional gaps in applications which often results in the need for end users to develop off-line applications or shadow systems to fully meet business needs; and
- A number of application systems are written in older programming languages. As a result, these systems are difficult to maintain and enhance to respond to changing business requirements. Likewise, a many of these systems are approaching the end of their technical useful life.

In response to these challenges, MDT has initiated a project to develop a Strategic Enterprise Architecture Design and Implementation Plan for MDT. The essential goal of enterprise architecture is



to inform, guide, and constrain the technology decisions of the enterprise and ensure technology decisions align with ODOT's business objectives.¹

The objective of this proposed research project is to develop a customized, executable, strategic enterprise architecture design for MDT and an implementation plan which will allow the Department to implement the enterprise architecture design through a set of follow-on implementation projects. Key objectives of this research project include:

- Conduct a literature search to establish an understanding of state of the practice in enterprise architecture design and then apply these practices as appropriate in designing MDT's enterprise architecture;
- Conduct a situation analysis to develop a detailed understanding of MDT's As-Is business, application, data and technical architecture environments;
- Design MDT's To-Be enterprise architecture, consisting of:
 - Business architecture – which defines the functional structure of MDT in terms of its business processes and organization and its associated business information needs,
 - Applications architecture, which delineates the capabilities of specific applications used to support MDT's business functions and how these various applications work together or integrate to support MDT's enterprise-wide information requirements,
 - Data architecture, which establishes data standards for all of MDT's systems to support integration and information sharing between these systems, and
- Technical architecture which describes the technical infrastructure and software technologies, which are shared services and not application specific, and other specific hardware and operating system-level software technologies required to support the various business applications;
- Design the implementation plan delineating a timeline and recommended sequencing of a series of projects or initiatives to implement the To-Be enterprise architecture; and
- Define various strategic options and initiatives which will support MDT in its implementation of the To-Be enterprise architecture design. Based on our team's past experience these strategies may include:
 - Information technology governance strategy,
 - Information technology investment prioritization process, and
 - Identifying any information technology resource skill gaps and recommending approaches to address these gaps.

¹ "Federal Chief Information Officer Council Definition of Enterprise Architecture," 1999



2.2 Problem Statement, Background Summary, and Benefits/Business Case [RFP Paragraph 3.2]

In Offeror's own words, concisely express Offeror's understanding of the problem presented, demonstrating Offeror's insight into the problem.

Include background information on the research topic. Summarize the findings of a preliminary literature search and state the relationship of the proposed study to prior and current research. TRB's Transportation Research International Documentation (TRID, <http://trid.trb.org/>) and Research in Progress (RIP, <http://rip.trb.org/>) databases should be searched as a part of this preliminary literature search. The summary should reveal Offeror's understanding of underlying principles and should clearly indicate Offeror's appreciation of the problem. The importance of this part of the Proposal should not be underestimated. A comprehensive background summary ensures all aspects of the research topic have been adequately considered so new research can build upon prior work rather than duplicate it.

Identify potential benefits (i.e., business case) expected from the research. Include how the research results can be used, and by whom, to improve transportation practice. The business case addresses such items as: will the problem continue unless research is done; can or should the research be postponed to another year; what real world costs are associated with the problem; does future State activity depend upon this research; what savings in money or time might result from the research; what improvements could result from the research (safety, efficiency, services); would the research be completed prior to a major implementation (timeliness); who will benefit from this research Project; and what area within MDT will benefit from or be affected by this research.

Enterprise architecture is a strategic technology plan that aligns with the strategic business plan of MDT. The plan integrates the technology needs of MDT and leverages data, systems, technology infrastructure, and knowledge of staff members to implement technology systems to support the efficient delivery of MDT's programs, operations, and services.

The term "enterprise architecture" was first used in a journal article in 1987 by John Zachmann. As initially defined by Zachmann, enterprise architecture was intended to address two issues:

- System complexity resulting in more and more money being spent on information technology systems; and
- Poor business alignment between information technology and business objectives resulting in it becoming more and more difficult to keep the expensive systems aligned with business needs.

Enterprise architecture addresses these issues by providing an overall blueprint to guide technology investment decisions. Enterprise architecture:

- Establishes the organizational mission;
- Identifies information necessary to perform the mission;
- Identifies technologies necessary to perform the mission; and



- Provides transitional processes for implementing required technologies.²

Public sector organizations like MDT face a number of business challenges or business drivers. These include:

- Need for greater transparency;
- Need for greater accountability;
- Expectations for enhanced organizational efficiency and effectiveness;
- Requirements for enhanced collaboration with partners;
- Flat or reduced budgets;
- Reduced staffing levels; and
- Increased utilization of alternative financing or alternative delivery models.

Focused use of technology can help organizations not only meet but thrive in the face of these challenges. However, there are a number of issues in terms of effectively leveraging technology to help MDT or another organization achieve its mission. These include:

- Technology solutions can be complex, costly and risky;
- Data is everywhere but getting access to the right information at the right time is difficult;
- Technology projects seem to take much longer than they should;
- Business units resist the change necessary to effectively implement the technology solution; and
- IT departments are often viewed as a cost center and not a source of business value.

In responses to these challenges, technology organizations often establish technology standards that appear arbitrary and cumbersome to the business; implement complex software development processes or require extensive documentation for new systems or system changes. Business units, on the other hand, develop their own applications with minimal involvement from IT or they exclude technology leaders from key technology based decisions.

At its core, enterprise architecture is designed to achieve business and technology alignment. Enterprise architecture encourages the business to invest in technology and seek solutions to meet business needs. At the same time, enterprise architecture drives the technology side of the organization to deliver technology services to address business needs and seek to influence business change.

² Federal Chief Information Officer (CIO) Definition of Enterprise Architecture, 1999



Based on the Federal CIO Council definition of enterprise architecture, the primary purpose of an Enterprise Architecture or EA is to inform, guide, and constrain the technology decisions for the enterprise. Effective enterprise architecture should:

- Establish the organizational mission;
- Identify the information necessary to perform the mission;
- Identify technologies necessary to perform the mission; and
- Provide transitional processes for implementing required technologies.

In terms of the public sector, there is a considerable body of knowledge, especially at the Federal level, on the process and methodology to be utilized in designing an enterprise architecture within a public-sector organization. In addition, there are also several case examples of enterprise architecture efforts both at the statewide level and at state departments of transportation. A brief summary of some of the prior experience with enterprise architecture in the public sector is provided below.

An organization's strategic objectives and business drivers, its business environment and its legislative environment are all key inputs to the development of an organization's enterprise architecture. Consequently, the actual enterprise architecture for an organization must really be customized to that specific organization. That being said, the methods, processes and tools for designing enterprise architecture can be leveraged from organization to organization and eVision Partners plans to leverage these best practices and lessons learned where appropriate in terms of designing the enterprise architecture for MTD.

Enterprise Architecture in Federal Government

Design and implementation of enterprise architecture has been a focus within the Federal government sector over the last 15 years. The Clinger-Cohen Act, passed in 1996, was designed to improve information technology decision making in the Federal government. The Clinger-Cohen Act established a comprehensive approach for executive agencies to follow in managing IT acquisitions and other IT decision making. It was designed to:

- Focus information resource planning to support an agency's strategic missions;
- Implement a capital planning and investment control process that links to budget formulation and execution; and
- Drive business process re-engineering as a pre-cursor to investing in new IT systems.³

The Clinger-Cohen Act directed the development and maintenance of Information Technology Architectures (ITAs) by Federal agencies to maximize the benefits of IT investments within the Federal

³ OMB (2000) [CIRCULAR NO. A-130 Revised](#)



government. In subsequent guidance on implementing the Clinger-Cohen Act, the Office of Management and Budget (OMB) required that agency ITA “be consistent with Federal, agency and bureau information architectures.”⁴ To implement this directive, the Federal CIO Council initiated the Federal Enterprise Architecture, essentially a federal-wide ITA to “develop, maintain and facilitate the implementation of the top-level enterprise architecture for the Federal Enterprise.”⁵ This then led to a significant emphasis on the design and implementation of enterprise architecture at the individual agency level. In 2004, Mr. Robert Cooney, our proposed Principal Investigator participated in the development of an enterprise architecture plan for the Federal Highway Administration, Office of Federal Lands Highways, following this Federal framework.

Enterprise Architecture at the Statewide Level

The focus on enterprise architecture at the Federal level has helped to develop interest in the implementation of enterprise architecture programs in some states at the statewide level and at numerous individual state agencies across the country.

One example of enterprise architecture at the statewide level is the State of North Carolina. The Office of Enterprise Architecture for the State of North Carolina (www.scio.nc.gov/services/enterpriseArchitecture.aspx) provides leadership for the state's information technology programs and works collaboratively with the IT organizations in various state agencies to better align IT direction and IT investment decisions with the state's business objectives.⁶

The goal of the State of North Carolina’s enterprise architecture program is to support the expectation by its citizens and stakeholders for the State of North Carolina to conduct its business more efficiently and effectively. One of the primary goals of North Carolina’s enterprise architecture program is to build an IT environment that supports a business model which promotes among other things:

- Coordinated service delivery across agencies;
- Citizen-centric, one-stop shopping;
- More planned and coordinated partnerships with external organizations; and
- Streamlined administrative business processes.⁷

A second example is the State of Michigan’s enterprise architecture initiative. The objectives of the State of Michigan enterprise architecture initiative was to:

- Identify and assess drivers, disruptive trends, changes in business processes, solutions and technologies that represent opportunities and barriers for the role of enterprise architecture in cross-boundary solutions and services; and

⁴ OMB Guidance Memos on implementation of Clinger-Cohen (1997). [M-97-02, "Funding Information Systems Investments"](#)
[M-97-16, "Information Technology Architecture"](#)

⁵ The Chief Information Officers Council (1999). [Federal Enterprise Architecture Framework Version 1.1](#)

⁶ <https://www.scio.nc.gov/services/enterpriseArchitecture.aspx>

⁷ <https://www.scio.nc.gov/services/enterpriseArchitecture.aspx>



- Develop a cross-boundary framework including a targeted business process and public service areas where processes, infrastructure and services can be shared.

Exhibit II-1 illustrates a business architecture deliverable from the State of Michigan’s enterprise architecture project.⁸ In this example, the State of Michigan mapped business drivers within its Public Service Architecture to specific application systems and technical architecture initiatives. Please note that the State of Michigan utilized the nomenclature Public Services Architecture for the business architecture layer since the State of Michigan team saw their state’s mission as being that of providing services to the public as opposed to the more traditional definition of a business.

Exhibit II-1: Sample State of Michigan Business Architecture Deliverable

Goal Area: The Economy		
Business Drivers and Outcomes	Sample of Strategic Information Technology Projects	Supporting Enterprise Architecture Strategies Initiatives
<p>Sustain and Create Business Investment and Jobs in Michigan:</p> <ul style="list-style-type: none"> • Retain and strengthen Michigan’s existing manufacturing, agriculture and tourism base by creating new jobs. • Facilitate employment by making it easier for employers and employees to find each other. • Make the regulatory process easier to navigate for Michigan businesses. • Make State Government a good partner with businesses in Michigan 	<p>On-line Business Startup Wizard An online web service has been established to fast track the application processes for tax identification numbers and business startup tasks, shortening the startup process by 6 weeks.</p> <p>MITAPS Online permitting system used to facilitate the application and approval processes. This system will be extended to support as many permitting processes as possible to make Michigan a better place to do business.</p> <p>eProcurement A project in process intended to improve the way the State of Michigan procures goods and services, making better use of tax revenues and facilitating the processes for doing business with the State of Michigan.</p> <p>Michigan Talent Bank A web portal focused on talent retention in Michigan by allowing employers to post jobs and to review resumes posted by Michigan job seekers.</p> <p>Family Automated Screening Tool (FAST) An electronic screening tool used to identify barriers to employment for families in need. It is intended to help people become successful members of Michigan’s workforce.</p>	<p>Identity Management The State of Michigan will be making more resources available to businesses, and some of these resources will require strict controls around secure information such as tax data.</p> <p>Service Oriented Architecture Supporting the secure exchange of data is one of the critical functions that MDIT must fulfill moving forward. As these needs increase, and timeframes shorten, a successful SOA strategy will play a vital role in meeting the data needs of business functions supported by the State of Michigan.</p> <p>Hosting and Data Center Consolidation Just as businesses are expanding their hardware and data center capabilities to meet emerging technology needs, the State of Michigan must continue to provide the expanded data center services needed to help government services keep pace with an ever changing economy.</p>

Enterprise Architecture in State Departments of Transportation

The eVision Partners team is aware of at least four state departments of transportation which have had some level of significant enterprise architecture initiatives within their agencies. These state transportation agencies are: Ohio Department of Transportation (performed by the proposed MDT research team); Kansas Department of Transportation; Texas Department of Transportation and the Washington State Department of Transportation. Brief descriptions of each of these initiatives are provided below.

⁸ Appendix H, “State of Michigan Enterprise Architecture Plan,” 2007, available at www.michigan.gov/documents/dit/2007_EA_Strategic_Approach_206296_7.pdf



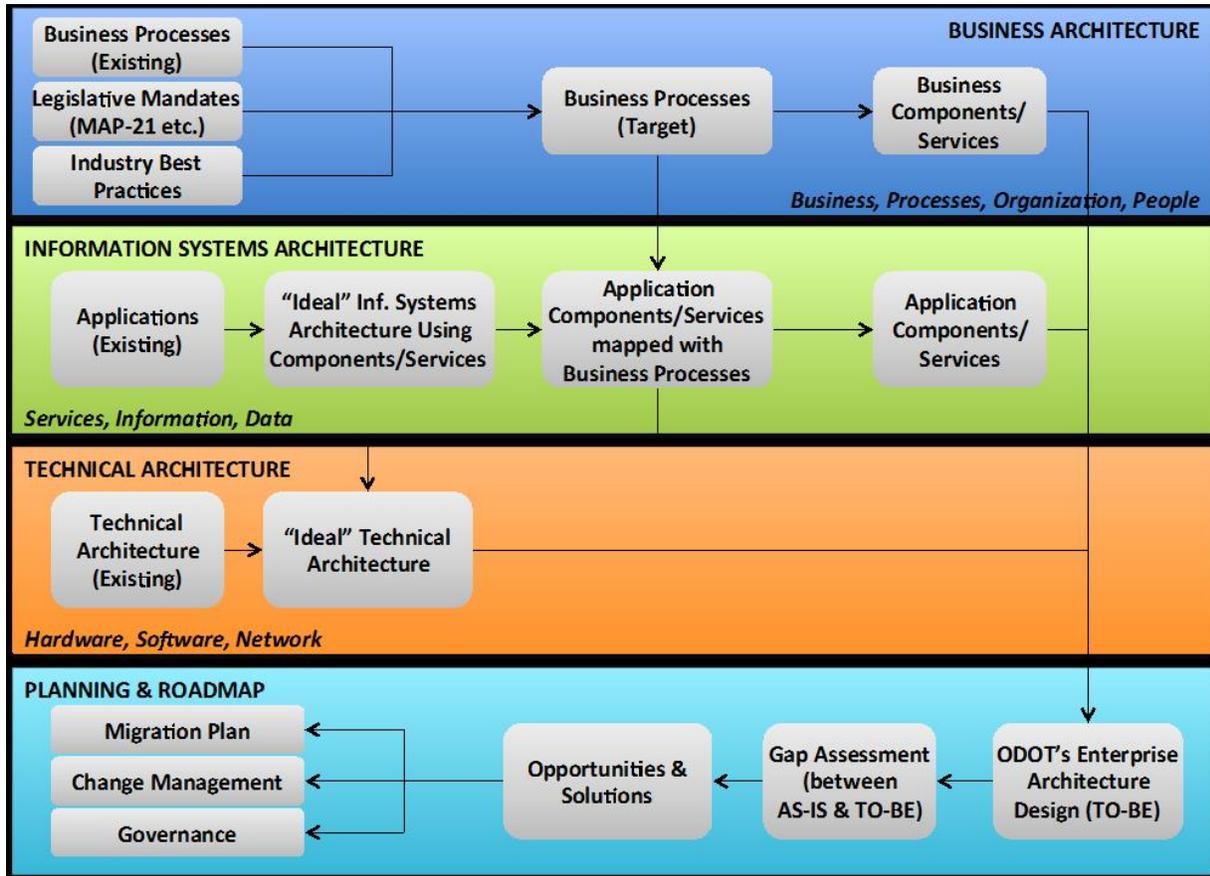
Ohio Department of Transportation (ODOT)

The eVision Partners, Inc. team completed the development of a Strategic Enterprise Architecture Design for ODOT in January 2014. Similar to many of the issues being faced by MDT, ODOT had a number of systems which had not been developed in a comprehensive fashion or under one strategic vision. Some of ODOT's systems were old and not well-supported due to the age (and possible obsolescence) of software or the departure from state service of people familiar with the systems (such as mainframe systems). Some systems were developed for an individual office or district and not designed to integrate within an overall architecture and some systems simply do not work well. In addition, there is limited data integration, resulting in some information being entered into multiple systems across different business units.

eVision Partners conducted the ODOT Enterprise Architecture project in two phases using an approach based on the TOGAF methodology as depicted in Exhibit II-2. Phase I: Baseline Enterprise Architecture consisted of a best practices synthesis and review of ODOT's As-Is technology environment; and Phase II: Develop Enterprise Architecture Strategic Plan, included the development and validation of an ODOT enterprise architecture; an implementation plan for the recommended architecture; recommendations for a technology governance model; and an organizational change management strategy to support implementation of ODOT's proposed enterprise architecture.



Exhibit II-2: ODOT Enterprise Architecture Research Approach



The eVision Partners team research approach included:

- Conducting interviews with more than 100 staff members from various ODOT divisions and districts as well as external stakeholders including the Ohio Department of Administrative Services Office of Information Technology (DAS OIT);
- Conducting nine validation sessions to review and confirm interview findings;
- Developing and validating ODOT business drivers in a series of workshops;
- Preparing an applications systems inventory;
- Developing a set of schematics which depict ODOT's As-Is applications architecture; and
- Conducting workshops for key ODOT stakeholders to educate them on best practices in developing and implementing an enterprise architecture and recent implementation experience and lessons learned in specific ODOT business areas expected to be integral in the development of the enterprise architecture design: transportation asset management, project systems management, and financial management/enterprise resource planning; and



- Developing the proposed To-Be enterprise architecture and an implementation plan for migrating to this To-Be enterprise architecture, as well as a set of supporting implementation strategies. The team's recommendations were then validated with various ODOT staff members.

Key recommendations by architecture layer included:

Business Architecture – eVision Partners recommended that to be successful in implementing enterprise architecture, ODOT should strengthen the structure and resourcing of their IT organization by creating user liaison and business analyst positions to act as the link between the business and IT, implement a technology governance process and implement an IT investment decision-making process.

Applications Architecture – Our team concluded that several major systems including the agency financial management and program and project management applications were at end-of-life and should be replaced as soon as possible. The team also concluded that recent deployments of industry leading systems have been and are being implemented with limited interactions and integration. As a result, while the team recommended continuing ODOT's recent direction of adopting industry leading off-the-shelf software solutions versus custom developing applications to the extent possible, it is critical that future implementation projects include data integration and information sharing cross business process areas as non-negotiable key components.

Data Architecture –The eVision Partners research team determined that ODOT is in need of a data warehouse with business intelligence (BI) capabilities that allow a wide range of users to access agency data to perform business analytics and support management decision-making.

For this architecture layer, we recommended that ODOT implement an industry leading BI environment and integrate this environment with all core ODOT applications. The new BI toolset should provide end-user reporting and query tools, online analytical processing tools to support multi-dimensional analysis, management dashboards and other graphical presentation tools, data mining tools, and performance management and measurement tools.

Technical Architecture – Our team recommended transitioning responsibility for managing most technology infrastructure to the State Office of Information Technology by leveraging and supporting an ongoing State of Ohio IT Optimization project. We also recommended:

- Establishing a mainframe replacement project to migrate all remaining applications off the mainframe, which are not included in the scope of the OAKS Plus ERP project or another ongoing project, to allow for de-commissioning of the ODOT mainframe environment;
- Defining requirements to evaluate, select, and deploy an enterprise document management system, and integrate this new system with OAKS Plus ERP and other core ODOT applications; and
- Implementing additional partner self-service capabilities across all business units and management systems.



The eVision Partners team then developed an implementation plan to guide future deployment efforts. The implementation plan outlined projects to be completed over 18 month and 60 month timelines.

Kansas Department of Transportation

The Kansas Department of Transportation (KDOT) has been a leader in applying enterprise architecture within the state DOT community. In 2005, KDOT was one of only six United States public sector agencies to be recognized for “Excellence in Enterprise Architecture” by the E-Gov Institute.⁹ KDOT’s enterprise architecture program was focused on:

- Treating IT resources and infrastructure as a KDOT asset;
- Implementing portfolio management processes to manage future IT investment decision making and reduce/simplify the application portfolio; and
- Defining an enterprise architecture including data, applications, processes and technology architectures.¹⁰

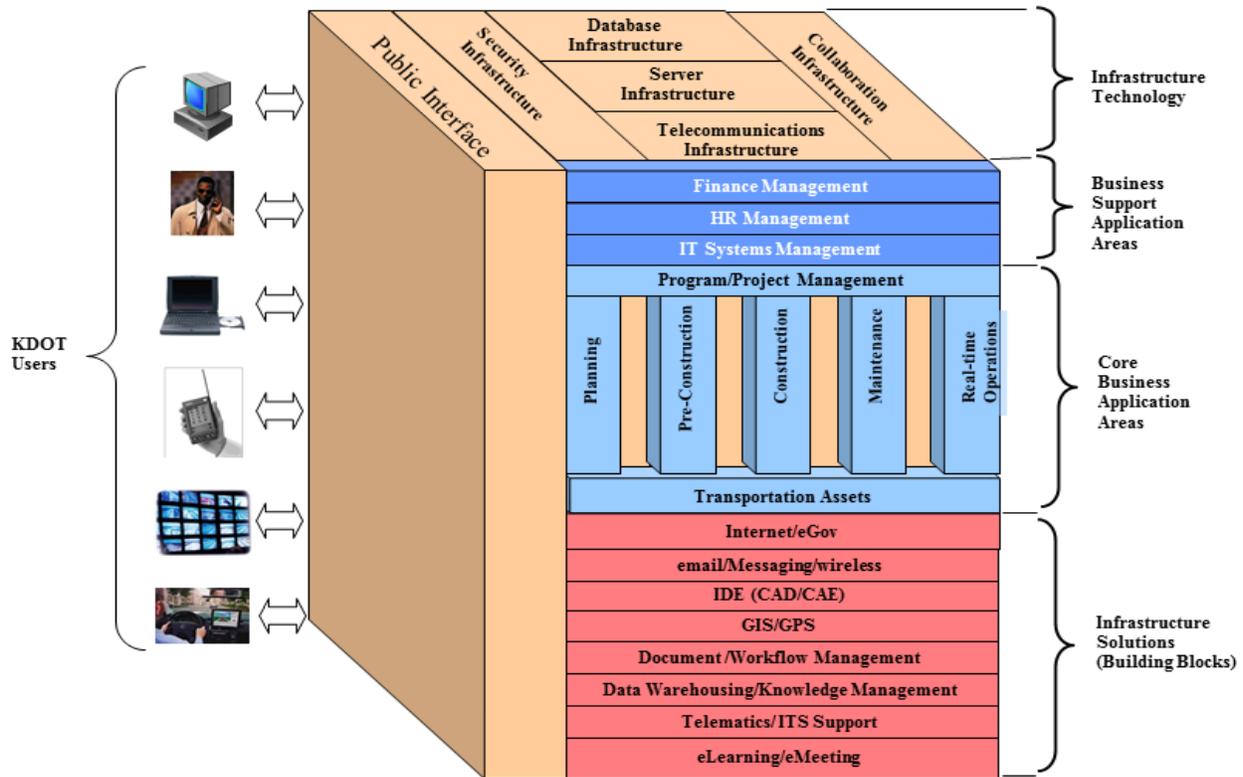
Exhibit II-3 provides an overview of KDOT’s conceptual enterprise architecture.

⁹ Kansas Department of Transportation “Translines,” December 2005, page 3

¹⁰ “Business Driven Enterprise Architecture,” Presentation by Ken Orr of The Ken Orr Institute on KDOT’s Enterprise Architecture at the Cutler Consortium, September 2003



Exhibit II-3: Overview of KDOT Enterprise Architecture



Texas Department of Transportation

The Texas Department of Transportation incorporated an Enterprise Architecture project within an overall initiative to modernize TxDOT’s systems beginning in 2011. The objective of the TxDOT Enterprise Architecture project was to:

- Develop a technology strategy tied to TxDOT mission, vision, and goals;
- Redefine information technology governance;
- Define an enterprise technology vision for TxDOT;
- Document the current architecture;
- Establish a target vision and conceptual architecture;
- Conduct a gap assessment between the As-Is and To-Be; and
- Prepare a workable and flexible plan to address any identified gaps.



Similar to the ODOT project and the proposed MDT scope, the TxDOT project included preparation of an Enterprise Architecture design. It also included development of an enhanced IT planning process; a prioritization of current IT work load; and development of an IT resource capacity model.

Washington State Department of Transportation

In 2008 and 2009, WSDOT conducted a review of more 200 applications and associated interface points. The WSDOT project team then developed a detailed depiction of the WSDOT “As-Is” state in a large graphic format. The team then utilized this As-Is model as the basis for defining a proposed service oriented architecture (SOA) based on implementation of a “data bus” strategy.

Benefits from Implementation of an Enterprise Architecture program

Based on our team’s prior experience, the specific benefits directly attributable to an Enterprise Architecture program include:

- Structured documentation of an organization’s business drivers which promote better planning and decision making;
- Improved communication and collaboration. This includes communication both within the business organization and between business units and the technology organizations. It also includes establishment of a standardized vocabulary for individuals to utilize when talking about technology requirements;
- Business-centric architectural views which:
 - Help to communicate the complexity of large systems,
 - Depict interaction between systems, and
 - Facilitate on-ongoing management of complex environments;
- A focus on the strategic use of emerging technologies which:
 - Drives implementation of business efficiencies,
 - Drives process standardization, and
 - Better enables the business to meet changing requirements;
- Improved sharing of information across the enterprise by promoting both:
 - Consistency, accuracy, and timeliness of information, and
 - Integrity, quality, availability, and access to information;
- Structured technology investment process which:
 - Identifies benefits, impacts, and life-cycle cost of proposed technology projects,
 - Analyzes in a consistent way alternatives, risks, and trade-offs, and



- Prioritizes candidate projects based on business value; and
- Better leveraging of technology spend by:
 - Building more quality and flexibility into applications without increasing cost,
 - Achieving economies of scale through sharing services, and
 - Expediting integration of both legacy and new systems; and
- Leveraging modern technologies to better enable increased efficiency and effectiveness throughout MDT:
 - More effectively meeting current MDT business requirements and providing a platform for more easily addressing changes in MDT's business needs in the future,
 - Improved customer service to MDT partners and employees,
 - Implementing standardized reporting capabilities with timely and accurate data,
 - Implementing electronic workflow and approval capabilities for many MDT business functions,
 - Eliminating or significantly reducing the number of silo systems within MDT,
 - Accurately capturing and securely storing MDT data,
 - Incorporating self-service functionality for employees, partners and suppliers, and
 - Providing improved performance measurement capabilities through better access to management information.

Implementation of enterprise architecture will be an essential element in ensuring that technology is linked with the business strategy and that MDT's technology investment decisions are aligned with the organization's business objectives. Not conducting the enterprise architecture project now or not implementing the results from the research project once it is completed will mean that MDT's technology environment will likely continue to be sub-optimal. As a result, there will be limitations on the extent to which MDT can drive the efficiency and effectiveness of its operations or how easily the Department can transform its business model to support changes required by the Federal government, the Montana Legislature or other external stakeholders.

2.3 Tasks [RFP Paragraph 3.3]

The Offeror shall describe how they will conduct the following major tasks. The selected Consultant shall conduct the following major tasks to complete the contract and must consist of at least the components of baseline analysis (as-is state), enterprise architecture strategic design (to-be state), and implementation plan. Additional tasks may be suggested by the consultant during proposal development to ensure the objective of the project.



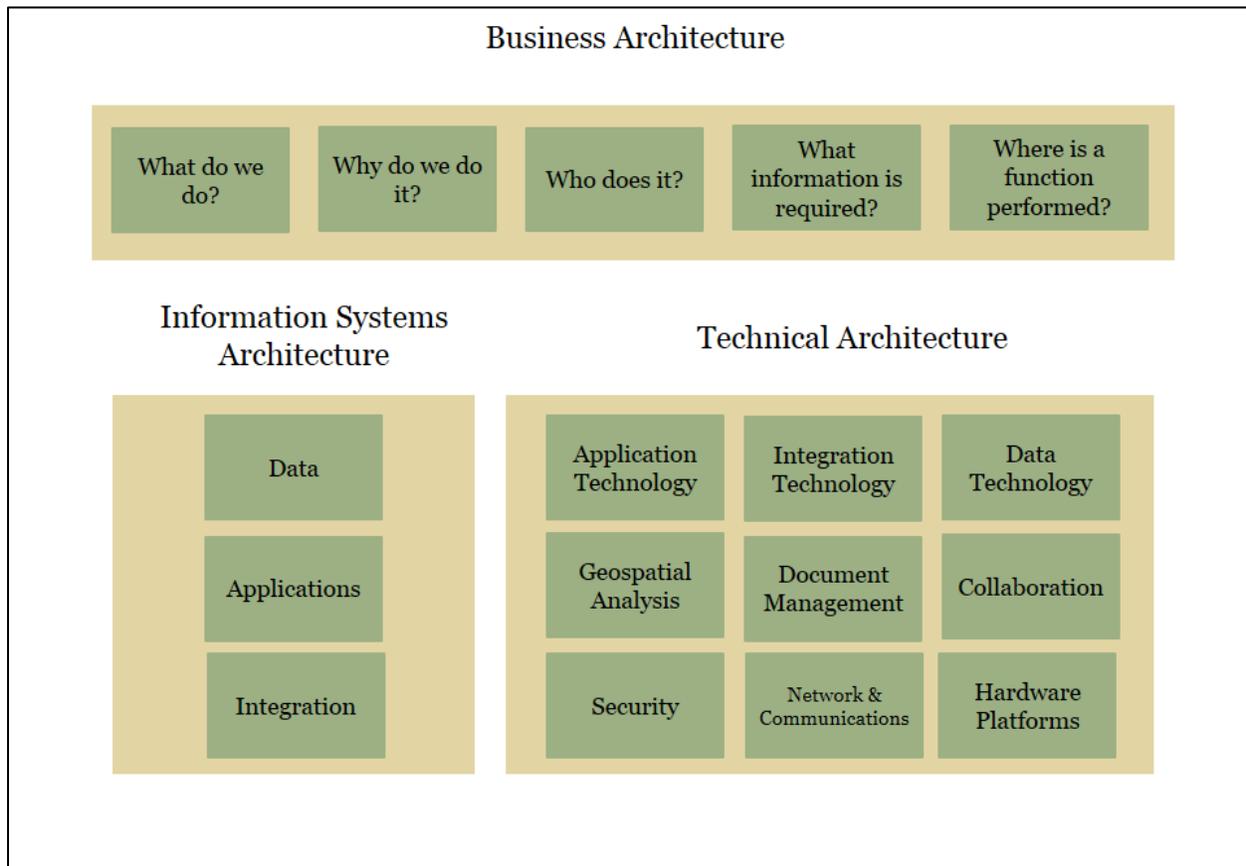
eVision Partners proposed approach for conducting the Development of Strategic Enterprise Architecture Design and Implementation Plan for MDT is based on The Open Group Architecture Framework (TOGAF) 9.1 methodology and the TOGAF Architecture Development Method (ADM). The TOGAF framework utilizes an enterprise architecture design structure that consists of:

- Business architecture, which defines the functional structure of MDT in terms of its business processes and organization and its associated business information needs;
- Applications architecture, a subset of information systems architecture, which delineates the capabilities of specific applications used to support MDT's business functions and how these various applications work together or integrate to support MDT's enterprise-wide information requirements;
- Data architecture, a second subset of information systems architecture, which establishes data standards for all of MDT's systems to support integration and information sharing between these systems; and
- Technical architecture, which describes the technical infrastructure and specific hardware and software technologies required to support the various business applications.

Exhibit II-4 provides a graphic representation of the enterprise architecture design structure and components.



Exhibit II-4: Enterprise Architecture Design Structure



The key elements of eVision Partners proposed approach is to develop a solid understanding of the As-Is environment (Current Situation). This includes documenting the current situation in terms of the business architecture, the information systems architecture including data, applications and integration and the technical architecture. Based on our prior experience we would propose to conduct the situation analysis for the business and information systems architecture layers based on major agency business processes (for example transportation systems planning, transportation project delivery, transportation asset management, operations and maintenance, motor carrier, transit, aeronautics, etc.)- We would then conduct the analysis for the technical architecture from a more holistic or cross functional perspective based on the results of the analysis efforts by business process.

Based on our understanding of the As-Is environment, eVision Partners will then work with MDT to define the business architecture layer based on MDT's current planned business drivers and the expectations of partner agencies and other external stakeholders. Based on the business architecture, we will then develop the proposed applications architecture layer and the integration layer to support the business architecture. The data architecture layer and the technical architecture layer will then be constructed to support the requirements of the applications architecture.



The next step will be to develop an actionable implementation plan that consists of a mix of both short-term and more intermediate to long-term implementation projects. The team will then develop a set of strategic options and initiatives which are designed to support MDT in its implementation effort. We are recommending that these implementation support tools include: an organizational change management plan, a technology governance strategy, a technology investment strategy and a template for a project charter completed for one of the proposed projects in the implementation plan as an example for ongoing use by MDT.

The eVision Partners team will then produce two reports: The Strategic Enterprise Architecture Plan and the Final Report of the research project. We are also proposing to include two optional final deliverables: a performance measures report and an article for potential publication in *TR News*. The team will also provide a final oral presentation.

eVision Partners research approach is highly collaborative. It includes substantial on-site engagement between the research team and MDT staff with extensive stakeholder outreach through interviews, validation sessions and deliverable review workshops. This includes regular coordination with the MDT Project Manager. We expect to be on-site a significant amount of time especially during the Situation Analysis and Enterprise Architecture Design and believe this on-site work will help us to complete the project in an expeditious manner.

eVision Partners proposed timeline for the project is 12 months. Exhibit II-5 illustrates our proposed timeline. A more detailed work plan in Microsoft Project format is provided in Appendix A.



Montana Department of Transportation
*Development of Strategic Enterprise Architecture Design and
 Implementation Plan for MDT*

Exhibit II-5: Proposed Project Timeline for Development of MDT Strategic Enterprise Architecture Design Project

ID	Task Name	Start	Finish	Duration	Q2 15			Q3 15			Q4 15			Q1 16		
					Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	
1	Project Kick-off	3/23/2015	4/17/2015	20d	[Gantt bar: Apr 1 - Apr 21]											
2	Task 1: Work Plan	3/23/2015	4/20/2015	21d	[Gantt bar: Apr 1 - Apr 21]											
3	Task 2: Literature Review	4/6/2015	6/4/2015	44d	[Gantt bar: Apr 13 - May 19]											
4	Task 3: Situation Analysis	4/3/2015	9/11/2015	116d	[Gantt bar: Apr 13 - Sep 18]											
5	Task 4: Enterprise Architecture Design	8/24/2015	12/21/2015	86d	[Gantt bar: Sep 18 - Dec 16]											
6	Task 5: Implementation Plan	10/26/2015	1/20/2016	63d	[Gantt bar: Dec 16 - Feb 14]											
7	Task 6: Strategic Options and Initiatives	10/26/2015	1/18/2016	61d	[Gantt bar: Dec 16 - Feb 14]											
8	Task 7: EA Plan, Final Report and Optional Reports	1/11/2016	3/2/2016	38d	[Gantt bar: Feb 14 - Mar 15]											
9	Manage Project	3/23/2015	3/4/2016	250d	[Gantt bar: Apr 1 - Mar 15]											



2.3.1 Work Plan. [RFP Paragraph 3.3.1]

Submit a refined and updated project work plan with schedules of planned meetings and other action items with MDT business and system owners after project kick-off meeting.

A preliminary work plan has been developed as part of this proposal and is provided in Appendix A. Upon project initiation, eVision Partners will conduct discussions with the MDT Project Manager and other stakeholders on the proposed project work plan. Then, using the work plan developed for the proposal as a starting point, eVision Partners will update the work plan and submit the work plan as a draft to MDT for review. eVision Partners will then update and finalize the work plan based on MDT feedback. eVision Partners will then continue to monitor and update the work plan at least bi-weekly for the duration of the project.

2.3.2 Literature Review. [RFP Paragraph 3.3.2]

Conduct a literature review resulting in a best practices synthesis of existing strategic enterprise architecture utilized at other state department of transportations, highway maintenance organizations, and/or state agencies of size similar to MDT or larger.

eVision Partners will conduct a literature review and prepare a best practices synthesis of existing strategic enterprise architecture programs implemented or being implemented at other state departments of transportations, highway maintenance organizations, large infrastructure management agencies and other state agencies similar in size to MDT or larger. The eVision Partners team will utilize the literature review prepared during our work with ODOT and for this proposal as a starting point. We will then perform additional secondary research to identify additional information sources and review the content of these sources.

The results of the literature review will be analyzed and then organized into a synthesis or briefing document. This document will then be provided to MDT as a draft deliverable for review and an overview presentation will be provided to MDT highlighting the findings of the literature search. eVision Partners will then finalize the literature search based on MDT feedback and submit the formal Task 1 Report for MDT review. Any additional revisions will be made as needed to obtain final MDT approval of the Task 1 Report.

2.3.3 Situation Analysis. [RFP Paragraph 3.3.3]

Perform a situation analysis of MDT's current IT architecture that achieves a transparent description of the 'as is' state. The 'as is' analysis should include, at a minimum, the following items:

Business Architecture {RFP Paragraph 3.3.3.2}

Application Architecture {RFP Paragraph 3.3.3.2}



Data Architecture {RFP Paragraph 3.3.3.3}

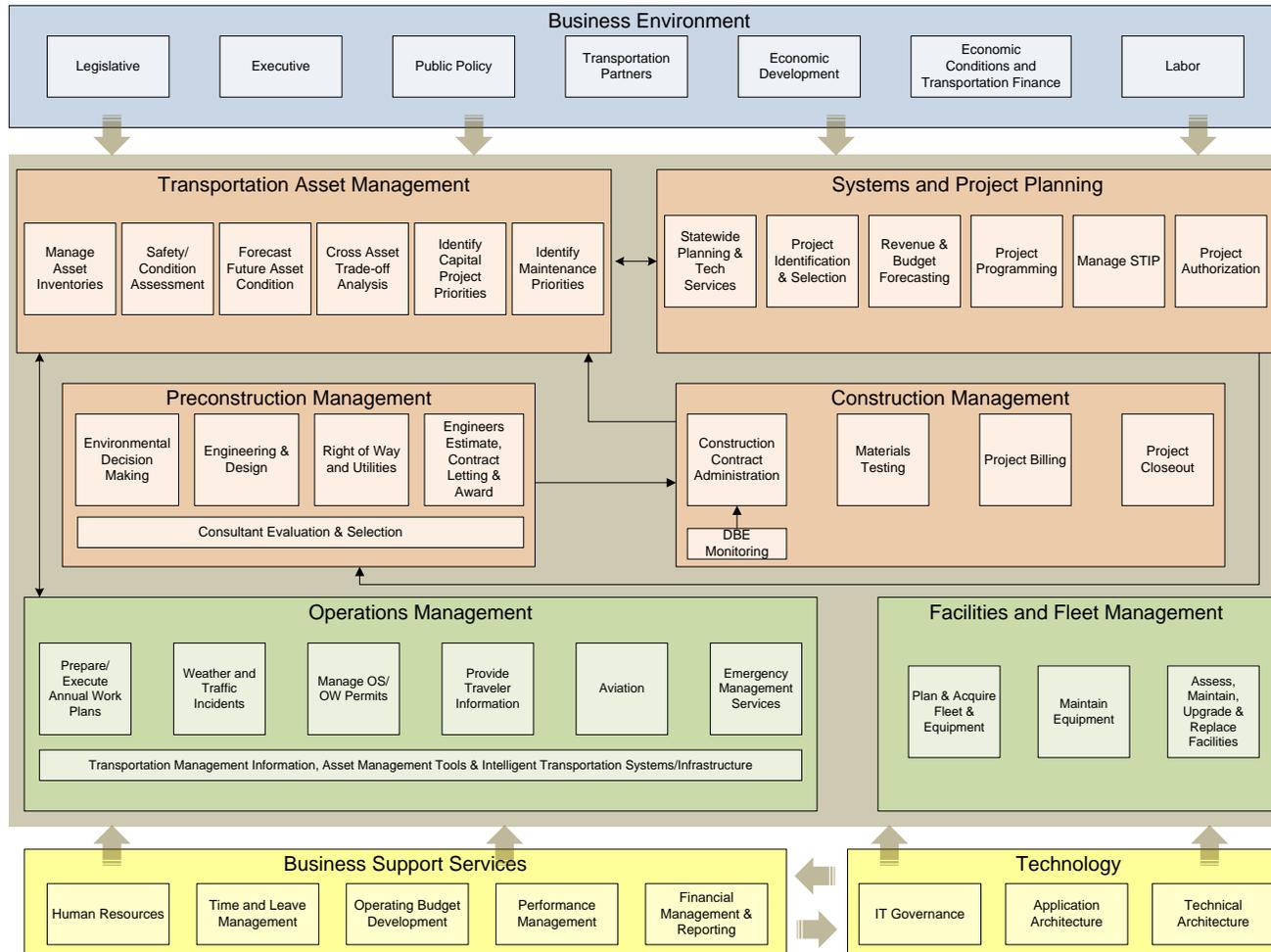
In performing the Situation Analysis, eVision Partners will first review all available documentation including both business process and systems documentation. We will then conduct a series of stakeholder interviews designed to obtain information on both business drivers and on existing systems used to perform business functions and the extent of the functionality and capability within these systems. For planning purposes, we are estimating that we will conduct up to 50 one-hour interviews of MDT management and staff across all functional areas. At MDT's option, we will also interview key partner agency representatives such as representatives from FHWA and the Department of Administration.

We will then synthesize the information obtained through the various stakeholder interviews and organize and conduct a series of validation sessions where we meet with key users and confirm our interview findings. We will conduct these validation sessions by major MDT business function and then have additional cross-functional sessions focused on data architecture and technical architecture. We have estimated that we will conduct up to 12 half-day validation sessions. As an example, Exhibit II-6 depicts the analysis framework we utilized on the ODOT Enterprise Architecture project.



Montana Department of Transportation
*Development of Strategic Enterprise Architecture Design and
 Implementation Plan for MDT*

Exhibit II-6: Example of As-Is Analysis Framework Utilized On ODOT Enterprise Architecture Project





Based on the validation sessions, we will then prepare the draft of the Task 3 Report. This report will be provided to MDT for review in draft mode. We will then conduct a deliverable review session for the Task 3 Report and make updates based on MDT feedback in order to obtain final approval.

2.3.3.1 Business Architecture [RFP Paragraph 3.3.3.1]

The objective of the business architecture is to delineate the business functions and priorities of MDT. The business architecture will address:

- What do we do?
- Who does it?
- What information is required?
- Where is each business function performed?

A key element of our analysis of the business architecture will be identifying business drivers by major process area through the stakeholder interviews and then mapping these to MDT’s core business objectives. This mapping will then be reviewed in the validation sessions by area. As an example, Exhibit II-7 illustrates part of the mapping of business drivers to agency strategic objectives for the ODOT transportation asset management function.

Exhibit II-7: Example of Mapping of Business Drivers for the ODOT Transportation Asset Management Business Function

Business Initiatives / Critical Success Factors	People	System Conditions	Operations	Safety	Capital Program	Jobs and Commerce
Embrace Transportation Asset Management for managing ODOT’s critical assets and optimizing investment strategies		✓	✓	✓	✓	
Entrust a Transportation Asset Management Governance body to guide and empower the development of ODOT asset management policies, standards, procedures, and processes	✓	✓	✓	✓	✓	



Business Initiatives / Critical Success Factors	People	System Conditions	Operations	Safety	Capital Program	Jobs and Commerce
Create a Transportation Asset Management data platform to integrate asset inventories			✓		✓	

2.3.3.2 Application Architecture [RFP Paragraph 3.3.3.2]

In terms of applications architecture for the Current Situation analysis, the first objective will be to obtain a detailed inventory of all application systems in use. This includes both enterprise applications and standalone and silo applications. The inventory will contain a description of each system and basic attribute information such as the system owner, platform, database management system, in-house developed or off-the-shelf package, etc. In addition, we will cross-reference the application systems to the various business processes which it supports based on how the business processes were defined in the business architecture.

In addition, the eVision Partners team will prepare high level As-Is system schematics for each business area. These schematics will be developed from both a business process view and a more detailed systems view.

2.3.3.3 Data Architecture [RFP Paragraph 3.3.3.3]

For Task 3.3.3, the Consultant is expected to work closely with MDT Information Services Division (ISD) staff and be on-site for part of the work effort and schedule needed meetings or interviews with the MDT business representatives and IT staff. MDT will provide space for multiple research staff to work during the on-site portion, access to business representatives (system owners), systems-related information, application documentation and available future business needs information. Internet service will be available.

In terms of the data architecture situational analysis, the objectives will be to: (1) understand and document the key data structures contained in each major application system and the methods for accessing data from these systems; (2) identify and document key ad-hoc data reporting requirements; and (3) understand the available data warehouse, reporting and business intelligence tools and the extent to which reporting tools are deployed to end-users across MDT; and (4) identify and understand the scope of any planned State-level reporting initiatives.

Our analysis of the As-Is data architecture as well as most of our Situation Analysis work will be performed on-site in order to maximize collaboration with MDT business and technical stakeholders.

2.3.3.4 Technology Architecture [RFP Paragraph 3.3.3.4]



In terms of the technology architecture, our objective during the Situation Analysis will be to understand the make-up of the current technology architecture, the extent to which this architecture is supporting business, applications and data architecture requirements and the consistency of the current environment with MDT and State of Montana standards. Some of the key questions will be:

- Is there a lack of standardization
- Are there multiple hardware and other technology vendors leading to a loss of economies of scale?
- Are there multiple software vendors and solutions which there could be more shared services? Is this leading to a higher total cost of ownership than is necessary?

2.3.4 Enterprise Architecture Design. [RFP Paragraph 3.3.4]

Develop Enterprise Architecture Strategic Design, architecting a ‘to be’ state for MDT Enterprise Architecture that addresses:

Business Architecture {RFP Paragraph 3.3.4.1}

Application Architecture {RFP Paragraph 3.3.4.2}

Data Architecture {RFP Paragraph 3.3.4.3}

Technology Architecture {RFP Paragraph 3.3.4.4}

Using enterprise architecture best practices, the findings of the Current Situation analysis, our team’s experience and the current and anticipated State and Federal legislative environment as key inputs, the eVision Partners team will define the preliminary MDT To-Be Strategic Enterprise architecture. The To-Be architecture will then be reviewed and validated in a series of half-day workshops with MDT stakeholders. As opposed to the Current Situation Analysis, which was accomplished through various workshops organized by business function, these workshops will be driven from the enterprise level and will involve looking at the technology needs of the department holistically. Validation workshops will be centered on broad topic areas including business architecture, application, data architecture and technology architecture.

eVision Partners will prepare a draft To-Be Enterprise Architecture design consisting of Business Architecture, Application Architecture, Data Architecture and Technology Architecture. The draft designs of each layer will be provided to MDT for review as completed and each architecture layer will then be reviewed in a design workshop. eVision Partners will then update and finalize the Enterprise Architecture Design based on MDT feedback and submit the formal Task 4 Report containing the recommended To-Be Enterprise Architecture Design for review and approval.



2.3.4.1 Business Architecture [RFP Paragraph 3.3.4.1]

The To-Be business architecture will consist of updated business driver maps based on any anticipated changes in the MDT business environment. We will also develop high-level business process flows for any process which are recommended to change significantly.

2.3.4.2 Application Architecture [RFP Paragraph 3.3.4.2]

The To-Be application architecture will consist of a series of updated To-Be Application Architecture schematics reflecting the outcomes of any proposed new system implementation projects and/or any recommended consolidation or de-commissioning of systems.

2.3.4.3 Data Architecture [RFP Paragraph 3.3.4.3]

The To-Be data architecture will consist of specifications for the recommended business intelligence and analytics environment to support on-going MDT information warehouse, business intelligence and reporting requirements. It will also consist of recommendations for ensuring enhanced data integration between application systems.

2.3.4.4 Technology Architecture [RFP Paragraph 3.3.4.4]

The Technology Architecture will consist of specifications for the technology platforms and components to support the proposed MDT To-Be business architecture, applications architecture and data architecture layers.

2.3.5 Implementation Plan. [RFP Paragraph 3.3.5]

Develop an implementation plan to achieve the proposed EA design/strategy, which shall include:

Activities to be completed immediately, as highest priority, within the first year or as quickly as practicable [RFP Paragraph 3.3.5.1]

Activities to be completed within the first two years [RFP Paragraph 3.3.5.2]

Activities to be completed within the following two years [RFP Paragraph 3.3.5.3]

The objective of the Implementation Plan Task will be to develop an actionable implementation plan that consists of a mix of both short-term and more intermediate to long-term implementation projects. The implementation plan will include:

- Prioritization of the recommendations based on high, medium, or low priority;
- An order-of-magnitude cost estimate for each recommendation;
- High-level work plans for implementing each recommendation and a program-level work plan for projects to be completed within the first year or as soon as possible and projects to be completed within the first two years and then within the next two years;



- Anticipated benefits of implementing the enterprise architecture recommendations; and
- Risk management plan, which outlines potential implementation risks and mitigation strategies.

eVision Partners will conduct stakeholder discussions as necessary to obtain input for the implementation plan. We will then prepare a draft of the implementation plan and provide the plan to MDT for review. We will then conduct up to two (2) half-day workshops to review and validate the plan. eVision Partners will then update the draft implementation plan as required based on MDT feedback and provide a final version of the plan as part of the Task Report for MDT review and approval.

2.3.6 Strategic Options and Initiatives. [RFP Paragraph 3.3.6]

Identification of strategic options and initiatives in support of Enterprise Architecture Planning & Ongoing Management, which may include elements of:

2.3.6.1 Change Management [RFP Paragraph 3.3.6.1]

eVision Partners will prepare an enterprise readiness or organizational change management strategy in support of the recommended MDT Strategic Enterprise Architecture implementation plan. This organizational change management strategy will be prepared in draft format, validated in a half-day workshop and then updated to reflect MDT input.

Successfully implementing change in an organization is really about people; change leaders who initiate the effort, staff that manage and support the effort, and ultimately staff affected by the change. That philosophy is especially true in major technology changes where staff members have become very accustomed to “their” systems and ways of doing their business. Accepting change is not easy for many people. For some people accepting change is very hard. An agency’s ability to successfully manage change can often be the difference in whether or not the effort is successful.

The organizational change management strategy will include an explanation for the reason for change; a description of the state of the organization after the change or stated succinctly, a change vision; change objectives; change details; critical needs; performance management; and an established communication plan. It will also include a one-year action plan or detailed list of change management activities which should be performed.

2.3.6.2 Governance [RFP Paragraph 3.3.6.2]

eVision Partners will prepare a draft information technology governance strategy. This strategy will be provided to MDT as a draft and then reviewed in a half-day workshop. It will then be updated and finalized to reflect MDT inputs. The technology governance strategy document will define the management structures to be established for guiding implementation of the MDT Strategic Enterprise Architecture Plan. As examples of the types of elements that could be included in this plan, some strategies our team has recommended to prior clients include:



- Implement a Technology Council consisting of policymakers and senior-level staff to provide enterprise-level technology governance and guide the implementation of the Strategic Enterprise Architecture Plan. This includes establishing policies and procedures related to technology projects and providing overall strategic direction on technology investments and deployment; and
- Establish a technology investment prioritization process that is closely aligned with ODOT's strategic objectives, critical success factors, and supporting business drivers.

2.3.6.3 Project Charter Templates

In addition to the requirements specified in the RFP, eVision Partners is recommending that one project charter for a project recommended in the implementation plan for the first year be developed. This will help to get this short-term project launched and will also provide MDT with a template project charter for use in planning and organizing other projects included in the implementation plan.

2.4 Deliverables and Meetings [RFP Paragraph 3.4]

Offerors must include all deliverables and meetings in their proposal.

eVision Partners has included all specified deliverables and required meetings per the RFP in our proposed scope of services and work plan.

2.4.1 Deliverables [RFP Paragraph 3.4.1]

2.4.1.1 Format [RFP Paragraph 3.4.1.1]

All Deliverables shall be submitted first in draft format. Draft Deliverables are the Consultant's vision of the complete and final Deliverables [RFP Paragraph 3.4.1.1]

eVision Partners acknowledges and agrees to comply with this requirement.

Second draft Deliverables will be submitted within two weeks following receipt of the State's comments on the first draft Deliverables [RFP Paragraph 3.4.1.2]

eVision Partners acknowledges and agrees to comply with this requirement.

All future revisions will be submitted no later than one week following receipt of the State's comments [RFP Paragraph 3.4.1.3]

eVision Partners acknowledges and agrees to comply with this requirement.

For each Deliverable, a line item response to each comment is required [RFP Paragraph 3.4.1.4]

eVision Partners acknowledges and agrees to comply with this requirement.



Deliverables are considered drafts until Notice of acceptance by the State [RFP Paragraph 3.4.1.5]

eVision Partners acknowledges and agrees to comply with this requirement.

Consultant shall submit all Deliverables, in their entirety, in both Microsoft Word® and PDF format [RFP Paragraph 3.4.1.1.6]

eVision Partners acknowledges and agrees to comply with this requirement.

Deliverables are expected to be of exceptional quality and prepared in conformance with the following [RFP Paragraph 3.4.1.1.7]:

Section 5.1, Project Level Reporting, of the March 2011 Research, Development, and Technology Transfer Guidelines for the Montana Department of Transportation, which can be found at [RFP Paragraph 3.4.1.1.7.1]: <http://www.mdt.mt.gov/other/research/external/docs/rmuguide.pdf> and

eVision Partners acknowledges and agrees to comply with this requirement.

Montana Department of Transportation's Report Writing Requirements, which can be found at: http://www.mdt.mt.gov/other/research/external/docs/report_guidelines.pdf [RFP Paragraph 3.4.1.1.7.2]

eVision Partners acknowledges and agrees to comply with this requirement.

The Scope of Services must address Deliverable quality and how quality will be guaranteed (i.e., use of editing staff and/or peer reviewer) [RFP Paragraph 3.4.1.1.7.3]

All deliverables will undergo either review by the Principal Investigator or peer review by another team member if the deliverable was primarily authored by the Principal Investigator prior to submission to MDT. All deliverables will also be reviewed by our Technical Writer/Editor prior to submission to MDT.

In addition to ensure that there is agreement on the content of deliverables it is eVision Partners practice to produce deliverable expectation documents (DEDs) or detailed outlines for each deliverable and provide these to MDT for review prior to starting work on the draft deliverable to ensure there is alignment on the intended scope, content, format and style of a deliverable.

All Deliverables and draft Deliverables must be reviewed by a person in addition to being spell-checked [RFP Paragraph 3.4.1.1.7.4]

eVision Partners acknowledges and agrees to comply with this requirement. All deliverables will undergo either review by the Principal Investigator or peer review by another team member if the deliverable was primarily authored by the Principal Investigator prior to submission to MDT.

2.4.1.2 Required Reports [RFP Paragraph 3.4.1.1.2]

REFINED AND Updated project work plan with schedule of meetings and other action items [RFP Paragraph 3.4.1.2.1]



eVision Partners acknowledges and agrees to comply with this requirement. Please refer to Appendix A for the initial draft work plan prepared as part of this proposal.

MONTHLY PROGRESS REPORTS will be submitted on or before the 15th of each month following the reporting period. These reports will at a minimum include [RFP Paragraph 3.4.1.2.2]:

Discussion of each of the major tasks outlined in the Proposal and whether they have been completed or are still in progress [RFP Paragraph 3.4.1.2.2.1]

Planned and actual time schedule for each of the tasks, including the overall percent complete using the expended versus planned budget [RFP Paragraph 3.4.1.2.2.2]

Discussion of problems (financial, staff, equipment, technical) as they affect the individual tasks, as well as their resolution or attempts at resolution [RFP Paragraph 3.4.1.2.2.3]

Discussion of major accomplishments or discoveries and their significance especially with respect to implementation [RFP Paragraph 3.4.1.2.2.4]

Fiscal expenditures [RFP Paragraph 3.4.1.2.2.5]

eVision Partners acknowledges and agrees to comply with all requirements related to the preparation, content and format of the Monthly Progress Reports.

TASK REPORTS will be submitted by the end of the month following completion of each task and will be prepared with sufficient detail as to be compiled into the final report [RFP Paragraph 3.4.1.2.3]

eVision Partners acknowledges and agrees to comply with this requirement related to the preparation and submission of Task Reports.

Enterprise Architecture Strategic Plan submitted separate from final report [RFP Paragraph 3.4.1.2.4]

eVision Partners acknowledges and agrees to comply with this requirement to submit the Enterprise Architecture Strategic Plan separate from the final report.

FINAL REPORT AND COVER PICTURE (shall be submitted as a separate electronic file, preferably a *.jpg) [RFP Paragraph 3.4.1.2.5]

The Final Report shall include: title page, containing the following credit reference [RFP Paragraph 3.4.1.2.5.1]:

Prepared for the
MONTANA DEPARTMENT OF TRANSPORTATION
in cooperation with the
U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL HIGHWAY ADMINISTRATION



Technical Report Documentation Page, found at page 3 of http://www.mdt.mt.gov/other/research/external/docs/report_guidelines.pdf and as Appendix E [RFP Paragraph 3.4.1.2.5.2];

Disclaimer found at page 3 of http://www.mdt.mt.gov/other/research/external/docs/report_guidelines.pdf [RFP Paragraph 3.4.1.2.5.3];

ADA alternative format statement found at page 3 of http://www.mdt.mt.gov/other/research/external/docs/report_guidelines.pdf [RFP Paragraph 3.4.1.2.5.4];

Table of contents [RFP Paragraph 3.4.1.2.5.5];

Summary or abstract, including a brief description of the work and conclusions [RFP Paragraph 3.4.1.2.5.6];

Introduction, including the problem, its background, and a concise history of research [RFP Paragraph 3.4.1.2.5.7];

Work plan, including the methods, data collection, description of sites and activities, and an analysis of the data [RFP Paragraph 3.4.1.2.5.8];

Findings and conclusions [RFP Paragraph 3.4.1.2.5.9]; and

Literature cited or references [RFP Paragraph 3.4.1.2.5.10].

eVision Partners acknowledges and agrees to comply with all Final Report preparation, content and formatting requirements as specified in Paragraph 3.4.1.2.5 of the RFP.

RESEARCH PROJECT SUMMARY REPORT [RFP Paragraph 3.4.1.2.6]

FORMAT. The text will include the following sections: introduction, what we did, what we found, and what the researchers recommend. Only text and graphics should be submitted [RFP Paragraph 3.4.1.2.6.1].

A sample report can be viewed at: http://www.mdt.mt.gov/research/docs/reconfig/project_summary.pdf [RFP Paragraph 3.4.1.2.6.2].

eVision Partners acknowledges and agrees to comply with all Research Project Summary Report preparation, content and formatting requirements as specified in Paragraph 3.4.1.2.6 of the RFP.

Based on the Project scope, approach, and results, a performance measures report, including qualitative and/or quantitative performance measures as appropriate (see example: http://www.mdt.mt.gov/other/research/external/docs/research_proj/rest_area/pm_report.pdf) and a TR News (<http://www.trb.org/Publications/Pubs/TRNewsMagazine.aspx>) Research Pays Off article may be required. Offerors may propose these products, as appropriate [RFP Paragraph 3.4.1.3].

eVision Partners has included the preparation of a performance measures report and a TR News article as part of its proposed scope of services under Task 7: Publish Plan, Final and Optional Reports.



2.4.2 Meetings. [RFP Paragraph 3.4.2]

All meetings shall be attended by Consultant's Principal Investigator and any others deemed necessary by the Consultant or State, unless otherwise specified in the Proposal [RFP Paragraph 3.4.2.1].

eVision Partners acknowledges and agrees to comply with all requirements related to meeting scheduling, operations, minutes and follow-up as identified in RFP Section 3.4.2.1.

KICK-OFF MEETING will be held to discuss the scope of work, data requirements, timelines, and any issues [RFP Paragraph 3.4.2.2].

eVision Partners acknowledges and agrees to comply with this requirement. We have included a kick-off in our work plan at the start of the project. The objective of this meeting will be to review the project scope, project approach, work steps and timeline and ensure there is alignment between the eVision Partners team and key MDT stakeholders prior to initiating project activities.

Based on the complexity of the Project, Offerors may choose to propose other meetings [RFP Paragraph 3.4.2.3].

Offerors will add other meetings to Offeror's Proposal, as appropriate, based on the research approach and complexity of the Project [RFP Paragraph 3.4.2.3.1].

For all Projects scheduled for two years or more duration, annual meetings must be included in the Proposal [RFP Paragraph 3.4.2.3.2].

eVision Partners acknowledges and agrees to comply with the requirements related to additional project meetings as specified in RFP Section 3.4.2.3.

Within two weeks after each of the above Meetings, the Consultant shall prepare and submit to MDT for approval, minutes from the meeting [RFP Paragraph 3.4.2.4].

eVision Partners acknowledges and agrees to comply with this requirement. Minutes for all meetings will be submitted within two weeks of the completion of the meeting.

FINAL ORAL PRESENTATION: The purpose of this presentation is to formally present research Project and results to MDT staff and other interested parties [RFP Paragraph 3.4.2.5].

eVision Partners acknowledges and agrees to comply with this requirement. We have included a final oral presentation in our scope of services and work plan.

Two weeks prior to each of the above Meetings, and after seeking input from the MDT Research Project Manager, the Consultant will prepare and submit the meeting agenda and materials [RFP Paragraph 3.4.2.6].

eVision Partners acknowledges and agrees to comply with this requirement related to meeting agendas. eVision Partners will discuss the content of draft meeting agendas with the MDT Research Project Manager and submit draft agendas for review two weeks prior to the date of a scheduled meeting.



STATUS MEETINGS: The meetings will be scheduled and coordinated monthly with the technical panel and/or MDT ISD staff. The purpose of these meetings is to review the progress reports and coordinate needed MDT ISD staff and business systems owner times, and collect needed MDT information and/or data. The meetings can be held remotely. Within one week after each status meeting, the Consultant shall prepare and submit to MDT for approval, minutes from the meeting [RFP Paragraph 3.4.2.7].

eVision Partners acknowledges and agrees to comply with this requirement. A project status meeting will be scheduled monthly with the technical panel and/or ISD staff to review the project progress report and coordinate needed inputs from MDT stakeholders. Within one week after each status meeting, eVision Partners will prepare and submit to MDT for approval the minutes from the meeting.



Section 3: OFFEROR QUALIFICATIONS [RFP Section 4]

3.1 Offeror Qualifications [RFP Paragraph 4.2]

In order for the State to determine the Offeror's capabilities to provide services specified in the Scope of the Project Section above, the Offeror must respond to the following requests for information regarding its ability to meet the State's requirements. **THE RESPONSE, "(OFFEROR'S NAME) UNDERSTANDS AND WILL COMPLY," IS NOT APPROPRIATE FOR THIS SECTION.**

3.1.1 Client Reference Questionnaire. [RFP Paragraph 4.2.1]

Offeror shall provide complete and separate **Appendix C**, Client Reference Questionnaire, for three references that are currently using or have previously used services of the type proposed in this RFP. If more than three references are provided, only the first three submitted will be considered. If multiple Employees of any entity are used as references, they will be considered as one reference. The references may include state governments or universities for whom the Offeror successfully has provided services of the type referenced in this RFP. References should be for services provided within the last 5 (five) years. All references must have comprehensive knowledge about the services provided. A responsible party of the organization for which the services were provided to the client (the Offeror's customer) must provide the reference information and must sign and date the Questionnaire. It is the Offeror's responsibility to ensure that the completed questionnaires are submitted with the proposal by the submission date, for inclusion in the evaluation process. Any Client Reference Questionnaires that are not received or are not completed may adversely affect the Offeror's score in the evaluation process. The State reserves the right to verify the validity of references and any reference information it receives. The reference may be contacted to verify Offeror's ability to perform the Contract. If the State finds erroneous information, evaluation points may be deducted or the proposal may be rejected. The State reserves the right to use any information or additional references deemed necessary to establish the ability of the Offeror to complete the Project.

eVision Partners is pleased to provide completed reference questionnaires for the following projects:

- Ohio Department of Transportation (ODOT) – Development of Strategic Enterprise Architecture Design for ODOT;
- West Virginia Department of Transportation (WVDOT) – Enterprise Resource Planning Pre-Implementation Planning and Implementation Oversight; and
- Metropolitan Atlanta Rapid Transit Authority (MARTA) – Project Delivery and Project Controls Improvement Initiative.

A brief description of each reference project is provided below. The completed client reference forms for each project are provided in Appendix C.



Ohio Department of Transportation (ODOT) – Development of Strategic Enterprise Architecture Design for ODOT

Project Description:

eVision Partners led the preparation of an Enterprise Architecture design for ODOT. Parsons Brinckerhoff was a subcontractor to eVision Partners on this project. Mr. Robert Cooney, Mr. Kirt Clement, Mr. Keyur Shah and Ms. Jolene Martin all participated on this project in roles similar to those in which they have been proposed to support MDT.

The scope of the ODOT project included analyzing and documenting the capabilities of various ODOT systems to prepare an assessment of the As-Is information technology environment; documenting organizational goals and business drivers and assisting with the design of a To-Be ODOT systems environment which will help enable the business to meet its goals and objectives; and preparing a detailed implementation plan, proposed governance structure and organizational change management strategy for transitioning to this new To-Be environment. The initial Enterprise Architecture project was performed in two phases: Phase I: Analysis of As-Is Environment which culminated with the issuance of an Interim Report and Phase II: Design of the To-Be Environment and Implementation Plan.

As follow-on to the initial two phases of work, ODOT engaged eVision Partners to support ODOT with the start-up of implementation activities and to support knowledge transfer to ODOT staff. Activities included facilitating and assisting ODOT with the establishment of technology governance and information technology investment decision-making processes and in preparing initial project charters for three of the projects recommended in the Enterprise Architecture implementation plan.

ODOT has now engaged eVision Partners through a separate contract to provide program management support for the implementation of the Enterprise Architecture recommendations. Currently we are specifically supporting the pre-implementation planning phase of a project to move ODOT to the State of Ohio's PeopleSoft system and looking at alternatives for replacing our current program/project management system. Responsibilities include performing As-Is and To-Be process analysis of financial management and program and project management business processes and preparing an RFP to engage a requirements consultant to develop detailed systems requirements for the planned systems transformation effort.

The completed client engagement reference is provided in Appendix C-1.



West Virginia Department of Transportation (WVDOT) – Enterprise Resource Planning Pre-Implementation Planning and Implementation Oversight

Project Description:

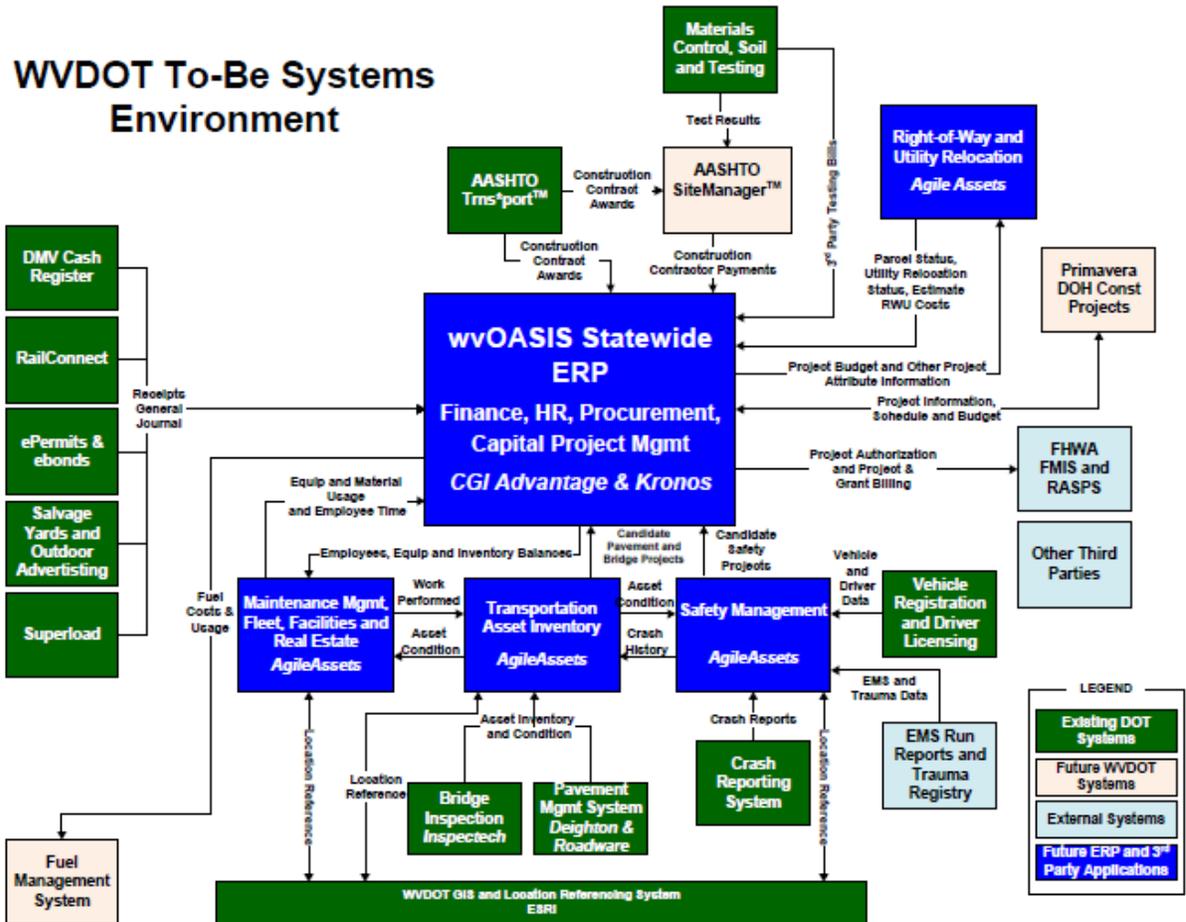
As a subcontractor to Information Services Group, Mr. Robert Cooney of eVision Partners, Inc. was the Transportation and Technology Lead for the pre-implementation planning phase of the State of West Virginia’s ERP project. Mr. Cooney was responsible for defining functional requirements for the following areas: fleet, facilities, real estate, work order management, project management, FHWA billing, transportation asset management, transportation operations management, bridge management, safety management, and pavement management. Mr. Cooney also led development of the technical architecture requirements and the data conversion requirements system wide. Other responsibilities included preparing As-Is process diagrams and proposed To-Be processes for various business processes within his assigned functional areas; preparing the detailed cost estimate for the implementation phase; developing significant parts of the RFP document; responding to vendor inquiries; preparing demonstration scripts for use during the evaluation process; and facilitating the State’s review of vendor proposals. Mr. Cooney is continuing to assist the State during the implementation phase as the Transportation Team Lead providing independent project oversight for the transportation-specific elements of the new system.

Exhibit 3-1 illustrates the conceptual solution design integrating the selected ERP solution (CGI Advantage and CGI Performance Budgeting), the selected enterprise asset management and work management solution (Agile Assets) and various existing WVDOT applications, such as Deighton dTIMS and Bentley Inspectech.

The completed client engagement reference is provided in Appendix C-2.



Exhibit 3-1: WVDOT To-Be Systems Environment





Metropolitan Atlanta Rapid Transit Authority (MARTA) – Project Delivery and Project Controls Improvement Initiative

Project Description:

Mr. Robert Cooney of eVision Partners, Inc., as a subcontractor to Intueor Consulting, was Project Manager for the Project Controls/Project Delivery Improvement Initiative for MARTA. The scope of this project is to review and assess MARTA's enterprise-level capital project delivery and project control processes, prepare recommendations and action plans based on this assessment and then assist MARTA with the detail design and implementation of various process improvement, organizational transformation and systems requirements initiatives recommended in the initial assessment.

Phase I of this project consisted of an assessment of MARTA's project controls and other project delivery processes, preparation of recommendations for improvement and development of a supporting implementation plan. Phase II included the design and implementation of a new project controls organization; definition and implementation of a new project delivery governance structure and design and implementation of an enhanced project scoping and screening process which will result in more detailed project scope definitions and as a result more accurate high level project schedules, cost estimates and cash flow models for use in CIP programming decisions. Phase II also included streamlining of MARTA's procurement, contract management and close out processes; defining requirements and preparing implementation plans for project controls and document control systems; and evaluating staffing levels and resource requirements to support delivery of the capital program across various MARTA disciplines including project management, procurement, finance and audit.

In addition, Phase II also included assisting with the deployment of ExpertChoice as an investment analysis tool for evaluating potential capital projects and defining the approach for integrating this tool with MARTA's FASuite Enterprise Asset Management software and a new capital planning module being developed for MARTA in FASuite.

Mr. Cooney is continuing to support MARTA on a part-time, as-needed basis, primarily in terms of assisting with planning for the capital improvement program capital program using business processes established in the earlier project phases and integrating the new CIP scoping and screening process into on-going operations.

The completed client engagement reference is provided in Appendix C-3.



3.1.2 Resumes/Company Profile and Experience. [RFP Paragraph 4.2.2]

Offeror shall specify how long under what name(s) the Offeror has been in the business of providing services similar to those sought in this RFP. For all Key Project Personnel, Offeror should provide a resume, complete description of any relevant past projects, including qualifications, work experience, education, skills, and abilities. Offer shall provide an example of a final report in either electronic (preferred) or hardcopy. The final report example must be authored by the same person(s) who will be responsible for authoring the final report for the Project. If hardcopies are submitted, Offeror shall submit the same number of originals and copies as identified in the Copies Required and Deadline for Receipt of Proposals Section above.

The Consultant team assembled to conduct this research must include experts in business processes, business analysis, IT analysis, process redesign, and IT architecture. Experience working with an organization similar in size or larger than MDT is required. MDT has approximately 2000 employees in five districts and headquarters statewide. Experience working with a state department of transportation is preferred.

Firm Background

eVision Partners, Inc. is a management consulting firm dedicated to assisting public sector clients to plan and execute significant business and technology change projects. Founded in 2009, a primary focus of eVision Partners' business is working with state departments of transportation and large transit agencies to prepare enterprise architecture designs; plan and execute business process transformation and business process re-engineering projects and plan and implement ERP, program and project management, enterprise asset management, work management, construction management and other mission critical systems.

eVision Partners was founded by Mr. Robert Cooney. Prior to starting eVision Partners, Mr. Cooney had over 20 years of experience in management consulting including more than 15 years' experience working with state departments of transportation on planning for, implementing and managing mission critical business and technology change projects. This included work directly relevant to the scope of this RFP for 18 state departments of transportation and FHWA.

In addition to the three engagement references provided above, eVision Partners has completed the following projects over the last five years which are directly relevant to the MDT Strategic Enterprise Architecture Design project.

Florida Department of Transportation (FDOT) Financial Management System (FM) Scope Study

As a subcontractor to Data Transfer Solutions, eVision Partners managed and provided key functional and technical leadership for the FDOT FM Suite Scope Study. Scope of responsibilities included conducting fact-finding interviews which led to the engagement of more than 300 users in FDOT's central office, each district, the Florida Turnpike and Florida's Rail Enterprise; documenting the functionality of the existing FDOT financial systems; and preparing a recommended go-forward strategy for replacing FDOT's primary financial systems. As a follow-up to this project, assisted FDOT with preparation of the Schedule IV-B cost estimate and business case submission required as part of the



information technology budget request for a potential future FDOT Transportation Finance Life-Cycle implementation project.

New York Metropolitan Transportation Authority (NY MTA) Enterprise Asset Management Software Acquisition Project

eVision Partners, as a subcontractor to Parsons Brinckerhoff, is providing project management and overall leadership and direction for the definition of requirements and the selection of an enterprise asset management software solution for the NY MTA. Mr. Robert Cooney is the Project Manager for this effort and Mr. Keyur Shah of Parsons Brinckerhoff is the Deputy Project Manager.

This project includes defining an overall multi-agency asset management systems strategy, developing an enterprise architecture design for asset management solutions at the NY MTA, defining EAM system requirements through cross-agency workgroups, preparing a request for proposal for EAM software, facilitating the selection of EAM software solutions and preparing a multi-year implementation roadmap and business case for all MTA operating agencies for submission to the MTA Board. The project requires extensive stakeholder collaboration and coordination with business and information technology representatives from NY MTA headquarters, four operating transit agencies, MTA Bridges and Tunnels and MTA Capital Construction.

Illinois Tollway Transportation Asset Management System

eVision Partners, as a subcontractor to Information Services Group is currently assisting with pre-implementation planning for a new ERP and EAM system for the Illinois Tollway. eVision Partners' specific responsibilities included analyzing As-Is processes, defining To-Be processes and defining system requirements for inclusion in a future RFP in the areas of transportation asset management, roadway maintenance, fleet management and roadway operations.

Arizona Department of Transportation (ADOT) ERP Pre-Planning

As a subcontractor to Information Services Group, Mr. Robert Cooney of eVision Partners, Inc. was a Senior Advisor for the pre-implementation planning for the State of Arizona's proposed statewide ERP application. Responsibilities included identifying existing ADOT management systems which are candidates to be replaced by the new statewide ERP; identifying integration points between the new ERP and ADOT agency-specific solutions supporting maintenance management, transportation asset inventory, facilities management and fleet management; and assisting with the development of transportation-specific business requirements for inclusion in the statewide ERP RFP.

Massachusetts Department of Transportation Financial Systems Consolidation

eVision Partners, Inc., as a subcontractor to Accenture, provided project management services for the financial systems consolidation in support of the creation of the Massachusetts Department of Transportation from five independent transportation agencies. The scope of work included transitioning



the operations of the former Massachusetts Turnpike Authority from the Turnpike's Oracle eBusiness suite application to the Commonwealth of Massachusetts' CGI AMS statewide accounting system. The project involved developing and maintaining a detailed work plan for the financial systems consolidation; tracking project issues and project risks; and coordinating the efforts of numerous stakeholders from the various transportation agencies, the Executive Office of Administration and Finance and the Office of the Comptroller.

Development of draft RFP for the State of Maryland Human Capital Management (HCM) project

As a subcontractor to APV Ventures, led preparation of the draft RFP to select a Software as a Service (SaaS) HCM solution to serve as the new Statewide Personnel System (SPS) for the State of Maryland. This RFP is one of the first applications of cloud computing to an ERP application at the statewide level in the United States. The SPS project also includes a significant organizational change management program and business process re-engineering component. The scope of services included preparing a draft of the RFP document, reviewing the draft RFP with the SPS project team and representatives of the Department of Information Technology and the Department of Budget and Management and updating the draft RFP to reflect inputs from various stakeholders.

Adult Case Management System (ACMS) Information Technology Strategic Plan for Texas Conference of Urban Counties

eVision Partners, Inc., as a subcontractor to Information Services Group, led the preparation of a strategic systems plan for an ACMS for the Texas Conference of Urban Counties. The scope of the project involved defining high-level needs for an integrated adult criminal justice management system and establishing a multi-year systems development plan to address these needs. This project was jointly sponsored by seven large Texas counties and involved coordinating input from key stakeholders from the justice community in each of the participating counties.

Project Team Background and Experience

eVision Partners' proposed team has led enterprise architecture, business process analysis, requirements definition, systems implementation and business change projects for 23 state departments of transportation, 2 state-level turnpike/toll authorities, the Federal Highway Administration, the American Association of State Highway Transportation Officials and 2 Tier-1 transit agencies.

In addition, we are proposing the same core team that recently completed a Strategic Enterprise Architecture Design project for the Oregon Department of Transportation (ODOT). We will be able to leverage and apply our team's experience from the ODOT project where appropriate. This includes secondary research, best practices and lessons learned. Leveraging our team's experience from ODOT will help us to more quickly initiate the project but also allow us to apply our experience to more



effectively and efficiently construct a Strategic Enterprise Architecture Design and Implementation Plan that is tailored to MDT's unique needs.

Our proposed project team includes:

Robert Cooney, PMP—Principal Investigator and Information Systems Architect. Mr. Cooney was the Project Manager for the ODOT Enterprise Architecture project. Mr. Cooney has more than 20 years' experience working with state-level transportation agencies and other public sector organizations on enterprise architecture, business process re-engineering, business transformation, systems implementation and other large-scale business change projects. Mr. Cooney has a deep understanding of transportation agency business processes and enterprise system requirements. Within the last three years he has led business process re-engineering, requirements definition and pre-implementation planning efforts for transportation asset management (West Virginia DOT, Illinois Tollway and New York MTA), accounting and financial management (West Virginia DOT, Arizona DOT and Michigan DOT as part of larger statewide ERP projects), program and project management (Colorado DOT, West Virginia DOT and Metropolitan Atlanta Rapid Transit Authority) and right-of-way-management (West Virginia DOT and FHWA Office of Real Estate Services).

Kirt Clement, P.E.—Business Architect. Mr. Clement, a Senior Consultant with eVision Partners was the Lead Business Analyst for the ODOT Strategic Enterprise Architecture project and is currently assisting ODOT with managing the implementation of various recommendations from the ODOT EA study. Mr. Clement was also Lead Business Analyst for the Financial Management Scoping Study for the Florida Department of Transportation.

Prior to joining eVision Partners, Inc., Mr. Clement had more than thirty-three years of experience with the Louisiana Department of Transportation and Development (LADOTD) where he retired from the position of Deputy Undersecretary over the Office of Management and Finance. Previously, he was Associate Director of the Louisiana Transportation Research Center and held numerous positions in an eighteen year career in the LADOTD Materials and Testing Section. Throughout his career, Mr. Clement challenged the organization to improve processes, create efficiencies, and create a culture of continuous quality improvement. He was the founder of the award winning LADOTD Quality and Continuous Improvement Program.

Keyur Shah, PMP—Business Architect. Mr. Shah is Service Area Manager, Transportation Management and Technology with Parsons Brinckerhoff's Strategic Consulting Group. He has more than ten years of experience working with state-level transportation agencies, large city and county transportation agencies, airports and transit agencies on enterprise architecture, business process re-engineering and business transformation initiatives.

He has strong knowledge of most transportation agency functions, specifically asset management, project delivery processes, construction management, transportation planning and finance, management systems analysis, requirements definition and implementation planning. Mr. Shah was



Montana Department of Transportation
*Development of Strategic Enterprise Architecture Design and
Implementation Plan for MDT*

part of the eVision Partners team for the development of a Strategic Enterprise Architecture for ODOT. In this role, he focused on the business architecture and application architecture requirements in the areas of program and project management and asset management.

The professional resumes of Mr. Cooney, Mr. Clement, Mr. Shah and Ms. Jolene Martin, our proposed Technical Writer/Editor are provided on the pages that follow.



Robert C. Cooney, PMP

Principal Investigator & Information Systems Architect

Mr. Cooney has more than 25 years of experience working with organizations on the analysis, design, and implementation of mission critical systems. This includes more than 20 years' experience working with state-level transportation agencies and other public-sector organizations on enterprise architecture, business process re-engineering, business transformation, systems implementation and other large scale business change projects.

Mr. Cooney recently led the development of a Strategic Enterprise Architecture for the Ohio Department of Transportation. In addition, Mr. Cooney has a deep understanding of transportation agency business processes and enterprise system requirements. Within the last three years he has led business process re-engineering, requirements definition and pre-implementation planning efforts for transportation asset management (West Virginia DOT, Illinois Tollway and New York MTA), accounting and financial management (West Virginia DOT, Arizona DOT and Michigan DOT as part of larger statewide ERP projects), program and project management (Colorado DOT, West Virginia DOT and Metropolitan Atlanta Rapid Transit Authority) and right-of-way-management (West Virginia DOT and FHWA Office of Real Estate Services).

Representative Experience

- ◆ Project Manager for the preparation of an Enterprise Architecture design for the Ohio Department of Transportation (ODOT). The scope of the projects included analyzing and documenting the capabilities of various ODOT systems to prepare an assessment of the As-Is information technology environment; documenting organizational goals and business drivers and assisting with the design of a To-Be ODOT systems environment which will help enable the business to meet its goals and objectives; and preparing a detailed implementation plan, proposed governance structure and organizational change management strategy for transitioning to this new To-Be environment. As follow-on to the initial work, currently assisting ODOT with pre-implementation planning for migration from an existing legacy agency financial system to the State of Ohio's PeopleSoft system and the design and development of a new ODOT-specific program and project management system.
- ◆ Logistics, Transportation and Technology Lead for the pre-implementation planning phase of a statewide ERP project for the State of West Virginia. Responsibilities included defining functional requirements for fleet, facilities, real estate, work order management, project management, Federal-Aid Billing and transportation asset management functionality, as well as technical architecture requirements and data conversion requirements system wide. Other responsibilities included analyzing options and preparing detailed specifications for a proposed hosted operations environment and managed services approach for supporting the system; assisting the State with assessing opportunities and planning for implementation of a shared services center in conjunction with the implementation of the new ERP project; preparing the cost estimate for the implementation phase; developing significant parts of the RFP document; responding to vendor inquiries; preparing demonstration scripts for use during the evaluation process; facilitating the



Robert C. Cooney, PMP (Continued)

State's review of vendor proposals and co-authoring the business case which was presented to the West Virginia State Legislature. Mr. Cooney is continuing to assist the State during the implementation phase providing delivery oversight of the transportation functionality in the new ERP application.

- ◆ Project Manager for the Project Controls/Project Delivery Improvement Initiative for the Metropolitan Atlanta Rapid Transit Authority (MARTA). The scope of this project is to review and assess MARTA's enterprise-level capital project delivery and project control processes, prepare recommendations and action plans based on this assessment and then assist MARTA with the detailed design and implementation of various process improvement, organizational transformation and systems requirements initiatives recommended in the initial assessment. Phase I of this project consisted of an assessment of MARTA's project controls and other project delivery processes, preparation of recommendations for improvement and development of a supporting implementation plan. Phase II, which is currently in process, includes the design and implementation of a new project controls organization; definition and implementation of a new project delivery governance structure and design and implementation of an enhanced project scoping and screening process which will result in more detailed project scope definitions and as a result more accurate high-level project schedules, cost estimates and cash flow models for use in CIP programming decisions. Phase II also includes streamlining of MARTA's procurement, contract management and close-out processes; defining requirements and preparing implementation plans for project controls and document control systems; and evaluating staffing levels and resource requirements to support delivery of the capital program across various MARTA disciplines including project management, procurement, finance and audit.
- ◆ Project Manager for the definition of requirements and selection of enterprise asset management software for the New York Metropolitan Transportation Authority (NY MTA). This project includes defining an overall multi-agency asset management systems strategy, developing an enterprise architecture design for asset management solutions at the NY MTA, defining EAM system requirements through cross-agency workgroups, preparing a request for proposal for EAM software, facilitating the selection of EAM software solutions and preparing a multi-year implementation roadmap and business case for all MTA operating agencies for submission to the MTA Board. The project requires extensive stakeholder collaboration and coordination with business and information technology representatives from NY MTA headquarters, four operating transit agencies, MTA Bridges and Tunnels and MTA Capital Construction.
- ◆ Project Manager for a scope study to define the anticipated scope of a project to replace Florida Department of Transportation's (FDOT's) core financial systems including FDOT's program and project system used to manage its five-year Work Program, its Federal authorization system and its Federal billing application. Scope of responsibilities included conducting fact-finding interviews which led to the engagement of more than 300 users in FDOT's central office, each district, the Florida Turnpike and Florida's Rail Enterprise; documenting the functionality of the existing FDOT financial systems; and preparing a recommended go-forward strategy for replacing FDOT's primary financial systems. As part of this project, developed both an understanding of the functionality of existing FDOT financial systems and the interaction of FDOT systems with the State of Florida's FLAIR



Robert C. Cooney, PMP (Continued)

application. As a follow-up to this project, currently assisting FDOT with preparation of the Schedule IV-B required as part of the information technology budget request for a potential future Transportation Finance Life-Cycle implementation project.

- ◆ Project Director for the development of requirements, evaluation of alternatives and preparation of a business case for a safety management system for the Montana Department of Transportation. Project completed while with Dye Management Group, Inc., prior to starting eVision Partners, Inc. in 2009.
- ◆ Project Manager for a legislatively mandated ERP implementation planning and feasibility study project for the Washington State Department of Transportation. Project involved defining requirements, evaluating alternative approaches for replacing the agency's enterprise asset management, financial, program/project management, and contracts/construction management systems and preparing a detailed multi-year implementation plan including deployment of a new ERP application. The results of this study including a detailed cost estimate and business case were presented in June 2009 to the Washington State Legislature.
- ◆ Senior Advisor for the implementation of PeopleSoft Financials, Supply Chain Management and Human Capital Management for the Texas Department of Transportation. Mr. Cooney's primary role included preparing the integration architecture between PeopleSoft and other Texas Department of Transportation systems, preparing the interface plan and assisting with development of the conversion plan.
- ◆ Senior Advisor responsible for assisting with the definition of requirements and preparation of the cost estimate and detailed business case for a new program management, project management and cash management system for the Colorado Department of Transportation. The project included development of a detailed cost estimate and preparation of project budget documents per State of Colorado guidelines for review by the State of Colorado Office of Information Technology.
- ◆ Senior Project Advisor for the implementation of a new statewide ERP application for the Louisiana Department of Transportation and Development (LADOTD). The scope of the project includes the implementation of SAP as the ERP application and AgileAssets as the asset and work order management solution. During the pre-implementation phase, Mr. Cooney led definition of the LADOTD-specific requirements as part of a statewide ERP process. During the implementation phase, Mr. Cooney managed a team of functional analysts who provided staff support to assist LADOTD to implement at the agency level the new statewide ERP and asset management solution and provided guidance and direction to LADOTD management on strategic and policy issues related to the ERP application. Responsibilities included leading an organizational impact assessment to assess the impact of the new ERP application on the department and recommend a series of organizational changes to support implementation of the new ERP; evaluating various approaches for meeting project management requirements including use of the ERP or existing custom applications integrated with the ERP; defining requirements for and assessing the feasibility of supporting the right-of-way acquisition process within the ERP; and planning for the implementation of GASB 34 reporting as part of the ERP implementation.



Robert C. Cooney, PMP (Continued)

- ◆ Project Director for ERP implementation planning for a joint ERP project for the Oregon Department of Transportation (ODOT) and the Oregon Department of Administrative Services (ODAS). Scope of effort included defining detailed requirements for a new statewide Human Resource Information System (HRIS), preparing a business case for the HRIS for presentation to the Oregon Legislature, developing a conceptual chart of accounts for ODOT for the new ERP and preparing a To-Be business model for project management of transportation projects as a model for other To-Be mapping to be completed by State staff and mapping how this business model could be met through ERP functionality.
- ◆ Project Manager for the preparation of a feasibility study and business case for a new time, leave, and labor distribution system for the State of Washington. The feasibility study project was done as a joint project for the State of Washington Department of Transportation, Department of Natural Resources, Office of Financial Management and Department of Personnel to evaluate the feasibility of a multi-agency project designed to meet the needs of the Department of Transportation and Department of Natural Resources initially, but with the flexibility to be adapted over time as the enterprise solution for use by all state agencies. The scope of work involved developing detailed system requirements for incorporation in a future RFP and the development of a detailed business case for presentation to the Washington State Legislature and the Washington State Information Services Board.
- ◆ Project Manager for a risk assessment of the financial, human resources and procurement systems for the State of Maryland and the separate financial and procurement systems maintained by the Maryland Department of Transportation. Scope of work included identifying risks, developing mitigation strategies and preparing a multi-year plan and supporting business case for enhancing and/or replacing these various enterprise systems.
- ◆ Project Lead for the preparation of an RFP to select a systems integrator to design and implement a new Statewide Personnel System (SPS) for the State of Maryland.
- ◆ Senior Advisor for the pre-implementation planning for a new ERP system for the Illinois Tollway. Scope of responsibilities include As-Is process modeling, To-Be business process design and requirements definition work in the areas of work order management and transportation asset management.
- ◆ Senior Advisor for the pre-implementation planning for the State of Arizona's proposed statewide ERP application. Responsibilities included identifying existing Arizona Department of Transportation (ADOT) management systems which are candidates to be replaced by the new statewide ERP and identifying integration points between the new ERP and ADOT agency specific solutions supporting maintenance management, transportation asset inventory, facilities management and fleet management.
- ◆ Senior Advisor for the pre-implementation planning for the State of Michigan's new ERP system. Responsibilities included identifying existing Michigan Department of Transportation (MDOT) management systems which are candidates to be replaced by the new statewide ERP and identifying integration points between the new ERP and MDOT programmatic systems. In addition, Mr. Cooney



Robert C. Cooney, PMP (Continued)

prepared the project management system requirements and the general and technical requirements for inclusion in the RFP.

- ◆ Senior Project Advisor for the implementation of a new ERP application for the Colorado Department of Transportation (CDOT). Role included defining the integration architecture between existing CDOT program and project delivery systems and the new ERP application.
- ◆ Project Manager for the financial systems consolidation in support of the creation of the Massachusetts Department of Transportation from five independent transportation agencies. The scope of work included transitioning the operations of the former Massachusetts Turnpike Authority from the Turnpike's Oracle eBusiness suite application to the Commonwealth of Massachusetts' CGI AMS statewide accounting system. The project involved coordinating the efforts of numerous stakeholders from the various transportation agencies, the Executive Office of Administration and Finance and the Office of the Comptroller.
- ◆ Senior Advisor and Testing Manager for the implementation of the State of Washington's Enterprise Tolling Customer Service Center including a new toll accounting and customer relationship management system. During the RFP phase, Mr. Cooney assisted with the definition of financial and accounting requirements including the integration requirements with the Washington Department of Transportation's (WSDOT's) existing and planned financial system and development of parts of the RFP. During implementation, Mr. Cooney led planning for and managed execution of multiple owner testing regimens including WSDOT acceptance testing for the customer service center which is being implemented under a business process outsourcing model.
- ◆ Project Manager for the definition, design and implementation of an Integrated Asset Management System for the West Virginia Turnpike. This role included defining a future maintenance management business model; developing and implementing a maintenance quality assurance and performance-based budgeting process; developing requirements for new maintenance management, asset management, pavement management and safety management applications; and leading implementation of the new pavement management system.
- ◆ Project Manager for the Alabama Department of Transportation's (ALDOT's) statewide asset inventory, maintenance management system and bridge management system project. The scope of work involved defining a new business model including a maintenance quality assurance program, developing system requirements for a new asset inventory and maintenance management system to support this business model and preparing an Invitation to Bid (ITB) for software and integration services. The scope also included developing a work plan to replace ALDOT's custom bridge management system with AASHTO PONTIS and a series of custom extensions to PONTIS to support ALDOT-specific business requirements.
- ◆ Project Manager for the preparation of a feasibility study including a detailed business case and the definition of detailed RFP-level requirements for an Asset Data Warehouse for the Maryland State Highway Administration. As part of this project effort, Mr. Cooney led the evaluation of off-the-shelf solutions to assess the capability of these products to meet Maryland SHA's requirements.



Robert C. Cooney, PMP (Continued)

- ◆ Project Manager for the definition of requirements and a fit/gap analysis of the ability to support these requirements through SAP's Case Management and Real Estate functionality for the Louisiana Department of Transportation and Development. The project was performed to document the Real Estate section's functional requirements and to assess the extent to which these requirements could be supported as part of the State of Louisiana's statewide SAP implementation.
- ◆ Program Manager for a statewide environmental management system for the State of Tennessee. This project, which involves substantial business process change and the implementation of technology to enable these business process changes, is designed to improve collaboration and communication between the Tennessee Department of Transportation and its federal and state resource agency partners. The scope of responsibilities includes defining and implementing business process changes, developing system requirements for an environmental management system application to enable the new business processes, preparing an RFP to select a systems integrator and providing overall program management throughout the project lifecycle.
- ◆ Project Manager for a feasibility study for an enterprise transportation asset management system for the Washington State Department of Transportation. The scope of functionality includes asset inventory; asset analysis, budgeting and modeling tools; a location referencing system; traffic analysis tools and crash analysis tools. The scope of effort included defining high level system requirements, evaluating various alternatives and preparing a feasibility study for submission to the Washington State Legislature and the Washington State Information Services Board.
- ◆ Project manager for an organization-wide process improvement, change management, and business transformation initiative for the Louisiana Department of Transportation and Development. Business processes included financial management, transportation project management, environmental management, preconstruction, right-of-way acquisition, utility relocation, plan development and quality assurance, and construction management.
- ◆ Project director for the project development systems assessment for Colorado Department of Transportation (CDOT). Scope of the project included reviewing existing business processes and application systems in all areas of the project development and delivery lifecycle (plan, design, build, and maintain), defining detailed user requirements in each business area, and developing a series of strategic recommendations for enhancing CDOT's application systems in support of its project development activities.
- ◆ Project Director for the definition of requirements and preparation of a feasibility study for a traffic records virtual warehouse for the State of Colorado.
- ◆ Project Director for the design, development and initial deployment to three beta states of the American Association of State Highway Transportation Official's (AASHTO) SiteManager construction management system. This project involved working closely with representatives from ten state departments of transportation funding the project to develop an enterprise design which met common needs and then managing the development and initial deployment of the software as a product which could be licensed for use by other state departments of transportation.



Robert C. Cooney, PMP (Continued)

- ◆ Project Manager for the design, development and implementation of a highway construction management system for the North Carolina Department of Transportation.
- ◆ Project Manager for the enhancement phase and production support of a highway construction management system for the Ohio Department of Transportation.
- ◆ Project director for the design, development and implementation of a construction field record keeping system for the Pennsylvania Department of Transportation.
- ◆ Senior Advisor for the design, development and implementation of a GIS-based data warehouse for the Mississippi Department of Transportation; this application was designed to integrate pavement, bridge and safety data in a single data warehouse environment.
- ◆ Project Manager for the development of an information systems strategic plan for the Federal Highway Administration Federal Lands Highway Division.
- ◆ Technical Project Manager for the design of a new driver licensing system for the State of North Carolina.
- ◆ Project Leader for the implementation of a commercial driver licensing subsystem for the State of North Carolina.
- ◆ Project Manager for a traffic records strategic systems plan for the State of Ohio/Ohio Department of Public Safety.
- ◆ Project manager for the development of a business case toolkit for a new right-of-way-management system for the Federal Highway Administration of Real Estate Services. The purpose of the project is to develop a template work plan, cost estimating worksheet and benefits calculator for state departments of transportation to utilize in assessing a potential investment in a new right-of-way management system.
- ◆ Senior advisor and subject matter expert for National Cooperative Highway Research Program (NCHRP) project 20-84: "Improved Right-of-Way Procedures and Business Practices." The goal of this project is to develop recommendations for streamlining right-of-way acquisition processes at transportation agencies nationwide. NCHRP 20-84 will focus on developing streamlined, simplified right-of-way procedures and business practices that are easier to maintain, are cost effective and result in quicker delivery of projects. The project will also develop best practices for the long-term management of right-of-way assets.
- ◆ Project manager for seven (7) research projects for the Federal Highway Administration (FHWA) Office of Real Estate Services. This included a review of the effectiveness of the FHWA appraisal waiver process; a review of the Federal Interagency Land Transfer Process; a review of the process of acquiring easements over Native American Lands; and a training program on right-of-way acquisition procedures for local public agencies.
- ◆ Project Manager for the preparation of a strategic systems plan for an Adult Case Management System (ACMS) for the Texas Conference of Urban Counties. The scope of the project involved



Robert C. Cooney, PMP (Continued)

defining high level needs for an integrated adult criminal justice management system and establishing a multi-year systems development plan to address these needs. This project was jointly sponsored by seven (7) large Texas counties and involved coordinating input from key stakeholders from the justice community in each of the participating counties.

Education

- ◆ Master of Business Administration with an emphasis in Finance and Operations Management, Vanderbilt University, 1987
- ◆ Bachelor of Art with a major in Finance and a minor in Computer Science, Ball State University, 1985

Certifications

- ◆ Certified Project Management Professional, Project Management Institute



Kirt Clement, P.E. – Business Architect

Kirt A. Clement is a Senior Consultant with eVision Partners, Inc. Prior to joining eVision Partners, Mr. Clement had more than thirty-three years of experience with the Louisiana Department of Transportation and Development (LADOTD) where he recently retired from the position of Deputy Undersecretary over the Office of Management and Finance. Previously, he was Associate Director of the Louisiana Transportation Research Center and held numerous positions in an eighteen year career in the LADOTD Materials and Testing Section. Throughout his career, Mr. Clement challenged the organization to improve processes, create efficiencies, and create a culture of continuous quality improvement. He was the founder of the award winning LADOTD Quality and Continuous Improvement Program.

While at LADOTD, Mr. Clement was the Executive Sponsor for the implementation of a statewide SAP solution within LADOTD. In this role, Mr. Clement managed project scope, drove timely issue resolution and provided overall leadership, guidance and direction to the project team.

Representative Experience

- ◆ Lead Analyst for the preparation of an Enterprise Architecture design for the Ohio Department of Transportation (ODOT). Responsibilities include analyzing and documenting the capabilities of various ODOT systems to prepare an assessment of the As-Is information technology environment; documenting organizational goals and business drivers and assisting with the design of a To-Be ODOT systems environment which will help enable the business to meet its goals and objectives; and preparing a detailed implementation plan, proposed governance structure and organizational change management strategy for transitioning to this new To-Be environment. As follow-on to the Enterprise Architecture project, Mr. Clement is now providing program management support for the implementation of various EA recommendations. Currently, Mr. Clement has been assisting ODOT with the development of an RFP to engage a consultant to define detailed system requirements for the transition of ODOT to the State of Ohio's OAKS PeopleSoft system (with enhanced functionality required by ODOT implemented as part of this transition) and the implementation of a new program and project management system.
- ◆ Lead Functional Analyst for a scope study to define the anticipated scope of a project to replace Florida Department of Transportation's (FDOT's) core financial systems including FDOT's program and project system used to manage its five-year Work Program, its Federal authorization system and its Federal billing application. Scope of responsibilities included conducting fact-finding interviews which led to the engagement of more than 300 users in FDOT central office, each district, the Florida Turnpike and Florida's Rail Enterprise; documenting the functionality of the existing FDOT financial systems; and preparing a recommended go-forward strategy for replacing FDOT's primary financial systems.



Kirt Clement, P.E. – Business Architect (Continued)

- ◆ Champion and facilitator of the implementation of LaGov, a Statewide SAP-based ERP system for LADOTD that replaced numerous legacy IT systems developed internally and consolidated many procured software solutions into one system that includes financials, project management, maintenance management, federal billing, equipment management, etc. Project utilized a methodology of modifying the agency's business processes to fit the ERP solution rather than modifying the solution to fit the processes as much as possible.
- ◆ Champion and facilitator of the implementation of the AASHTO Transport Preconstruction suite of products to replace legacy systems developed internally.
- ◆ Directed the development of a GIS Strategic Plan for LADOTD that is currently being implemented.
- ◆ Founded LADOTD's Quality Improvement program, which utilizing internal staff and agency partners, has reviewed more than 200 of DOTD's business processes.
- ◆ Developed the LADOTD "Capital First" budgeting methodology and guidelines to offset declining revenues and maintain DOTD's ability to deliver a capital program.
- ◆ Led the effort to reorganize the LADOTD's IT Section to become a more customer centric organization.
- ◆ Led the effort to create LADOTD's program and project management job classification series.
- ◆ Established LADOTD's Pay for Performance Pilot Program that rewards individual performance which is tied to LADOTD strategic and operational objectives.
- ◆ Brought to fruition the state-of-the-art Transportation Training and Education Center to provide technology transfer to LADOTD employees and transportation partners.
- ◆ Created the LADOTD Workforce Development Program that establishes agency, supervisor, and employee expectations for workforce training and continuing education, and provides the training requirements of all employees.
- ◆ Created the LADOTD Leadership Program which provides requirements to develop the leadership skills of all professional staff. Previously, mandatory workforce development was required only of non-professional staff.

Education

- ◆ Bachelor of Science in Chemical Engineering, Louisiana State University, 1979

Licenses and Certifications

- ◆ Registered Professional Engineer in Louisiana



Keyur Shah, PMP – Business Architect

Mr. Shah is Service Area Manager, Transportation Management and Technology with Parsons Brinckerhoff's Strategic Consulting Group. He has more than ten years of experience working with state-level transportation agencies, large city and county transportation agencies, airports and transit agencies on enterprise architecture, business process re-engineering and, business transformation initiatives.

His experience with numerous departments of transportation around the country provides him with deep domain knowledge of most agency functions, specifically asset management, project delivery process, construction management, transportation planning and finance, management systems analysis, requirements definition and implementation planning. Mr. Shah was part of the eVision Partners team for the development of a Strategic Enterprise Architecture for the Ohio Department of Transportation. In this role, he focused on the business architecture and application architecture requirements in the areas of program and project management and asset management.

Representative Experience

- ◆ Lead Business Analyst for the development of a Strategic Enterprise Architecture for the Ohio Department of Transportation. Mr. Shah's role included preparing an As-Is architecture showing current systems and interactions between systems, identifying and educating the agency on asset management best practices, and preparing a recommended To-Be architecture including identifying integration points between various applications, and defining systems of record for various business functions.
- ◆ Deputy Project Manager for New York Metropolitan Transit Authority (NY MTA) Enterprise Asset Management Software project. This project includes defining an overall multi-agency asset management systems strategy, developing an enterprise architecture design for asset management solutions at the NY MTA, defining EAM system requirements through cross-agency workgroups, preparing a request for proposal for EAM software, facilitating the selection of EAM software solutions and preparing a multi-year implementation roadmap and detailed business case for the implementation of EAM systems for all MTA operating agencies.
- ◆ Deputy Project Manager for Alaska Department of Transportation and Public Facilities, Alaska Long Range Transportation Plan Update. Updating Alaska's long range transportation plan to continue and improve on the approach established during the last plan update, as well as addressing MAP-21 requirements. The project scope includes preparing life-cycle cost estimates for pavements, bridges and airports using models designed by the team members.
- ◆ Subject Matter Expert for Arizona Department of Transportation (ADOT) Planning to Programming Linkage Project. Helped prepare criteria for prioritizing asset



Keyur Shah, PMP – Business Architect (Continued)

management/preservation projects. These criteria will allow ADOT to prioritize major investments based on the agency's strategic goals.

- ◆ Lead Business Analyst for the FHWA, Feasibility and Implementation Guidance for Electronic Right of Way Management System research project. Mr. Shah is assisting with the development of guidance for state DOTs to evaluate feasibility of an electronic system for right-of-way management and implementation (including data requirements, return on investment, implementation barriers, and a training strategy and plan). This guidance will allow state DOTs to make a stronger case for moving to an electronic right-of-way management system and more informed decisions during planning and implementation.
- ◆ Project Manager for Requirements Phase of Maryland State Highway Administration, Materials Management System project. Mr. Shah was responsible for the development of as-is process maps, future process maps and detailed requirements for the materials management system.
- ◆ Project Lead for Washington State Department of Transportation (WSDOT), Asset Management System Feasibility Study. Mr. Shah was responsible for defining functional requirements, identifying potential solutions to them, developing a proposed implementation plan for the recommended solution and a cost estimate, and identifying anticipated benefits from replacement of the system.
- ◆ Lead Business Analyst for Mississippi Department of Transportation (MDOT), Project Information and Management Reporting System Scoping project. The project included a review of MDOT's current project management processes for the delivery of transportation projects; developed recommendations for business process and organizational improvements; and then evaluated the fit of the Project Information and Management Reporting System application to meet the requirements of the proposed business model.
- ◆ Lead Business Analyst for pre-implementation planning for Statewide Enterprise Resource Planning (ERP) System for State of Washington. Assisted the Washington State Office of Financial Management (OFM) to develop a budget and financial proposal for the implementation of a statewide ERP system. The financial proposal included a budget that covered the pre-designed work planned by OFM for fiscal years 2012 and 2013, as well as a high-level estimate range for the design and implementation work in the following biennia. OFM included this ERP financial proposal in their 2012-2013 biannual budget submitted to the Washington State Legislature in November 2010.
- ◆ Project Manager for NCRHP 20-24 (Task 82) Increasing Consistency in the Highway Performance Monitoring System (HPMS) for Pavement Reporting. Assisted in assessing state-of-practice in HPMS reporting through a survey of departments of transportation for multiple states.
- ◆ Project Manager for Jurisdictional Realignment Study for Minnesota Department of Transportation (MnDOT). Assisted MnDOT to develop a methodology to align roads with



Keyur Shah, PMP – Business Architect (Continued)

the most relevant jurisdiction, and identify any necessary procedural and legislative changes. This includes evaluating and managing risks by applying MnDOT's enterprise risk management framework.

- ◆ Lead Business Analyst for Pennsylvania Department of Transportation (PennDOT), I-95 Design Management and Review Project. Led the development of a life-cycle management cost model for ancillary assets. This model allows PennDOT to review needs over a 50-year period, and establish relative priorities in view of the current backlog of maintenance needs and funding limitations.
- ◆ Project Manager for Texas Department of Transportation (TxDOT), Performance Measurement Workshop. Conducted a two-day performance measurement workshop for TxDOT in conjunction with John R. Allen. The training session introduced and engaged stakeholders in performance measurement. It covered developing meaningful and useful performance information and performance data collection, determining cause and effect in results-based management, using performance information, linking performance measurement and resource allocation, and implementing performance measures.
- ◆ Business Analyst for Texas Department of Transportation (TxDOT), Maintenance Management System Implementation. Assisted TxDOT with an organizational readiness assessment of a maintenance management system implementation. Surveyed hundreds of TxDOT employees, analyzed responses, presented survey results, and provided recommendations for improvement.
- ◆ Lead Business Analyst for Texas Department of Transportation (TxDOT), Qualifications-Based Selection (QBC) Process study. Evaluated the use of QBS process for A&E consultant selection, and evaluated feasibility of different methods used by other states and nations. Discussed the current process with TxDOT staff across the state, interviewed other states, reported improvement opportunities within the current process, and provided recommendations surrounding the use of other selection methods.
- ◆ Lead Business Analyst for New Mexico Department of Transportation (NMDOT), Project Delivery Scoping Process study. Developed revised scoping process, including revised change control procedures. Trained the NMDOT staff and piloted the revised scoping process.
- ◆ Project Manager and Subject Matter Expert for Utah Department of Transportation (UDOT), Access Permit Process Review. Analyzed UDOT's access and encroachment permitting process and the differences between various UDOT regions, other department of transportation practices, as well as the identification of improvement opportunities.
- ◆ Lead Business Analyst for Project Delivery Workflow Analysis for Alaska Department of Transportation and Public Facilities (ADOT&PF). Conducted an assessment of ADOT&PF's project delivery workflow process and supporting systems, identified applicable best practices with the potential to efficiently address business objectives, and developed high-



Keyur Shah, PMP – Business Architect (Continued)

level recommendations to improve current workflow. This included potential vendor identification to implement new software to improve the flow of information.

- ◆ Lead Business Analyst for Texas Department of Transportation (TxDOT), Transportation Financing Scenario Framework project. Presented a model on TxDOT expenditure categories and revenue streams with forecasts for future revenues until the year 2030. Led the development effort; forecasted expenditures through identification of dependencies and analyzed historical expenditures.
- ◆ Lead Business Analyst for Letting Process Analysis for Tennessee Department of Transportation (TDOT). Reviewed the existing letting process at TDOT and suggested improvements to increase the predictability of the letting schedule. Conducted workshops to identify current process, analyzed nationally recognized best practices, suggested improvement opportunities, and prepared an implementation plan.
- ◆ Lead Analyst for preparation of functional specifications for an SAP-Based Project Financial Statement for the Colorado Department of Transportation. Analyzed the existing financial statement to identify improvement areas, determined additional information that can be provided to increase the effectiveness of the report, analyzed Trns*port and SAP data tables to provide cross-referencing information, and streamlined methods/calculations used to calculate data in real-time.
- ◆ Project Manager for an assessment of the fit of SiteManager Materials for the Colorado Department of Transportation. Defined user requirements; conducted a fit-gap analysis of SiteManager functionality against user requirements; developed a business case including high-level cost estimates, anticipated benefits, and risk analysis; and developed an implementation plan for deploying the SiteManager materials management functionality.
- ◆ Project Manager for Michigan Department of Transportation (MDOT), Construction Contractor Eligibility Study. Identified the most efficient and effective procedures and methodologies that can be used to ensure the most qualified construction contractors are eligible to bid and perform work on MDOT's construction contracts.
- ◆ Lead Business Analyst for Washington State Department of Transportation (WSDOT), SR-520 Toll System Implementation Project. Provided day-to-day support, led development of specifications for reporting needs, provided oversight of report development efforts by the toll systems operator and helped develop test plan and scripts to test the WSDOT toll system before initiating tolling and helped revolve operational issues after tolling commencement.
- ◆ Project Manager for assessment of alternatives for a Real Estate Management System for the Louisiana Department of Transportation and Development (LADOTD). Responsible for the review of current process/activities of the real estate division (e.g., appraisal, negotiation and acquisition, relocation, and property management) and development of detailed requirements for the proposed new real estate system.



Keyur Shah, PMP – Business Architect (Continued)

- ◆ Project Manager for Caltrans Access Management Improvement Effort. Conducted fact-finding meetings with Caltrans' districts and program areas to gain an understanding of current practices and evaluate their strengths and weaknesses. The purpose of this project was to develop an action plan to improve access management policies, procedures and practices and more effectively meet Caltrans' transportation goals.
- ◆ Project Manager and Subject Matter Expert for Alaska Department of Transportation and Public Facilities, 2009 Data Element Refresh and Implementation Review of Strategies and Actions. Updated the data and information used to inform the strategies and actions in "Let's Get Moving 2030," Alaska's statewide transportation policy plan, with the most recent annual and quarterly data. It also included reviewing various aspects of the plan and recommending strategies to adjust current actions so Alaska can reach the plan's goals.
- ◆ Project Manager and Subject Matter Expert for Oregon Department of Transportation (ODOT) Asset Valuation Method study. Assisted ODOT to define process and data improvements and determine an asset-valuation method to improve how ODOT accounts for its infrastructure. The project scope included examining and documenting existing ODOT processes that impact infrastructure and project accounting, and documenting data elements and associated integration improvements necessary to meet GASB 34 reporting requirements. It also included analyzing valuation methodologies used by other departments of transportation to account for transportation infrastructure.
- ◆ Lead Analyst for Federal Highway Administration, Right-of-Way Manual Development. Researched, evaluated, and recommended best practices regarding policies, guidelines, standards, and criteria needed to effectively guide the acquisition of right-of-way on federal and non-federal property and provide utility accommodation policies and strategies necessary to develop projects in the Federal Lands Highway Program.
- ◆ Lead Analyst on a strategic visioning initiative for the public sector real estate profession for the next thirty years for the Federal Highway Administration (FHWA) Office of Real Estate Services. Helped establish the vision and supported strategic planning for FHWA Office of Real Estate Services. Conducted literature search and brainstorming sessions to identify future trends and prepared a strategic plan to prepare the FHWA Office of Real Estate Services to meet and benefit from the emerging opportunities.
- ◆ Information Technology Expert for the New York City Enhanced Pavement Management Feasibility study for the New York City Department of Transportation (NYCDOT) to improve the nature and quality of data the city collects and its ability to analyze the relationships between the level of investment in preservation and the application of sound management practices to the condition and value of city-owned roadways. This includes developing requirements for a pavement management system, identifying a data migration strategy, input data interfaces, and business process changes that will be required for successful implementation.



Keyur Shah, PMP – Business Architect (Continued)

- ◆ Project Manager and Subject Matter Expert for Houston-Galveston Area Council (H-GAC), 2040 Long-Range Transportation Plan. Developed an expenditure-estimating model as part of a project to build a financial analysis tool to support the 2040 long-range transportation plan for H-GAC. This tool estimates current and possible future transportation revenue streams and expenditures on current and possible transportation systems and projects. In addition, it incorporates several improvements from H-GAC's current financial modeling capabilities.
- ◆ Task Leader and Subject Matter Expert for Denver International Airport (DIA) Asset Management Improvement Program. Led the development of a condition assessment methodology for the airport's most critical assets among other tasks, and then led the collection of critical inventory and condition data. Other project activities include conducting an asset management gap assessment as well as identifying an approach to incorporate all asset data into DIA's asset management system.
- ◆ Information Technology Lead for Federal Transit Administration, Asset Management Framework and Implementation Guidance. Provided IT planning expertise for the development of a transit asset management manual that will provide guidance to advance asset management implementation in the transit industry.
- ◆ Subject Matter Expert for Alameda-Contra Costa Transit District (AC Transit), State of Good Repair Program. Provided business needs assessment expertise, prepared functional business requirements and fit-gap analysis of leading asset management systems to help AC Transit determine the best path to upgrade the current system to meet their business needs.

Education

- ◆ Masters of Engineering in Construction Engineering and Management, Texas A&M University, 2003
- ◆ Bachelor of Engineering in Civil Engineering, Gujarat University, 2001

Certification

- ◆ Certified Project Management Professional, Project Management Institute



Jolene Martin – Technical Writer and Editor

Jolene Martin has over fifteen years of experience revising technical documents including editing, formatting, and proofreading for readability. This includes prior experience on projects for state departments of transportation and FHWA clients. She has experience editing documents for management consulting firms, large public organizations, business coaches, industry leaders, and startups. Previously, she managed the production department and edited documents for a management consulting firm that specialized in working with departments of transportation. She possesses more than ten Business and Software Certifications from *Microsoft* and *Brainbench.com*.

Representative Experience

- ◆ Technical writer and editor for Development of Strategic Enterprise Architecture for Ohio Department of Transportation (ODOT). Responsibilities included technical writing support, editing and production of the interim and final report for this project to define strategic enterprise architecture for ODOT.
- ◆ Technical writer and editor for California Department of Transportation (Caltrans), Project Development Procedures Manual. Ms. Martin created the style guide and document template for Caltrans' Project Development Procedures Manual (PDPM). She proofread and edited chapters of the manual for readability and consistency. She also oversaw formatting of the manual to ensure adherence to strict style requirements.
- ◆ Technical writer and editor for Mississippi Department of Transportation, Accountability in Maintenance Operations Project, Customer Input Report. Ms. Martin edited and produced a customer input report as part of the Accountability in Maintenance Operations project for the Mississippi Department of Transportation. She proofread the report for consistency, readability, style adherence, and formatting.
- ◆ Technical writer and editor for Federal Highway Administration (FHWA), Maintenance Decision Support System Guide. Ms. Martin conducted thorough proofreading of the document for consistency, readability, and style adherence. She also formatted the document to be sent to FHWA for final review.
- ◆ Technical writer, editor and production support specialist for preparation of an RFP for Enterprise Asset Management (EAM) software for the New York Metropolitan Transportation Authority. Ms. Martin formatted, proofread, and edited the RFP for readability, consistency, and style adherence.
- ◆ Technical writer and editor for Maryland Department of Budget and Management, Statewide Personnel System Request for Proposal. Ms. Martin edited and formatted a Request for Proposal for the State of Maryland's new Statewide Personnel System (SPS). Ms. Martin formatted, proofread, and edited the RFP for readability, consistency, and style adherence. She incorporated Excel worksheets, images, tables, cross-references, and appendices into the Word document.



Jolene Martin – Technical Writer and Editor (Continued)

- ◆ Freelance Editor. As a freelance editor, Ms. Martin provided extensive writing, editing, and proofreading services for clients located globally. She authored text and adhered to stringent formatting standards. Ms. Martin collaborated with executives, senior management, and scholars to obtain technical information and incorporate substantial edits into existing documents.
- ◆ Garrison and Associates, PS, Patent and Trademark Paralegal. Ms. Martin proofread patent applications and drafted and prepared Trademark Applications, Use Affidavits, Responses, Briefs, and Litigation filings. She drafted letters to clients and foreign associates to report on patent, trademark, and billing matters. She also developed and conducted intellectual property law and software training for attorneys and staff.
- ◆ Perkins Coie LLP, Applications Specialist. Ms. Martin provided extensive word processing and editing services for internal and external clients. Ms. Martin generated large documents (several hundred pages) that included Tables of Authorities, cross-references, equations, chemical structures, graphics, and drawings. She created an interactive PowerPoint training tutorial for patent application processing that linked to resources on the web and internal and external documents. She also drafted approximately eighty drawings per month utilizing Visio.
- ◆ Seed and Berry, Word Processing Specialist. Ms. Martin assisted attorneys with all phases of document production, including document creation, OCR scanning, transcription, and formatting for aesthetic and grammatical consistency. She utilized advanced features of Word for software and electrical patent applications that required generating Tables of Authorities, Tables of Contents, document linking, bookmarks, track changes, and countless rounds of revisions and edits by numerous authors. Ms. Martin developed presentations, exhibits, and reports utilizing PowerPoint, many graphics programs, Excel for charts and graphs, and Visio for flowcharts and drawings. She also created an interactive PowerPoint training tutorial for Patent Application processing.



Deliverable Samples

eVision Partners has provided with its response soft copies of the following documents which were prepared for each of the projects provided as client references:

- Final Report for Development of Strategic Enterprise Architecture for ODOT;
- Initial Project Scoping Report for the West Virginia Department of Transportation which was the first project deliverable prepared during project planning prior to defining system requirements and then selecting the ERP and transportation asset management software; and
- Project Delivery/Project Controls Assessment Report for MARTA including recommended strategies and a proposed implementation plan.

Mr. Robert Cooney, proposed Principal Investigator, was the primary author of all three sample reports. Mr. Kirt Clement and Mr. Keyur Shah were co-authors of the ODOT report.



3.1.3 Staffing. [RFP Paragraph 4.2.3]

Key Project Personnel must be identified in the Proposal along with their specific roles and responsibilities associated with the Project along with the following:

- ◆ For each Key Project Personnel, list the amount of hours for each task.
- ◆ For each Key Project Personnel, list the percent of time per person allocated to the entire Project.

Exhibit 3-2 provides a summary of the role of all proposed key project personnel and their proposed staff loading in hours by task.



Montana Department of Transportation
*Development of Strategic Enterprise Architecture Design and
 Implementation Plan for MDT*

Exhibit 3-2: Staff Loading for Proposed Key Project Personnel

Consultant Team Member	Role in Study	Kick-off Meeting	Task 1: Work Plan	Task 2: Literature Review	Task 3: Situation Analysis	Task 4: Enterprise Architecture Design	Task 5: Implementation Plan	Task 6: Strategic Options and Initiatives	Task 7: Publish Plan, Final and Optional Reports	Manage Project	Total Hours
Robert Cooney	Principal Investigator and Information Systems Architect	12	20	8	208	176	80	16	60	40	620
Kirt Clement	Business Architect	8	8	40	144	144	32	64	56	0	496
Keyur Shah	Business Architect	0	0	0	168	168	32	0	0	0	368
Jolene Martin	Technical Writer/Editor	0	0	12	32	32	16	16	60	0	168
Total By Task:		20	28	60	552	520	160	96	176	40	1,652



Exhibit 3-3 outlines the percentage of time per person allocated to the entire project. This allocation is based on a twelve (12) month project timeline beginning in approximately March 2015 and the staff loading as provided above across the project period.

Exhibit 3-3: Estimated Time per Person Allocated to the MDT Strategic Enterprise Architecture Project by Month

Consultant Team Member	Role in Study	Mar 2015 - April 2015	May 2015 - October 2015	November 2015 - Feb 2015
Robert Cooney	Principal Investigator and Information Systems Architect	25%	30%	25%
Kirt Clement	Business Architect	20%	25%	20%
Keyur Shah	Business Architect	5%	30%	5%
Jolene Martin	Technical Writer/Editor	10%	10%	10%

Offeror must prove that sufficient resources are available to complete the Project. This should be done by describing for all Key Project Personnel the present and predicted workload in percent of time for all activities, including this Project, through the duration of this Project.

Exhibit 3-4 provides the commitments of each proposed team member with an anticipated level of involvement on the MDT Strategic Enterprise Architecture project of 20% or more.



Montana Department of Transportation
*Development of Strategic Enterprise Architecture Design and
 Implementation Plan for MDT*

Exhibit 3-4: Anticipated Commitments of Proposed Project Personnel

Staff Member/Project	Anticipated Involvement	Notes
Robert Cooney		
MDT Strategic Enterprise Architecture	30%	
ODOT Enterprise Architecture Implementation Program Management	25%	Level of participation is currently 40% pending completion of As-Is process analysis and To-Be Process Definition work for Finance and Program and Project Management processes scheduled to be completed by the end of March 2015; beginning in April, level of involvement is expected to be 25%
New York MTA EAM Software Acquisition	20%	
West Virginia DOT ERP Implementation	20%	Through scheduled implementation of ERP for WVDOT in July 2015, then as needed
Illinois Tollway ERP/EAM Pre-Implementation Planning	2%	Advisory role - as needed – project will be in RFP phase part of 2015
MARTA Project Delivery/Project Controls	2%	Advisory role - as needed
Kirt Clement		
MDT Strategic Enterprise Architecture	25%	
ODOT Enterprise Architecture Implementation Program Management	50%	
Keyur Shah		
MDT Strategic Enterprise Architecture	30%	
New York MTA EAM Software Acquisition	30%	
Alaska Statewide Transportation Plan	30%	



If a contract is awarded, the highest-scoring Offeror will be the prime Consultant, who shall be responsible for all work of any subconsultant.

- ◆ All subconsultants, if any, must be listed in the Proposal.

eVision Partners acknowledges and agrees that it is responsible as the prime for the performance of all subconsultants and that all subconsultants must be listed in our Proposal.

Mr. Keyur Shah of Parsons Brinckerhoff is proposed as a subconsultant. Mr. Shah will serve as a Business Architect on the proposed eVision Partners team. This is a similar role to the one Mr. Shah performed on the Ohio Department of Transportation Strategic Enterprise Architecture project. Mr. Shah will specifically assist with the Situation Analysis, the Enterprise Architecture design and the preparation of the Implementation Plan.

The Proposal must include a letter of intent from each subconsultant that said subconsultant intends to provide the work as described in the Proposal should the Offeror become the prime Consultant.

The letter of intent from Parsons Brinckerhoff is provided in Appendix B.

- ◆ The State reserves the right to approve all subconsultants.

eVision Partners acknowledges and accepts the right of the State to approve all subconsultants.



Section 4: COST PROPOSAL [RFP Section 5]

4.1 Submittal of Proposed Budget [RFP Paragraph 5.1]

The proposed budget must be submitted as a part of the Proposal.

For all services identified in this RFP, the proposed budget must, at a minimum, include itemized costs, for the following:

- ◆ each task;
- ◆ each expense category;
- ◆ each Deliverable and meeting, except for the Project kick-off meeting, each monthly progress reports, task reports, and the final report; these itemized Deliverables and meetings may be deducted from the total Project budget if, at the sole discretion of MDT, those events are deemed unnecessary and do not take place;
- ◆ number of hours of each person assigned to the Project;
- ◆ hourly and benefit rates for each person;
- ◆ overhead rate (proof of federally audited rate should be provided);
- ◆ travel expenses; and
- ◆ all other direct and indirect costs, including profit.

The proposed budget must include a total Project cost. Payment is based on cost reimbursement up to the total Project cost. To obtain funding approval, within one day of request, but prior to award, the successful Offeror shall submit a Project budget, for the duration of the Project, with a breakdown by state (July 1-June 30) and federal (October 1-September 30) fiscal year. Even if this fiscal year breakdown was provided in the Proposal, depending on the time it takes to review Proposals, within one day of request, it may be necessary for the successful Offeror to revise the breakdown.

Exhibit 4-1 provides eVision Partners proposed budget by task and expense item. Exhibit 4-2 provides the proposed budget for our subcontractor, Parsons Brinckerhoff. Exhibit 4-3 provides a breakout of the proposed cost by task and deliverable to allow the State to further analyze cost by various project activities.

Please note that eVision Partners is part of a Safe Harbor pilot program through the Washington State Department of Transportation (WSDOT) to obtain an audited overhead rate. The rate for the program is 110%. Exhibit 4-4 provides a copy of our Safe Harbor letter from WSDOT audit. However, please note that for purposes of preparing our cost proposal we have elected to utilize the same overhead rate as we have used in our Enterprise Architecture work in Ohio of 58%. The methodology for calculating this rate was reviewed by ODOT, though not formally audited, prior to our initiation of the ODOT Strategic Enterprise Architecture project in 2013.



Exhibit 4-3: WSDOT Safe Harbor Letter



Lynn Peterson
Secretary of Transportation

Transportation Building
310 Maple Park Avenue S.E.
P.O. Box 47300
Olympia, WA 98504-7300
360-705-7000
TTY: 1-800-833-6388
www.wsdot.wa.gov

July 2, 2014

Robert Cooney, President
eVision Partners, Inc.
9660 Falls of Neuse Road, Suite 138 #256
Raleigh NC 27615

Re: eVision Partners, Inc.
Safe Harbor Indirect Cost Rate

Dear Mr. Cooney:

Washington State is one of ten states who have received approval from Federal Highway Headquarters to participate in the Test and Evaluation Program (TE-045) for use of a "safe harbor" indirect cost rate on engineering and design related service contracts, as well as for Local Public Agency projects.

We have completed our risk assessment for eVision Partners, Inc. Our assessment was conducted based on the documentation provided by the firm. The reviewed data included, but was not limited to, a description of the company, basis of accounting, accounting system and the basis of indirect costs. Based on our review, your firm is eligible to use the Safe Harbor rate. You have opted to use the Safe Harbor rate, rather than provide a FAR-complaint rate at this time.

We are issuing the Safe Harbor Indirect Cost Rate of 110% of direct labor for eVision Partners, Inc. The Safe Harbor rate is effective on July 2, 2014.

eVision Partners, Inc. has agreed to improve Internal Controls and timekeeping processes in order to be able to develop an Indirect Cost Rate Schedule in future accordance to Federal cost principles (48 CFR FAR). The WSDOT Internal Audit Office has provided guidance and information related to FARs and the AASHTO Audit Guide. The Safe Harbor rate of 110% will expire on June 30, 2016.

The Safe Harbor Rate will not be subject to audit. Please coordinate with WSDOT Consultant Services (CSO) or your Local Programs contact if you have questions about when to apply the Safe Harbor rate to your agreement.

If you, or any representatives of eVision Partners, Inc. have any questions, please contact Martha Roach, Jeri Sivertson, or Steve McKerney at (360)705-7003.

Sincerely,

Martha S. Roach
Agreement Compliance Audit Manager

MR:lt

cc: Steve McKerney, Director of Internal Audit
Jeri Sivertson, Assistant Director of Internal Audit
Larry Schofield, MS 47323
File

**Montana Department of Transportation
Strategic Enterprise Architecture Design
eVision Partners, Inc.
Expense Summary**

eVision Partners, Inc.

R. Cooney - 10 one week trips at \$2,270	\$22,700
K. Clement - 8 one week trips at \$2,475	\$19,800

Total - eVision Partners:	<u>\$42,500</u>
----------------------------------	------------------------

Expenses proposed at \$42,000 - Supports 2 trips per person during Task 3 and 4
One trip per month during other project during other project tasks

Parsons Brinckerhoff (PB)

K. Shah - Eight (8) one week trips at \$1,907	\$15,256
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Total - PB:	<u>\$15,256</u>
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Expenses proposed at \$15,000 - Supports approximately 7 to 8 one week trips throughout project
Consistent with hours proposed on project of 368 hours, allowing most work to be on

**Montana Department of Transportation
 Strategic Enterprise Architecture Design
 eVision Partners, Inc.
 Expense Detail by Proposed Team Member**

Robert Cooney - five night trip, Sunday - Friday

Airfare - RDU to Helena or Bozeman roundtrip (based on typical Delta/United rates to both cities from RDU)	\$925.00
Rental Car from Bozeman for one week including tax	\$310.00
Hotel - Hampton Inn -Helena at government contractor rate of \$109 + tax	\$588.15
Per Diem at GSA Rate - Part day for Sun and Fri at \$42, Full Days for Mon - Thurs at \$56	\$308.00
Parking at RDU Airport - 6 days (Sun morning - Friday night) at \$12/day	\$72.00
Mileage to/from house to RDU Airport (= 30 miles roundtrip at \$0.55/mile)	\$16.50
Miscellaneous	\$50.00
Total per trip	<u>\$2,269.65</u>

Kirt Clement

Airfare - New Orleans (MSY) to Helena/Bozeman roundtrip	925.00
Rental Car from Helena for one week including tax	458.42
Hotel - Hampton Inn -Helena at government contractor rate of \$109 + tax	588.15
Per Diem at GSA Rate - Part day for Sun and Fri at \$42, Full Days for Mon - Thurs at \$56	308.00
Parking at MSY Airport - 6 days (Sun morning - Friday night) at \$15/day	90.00
Mileage to/from house to MSY Airport (= 100 miles roundtrip at \$0.55/mile)	55.00
Miscellaneous	50.00
Note - New Orleans typically has better connection and \$300 - \$500 less than Baton Rouge	
Total per trip	<u>\$2,474.57</u>

Keyur Shah

Airfare - Seattle to Helena/Bozeman roundtrip	357.00
Rental car from Helena for one week	458.42
Hotel - Hampton Inn -Helena at government contractor rate of \$109 + tax	588.15
Per Diem at GSA Rate - Part day for Sun and Fri at \$42, Full Days for Mon - Thurs at \$56	308.00
Parking at SEA Airport - 6 days (Sun morning - Friday night) at \$15/day	90.00
Mileage to/from house to MSY Airport (= 100 miles roundtrip at \$0.55/mile)	55.00
Miscellaneous	50.00
Total per trip	<u>\$1,906.57</u>



APPENDICES



Appendix A

Proposed Project Schedule

eVision Partners' proposed project schedule in Microsoft Project format is provided in Exhibit A-1. This schedule is based on a late March 2015 start and a project duration of approximately twelve (12) months.



Exhibit A-1: eVision Partners Proposed Project Schedule

ID	Task Name	Duration	Start	Finish	Predecessors	Quarter		2nd Quarter		3rd Quarter		4th Quarter		1st Quarter		2nd	
						Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
1	MDT Strategic Enterprise Architecture Design and Plan	250 days	Mon 3/23/15	Fri 3/4/16													
2	Project Kick-off	13 days	Mon 3/23/15	Wed 4/8/15													
3	Schedule project kick-off	3 days	Mon 3/23/15	Wed 3/25/15													
4	Prepare project kick-off materials	3 days	Mon 3/23/15	Wed 3/25/15													
5	Provide project kick-off materials to MDT for review	5 days	Thu 3/26/15	Wed 4/1/15	4												
6	Finalize project kick-off materials	1 day	Thu 4/2/15	Thu 4/2/15	5												
7	Conduct project kick-off	1 day	Fri 4/3/15	Fri 4/3/15	6												
8	Prepare meeting minutes and provide to MDT	3 days	Mon 4/6/15	Wed 4/8/15	7												
9	Task 1: Work Plan	21 days	Mon 3/23/15	Mon 4/20/15													
10	Conduct discussions with MDT on work plan as required	3 days	Mon 3/23/15	Wed 3/25/15													
11	Update draft work plan	5 days	Thu 3/26/15	Wed 4/1/15	10												
12	Provide work plan to MDT for review	10 days	Thu 4/2/15	Wed 4/15/15	11												

Project: MDT Enterprise Architect Date: Tue 1/20/15	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

Page 1



Appendix B

Letter of Intent

**PARSONS
BRINCKERHOFF**

One Penn Plaza
New York, NY 10119
Main: 212-405-5000
Fax: 212-405-5000

www.pbworld.com

January 20, 2015

Mr. Robert Cooney
President
eVision Partners, Inc.
9660 Falls of Neuse Road, Suite 138
Raleigh, NC 27615

Subject: Letter of Intent to Subcontract

Development of Strategic Enterprise Architecture Design and Implementation Plan for MDT

Dear Mr. Cooney:

Please consider this as written confirmation of our intent to subcontract with eVision Partners, Inc. for Business Architecture and General Management Consulting Services.

Please do not hesitate to contact us if you have any questions.

Sincerely,
Parsons Brinckerhoff, Inc.

David C Rose

Vice President, Strategic Consulting



Appendix C

Client Engagement References



Appendix C-1

APPENDIX C: CLIENT REFERENCE QUESTIONNAIRE

INSTRUCTIONS

This is a reference questionnaire for a research project titled DEVELOPMENT OF STRATEGIC ENTERPRISE ARCHITECTURE DESIGN FOR MDT for which the Montana Department of Transportation (MDT) has issued a request for proposal. The scope of this project is to develop a strategic enterprise architecture (EA) design and implementation plan for MDT.

You have been sent this questionnaire to provide a reference for the consultant responding to MDT's request.

The individual responding to this questionnaire must be a responsible party of the organization for which the services were provided and have comprehensive knowledge about the services provided.

YOU AND YOUR ORGANIZATION

The individual responding to this must be a responsible party of the organization for which the services were provided and have comprehensive knowledge about the services provided.

1. Please provide your contact information so that we may contact you for additional information if necessary.

Ms. Melissa Anverse

Ohio Department of Transportation

(614) 752-8859

Missy.Anverse@dot.state.oh

2. What is your title?

Project Manager (served as ODOT Project Manager for Development of Strategic Enterprise Architecture project)

CONSULTANT INFORMATION

Please answer the following questions about the consultant for which you are providing a reference.



1. For what firm or individual are you providing a reference?

eVision Partners, Inc. who was the prime contractor for the Development of a Strategic Enterprise Architecture for the Ohio Department of Transportation

2. What were the consultant's (identified in question #1) dates of service for your project (s)?

April 2013 – January 2014 for the preparation of the Strategic Enterprise Architecture. We then modified the scope of services and extended eVision Partners original research contract to provide some initial implementation assistance and knowledge transfer for ODOT through September 30, 2014. ODOT has subsequently contracted with eVision Partners through a second, separate contract to provide ongoing program management support for the implementation of the Enterprise Architecture recommendations.

3. What services did the consultant provide?

The scope of the projects includes analyzing and documenting the capabilities of various ODOT systems to prepare an assessment of the As-Is information technology environment; documenting organizational goals and business drivers and assisting with the design of a To-Be ODOT systems environment which will help enable the business to meet its goals and objectives; and preparing a detailed implementation plan, proposed governance structure and organizational change management strategy for transitioning to this new To-Be environment. In the supplement to the original research contract, eVision Partners then helped ODOT to establish and implement a technology governance process and develop project charters for some of the projects recommended in the Enterprise Architecture implementation plan. Under a separate contract, eVision Partners is now providing Program Management services in support of the execution of some of the recommended projects in the implementation plan. Currently they are specifically supporting the pre-implementation planning phase of a project to move ODOT to the State of Ohio's PeopleSoft system and looking at alternatives for replacing our current program/project management system. Robert Cooney was the Project Manager for the eVision Partners. Kirt Clement and Keyur Shah of Parsons Brinckerhoff were Business Analysis on the team.

4. What skills were necessary to perform these services?

Strong knowledge of state department of transportation business processes; strong business process analysis and technical analysis skills; knowledge of the capabilities of ERP software and other DOT specific COTS solutions; strong business and application architecture; stakeholder relationship skills; and communication skills.

5. Did the consultant provide skilled and qualified staff to perform the job? If no, please explain.

Yes



6. Were there any changes in key personnel? If yes, please explain the situation (including who requested the change(s), did change(s) affect the project, and how were any issues resolved) and describe any related issues.

No

7. Are you familiar with any of the key project personnel identified in the email requesting your reference? If yes, please indicate which person(s) and describe how they were able to facilitate successfully completing contracted project(s).

Yes, Robert Cooney. Robert and the eVision staff conducted over 100 on-site interviews with every business unit within the DOT, as well as, business partners outside of the DOT. Robert and his staff then conducted validation sessions to ensure the information gathered and documented was correct. eVision also shared best practices from knowledge they have gained in working with other state DOTs and transportation agencies. Robert worked with the executive leadership team which included the State CIO's office and FHWA to ensure ODOT and business partners outside the agency were kept updated throughout the contract and final acceptance of the recommendations.

SERVICE CHARACTERISTICS

Please take a few minutes to complete these questions on the quality of service the consultant provided. We welcome your feedback and appreciate your honesty.

1. Please select your criteria for choosing this consultant (select all that apply).
- a. Industry/marketplace knowledge
 - b. Length of time in business
 - c. Consultative capabilities
 - d. Technology and Tools provided
 - e. Personal Referral
 - f. Lowest rate
 - g. Responsiveness to requests
 - h. Value added services
 - i. Other (please specify)

Please add any additional comments or concerns below. An average or below rating should include an explanation in this section. Did the consultant have an opportunity to correct the problem and, if so, did they?



Industry/marketplace knowledge
Consultative capabilities
Responsiveness to requests
Other

Staff they were bringing to the project

2. Please rate the following for the consultant (Excellent, Above Average, Average, Below Average, Poor, N/A.).
 - a. Their work was timely.
Excellent
 - b. Their work was accurate.
Above Average
 - c. They kept you informed of progress and made efforts to maintain contact regarding progress.
Excellent
 - d. They addressed your questions and concerns.
Excellent
 - e. The quality of the responses to your questions and concerns.
Excellent
 - f. The timeliness of the responses to your needs.
Excellent
 - g. Their knowledge level.
Excellent
 - h. The products and services they provided met your objectives.
Above Average
 - i. Their writing ability was sufficient to provide quality products.
Above Average
 - j. They delivered the project within contract budget.
Above Average



k. They were easy to work with.

Excellent

Please add any comments or concerns below. An average or below rating should include an explanation in this section. Did the consultant have an opportunity to correct the problem and, if so, did they?

Not Applicable

3. Overall, what is your assessment of the following (Excellent, Above Average, Average, Below Average, Poor, N/A)?

a. Performance

Excellent

b. Final Product(s)

Above Average

Please add any comments or concerns below. An average or below rating should include an explanation in this section.

Not Applicable

4. Were there any project extensions granted? If yes, please explain why and at whose request.

ODOT has given eVision a supplement to the original research contract to establish and implement a technology governance process and develop project charters for some of the projects recommended in the Enterprise Architecture implementation plan. Under a separate contract, eVision Partners is now providing Program Management services in support of the execution of some of the recommended projects in the implementation plan. Currently they are specifically supporting the pre-implementation planning phase of a project to move ODOT to the State of Ohio's PeopleSoft system and looking at alternatives for replacing our current program/project management system.

5. Were there any conflicts, disputes, or other problems? If yes, were they reported early and were they managed well? How were they resolved? Were you satisfied the resolution was fair to both parties?

No

FOLLOW-UP

1. To what extent was the consultant's product implemented?

ODOT accepted the recommended product with only a few minor changes in the area of IT governance.



2. Do you feel you received benefits that correspond to the project cost? Please explain why or why not.

Yes, the recommendations were accepted with only a few minor changes which shows eVision did an outstanding job managing change within the agency and communicating this process to internal and external stakeholders. The research project was delivered on-time and within budget. ODOT has also been able to move forward with an implementation plan with acceptance from the business stakeholders.

3. If given a choice, would you hire the consultant again? Please explain why or why not.

Yes, we have already done so. eVision's team brings DOT and industry knowledge. Robert and his staff are very date driven and do everything to ensure deadline dates are met without risk to quality of product delivered. eVision provides a team atmosphere working closely with your staff to understand your business process then validates it with them making sure they understand this is a collaborated effort.



Appendix C-2

APPENDIX C: CLIENT REFERENCE QUESTIONNAIRE

INSTRUCTIONS

This is a reference questionnaire for a research project titled DEVELOPMENT OF STRATEGIC ENTERPRISE ARCHITECTURE DESIGN FOR MDT for which the Montana Department of Transportation (MDT) has issued a request for proposal. The scope of this project is to develop a strategic enterprise architecture (EA) design and implementation plan for MDT.

You have been sent this questionnaire to provide a reference for the consultant responding to MDT's request.

The individual responding to this questionnaire must be a responsible party of the organization for which the services were provided and have comprehensive knowledge about the services provided.

YOU AND YOUR ORGANIZATION

The individual responding to this must be a responsible party of the organization for which the services were provided and have comprehensive knowledge about the services provided.

1. Please provide your contact information so that we may contact you for additional information if necessary.

Ms. Kimber Asseff

West Virginia Department of Transportation

(304) 558-9502

Kimber.L.Asseff@wv.gov

2. What is your title?

Director/Information Services Manager

Information Services Division

CONSULTANT INFORMATION

Please answer the following questions about the consultant for which you are providing a reference.



1. For what firm or individual are you providing a reference?

Robert Cooney of eVision Partners, Inc. who performed work for us under a subcontract with Information Services Group

2. What were the consultant's (identified in question #1) dates of service for your project (s)?

May 2010 - Present

3. What services did the consultant provide?

Robert Cooney of eVision Partners was responsible for leading the WV Department of Transportation (WVDOT), Logistics and Technology specific components of the pre-implementation planning phase of a statewide ERP project for the State of West Virginia. Responsibilities included defining functional requirements for Fleet, Facilities, Real Estate, Highway Maintenance Management, Project Management, Federal Highway Administration (FHWA) Billing, Right of Way and Utility Relocation and Transportation Asset Management functionality (Pavement, Bridge and Safety), as well as technical architecture requirements and data conversion requirements system wide. A key aspect of this work was helping to architect how the new ERP system would work with other new and planned WVDOT systems. Other responsibilities included preparing the cost estimate for the implementation phase; developing significant parts of the Request for Proposal (RFP) document; responding to vendor inquiries; preparing demonstration scripts for use during the evaluation process; facilitating the State's review of vendor proposals and co-authoring the business case which was presented to the West Virginia State Legislature. Robert has continued to assist West Virginia DOT on a part-time basis during the implementation phase providing delivery oversight of the transportation functionality in the new ERP application.

4. What skills were necessary to perform these services?

Strong knowledge of DOT business processes; strong understanding of the capabilities of ERP software and other DOT specific commercial-off-the-shelf solutions and how to integrate these components together to support WVDOT business processes; and excellent stakeholder relationship and communication skills

5. Did the consultant provide skilled and qualified staff to perform the job? If no, please explain.

Not Applicable

6. Were there any changes in key personnel? If yes, please explain the situation (including who requested the change(s), did change(s) affect the project, and how were any issues resolved) and describe any related issues.

Not Applicable



7. Are you familiar with any of the key project personnel identified in the email requesting your reference? If yes, please indicate which person(s) and describe how they were able to facilitate successfully completing contracted project(s).

Worked closely with Robert Cooney

SERVICE CHARACTERISTICS

Please take a few minutes to complete these questions on the quality of service the consultant provided. We welcome your feedback and appreciate your honesty.

1. Please select your criteria for choosing this consultant (select all that apply).

- a. Industry/marketplace knowledge

Consultant retains an understanding of the Department of Transportation business and infrastructure model.

- b. Length of time in business

Experience is highly considered.

- c. Consultative capabilities

Consulting capabilities were exceptional

- d. Technology and Tools provided

Not Applicable

- e. Personal Referral

Mr. Cooney had performed work by another WV state agency.

- f. Lowest rate

As a state government most contracts are awarded to the low bidder but WV also evaluates the overall requirements of the request for the contract.

- g. Responsiveness to requests

Immediately

- h. Value added services

His performance added value to the project

- i. Other (please specify)

Not applicable



Please add any additional comments or concerns below. An average or below rating should include an explanation in this section. Did the consultant have an opportunity to correct the problem and, if so, did they?

Not applicable

2. Please rate the following for the consultant (Excellent, Above Average, Average, Below Average, Poor, N/A.).

a. Their work was timely.

Excellent

b. Their work was accurate.

Excellent

c. They kept you informed of progress and made efforts to maintain contact regarding progress.

Excellent

d. They addressed your questions and concerns.

Excellent

e. The quality of the responses to your questions and concerns.

Excellent

f. The timeliness of the responses to your needs.

Excellent

g. Their knowledge level.

Excellent

h. The products and services they provided met your objectives.

See below

i. Their writing ability was sufficient to provide quality products.

Excellent

j. They delivered the project within contract budget.

See below



- k. They were easy to work with.

Excellent

Please add any comments or concerns below. An average or below rating should include an explanation in this section. Did the consultant have an opportunity to correct the problem and, if so, did they?

Robert Cooney's contract had to be extended because the implementer of the ERP projects software did not meet the needs of the state and change orders had to be processed.

3. Overall, what is your assessment of the following (Excellent, Above Average, Average, Below Average, Poor, N/A)?

- a. Performance

Excellent

- b. Final Product(s)

Still in Process

Please add any comments or concerns below. An average or below rating should include an explanation in this section.

Not Applicable

4. Were there any project extensions granted? If yes, please explain why and at whose request.

Due to major configuration changes to the vendor's software extensions were requested and approved.

5. Were there any conflicts, disputes, or other problems? If yes, were they reported early and were they managed well? How were they resolved? Were you satisfied the resolution was fair to both parties?

None

FOLLOW-UP

1. To what extent was the consultant's product implemented?

Not Applicable



Montana Department of Transportation
*Development of Strategic Enterprise Architecture Design and
Implementation Plan for MDT*

2. Do you feel you received benefits that correspond to the project cost? Please explain why or why not.

Absolutely, Mr. Cooney assisted the state with negotiating differences with the implementer of the statewide solution.

3. If given a choice, would you hire the consultant again? Please explain why or why not.

Yes, Mr. Cooney added value to the State of West Virginia in supporting the needs of a statewide ERP system.



Appendix C-3

APPENDIX C: CLIENT REFERENCE QUESTIONNAIRE

INSTRUCTIONS

This is a reference questionnaire for a research project titled DEVELOPMENT OF STRATEGIC ENTERPRISE ARCHITECTURE DESIGN FOR MDT for which the Montana Department of Transportation (MDT) has issued a request for proposal. The scope of this project is to develop a strategic enterprise architecture (EA) design and implementation plan for MDT.

You have been sent this questionnaire to provide a reference for the consultant responding to MDT's request.

The individual responding to this questionnaire must be a responsible party of the organization for which the services were provided and have comprehensive knowledge about the services provided.

YOU AND YOUR ORGANIZATION

The individual responding to this must be a responsible party of the organization for which the services were provided and have comprehensive knowledge about the services provided.

1. Please provide your contact information so that we may contact you for additional information if necessary.

Ms. Tesa Gonzales

Metropolitan Atlanta Transportation Authority

(404) 848-5099

tgonzales@itsmarta.com

2. What is your title?

Senior Manager of Project Controls

CONSULTANT INFORMATION

Please answer the following questions about the consultant for which you are providing a reference.



1. For what firm or individual are you providing a reference?

Robert Cooney of eVision Partners, Inc. who performed work for us as a subcontractor to Intueor Consulting

2. What were the consultant's (identified in question #1) dates of service for your project (s)?

October 2010 - Present

3. What services did the consultant provide?

Mr. Robert Cooney from eVision Partners under subcontract to Intueor Consulting was the Project Manager for the Project Controls/Project Delivery Improvement Initiative for the Metropolitan Atlanta Rapid Transit Authority (MARTA). The scope of this project was to review and assess MARTA's enterprise-level capital project delivery and project control processes, prepare recommendations and action plans based on this assessment and then assist MARTA with the detail design and implementation of various process improvement, organizational transformation and systems requirements initiatives recommended in the initial assessment.

Phase I of the project (completed in 2011) consisted of an assessment of MARTA's project controls and other project delivery processes, preparation of recommendations for improvement and development of a supporting implementation plan. Phase II included the design and implementation of a new project controls organization; definition and implementation of a new project delivery governance structure and design and implementation of an enhanced project scoping and screening process which will result in more detailed project scope definitions and as a result more accurate high level project schedules, cost estimates and cash flow models for use in CIP programming decisions. Phase II (completed in 2013) consisted of defining requirements and preparing implementation plans for project controls and document control systems. It also included assisting with the deployment of ExpertChoice as an investment analysis tool for evaluating potential capital projects and defining the approach for integrating this tool with MARTA's FASuite Enterprise Asset Management software and a new capital planning module being developed for MARTA in FASuite. Mr. Cooney is continuing to provide some ongoing support on an as needed basis, primarily in terms of supporting development of the capital program using business processes established in the earlier project phases.

4. What skills were necessary to perform these services?

Strong project management skills; knowledge of transportation/transit project delivery business processes and project management/project controls systems; and excellent communication skills to articulate project objectives and report to C-Suite and Executive Management teams.



5. Did the consultant provide skilled and qualified staff to perform the job? If no, please explain.

Mr. Cooney was retained for Phase I of the project and later assembled a team of qualified professionals for implementation of Phase II.

6. Were there any changes in key personnel? If yes, please explain the situation (including who requested the change(s), did change(s) affect the project, and how were any issues resolved) and describe any related issues.

No. Mr. Cooney has served as Project Manager for the duration of the services provided.

7. Are you familiar with any of the key project personnel identified in the email requesting your reference? If yes, please indicate which person(s) and describe how they were able to facilitate successfully completing contracted project(s).

Mr. Cooney retained professionals with the expertise and skills required to assist with timely implementation of the enhanced project scoping and screening process.

SERVICE CHARACTERISTICS

Please take a few minutes to complete these questions on the quality of service the consultant provided. We welcome your feedback and appreciate your honesty.

1. Please select your criteria for choosing this consultant (select all that apply).

- a. Industry/marketplace knowledge

Yes

- b. Length of time in business

Not Applicable

- c. Consultative capabilities

Yes

- d. Technology and Tools provided

Yes

- e. Personal Referral

Not Applicable

- f. Lowest rate

Not Applicable



g. Responsiveness to requests

Yes

h. Value added services

Yes

i. Other (please specify)

Not Applicable

Please add any additional comments or concerns below. An average or below rating should include an explanation in this section. Did the consultant have an opportunity to correct the problem and, if so, did they?

Not Applicable

2. Please rate the following for the consultant (Excellent, Above Average, Average, Below Average, Poor, N/A.).

a. Their work was timely.

Excellent

b. Their work was accurate.

Excellent

c. They kept you informed of progress and made efforts to maintain contact regarding progress.

Excellent

d. They addressed your questions and concerns.

Excellent

e. The quality of the responses to your questions and concerns.

Excellent

f. The timeliness of the responses to your needs.

Excellent

g. Their knowledge level.

Excellent



h. The products and services they provided met your objectives.

Excellent

i. Their writing ability was sufficient to provide quality products.

Excellent

j. They delivered the project within contract budget.

Excellent

k. They were easy to work with.

Excellent

Please add any comments or concerns below. An average or below rating should include an explanation in this section. Did the consultant have an opportunity to correct the problem and, if so, did they?

Not Applicable

3. Overall, what is your assessment of the following (Excellent, Above Average, Average, Below Average, Poor, N/A)?

a. Performance

Excellent

b. Final Product(s)

Excellent

Please add any comments or concerns below. An average or below rating should include an explanation in this section.

Not Applicable

4. Were there any project extensions granted? If yes, please explain why and at whose request.

Yes. Phase II required contract renewal.

5. Were there any conflicts, disputes, or other problems? If yes, were they reported early and were they managed well? How were they resolved? Were you satisfied the resolution was fair to both parties?

Mr. Cooney is proactive and plans contingencies to minimize problems. Issues that were encountered were not out of the ordinary and when they did arise, Mr. Cooney was quick to problem solve.



FOLLOW-UP

1. To what extent was the consultant's product implemented?

100%

2. Do you feel you received benefits that correspond to the project cost? Please explain why or why not.

Yes. Mr. Cooney was able to assess and enhance project delivery at both the enterprise and project levels.

3. If given a choice, would you hire the consultant again? Please explain why or why not.

Yes. We have continued to extend Mr. Cooney's contract based on his performance and the professional reputation he has established within our organization.