

**State of West Virginia
Office of the Governor
Performance Evaluation Audit
Technical Proposal**

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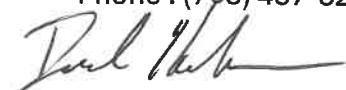
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Contents

Letter from the Chief Executive Officer	ii
Our Understanding	1
Introduction to Team MSI	3
Requirements Mapping Table	4
Methodology	5
Task 1: Project Management	6
Task 2: Background Analysis and Structured Questionnaire	9
Task 3: Performance Assessment	11
Task 4: Program Assessment.....	14
Task 5: Organizational Assessment.....	15
Task 6: Technology Assessment	17
Task 7: Policy and Procedures Assessment	19
Task 8: Report Development	20
Additional Services	23
Project Schedule	24
Qualifications and Experience	26
Company Overview	26
Demonstrated Capabilities	27
Performance Optimization Methodologies	27
Past Performance	31
Teaming and Staffing Approach	52
Additional Mandatory Requirements	59
List of Acronyms.....	60
Appendix	61
Appendix A: Non-Disclosure Agreement	61
Appendix B: Designated Contact Certification.....	61
Appendix C: Addendum Acknowledgement Form	61

Letter from the Chief Executive Officer

JULY 22,
2025

By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on the bidder's behalf; that I am authorized to bind the bidder in a contractual relationship and that, to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.

Management Science & Innovation LLC
Company

Dan Heckman, Chief Executive Officer
Name, Title

703-437-5236 x172
Contact Phone

July 22, 2025
Date



Our Understanding

The Office of the Governor of West Virginia plays a central role in ensuring that public resources are managed responsibly and used effectively to serve the state’s residents. This responsibility extends across all departments, divisions, agencies, boards, and employees under the Governor’s authority. Governor Morrissey has reaffirmed this commitment through a focused effort to build a more streamlined, coordinated, and accountable state government—one that maximizes impact, minimizes waste, and delivers tangible benefits to West Virginians.

Recent executive and legislative actions demonstrate this commitment in practice. Executive Order 5-25, for example, directs departments to examine their operations, identify inefficiencies and wasteful spending, and develop corrective action plans. House Bill 2009 supports these goals by consolidating six executive branches to improve service delivery, coordination, and efficiency across state government.

This RFP represents the next step in advancing these priorities. Through independent and objective evaluations of three critical departments—Homeland Security, Human Services, and Transportation—the Office of the Governor aims to verify policy compliance; assess operational and programmatic performance; and identify opportunities to enhance impact, close gaps, and increase value for the people of West Virginia.

While each department plays a vital role in state government, they operate in distinct and complex environments. Their missions, regulatory obligations, and operational challenges reflect the wide scope of the executive branch. As such, while the core goals of accountability, efficiency, and public value remain consistent, achieving them requires a tailored approach grounded in rigorous methodology and a deep understanding of each department’s context and constraints. Highlights of these differences are outlined below.

Department of Homeland Security (WVDHS)

This department operates at the intersection of public safety, emergency preparedness, and interagency coordination, managing complex risks and evolving response demands. Since the separation of the West Virginia National Guard in 2020, WVDHS has maintained a workforce of approximately 5,000. Recent developments, including the appointment of Acting Secretary Buffington and potential passage of House Bill 2008, which could assign the Adjutant General a dual role as Secretary, introduce organizational uncertainty that may influence agency priorities.

Department of Human Services (DoHS)

As a newly restructured entity, DoHS is working to define its identity while administering critical programs such as child welfare, Medicaid, and public assistance. These services

operate in a tightly regulated, high-pressure environment. The challenges are significant. West Virginia has the highest rate of children in foster care in the nation. Staffing shortages, media scrutiny, and the potential for resurfaced class-action litigation continue to strain the system. House Bill 4595 underscores the urgency of these concerns.

Department of Transportation (WVDOT)

WVDOT is charged with the planning, development, and maintenance of the state's transportation infrastructure, all while managing significant fiscal and operational constraints. Governor Morrissey has directed the department to reduce administrative overhead and enhance operational efficiency. With a workforce exceeding 6,000, including nearly 900 employees at headquarters, WVDOT has a substantial opportunity to drive improvements through process streamlining, technology integration, and automation.

To meet these challenges and achieve the desired outcomes, the Office of the Governor requires a team with the capacity, judgment, and subject-matter expertise to conduct evaluations that are both rigorous and actionable across a range of functional areas. This work will contribute to broader efforts to strengthen public trust, enhance service delivery, and ensure that West Virginia's government operates with excellence, integrity, and impact.

The remainder of this proposal outlines how our team is well equipped to fulfill this role, bringing the right combination of expertise, experience, and proven methodology to deliver results that drive lasting improvement.

Introduction to Team MSI

To achieve the goals and objectives outlined in the RFP, West Virginia requires leading experts across the United States in transportation, human services, and homeland security at the State and Federal levels. This is accomplished through the partnership of Management Science & Innovation LLC (MSI), Rawlins Infra Consult LLC, the American Public Human Services Association, and RMA Associates (*hereafter referred to as "Team MSI"*). As described below, West Virginia will receive a delivery team who has walked in the shoes of these executives and conducted performance audits for similar state agencies. Unlike our competitors, every firm on this team is a small business or non-profit. The authors of this proposal are the team that will perform the work. The Office of the Governor can expect a readiness to deliver on day one and execution of the utmost quality.



Management Science & Innovation LLC (MSI) is a boutique small business with a 20-year history of implementing performance optimization solutions. For the last decade, we have been trusted at the highest levels of the Federal government to lead implementation of Presidential goals and priorities to make government programs more efficient and effective. Across our dozens of current and former clients, MSI has a track record of millions of dollars saved, more than a million hours of low-value work automated, and exceptional client satisfaction scores.



Rawlins Infra Consult LLC is a transportation consultancy that partners exclusively with state DOTs and related agencies. Our 40-person team, led by former DOT executives, delivers strategic planning, performance management, organizational optimization, and asset-management solutions that have generated \$50 million+ in documented client savings and accelerated project delivery across a dozen states. With a lean operating model and ex-agency insiders, we marry big-firm expertise with small-firm agility.



The American Public Human Services Association (APHSA) is the premier member association for state and local public human services leaders.

APHSA's Organizational Effectiveness practice brings a 20-year history of conducting more than 145 projects across 45 states to support state human services agencies. APHSA is bipartisan with a focus on building common ground and generating practical solutions that work for people and communities.



RMA Associates is a Top-Secret-cleared, AICPA peer-reviewed, Certified Public Accountant firm. RMA has extensive experience in conducting technology infrastructure and policy audits. Recent clients include the

Departments of Justice and Homeland Security.

Requirements Mapping Table

For ease of evaluation, please see below for a mapping of our proposal to all RFP requirements.

Requirement	Numerical Reference from RFP	Location Addressed in Response
4.2: Project Goals and Proposed Approach	4.2.1	Tasks 1-8
	4.2.2	Tasks 1-8
	4.2.3	Staffing Plan (pg. 52)
4.3: Project Goals and Objectives	4.3.1	Task 3. Performance Assessment (pg. 11)
	4.3.2	Task 3. Performance Assessment (pg. 11)
	4.3.3	Task 4. Program Assessment (pg. 14)
	4.3.4	Task 3. Performance Assessment (pg. 11)
	4.3.5	Task 3. Performance Assessment (pg. 11)
	4.3.6	Task 5. Organizational Assessment (pg. 15)
	4.3.7	Task 3. Performance Assessment (pg. 11)
	4.3.8	Task 5. Organizational Assessment (pg. 15)
	4.3.9	Project Schedule (pg. 24)
	4.3.10	Task 6. Technology Assessment (pg. 17)
	4.3.11	Additional Services (pg. 23)
4.4: Mandatory Project Requirements	4.4.1	Task 5. Organizational Assessment (pg. 15)
	4.4.2	Task 7. Policy and Procedures Assessment (pg. 19)
	4.4.3	Task 4. Program Assessment (pg. 14)
	4.4.4	Task 5. Organizational Assessment (pg. 15)
	4.4.5	Task 2. Background Analysis, Structured Questionnaire, and Methodology Refinement (pg. 9)
	4.4.6	Task 1. Project Management (pg. 6)
	4.4.7	Task 1. Project Management (pg.6)
	4.4.8	Task 8. Report Generation (pg. 20)
	4.4.9	Task 8. Report Generation (pg. 20)
	4.4.10	Task 8. Report Generation (pg. 20)
	4.4.11	Additional Mandatory Requirements (pg. 59)
4.5.1: Qualifications and Experience	4.5.1.1	These qualifications are integrated throughout each section of the response, as requested in the RFP. Specific examples are provided in the Past Performance section (pg. 31)
	4.5.1.2	
	4.5.1.3	
	4.5.1.4	
	4.5.1.5	
4.5.2: Mandatory Qualification/ Experience Requirements	4.5.2.1	Performance Optimization Methodology (pg. 27)
	4.5.2.2	Additional Mandatory Requirements (pg. 59)
	4.5.2.3	Additional Mandatory Requirements (pg. 59)
	4.5.2.4	Appendix (pg. 61)
	4.5.2.5	Additional Mandatory Requirements (pg. 59)

Methodology

In alignment with the goals, objectives, and requirements outlined in sections 4.3 and 4.4 of the RFP, we have organized our methodology according to eight core tasks that will be executed concurrently across WVDOT, WVDHS, and DoHS. This structure ensures a consistent analytical framework while allowing for department-specific customization based on each agency's unique context and needs.

These eight tasks are outlined below, with corresponding RFP requirements noted in italics next to each task. Additional detail, including methodology and a master project schedule with key milestones, is provided in subsequent sections. While numbered for ease of reference, the tasks will be carried out concurrently over the course of the engagement.

Task 1. Project Management - 4.4.6, 4.4.7

We will oversee the coordinated execution of all tasks across departments, ensuring alignment with project goals, timelines, and deliverables. This includes providing regular updates and presentations to the Office of the Governor and leading change management and communications efforts to keep employees and stakeholders informed and engaged throughout the process.

Task 2. Background Analysis and Structured Questionnaire - 4.4.5

To establish a clear understanding of each department's current state, we will conduct background research, review strategic and operational documents, and analyze prior assessments. We will also design and deploy a structured questionnaire to gather input from employees and stakeholders. Insights from this work will guide refinements to our methodology, ensuring it reflects department-specific needs and priorities.

Task 3. Performance Assessment - 4.3.1, 4.3.2, 4.3.4, 4.3.5, 4.3.7

We will evaluate each department's performance against industry benchmarks and peer agencies at the state and national levels. This assessment will identify best practices and generate targeted recommendations to improve efficiency, effectiveness, and consistency in the application of laws, regulations, and internal standards.

Task 4. Program Assessment - 4.3.3, 4.4.3

We will inventory each department's programs and services, along with the resources supporting them, to evaluate their effectiveness, fairness, and efficiency. The assessment will identify opportunities to streamline operations or reallocate resources for greater impact and alignment with strategic goals.

Task 5. Organizational Assessment - 4.3.6, 4.3.8, 4.4.1, 4.4.4

By reviewing organizational charts, position descriptions, and required competencies, we will assess the structure and staffing of each department. This task will highlight strengths and gaps, evaluate resource distribution, and recommend improvements to reporting relationships, role clarity, and functional alignment.

Task 6. Technology Assessment - 4.3.10

We will examine the current state of each department's hardware, software, and IT infrastructure to identify limitations, inefficiencies, and opportunities for modernization. The assessment will also explore potential partnerships with other agencies and private-sector entities to support long-term technology needs.

Task 7. Policy and Procedures Assessment - 4.4.2

We will review each department's policies, procedures, and internal programs to ensure compliance with federal and state laws, statutes, and administrative rules. Our analysis will also identify areas where policies and procedures can be updated, clarified, or streamlined for better effectiveness and accountability.

Task 8. Report Generation - 4.4.8, 4.4.9, 4.4.10

We will synthesize findings and recommendations from all task areas into clear, actionable reports tailored to each department. These reports will provide leadership with a comprehensive understanding of current challenges and practical steps for improvement.

To support this work, we have assembled a team of experienced professionals and subject matter experts with deep expertise in transportation, homeland security, and human services (see staffing plan on pg. 52). This ensures that while our methodology is consistent, each department benefits from tailored support that reflects its industry-specific needs and priorities.

The following sections provide a detailed explanation of our methodology for each task, including how our approach will be customized to meet the distinct needs and priorities of each department. Please note that although the tasks are numbered for clarity, they will be done concurrently.

Task 1: Project Management

Kick-off Meeting

Within two weeks of contract award, Team MSI will hold a comprehensive in-person kick-off meeting with representatives from the Office of the Governor and designated stakeholders

from each department. This session will introduce the project team and key contacts, review our proposed approach, and establish shared expectations around communication, data access, reporting preferences, and cross-department coordination. We will present a detailed kickoff deck covering the project scope, objectives, timeline with major milestones, and the methodologies and frameworks we plan to use.

To facilitate alignment on project goals and expectations, we will guide a focused discussion using a targeted set of questions designed to foster shared understanding between our team and government stakeholders. These questions will be organized into three key categories:

- ***Strategic:*** Defining what success looks like for the Office of the Governor and participating departments.
- ***Operational:*** Clarifying communication preferences, key data sources, and stakeholder engagement.
- ***Compliance:*** Reviewing expectations related to reporting, confidentiality, and access to systems and technology.

Following the kick-off meeting, we will deliver a memorandum summarizing key decisions, anticipated challenges, and next steps. This document will serve as a living reference to maintain alignment and support informed decision-making throughout the project.

Within one to two days of the formal kick-off with the Office of the Governor, our project leaders will conduct department-specific meetings with the Departments of Health, Homeland Security, and Transportation. These sessions will introduce project teams and key contacts, refine project plans, and address logistics such as points of contact and preferred communication methods. Each meeting will also offer an opportunity to align the Governor's priorities with each department's unique culture, operations, and goals, ensuring the project approach is both effective and tailored to individual departmental needs.

Status Updates and Presentations

Our dedicated Contract Lead, Matthew Troy, will serve as the single point of contact for the Office of the Governor, providing a streamlined, high-quality communication experience. He will coordinate all project-related communications for the Office, including information requests, status updates, and presentations, working closely with project teams to ensure responses are timely, accurate, and complete.

To maintain alignment on key developments, decisions, and approvals, the Contract Lead will also facilitate regular status meetings with designated representatives from the Office of the Governor, either weekly or at another preferred cadence. These meetings will include concise updates on progress, upcoming activities, potential risks, and any items requiring review or approval.

Team MSI will further submit written progress reports to the Office of the Governor on the first and third Monday of each month, or the following business day if a weekend. These reports will be concise, visually clear, and tailored to the Office’s specific information preferences. At a minimum, each report will include:

- Overall project status and narrative summary of progress
- Key accomplishments
- Upcoming activities with status (on track, delayed, off track)
- Project risks with severity and mitigation strategies
- Recent and planned stakeholder engagements

Stakeholder Communication and Change Management

Clear communication and thoughtful change management are essential to the success of a performance audit, where findings may lead to meaningful shifts in policy, processes, or resource allocation. Team MSI works closely with stakeholders throughout our projects to build trust, ensure transparency, and lay the foundation for implementing actionable recommendations.

Our approach is grounded in the ProSci ADKAR model (Awareness, Desire, Knowledge, Ability, and Reinforcement), outlined in the graphic below, which we use to engage stakeholders early, build awareness of the project’s purpose and process, and foster buy-in across all levels. By creating a shared understanding of the audit’s goals and value, we enable meaningful participation and pave the way for successful adoption of outcomes.



To further support engagement and alignment, Team MSI will partner with the Office of the Governor to develop and implement a project communications plan. This plan will outline clear objectives, communication methods, frequency, roles, and feedback loops to ensure timely, consistent, and coordinated messaging throughout the project.

Task 2: Background Analysis and Structured Questionnaire

Background Analysis

To ensure all tasks are grounded in appropriate context, we will begin with a background analysis of WVDHS, DoHS, and WVDOT to establish a clear understanding of each agency's current state. Governor Morrissey's Executive Order 5-25 prompted the recent development of efficiency plans for the executive departments, including those covered within the scope of this RFP. These confidential plans are likely to contain information directly relevant to the assessments required under this contract, including potential agency reorganizations aimed at achieving the Governor's target of reducing the state workforce by approximately 25%. Team MSI will formally request access to these documents and will safeguard their confidentiality in accordance with the procedures outlined in the Additional Mandatory Requirements section. In collaboration with designated department points of contact, we will refine our methodology to align with the efficiency plans, ensuring our efforts complement, rather than duplicate, ongoing initiatives.

To support the assessments described in subsequent sections, Team MSI will prepare a detailed document request that includes, but is not limited to:

- *Performance*: Strategic plans at the department and division levels, performance measures and actuals, performance management frameworks (e.g., balanced scorecard), prior benchmarking studies, and results from stakeholder or customer surveys
- *Program Inventory*: Program charters, logic models or frameworks, financial data, and historical program inventories;
- *Organizational*: Human capital strategic plans, position descriptions and classifications, organizational charts (current and historical), rationales for past reorganizations, and employee retention data;
- *Technology*: IT Strategic Plans and Governance Frameworks, Capital Planning and Investment Control Reports, and system inventories; and
- *Policies and Procedures*: Standard operating procedures, internal control protocols, and administrative manuals.

We will also tailor our background analysis to the needs and environments of each of the three departments with additional research questions based on their unique contexts. Included below is a brief sample of department-specific considerations we will take into account during our analysis.

DEPARTMENT OF TRANSPORTATION

We recognize that WVDOT is considering development of a four-year strategic plan. Our background research will align with WVDOT's strategic goals, supporting executive leadership in making data-informed strategic choices.

DEPARTMENT OF HUMAN SERVICES

Concerns over deficits in transparency and accountability in handling sensitive cases involving vulnerable populations like children, the elderly, and those with disabilities have contributed to legislation such as House Bill 4595. Team MSI will tailor its background research and assessment methodology to help DoHS leadership uncover root causes, identify operational gaps, and develop actionable, realistic solutions.

DEPARTMENT OF HOMELAND SECURITY

When the agency was previously known as the Department of Military Affairs and Public Safety, audits identified repeated deficiencies in policies, procedures, and internal controls over an 11-year span. Our research will assess whether these deficiencies have been addressed, informing our review of WVDHS policies and procedures.

Structured Questionnaire Design and Administration

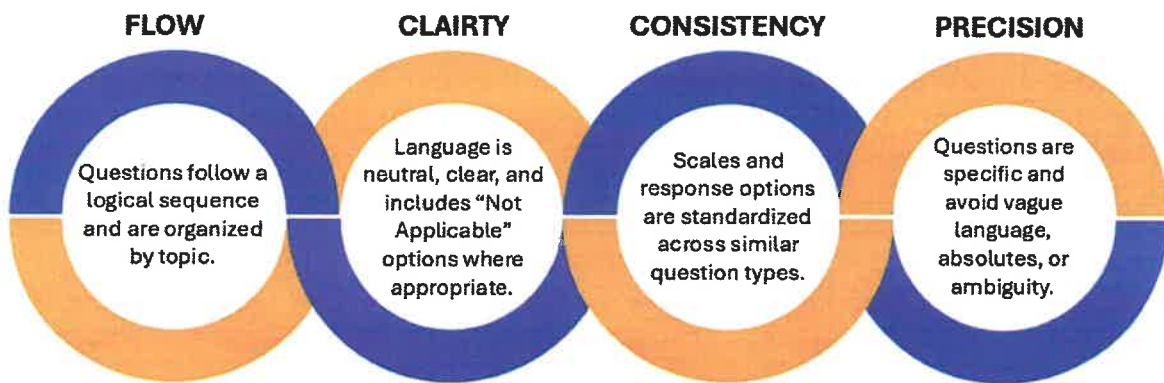
To support our background analysis, Team MSI will design and administer structured questionnaires tailored to WVDHS, DoHS, and WVDOT. These questionnaires will capture input from a broad range of stakeholders, generating insights into each department's strengths, challenges, interagency dynamics, and improvement priorities. The results will provide essential context for our assessments and directly inform our recommendations.

Our approach will be both strategic and empathetic, grounded in best practices for survey design and administration to ensure high-quality, actionable input that informs the next phase of the assessment. We will also work closely with department-level leadership to ensure the questionnaire is thoughtfully designed—minimizing burden on staff while addressing each agency's unique context and sensitivities. For example, we recognize that under the previous administration, many state employees participated in multiple engagement surveys that yielded little visible change. To overcome potential survey fatigue and skepticism, we will:

- *Clearly communicate purpose and value:* We will work with department leadership to convey how this effort differs from previous surveys and how the results will be used to benefit staff and drive meaningful change.

- ***Design for brevity and relevance:*** The survey will be concise (target completion time under 10 minutes), written in plain language, and focused on issues directly tied to the Final Reports.

We will collaborate with the Office of the Governor to select a secure, user-friendly survey platform that meets all State compliance standards, whether a state-owned system or an external tool. Our expert survey designers will then prepare a draft questionnaire using evidence-based best practices prioritizing flow, clarity, consistency, and precision, as outlined in the graphic below.



After review and approval by the Office of the Governor and designated department contacts, the questionnaire will be tested to ensure technical accuracy and clarity prior to launch. Team MSI will then support survey rollout by providing pre-launch and launch messaging, tracking response rates, and offering guidance and sample communications to encourage participation.

Following survey closure, Team MSI will conduct rigorous quantitative and qualitative analyses. Results will be integrated into the Final Reports using visually compelling formats and will directly inform department-specific assessment methodologies and recommendations.

Task 3: Performance Assessment

To support the Office of the Governor's goals to add value, improve operations, and ensure consistency in application of laws, codes, and regulations, Team MSI will conduct a series of tailored performance assessments across WVDOT, DoHS, and WVDHS. While each assessment will be tailored to the unique structure, mission, and operational environment of the agency under review, they will share a common methodology grounded in data-driven analysis, benchmarking against peer institutions, and the delivery of practical, actionable recommendations.

- At WVDOT, we will leverage internal expertise and infrastructure data to identify high-impact, policy-compliant improvements in project delivery.
- At DoHS, the assessment will build on federally established child welfare standards and incorporate change readiness diagnostics to ensure recommendations are aligned with workforce realities.
- At WVDHS, our work will include division-level engagements and peer networking through national homeland security councils to ensure insights are grounded in real-world operational context.

Together, these assessments apply a consistent, structured approach—customized by subject matter—to surface performance gaps, benchmark results, and deliver executable strategies aligned to each agency’s statutory mandates and capacity for change. Additional detail on our methodology, and customizations for each agency, is provided below.

DEPARTMENT OF TRANSPORTATION

At WVDOT, the assessment will be led by former senior DOT executives who bring firsthand expertise in infrastructure performance. Team MSI will begin by mapping three years of cost, schedule, safety, and backlog data to the statutes, policies, and funding constraints that shape decision-making. This data will be integrated into our Action-Plan Dashboard, offering a single, transparent source of truth for agency leadership.

We will then benchmark WVDOT performance against peer agencies in states with similar terrain, funding mix, and size (NC, TN, VA, AR, LA, etc.), drawing on our Best-Practices Library and insider knowledge of proven tactics, such as governance reforms and contracting strategies.

Next, we will conduct a gap analysis with legal and practical considerations. Each key performance indicator will be entered into our four-quadrant Gap Matrix (Impact × Effort) and cross-checked against Title 23 CFR, WV Code §29A-3-8, and DOH policy. This insider/legal filter ensures recommendations can be adopted without legislative landmines. This approach was implemented at the Tennessee DOT, resulting in a 30% trim in decision loops and >\$50M in reallocated salary.

The Action Plan Dashboard, peer benchmarking, and Gap Matrix will result in a comprehensive list of performance gaps. For every performance gap, we will provide actionable, statute-vetted fixes. For each gap, Team MSI will propose a targeted, measurable indicator, risk-based approval thresholds, live dashboards, and competency-aligned training, each with language ready for immediate policy adoption. These recommendations will let WVDOT satisfy §29A-3-8 audit requirements and unlock measurable improvements in project scope, schedule, budget, quality, and safety.

DEPARTMENT OF HUMAN SERVICES

Team MSI will utilize the standards and criteria that are described in the Federal Child and Family Services Review (CFSR) as a baseline for assessing performance at DoHS. The CFSRs ensure conformity with federal child welfare requirements; gauge the experiences of children, youth, and families receiving state child welfare services; and assist child welfare agencies as they enhance their capacity to help families achieve positive outcomes.

Once a baseline is established with CFSR, Team MSI will utilize the APHSA member base to identify comparable states to West Virginia, including the components of these human services agencies that are recognized as performing best-in-class services. In collaboration with the DoHS contact and informed by the CFSR, Team MSI will develop a strategy for benchmarking.

Given ongoing workforce challenges at DoHS, we will apply our Change Readiness Assessment to ensure that recommendations are realistic and do not disrupt mission delivery. This diagnostic tool evaluates readiness across four dimensions: organizational, leadership, staff, and innovation capacity.

The CFSR baseline, peer benchmarking, and Change Readiness Assessment will allow us to surface root causes of performance gaps and deliver actionable, tailored performance measures that reflect DoHS' current culture and operational realities.

DEPARTMENT OF HOMELAND SECURITY

State homeland security agencies vary widely in their mission areas and organizational structure. Given this challenge, the performance assessment will occur at the division level (i.e., Division of Emergency Management). We will inventory available data and identify challenges in performance measurement through structured interviews with division leadership.

Leveraging our relationship with the National Governors Association's Homeland Security Advisors Council, we will identify and facilitate peer engagements with top-performing state counterparts to share insights and best practices.

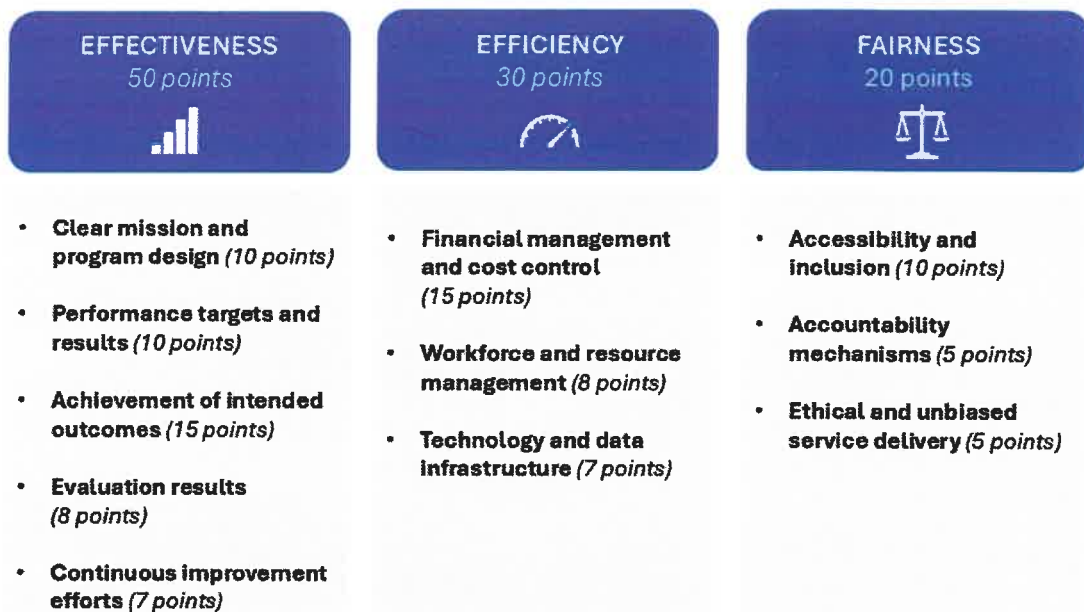
Once benchmarking and data review are complete, Team MSI will apply targeted analytical tools to assess performance gaps and offer clear, achievable recommendations. The result will be a set of division-specific strategies designed to enhance performance accountability and operational effectiveness across WVDHS.

Task 4: Program Assessment

For this task, Team MSI will inventory each department’s programs and services, along with the resources supporting them, to evaluate their effectiveness, fairness, and efficiency. This assessment will identify opportunities to streamline operations or reallocate resources for greater impact and stronger alignment with strategic goals.

Our approach builds on nationally recognized expertise in program evaluation, particularly that of our Subject Matter Expert, Robert Shea, who led the development of the Bush Administration’s Program Assessment Rating Tool (PART)—a widely praised framework for evaluating the effectiveness of federal programs. PART received the Government Innovators Network Award for its potential to improve government performance and reduce inefficiency. Working closely with Mr. Shea, the Office of the Governor, and department contacts, Team MSI will adapt this proven model to assess programs across WVDOT, WVDHS, and DoHS, ensuring a rigorous, tailored evaluation grounded in best practices.

Each program will be evaluated using a 100-point scorecard, with categories and weights reflecting the Governor’s and Secretary’s priorities. A hypothetical scorecard and question categories could look like the following:



While the question categories are standardized for all three departments, Team MSI understands program requirements in areas such as financial management and program evaluation may differ, especially for programs receiving Federal funds. Our experts will adapt questions as needed to more accurately assess effectiveness, efficiency, and fairness.

Program managers will complete the assessment directly, with clear, easy-to-follow guidance and support from Team MSI to ensure the process is simple and consistent across departments. In addition to the core assessment, they'll be asked to answer a few brief questions about resource allocation, such as program budgets and staffing levels, to help provide important context for the analysis.

Once the proposed assessment approach and methodology have been approved, Team MSI will begin executing the assessment process through the following steps, working closely with department contacts:

1. *Inventory*: Identify all active programs within WVDOT, WVDHS, and DoHS, along with the corresponding program managers' contact information.
2. *Onboard*: Conduct a short training session with program managers to introduce the assessment tool, clarify expectations, and answer any initial questions.
3. *Distribute*: Distribute the assessment with ample time for program managers to respond without disrupting ongoing responsibilities.
4. *Evaluate*: Score each program using the established rubric and develop supporting narrative summaries.
5. *Synthesize*: Integrate results into ongoing assessments and include them as appendices to the Final Reports.

The result will be a comprehensive, evidence-based assessment of program performance across the three agencies. This effort will provide the Office of the Governor with an objective, transparent view of how resources are allocated, how effectively programs deliver outcomes, and how fairly services are distributed. These insights will inform strategic decisions, budget planning, and accountability measures—ultimately strengthening implementation of Governor Morrissey's agenda.

Task 5: Organizational Assessment

Our organizational assessment approach relies on a structured, data-driven process that delivers a clear, comprehensive understanding of each department's current structure, workforce, and service delivery. By combining qualitative and quantitative data, such as document reviews, insights from the Task 1 structured questionnaire, and targeted staff interviews, we establish a solid baseline to conduct a detailed gap analysis that highlights strengths, operational misalignments, and actionable opportunities for improvement. Our approach consists of four key components:

1. *Workforce Baseline*: We start by reviewing organizational charts, position descriptions, staffing data, and required competencies to create a detailed picture of the current workforce. This is supplemented by leadership interviews and employee

survey results from Task 1. We also assess workforce-enabling factors such as policies and procedures that affect role clarity, training, and accountability.

2. *Sample-based Desk Audit:* In collaboration with department contacts, Team MSI will identify a subset of critical roles to compare actual job duties with documented roles. This helps identify inconsistencies, outdated job classifications, role drift, and ineffective reporting structures. These interviews often reveal structural barriers like unclear authority lines or redundant administrative layers. Where relevant, we analyze how policies, procedures, or legacy processes contribute to inefficiencies.
3. *Position and Service Analysis:* We will then inventory and map services across departments and divisions, tracing workflows to the roles and resources that support them. This helps us identify duplications, gaps, and over-or under-resourced areas. We also analyze service delivery pathways to find bottlenecks and stalled hand-offs. This ensures structural decisions are closely tied to mission execution and uncovers opportunities for quick wins (e.g., consolidating overlapping units or aligning reporting structures with service flow).
4. *Recommendations:* Based on our findings, Team MSI will deliver tailored, department-specific recommendations aimed at optimizing spans of control, modernizing job classifications, and strategically reallocating vacant positions to support high-priority roles. Where appropriate, we supplement these recommendations with updated organizational charts, cost-neutral staffing models, and a phased implementation plan designed to minimize disruption and ensure compliance with regulations. To support sustainable change, we may also propose policy and workflow adjustments that address underlying structural inefficiencies and reinforce long-term improvements.

While the core methodology is consistent across departments, each engagement is led by a subject-matter expert with deep, department-specific experience. We analyze spans of control, redundancies, skill gaps, and alignment between central and regional functions through an insider lens grounded in the operational realities and policy environments of transportation, human services, and homeland security agencies. Details on how we will tailor our approach for each department are provided below.

DEPARTMENT OF TRANSPORTATION

Our team includes former DOT executives and workforce-planning specialists with firsthand experience designing and managing transportation agency structures. For WVDOT, we apply our core methodology with a focus on the challenges of a large, district-based transportation agency. We consolidate organizational charts, position descriptions,

and vacancy reports into a custom Span-of-Control Dashboard that visualizes management layers, direct-report counts, and service alignment across all 10 districts. Our analysis combines national standards (AASHTO, NCHRP) with insider knowledge of operational details such as maintenance funding flows and headquarters–district coordination. This tailored approach ensures recommendations are practical and aligned with WVDOT’s mission and structure.

DEPARTMENT OF HUMAN SERVICES

For WVDHS, we focus on the structural and operational demands of delivering large-scale, policy-driven social programs. Led by Human Services subject matter experts, we translate organizational data into a Program-to-Structure Map illustrating how divisions and frontline roles align with service delivery. Our compliance-focused analysis reviews alignment with federal oversight agencies (CMS, ACF, USDA) and evaluates workforce support systems like training and career development. These tailored insights lead to practical recommendations that address supervisory gaps, fragmentation, and administrative overhead within West Virginia’s policy and workforce context.

DEPARTMENT OF HOMELAND SECURITY

Our WVDHS assessment will be led by homeland security experts familiar with the demands of coordinating across agencies, disciplines, and threat environments. We create a Mission-Structure Alignment Map that shows how core functions; including emergency response, fusion center operations, grant management, and cybersecurity, are staffed and resourced. We assess how ICS/NIMS frameworks are integrated into daily operations and evaluate surge capacity to ensure scalability from steady-state to emergency response. This tailored analysis supports mission readiness, interagency collaboration, and resilience.

Through this insider-informed, data-driven approach, we deliver realistic, mission-focused improvements that help each department streamline operations, strengthen frontline roles, and position themselves for long-term success.

Task 6: Technology Assessment

Team MSI’s technology assessment is grounded in our existing knowledge of West Virginia’s evolving IT and policy landscape, supplemented by focused research and early stakeholder engagement. Since the passage of SB 734, the state’s Chief Information Officer (CIO) has made measurable progress in implementing a statewide cloud services strategy. We are also aware of the 2022 mainframe disruption that affected public access to DoHS online

services, as well as the growing concerns across agencies about cybersecurity risks. These contextual factors inform our tailored, agency-specific assessment methodology.

To deepen our understanding, Team MSI will coordinate meetings with each department's CIO to discuss current operational needs, long-term technology goals, and cross-departmental or public-private partnership opportunities. Where feasible, we will recommend each CIO establish a Technology Steering Committee to guide and support the assessment. This committee would ideally be chaired by the CIO and include representatives such as department heads, end users, Chief Information Security Officers (CISOs), and Compliance Officers.

Working with these stakeholders, our team will inventory all relevant technology assets and systems, including hardware, software, network infrastructure, data environments, and governance frameworks. Our assessment will cover five key focus areas:

1. *Asset Management*: Review of hardware assets by age, performance, utilization, and maintenance needs.
2. *Software Systems*: Evaluation of outdated or redundant applications, license usage, and integration capacity.
3. *Data Ecosystem*: Analysis of system compatibility, data accessibility, data quality, and performance measurement capabilities.
4. *IT Governance*: Comparison of agency frameworks to best-practice standards (COBIT, ITIL, ISO/IEC 27000, NIST, TOGAF), with recommendations tailored to resource realities.
5. *Federal Information Security Modernization Act (FISMA) compliance*: For federally funded programs, review of FISMA adherence, including analysis of recent Office of Inspector General (OIG) findings.

Team MSI's subject matter experts, many of whom have supported peer agencies across the country, will offer insights on modernization pathways and inter-agency collaboration strategies. Our benchmarking and partnership-building approach will be customized to each department, as outlined below.

DEPARTMENT OF TRANSPORTATION

Across our support to 22 state departments of transportation, Team MSI has provided digital infrastructure reviews, IT strategic plans, IT initiative roadmaps, and cybersecurity and risk management strategies. Team MSI will utilize its deep expertise of how modern technologies help state DOTs meet their long-term goals. We will foster partnerships with other state DOTs and private sector partners to implement our recommendations.

DEPARTMENT OF HUMAN SERVICES

Through APHSA's IT Solutions Affinity Group (comprised of agency CIOs), DoHS employees can network with their counterparts to discuss modernization opportunities. We also conduct and maintain research on current and potential use cases for AI in human services, as well as provide resources to support procurement, design, and deployment of AI-enabled products.

DEPARTMENT OF HOMELAND SECURITY

As described in the staffing section, our team includes former officials from the DHS Science & Technology Directorate and Homeland Security Advanced Research Projects Agency, with direct experience advising state homeland security leaders. Their past roles include leading federal AI task forces, briefing Congress on homeland security technologies, and connecting state agencies with cutting-edge technologies and private sector vendors. This expertise ensures WVDHS receives access to transformative tools and partnership opportunities.

Findings and recommendations will be documented in both the Preliminary and Final Reports (Task 8), with initiatives prioritized based on the following criteria:

1. Alignment with the Office of the Governor, state CIO, and department CIO priorities
2. Return on investment (ROI)
3. Operational and efficiency gains
4. Number and type of stakeholders impacted

To support implementation, Team MSI will also propose relevant key performance indicators (KPIs), such as system reliability, user experience, cost savings, adoption rates, and time-to-value. Our goal is to provide each agency with a clear, actionable technology modernization roadmap that is aligned with leadership priorities, budget realities, and the needs of West Virginians.

Task 7: Policy and Procedures Assessment

Team MSI will employ a structured, multi-phased approach to review each department's policies, procedures, and programs for compliance with applicable federal and state laws, regulations, statutes, and administrative rules. Each phase of the review is detailed below.

1. *Planning Phase:* Team MSI will collaborate with department contacts to gather existing policies and procedures documentation. We will also validate the proposed scope of the review, detailing the functional areas, time periods, and programs for

each department, and prioritize high-risk and high-impact areas based on any recent non-compliance findings from other assessors.

Through the program inventory and assessment tool (Task 4), Team MSI will review additional quantitative data, such as budget/expenditure reports, performance metrics, incident reports, audits, and evaluations. We will also review qualitative data, such as interviews, surveys, and other public records, subject to availability.

2. *Testing Phase*: Team MSI will analyze compliance through several lenses, including but not limited to eligibility criteria, program delivery standards, financial controls, and risk management practices. We will crosswalk each department's policies and procedures against statutes, state administrative codes and legislation, and department-specific directives or memorandums. Internal controls will be evaluated using the appropriate framework (e.g., COSO's Internal Control Integrated Framework) to identify gaps or control weaknesses. Further, Team MSI will use performance benchmarking against national standards and identify redundancies and inefficiencies.
3. *Reporting Phase*: All findings and recommendations will be integrated in the Preliminary and Final Reports. Findings will detail the condition, criteria, cause, and effect of each issue or deficiency identified. The following artifacts will support our findings:
 - Policy and procedure compliance matrix to map each department's policies and procedures against applicable federal and state laws, regulations, statutes, and administrative rules and identify areas of full, partial, or non-compliance.
 - Consolidated list of identified risks across departments to assist in prioritizing risk areas of corrective action and future monitoring.

Our deep pool of subject matter experts will review the findings and offer actionable recommendations, including suggested responsible parties for implementation. Team MSI will offer actionable recommendations with suggested responsible parties and implementation timelines.

Task 8: Report Development

The assessments described above will equip Team MSI with the insights necessary to deliver an objective, data-driven evaluation of performance across the WVDOT, WVDHS, and DoHS. Our findings will identify areas where departments may be falling short in delivering value to

stakeholders and residents. Team MSI's expert recommendations will focus on enhancing efficiency, effectiveness, accountability, and transparency across operations.

Preliminary Report

Before developing the Final Reports, Team MSI will ensure that all draft content aligns with the goals and objectives outlined in the RFP and meets the expectations of the Office of the Governor. Draft reports will be delivered in Microsoft Word format, allowing reviewers to provide tracked changes and comments for collaborative editing.

Below is the proposed structure for each department's report:

- A. Executive Summary
 - a. Performance Audit Background and Objectives
 - b. Scope, Methodology, and Limitations
 - c. Key Findings and Recommendations
- B. Trends and Patterns in Service Delivery
 - a. *(Categories to be created as a result of Background Analysis and Structured Questionnaire Key Findings)*
- C. Performance Assessment
 - a. Benchmarking Results
 - b. Recommended Performance Measure Enhancements or Improvements
- D. Program Assessment
 - a. Key Findings from the Program Assessment Tool
 - b. Recommendations
- E. Organizational Assessment
 - a. Key Findings
 - b. Recommendations with Resources and Guidance for Implementation
- F. Technology Assessment
 - a. Key Findings from the Technology Infrastructure Assessment
 - b. Assessment of Existing Partnerships
 - c. Recommendations
- G. Policy and Procedures Assessment
 - a. Key Findings
 - b. Compliance matrix
 - c. Risk areas
 - d. Recommendations
- H. Appendix
 - a. Structured Questionnaire Detailed Results
 - b. Program Assessment Scorecards

Final Report

To produce high-quality Final Reports that meet the standards of the Office of the Governor, Team MSI will follow a rigorous, multi-step document development process. This includes:

1. *Stakeholder Review and Comment Adjudication*: Following the release of preliminary findings and recommendations, Team MSI will coordinate the review process and manage feedback from stakeholders. All comments will be tracked and adjudicated using a structured catalog, which will include fields such as section/page reference, commenter name, priority level, current status (e.g., not started, in progress, complete), and additional notes for clarity.
2. *Design*: Team MSI will initiate the design process with a planning meeting involving the Office of the Governor and other key stakeholders to define expectations for the reports' appearance and visual presentation. Based on these preferences, we will develop and share a design mockup for feedback. The final design will reflect consensus on key elements, including:
 - Layout and report structure
 - Typography and font selection
 - Color palette
 - Use of infographics and data visualizations
3. *Technical Editing and Proofreading*: Our team employs a meticulous editing process to ensure each report is clear, accurate, and consistent. We conduct internal reviews throughout production to minimize last-minute revisions. Final edits will focus on:
 - Grammar, punctuation, spelling, and syntax
 - Use of plain language and reduction of unnecessary jargon
 - Harmonized tone and writing style ("one voice")
 - Consistency in formatting, headings, bullet styles, and numbering
 - Logical flow and readability
 - Accurate labeling of charts, tables, and figures
 - Functional hyperlinks
 - Proper acronym and abbreviation usage
 - Compliance with the Office of the Governor's writing and style guides
4. *Desktop Publishing*: After final edits and stakeholder approval, Team MSI's graphic design team will prepare the reports for both digital and print formats. Our designers bring deep experience in creating high-impact, public-facing government documents using a variety of professional tools and platforms.

Additional Services

Throughout the engagement, Team MSI will maintain a centralized Master Register of Potential Additional Services, ensuring that all ideas generated through assessments and stakeholder engagement are captured, evaluated, and communicated. Each entry in the register will include a clear description of the opportunity, its potential value or impact, and an estimated level of effort required for implementation. This process allows us to systematically identify, track, and prioritize activities that extend beyond the scope of the immediate assessment.

To ensure high-value opportunities are not overlooked, entries in the register will be prioritized based on their estimated return on investment, factoring in both cost and anticipated benefits to stakeholders and residents. The evolving register will be shared during regular briefings with the Office of the Governor. Opportunities will be identified through three primary channels:

1. *Employee- and Stakeholder-Driven Priorities:* Through structured questionnaires, interviews, and close collaboration with agency leadership, Team MSI will identify operational pain points, service gaps, and improvement ideas. We will analyze quantitative and qualitative data—including survey results, meeting summaries, and stated leadership objectives—to generate well-supported register entries.
2. *Subject Matter Expert (SME)-Identified Opportunities:* Drawing from the experience of Team MSI's senior advisors—including former state agency executives who have consulted dozens of states—we will incorporate high-impact recommendations aligned with industry best practices. SMEs will continuously contribute to the register as new insights emerge.
3. *Eliminate-Optimize-Automate (EOA) Opportunities:* Consistent with our role supporting the Trump Administration's President's Management Agenda (see Experience section), Team MSI will identify opportunities to shift resources from low-value to high-value activities through automation, digitization, and workflow streamlining. These technology-enabled solutions are particularly relevant for supporting the Governor's broader goal of reducing administrative overhead and enhancing frontline service delivery. Entries in this category will highlight how to reduce manual burdens, freeing employees to focus on higher-impact work that benefits West Virginia stakeholders and residents.

By maintaining and curating this register, Team MSI ensures that the full range of improvement ideas—regardless of their origin—are evaluated systematically and aligned with the Governor's priorities.

Project Schedule

The experience and expertise Team MSI brings to this project enables us to complete all assessments in less than **4.5 months**. The Final Report will be delivered within 5.5 months. Below is a milestone table outlining key milestones and their corresponding timelines for completion, where applicable. Please note that, within each task area, activities are conducted concurrently across WVDOT, DoHS, and WVDHS.

Milestone	Timeline
Task 1. Project Management	
• Schedule kick-offs and prepare document request	Week 1
• Conduct formal project kickoff meeting (in-person)	Week 2
• Facilitate department-specific kickoff meetings (in-person)	Week 2
• Finalize governance and communication protocols	Week 2
★ <i>Deliverable: Project work plan and kick-off deck</i>	<i>Week 2</i>
★ <i>Deliverable: Project communications plan</i>	<i>Week 2</i>
Task 2. Background Analysis & Structured Questionnaire	
• Distribute and facilitate document and data request to departments	Weeks 2 - 4
• Define questionnaire objectives, scope, methodology, and technology platform	Week 3
• Submit draft questionnaire for review	Week 4
• Finalize questionnaire and distribution plan	Weeks 5 - 6
• Launch questionnaire to target audiences	Week 7
• Close questionnaire and begin analysis	Week 8
• Complete analysis and distribute results to inform team assessments	Week 9
★ <i>Deliverable: Structured Questionnaire</i>	<i>Week 6</i>
★ <i>Deliverable: Current State Assessment (included in preliminary report)</i>	<i>Week 19</i>
Task 3. Performance Assessment	
• Validate performance assessment methodology	Week 3
• Complete benchmarking data collection and analysis	Week 4 - 9
• Complete gap analysis and change readiness assessment	Week 6 - 12
★ <i>Deliverable: Performance assessment report and recommendations (included in preliminary report)</i>	<i>Week 19</i>
Task 4. Program Assessment	
• Complete program inventory	Weeks 2 - 4
• Confirm scorecard framework and methodology	Week 4

• Deliver draft program manager training	Week 5
• Deliver training on program assessment tool	Week 7
• Distribute assessments to program managers	Week 7
• Deadline for program managers to return assessments	Week 12
• Complete evaluations and narrative summaries	Weeks 13 - 18
★ <i>Deliverable: Program Scorecards</i>	<i>Week 4</i>
★ <i>Deliverable: Program Manager training package</i>	<i>Week 5</i>
★ <i>Deliverable: Program evaluation and recommendations (included in preliminary report)</i>	<i>Week 19</i>
Task 5. Organizational Assessment	
• Complete inventory of organizational documents	Week 4
• Complete workforce baseline analysis	Week 5 - 10
• Complete sample-based desk audits and position analysis	Week 10 - 16
• Complete service delivery model and functional structure analysis	Week 11 - 17
★ <i>Deliverable: Organizational assessment report and recommendations (included in preliminary report)</i>	<i>Week 19</i>
Task 6. Technology Assessment	
• Complete the technology inventory	Week 4
• Complete assessment of the technology inventory	Week 15
• Complete technology partnerships assessment	Week 17
★ <i>Deliverable: Technology assessment report and recommendations (included in preliminary report)</i>	<i>Week 19</i>
Task 7. Policy / Procedures Assessment	
• Complete the planning phase	Weeks 2 - 4
• Complete the testing phase	Week 5 - 15
★ <i>Deliverable: Policy and procedure compliance matrix</i>	<i>Week 17</i>
★ <i>Deliverable: High risk list</i>	<i>Week 18</i>
★ <i>Deliverable: Policy and procedures assessment report and recommendations</i>	<i>Week 19</i>
Task 8. Report Generation	
• Validate report structure and content scope	Week 2
• Consolidate findings and inputs across all workstreams	Weeks 4 - 18
• Submit preliminary report and initiate comment period	Week 19
• Adjudicate stakeholder feedback and incorporate revisions	Weeks 20 - 21
• Complete revisions and graphic design	Week 22
• Deliver final report	Week 23
★ <i>Deliverable: Preliminary Report</i>	<i>Week 19</i>
★ <i>Deliverable: Final Report</i>	<i>Week 23</i>

Qualifications and Experience

Company Overview

In compliance with RFP section 4.5.1.3, MSI is an expert solutions provider located in the Washington DC Metro Region with two decades of experience serving Industry, Federal government, State and Local Government, Non-Profit, and Higher-Education. Many of our clients are long-standing partners who continue to request our support in solving complex business challenges. MSI focuses on offering a limited number of solutions that are well-researched, proven effective in multiple engagements, and deeply impactful to improving performance. This mission has enabled MSI to grow to more than 70 employees with \$15M+ in annual revenue.

MSI is organized by portfolios under the Executive Team. As requested, key management and staff are listed below:

Executive Team

Daniel Heckman	Andrew Stegmaier	Eli Drucker	Sean Braziel
<i>Chief Executive Officer</i>	<i>Chief Operating Officer</i>	<i>Chief Financial Officer</i>	<i>Chief Growth Officer</i>

Portfolios

Nick Surkamp	Alexander Hamilton	Matt Troy*
<i>Vice President of Digital Transformation Services</i>	<i>Vice President of Continuous Improvement Services</i>	<i>Vice President of Strategy and Performance</i>

Hannah Chandra*
<i>Director, Strategy and Performance</i>

A vertical dashed line connects the box for Hannah Chandra to the box for Matt Troy in the table above.

**Proposed Contract Lead and Project Manager for this project*

Demonstrated Capabilities

Management Science & Innovation (MSI) is a boutique consulting firm with over 20 years of experience helping government clients solve complex management and operational challenges. Our core capabilities span five main service areas:

- *Strategy and Performance:* We help government agencies define priorities, align resources, and track progress through strategic planning, performance measurement, and operating model design. Our team has led enterprise-wide transformation efforts and built frameworks that inform decision-making at the highest levels of government. MSI's experts have advised the White House, served on international strategy councils, and authored federal toolkits.
- *Digital Transformation:* MSI drives innovation through automation, AI/ML, and cloud technologies. We provide end-to-end support, from strategy to scaling, while building client capability through training and Centers of Excellence. Our tailored RPA solutions have saved hundreds of thousands of work hours and accelerated government-wide technology adoption.
- *Process Optimization:* We specialize in reengineering core business processes to drive efficiency and eliminate waste. Our consultants combine Lean, Six Sigma, and other proven methods to streamline acquisition, finance, HR, IT, and other functions, transforming operations into high-performing systems.
- *Modernization:* MSI supports large-scale modernization of systems, processes, and services, integrating new technologies like AI to reduce human burden and enhance customer experience. We work across program design, evaluation, and transformation to ensure that agencies remain agile, efficient, and citizen-focused.
- *Data & Analytics:* Our cross-functional teams build the data foundations and insights that agencies need to operate effectively. We support data offices with governance structures, analytics, AI strategy, and scalable data architecture, turning data into decisions that drive impact.

Further evidence of success implementing these capabilities can be found in the Performance Optimization Methodologies and Past Performance sections.

Performance Optimization Methodologies

Lean Six Sigma

Process improvement and optimization have been the cornerstone of MSI's work since inception. During our first decade, nearly every MSI contract focused on Lean Six Sigma (LSS) improvement initiatives. Across both public and private sectors, we led rapid

transformations, trained clients to earn Lean Six Sigma certifications, fostered a culture of continuous improvement, and built infrastructure to sustain progress long after engagements ended. Our clients have included the Executive Office of the President, Verizon, the National Aeronautics and Space Administration (NASA), and the United States Army and Navy. Highlights of our impact include:

- Achieved \$20M in annual cost savings through supply chain process optimization at the U.S. Army
- Eliminated 500,000 annualized hours in workload at civilian government agency
- Reduced contracting expenses by 29% and decreased annual audit findings by 84% for a large agency Chief Financial Officer
- Designed and led a Department of Defense agency's Business Transformation Program Management Office, completing over 200 performance improvement projects

MSI's LSS approach is both structured and adaptable. We partner with clients to set strategic goals, assess existing processes, design optimized solutions, and ultimately manage the new processes. Our approach allows us to create streamlined, effective processes that minimize complexity and continuously improve performance.

Many MSI employees hold advanced Lean Six Sigma certifications and bring deep expertise across domains such as acquisition, finance, information technology, human resources, and fleet management. We integrate methodologies including theory of constraints, value stream management, Hoshin planning, intelligent automation, measurement system design, database development, and advanced mathematics.

This unique blend of technical acumen and proven impact has earned MSI a strong reputation for delivering exceptional return on investment. While we began with LSS at our core, our firm has since evolved to offer a full spectrum of performance optimization solutions. Today, MSI is trusted at the highest levels of the Federal government to drive enterprise-level transformation and results. The following section describes some of our signature performance optimization achievements across the Federal government.

Eliminate – Optimize – Automate

The first Trump Administration introduced a bold President's Management Agenda (PMA) aimed at enhancing Federal efficiency through IT modernization, workforce transformation, and organizational restructuring. One of its most forward-thinking initiatives was *Cross Agency Priority (CAP) Goal 6: Shifting from Low-Value to High-Value Work*, which emphasized reducing administrative burden and maximizing mission impact. The Biden Administration maintained a focus on government efficiency, though it emphasized different priorities—

namely, improving customer experience and promoting fairness in program delivery. With the launch of the second Trump Administration, the spirit of CAP Goal 6 has been reinvigorated through the creation of the Department of Government Efficiency (DOGE).

Throughout these shifting administrations and evolving priorities, one constant has remained: MSI has served as the government's leading partner in performance optimization. Using our proprietary Eliminate, Optimize, Automate (EOA) methodology, MSI has worked closely with the White House, DOGE, and the General Services Administration (GSA) to deliver nonpartisan, results-driven improvements to federal operations.

Importantly, our mission is not to reduce agency workforces, but rather to enable employees to focus on high-value, mission-critical tasks by eliminating redundant processes and automating low-impact work.

As demonstrated in our past performance, MSI's EOA methodology has been successfully deployed at agencies such as NASA, GSA, and the Department of Education. Our role extends beyond direct implementation—we also lead a Federal Community of Practice and maintain an EOA Handbook, empowering federal leaders to conduct their own optimization efforts. MSI's comprehensive 40-page EOA Handbook offers step-by-step, pragmatic guidance for rapidly improving operations. Key elements of our approach include:

- Building a change coalition to champion projects and minimize communication complexities;
- Aligning potential EOA projects to an agency's strategic goals and objectives;
- Developing detailed project plans with clear milestones; and
- Establishing robust accountability mechanisms, including performance metrics and dashboards.

This proven framework continues to deliver measurable improvements in efficiency, effectiveness, and mission delivery across the federal government.

Additional Performance Optimization Methodologies

Our teaming partners bring a myriad of additional performance optimization frameworks, tools, and techniques that are used in state agencies across the country. Highlights include:

- *Risk-based auditing*: An approach that includes identification of potential risks in programs or processes and prioritizes them. This involves creating a risk register and scoring risks by impact/probability, focusing audit and improvement efforts on high-risk areas. As described in more detail in the past performance section, Team MSI has applied a DOT-tested risk register that scores issues by impact/probability and ties each to Title 23 or state code, keeping auditors and legal staff aligned. During the

Tennessee DOT's IPD rollout, the model flagged project-manager shortages early, and mitigation kept a \$1.8B letting schedule on time and on budget.

- *DAPIM™ Framework*: A “systematic and systemic approach to continuously improving an organization’s performance, performance capacity and client outcomes.” DAPIM™ is Team MSI’s approach to systematic continuous improvement. As described in more detail in the past performance section, Team MSI has utilized this framework in human services performance optimization projects in Tennessee and Oregon.
- *Human Services Value Curve*: This framework was developed in 2010 by Harvard University’s Leadership for a Networked World alongside human services leaders. The Human Services Value Curve offers guidance to organizations as they engage in transformational work to advance fair outcomes for individuals, families, and communities through the lens of four progressive Value Curve stages: Regulative, Collaborative, Integrative, and Generative. See the past performance section for more information on applicability at the Oregon Department of Human Services.
- *Opportunity Ecosystem Assessment Toolkit*: An Opportunity Ecosystem is a strategic, action-oriented, dynamic, and enduring environment formed by people and partners, aligned by a shared purpose and set of values that allow everyone in that community to live well and thrive. The Team MSI Opportunity Ecosystem Assessment Toolkit fosters leadership capacity and collective advocacy—both formal and grassroots—for addressing social and economic mobility and fairness at the policy level.

Past Performance

Team MSI has unmatched past performance in transportation, human services, and homeland security, as well as evidence of success in each assessment area. The following tables include Team MSI’s top three most relevant projects for state departments of transportation, top three for human services, and one for the Department of Homeland Security. We have also included one government-wide Federal project involving implementation of the President Trump’s Management Agenda and other performance optimization initiatives.

Tennessee DOT	
Contract Title	TDOT Empowering People Improving Culture (EPIC) and Integrated Program Delivery (IPD) Initiatives
Agency	Tennessee Department of Transportation
Type of Project	Time & Materials (Multi-year consulting support)
Contract Location	Nashville, TN
Contract Duration	2019 – Present (EPIC and IPD programs were initiated in 2019 and are ongoing)
Project Manager	Scott Rawlins, PE, Project Leader (Email: scott@rawlinsic.com)
Contract Reference	Delaine Linville, TDOT Asst. Chief - Bureau of Administration (Email: [Available upon request])
Description of Work & Relevance to Project Specifications	
<p>TDOT engaged our team to address significant organizational and program delivery challenges through the advancement of two initiatives: Empowering People Improving Culture (EPIC) and Integrated Program Delivery (IPD). Both of these efforts required extensive stakeholder engagement and coordination across departments and also called for unique tailored approaches.</p> <p>EPIC required an organizational assessment and subsequent restructuring program, which led our team to review organization structures, HR policies, position descriptions, and training programs. Our process resulted in delivering a new organization structure, updated job classifications, and strategies for improving recruitment, retention, and culture. To progress TDOTs program delivery and the objectives of IPD, an analysis of current state project workflow from planning through construction was completed that broke down project silos, established clear project manager roles, and instituted risk management and performance tracking for project delivery.</p> <p>These contract responsibilities mirror West Virginia’s needs in assessing performance and program deliveries, reviewing and transforming organizational structure, and identifying policies to improve efficiency and achieve superior outcomes.</p>	
Project Goals, Objectives, and How They Were Met	

Goal: Assess organizational structure and identify opportunities to increase organizational efficiency.

Objectives:

- *Optimize span of control by eliminating unnecessary management layers:* Conduct a thorough assessment of existing management hierarchies to identify redundant supervisory levels. Restructure the organization to streamline reporting lines, reduce bureaucracy, and foster faster decision-making and improved communication flow between leadership and staff.
- *Define and clarify roles to strengthen accountability across the organization:* Review and update all job descriptions, responsibilities, and performance expectations. Establish clear ownership of tasks and deliverables at every level to ensure employees and managers understand their duties and are accountable for outcomes.
- *Enhance employee morale and expand career development opportunities:* Implement targeted initiatives that promote employee engagement, including recognition programs and structured feedback. Develop clear career pathways supported by training, mentorship, and professional development programs that empower staff to grow and remain committed to TDOT.
- *Modernize TDOT's human capital management by aligning with current best practices:* Introduce innovative HR strategies such as workforce planning, talent acquisition, and performance management systems. Leverage data analytics to support evidence-based decision-making and adopt flexible workplace policies that attract, retain, and develop a diverse and skilled workforce.

Achievements:

- *Improved Hiring and Retention:* Through a comprehensive review of over 1,200 position descriptions and 100+ staff interviews, we identified critical roles, skill gaps, and compensation disparities. Using these insights, TDOT reclassified key positions and increased salary bands by 44% based on a statewide compensation study. This restructuring, combined with clearer career paths and the EPIC Academy's professional development, significantly lowered vacancy rates, reduced turnover to 5.9%, and achieved a 95.9% new-hire retention rate. Notably, the Graduate Transportation Engineer program experienced zero turnover over two years, while average employee tenure rose to 12.5 years, underscoring enhanced employee morale and career growth.
- *Flatter, More Efficient Organization:* Our detailed analysis revealed excessive management layers and duplicated functions, which hindered agility. We redesigned TDOT's organizational structure to reduce management layers from 11 to 7 on average and merged smaller offices to break down silos. Clarifying roles through rewriting over 300 job descriptions and introducing key leadership

positions, such as project managers, increased accountability and streamlined communication. Post-implementation employee surveys demonstrated significant improvements in perceptions of leadership communication and strengthened organizational alignment under the “One TDOT” culture, reflecting a more responsive and efficient organization.

- *Innovation and Best Practices Adopted:* Benchmarking against industry leaders and collaborating closely with TDOT, we embedded risk management processes and data-driven oversight into project delivery. Project managers now maintain risk registers and mitigation plans, substantially reducing unforeseen issues during execution. Additionally, we developed leadership dashboards to track critical metrics—such as hiring progress and project timelines—enabling timely, informed decision-making. These innovations enhanced transparency, accountability, and organizational effectiveness, aligning TDOT’s human capital management with modern best practices.

Goal:

Evaluate and enhance program performance and project delivery by implementing an integrated, accountable, and transparent development approach.

Objectives:

- *Break down functional silos* by establishing a team-based Integrated Project Delivery (IPD) model that ensures cross-functional collaboration and coordination throughout all project phases.
- *Strengthen accountability* by assigning a single, dedicated Project Manager responsible for guiding each project from planning through completion, improving schedule adherence and delivery outcomes.
- *Increase transparency and consistency* in project development by standardizing processes, documentation, and communication protocols across all regions and functional units statewide.

Achievements:

- *100% On-Time Project Delivery:* To improve project delivery, we began by mapping TDOT’s full project development process—from planning through construction—for multiple projects, identifying bottlenecks and inefficiencies. We benchmarked against high-performing DOTs and used these insights to design TDOT’s “Project Delivery Network,” a new matrix-based workflow led by a single Project Manager and supported by cross-functional teams. We introduced flowcharts, a responsibility matrix, and milestone-based performance metrics to track progress. As a result of these changes, TDOT delivered 100% of its planned \$1.8B highway program on time in FY2024—an unprecedented achievement. Average project development timelines fell by approximately 20%, thanks to issue resolution by integrated teams. The introduction of clear accountability reduced scope changes and lowered the number and value of construction change orders.

- *Adoption of Modern Practices:* To institutionalize improvements, we helped establish a Project Management Office and trained all Project Managers and integrated teams on new workflows and expectations. We also introduced a formal risk management system, including project-level risk registers and milestone-based risk checkpoints. This proactive approach minimized disruptions during project execution. In parallel, we deployed leadership dashboards to monitor key indicators like project timelines, staffing, and performance by region. These tools equipped TDOT leadership to make data-driven decisions, respond quickly to emerging issues, and continually improve project delivery outcomes.

North Carolina DOT	
Contract Title	NCDOT Integrated Project Delivery Program – Strategic Process Improvement
Agency	North Carolina Department of Transportation
Type of Project	Consulting Services (Strategic program evaluation and implementation)
Contract Location	Raleigh, NC
Contract Duration	2017 – 2020 (approx. three-year engagement)
Project Manager	Scott Rawlins, PE, Project Leader (Email: scott@rawlinsic.com)
Contract Reference	Bobby Lewis, Chief Operating Officer, NCDOT (Email: [Available upon request])
Description of Work & Relevance to Project Specifications	
<p>Our team was hired to assess and improve NCDOT’s project delivery as part of the Integrated Project Delivery (IPD) initiative, which aimed to address challenges stemming from a complex, siloed process involving multiple units like Planning, Environment, and Design. These silos caused delays and inconsistent results, while workforce retirements and turnover risked losing critical institutional knowledge. NCDOT also sought to enhance collaboration and partnerships with external agencies such as the Department of Environmental Quality and FHWA and create a more transparent system for prioritizing projects.</p> <p>To support these goals, we reviewed workflows and organization across central units and 14 highway divisions, compared NCDOT’s methods with national best practices, and facilitated cross-department meetings to identify key issues. We developed strategies to better integrate planning, design, and construction phases, supported the rollout of new processes and organizational changes, and assisted with change management and training to ensure staff and management understood their new roles and procedures. This work closely aligned with the goal of making project delivery faster, more predictable, collaborative, and resilient, while maintaining quality and compliance.</p>	
Project Goals, Objectives, and How They Were Met	

Goal: Modernize and streamline NCDOT's project delivery process to enhance efficiency, consistency, and collaboration—ensuring sustainable, high-quality outcomes regardless of workforce changes.

Objectives:

- Perform a thorough assessment of NCDOT's project development process by analyzing workflows, policies, and project case studies; gathering input from internal staff and external partners; and benchmarking against best practices from other DOTs to identify delays, inefficiencies, and opportunities for process improvement.
- Establish standardized processes and documentation to reduce reliance on individual knowledge and support long-term continuity amid workforce turnover.
- Foster cross-functional collaboration by aligning internal units and strengthening partnerships with external stakeholders such as FHWA, environmental agencies, and consultants.
- Improve project delivery timelines and predictability through consistent practices across all divisions and early identification of risks.
- Increase accountability and clarity by defining roles, responsibilities, and expectations within a matrix-driven organizational model.
- Implement process innovations such as concurrent engineering reviews and early risk assessments to accelerate delivery without compromising quality or compliance.

Achievements:

Under the IPD initiative, we proposed several key recommendations, each addressing specific challenges identified during the assessment and supported by positive implementation outcomes:

- *Formal Project Manager Role:* Due to dispersed accountability, we defined a formal role within the Project Management Unit to oversee projects end-to-end. In 2019, NCDOT assigned Project Managers to pilot projects, coached by us with supporting templates. This improved consistency and transparency. Each project had a charter and integrated schedule accessible to all units, enabling better communication and earlier input from division engineers, which reduced surprises and improved accountability.
- *Integrated Project Teams:* To counter siloed, sequential workflows, we recommended multi-disciplinary teams from early project stages. NCDOT updated organizational charts to co-locate Design and Planning staff, fostering collaboration. This led to a cultural shift. Staff reported higher satisfaction and clearer expectations, while cross-functional teamwork replaced frustration with silos.

- ***Process Streamlining:*** The sequential delivery process caused delays and rework, so we introduced parallel task processing and the “Project Delivery Network” with stage gates. Early results showed a 15–20% reduction in pre-construction timelines, such as a Division 5 highway widening project shortening from 8 years to under 6 years. Training sessions for 150 staff emphasized benefits, securing buy-in.
- ***Best Practice Adoption:*** To reduce duplication and improve collaboration with external agencies, we introduced the Planning & Environment Linkages (PEL) approach and risk management workshops. These strengthened relationships with resource agencies; for example, the Department of Environmental Quality reported more complete permit applications with fewer revisions, and FHWA noted faster environmental approvals due to better interdisciplinary coordination.
- ***Organizational Adjustments:*** To enhance leadership oversight and break silos, we proposed an IPD Steering Committee chaired by the Technical Services Director. We emphasized thorough documentation and training to institutionalize sustainable practices, which led to the creation of a permanent Integrated Project Delivery Office. This shift mitigated the impact of workforce turnover by transforming tribal knowledge into formal procedures and training materials.

Nevada DOT	
Contract Title	Nevada DOT 2024–2029 Strategic Plan Development and Performance Audit Support
Agency	Nevada Department of Transportation
Type of Project	Firm Fixed Price (Consulting engagement with defined deliverables)
Contract Location	Carson City, NV
Contract Duration	January 2022 – June 2023
Project Manager	Paul Schneider, PE, Project Leader (Email: Pauls@rawlinsic.com)
Contract Reference	Tracy Larkin-Thompson, Director, NDOT (Email: [Available upon request])
Description of Work & Relevance to Project Specifications	
<p>The Nevada Department of Transportation (NDOT) engaged our team to develop a comprehensive six-year strategic plan (2024–2029) to address key challenges that hindered cohesive operations and high performance.</p> <p>NDOT lacked a current strategic plan. Its previous version was outdated, leaving leadership without a unified framework to guide decisions or reflect evolving statewide transportation priorities. Divisions operated independently, with misaligned goals, making coordinated progress difficult. Although NDOT collected extensive data on safety, asset conditions, and project timelines, it lacked an integrated performance management</p>	

system to connect this information to strategic outcomes. Additionally, NDOT faced workforce challenges, including succession risks and the need to foster a culture of innovation, accountability, and collaboration.

To address these gaps, we led a department-wide strategic planning effort that included executive workshops to redefine the mission, vision, and values; a data-driven assessment of current programs and performance; and engagement with internal and external stakeholders. From this foundation, we developed five strategic goal areas with clear objectives and measurable KPIs. We worked with each division to align their actions with the new goals and recommended organizational and policy changes to support execution. Final deliverables included a formal strategic plan and tailored presentation materials to facilitate broad understanding and adoption.

Project Goals, Objectives, and How They Were Met

Goals: Produce a strategic plan that would drive agency performance improvement.

Objectives:

- Establish 5-6 strategic priorities for NDOT with associated measurable objectives.
- Assess and align NDOT’s organizational structure and resources with strategic priorities.
- Instill continuous improvement and accountability into performance metrics and reviews.
- Effectively communicate the connection between strategic priorities and employee daily activities.

Achievements:

- *Clear Strategic Direction:* Our inclusive, data-driven approach rooted in stakeholder interviews, employee surveys, and executive workshops led to the development and adoption of NDOT’s 2024–2029 Strategic Plan. By engaging NDOT’s leadership and staff in defining a refreshed mission, vision, and values, we laid the foundation for a clear strategic direction. Midway through 2023, the plan was formally approved by the Director and recognized by the Governor’s Office. An internal poll revealed that employee awareness of NDOT’s goals and vision increased significantly post-launch.
- *Alignment of Divisions (“Line of Sight” Achieved):* Following our cross-agency SWOT analysis and performance assessments (including asset conditions, safety data, and project delivery benchmarks), we worked with each division to build targeted action plans. These were mapped directly to five strategic goal areas (Safety, Asset Preservation, Efficient Project Delivery, Innovation, and Workforce Development) defined during strategic retreats. As a result, every division now operates with strategic alignment. For example, the Traffic Safety Division’s 5-year plan is directly structured around the safety goal, and quarterly performance reviews require each division to report progress against shared KPIs. This

framework has broken down silos and improved collaboration. This is illustrated by Maintenance and Asset Management jointly developing a dashboard to track infrastructure conditions and accomplishments in real time.

- *Performance Management System Established:* To embed accountability, we helped NDOT create a performance management framework that tracks about 20 KPIs across the strategic goal areas. Based on our methodology, we also recommended and supported the launch of a new Office of Performance Management to centralize data tracking and monitor progress. We designed a leadership dashboard and guided NDOT in conducting regular strategic review meetings. Early outcomes include two consecutive years of meeting pavement condition targets due to reallocated maintenance funding and focused attention on that KPI. Additionally, project delivery improved significantly. On-time completion rates rose from ~75% to ~85% within a year, driven by division ownership of shared delivery metrics.
- *Organizational Improvements to Support Execution:* Our policy and organizational recommendations, developed in tandem with strategic goal-setting, helped NDOT adapt its structure to enable successful execution. Based on our analysis, NDOT stood up a new Innovation Division by realigning existing staff, advancing its technology agenda in line with the Innovation goal. These changes were practical, low-cost, and directly tied to strategic priorities which made them widely accepted across the agency.
- *Policy and Process Reforms Implemented:* Informed by our review of NDOT's internal processes and benchmarking of peer agencies, we recommended and helped implement several process reforms. These included overhauling the project prioritization model to better align with strategic outcomes, updating budgeting policies, and instituting annual business plans for each division. The addition of requiring all initiatives and resource requests to be tied to strategic objectives has enhanced transparency and made NDOT's resource allocation more performance-driven.
- *Increased Stakeholder Confidence and Support:* Our methodical, inclusive planning process and the clear articulation of strategic KPIs and outcomes strengthened NDOT's credibility with external stakeholders. The plan's rollout included one-pagers, presentation decks, and a stakeholder-facing version that helped secure positive responses from the Governor's Office, Legislature, and State Transportation Board. During the 2023 legislative session, NDOT was able to secure increased maintenance funding by linking requested investments directly to measurable improvements in asset condition metrics, demonstrating the practical value of the strategic planning effort.

Mississippi DoHS	
Contract Title	Advancing Family Economic Mobility

Agency	Mississippi Department of Human Services
Type of Project	Time & Materials
Contract Location	State of Mississippi
Contract Duration	March 2021-June 2025
Project Manager	Jen Kerr, Jkerr@aphsa.org
Contract Reference	Bob Anderson, Executive Director, Bob.Anderson@mdhs.ms.gov
Description of Work & Relevance to Project Specifications	
<p>The Mississippi Department of Human Services engaged us to lead the Advancing Family Economic Mobility (AFEM) initiative, which brought together diverse public and private stakeholders—including human services and workforce agencies, intermediaries, businesses, nonprofits, philanthropy, parents, and federal partners—to drive systems change through family-centered economic mobility strategies. These efforts were coordinated and scaled via learning communities, a statewide advisory committee, and targeted technical assistance. The project consisted of three key components:</p> <ol style="list-style-type: none"> 1. Piloting the nationally recognized Family and Economic Mobility approaches in the Jackson/Delta region and across the state; 2. Facilitating a leadership learning community comprised of statewide human services leaders; 3. Promoting systemic change to advance Family and Economic Mobility statewide. 	
Project Goals, Objectives, and How They Were Met	
<p>Goal: Advance family economic mobility in Mississippi by driving systemic change through aligned policies, stakeholder engagement, and organizational capacity building—prioritizing support for working families facing structural barriers.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • <i>Pilot and Scale Family and Economic Mobility Strategies:</i> Implement national best practices in the Jackson/Delta region and statewide to promote aligned services, quality jobs, and workforce supports. • <i>Facilitate Leadership and Lived Experience Learning Communities:</i> Engage human services leaders and families to inform policy development and foster collaborative system improvements addressing barriers like benefits cliffs and access to childcare, training, and health supports. • <i>Foster Systemic Change through Partnerships and Capacity Building:</i> Develop actionable roadmaps and support organizational transformation within MDHS, enhancing program alignment and expanding access for families through strategic partnerships. <p>Achievements:</p> <ul style="list-style-type: none"> • <i>Piloting and Scaling Innovations:</i> By applying proven national models, our team supported the introduction of policies that promote service integration and workforce support, particularly addressing challenges faced by families of color. 	

These pilots laid the groundwork for statewide policy adoption focused on dismantling structural barriers.

- *Leadership and Lived Experience Engagement:* Through facilitated learning communities, MDHS leaders collaborated closely with parents and stakeholders, ensuring policies reflected lived realities. This process led to critical reforms such as addressing benefits cliffs via Earned Income Tax Credit enhancements and aligning childcare, workforce training, and health services, resulting in more effective, family-centered policies.
- *Technical Assistance and Organizational Development:* APHSA’s intensive support enabled MDHS to build leadership capacity, improve strategies, and increase staffing to better serve families. This contributed to a culture shift, stronger program alignment, and the creation of at least three new Family and Economic Mobility partnerships. Furthermore, leveraging SNAP Employment & Training programs enhanced workforce and supportive services for low-income workers, expanding economic opportunities.

Tennessee DCS	
Contract Title	The Child Welfare Systems Alignment Initiative
Agency	Tennessee Department of Children’s Services (DCS)
Type of Project	Firm Fixed Price
Contract Location	State of Tennessee
Contract Duration	January 2025-December 2025
Project Manager	Jen Kerr, Jkerr@aphsa.org
Contract Reference	Karen Bryant, Deputy Commissioner, karen.bryant@tn.gov
Description of Work & Relevance to Project Specifications	
<p>Tennessee DCS selected our team to lead efforts aimed at increasing reunifications of children with their families, expanding and promoting a kinship-first approach throughout the department, and accelerating initiatives to reduce the length of time children spend in foster care. The Tennessee Child Welfare (CW) Systems Alignment Initiative is designed to strengthen partnerships and collaborative practices among child welfare agencies, legal stakeholders, and community partners. This initiative focuses on enhancing the safety, timely permanency, and overall well-being of children involved in the foster care system.</p> <p>A key element of the initiative is aligning system partners around the effective use of data to inform decision-making, improve practice, and drive shared accountability for outcomes. Through this coordinated approach, Tennessee and our team worked together to build a more responsive, efficient, and child-centered child welfare system.</p>	
Project Goals, Objectives, and How They Were Met	

Goal: Prioritize and increase family reunification efforts to safely and promptly return children to their families.

Objective:

- Increase the percentage of children reunified with families within 12 and 18 months of removal.
- Reduce the average number of days from child removal to reunification.
- Decrease the rate and percentage of children who re-enter foster care within 6 to 12 months after reunification.
- Manage caseloads to optimize the average number of reunification cases per caseworker, ensuring quality and timely family engagement.

Achievement:

- *Enhancing Family Reunification:* By conducting onsite focus groups, town halls, and interviews with families, older youth, and staff in pilot jurisdictions, the initiative gathered direct insights into barriers and opportunities impacting reunification. Collaborating closely with child welfare and judicial partners through work sessions enabled co-development of strategies tailored to local realities. The use of detailed county-level child welfare and judicial data allowed the team to monitor reunification trends and identify specific cases or systemic delays, informing targeted interventions. Tailored action plans created with agency and judicial leaders ensured that solutions were realistic, measurable, and focused on reducing time to reunification while supporting safe outcomes.

Goal: Foster a kinship-first culture that prioritizes placement with relatives or close family friends to maintain familial bonds and promote stability.

Objectives:

- Increase the rate and percentage of children placed with kin or relatives versus non-relative foster care.
- Reduce the average number of days between child removal and placement with kin.
- Lower the rate of placement disruptions in kinship homes compared to non-kinship placements.
- Conduct facilitated sessions with child welfare staff and leadership to assess progress, identify challenges, and leverage opportunities in advancing the kinship-first mindset.

Achievement:

- *Advancing a Kinship-First Culture:* Engagement with multiple stakeholders—including judges, agency staff, and community partners—through meetings and summits promoted shared understanding and commitment to a kinship-first approach. Data reviews highlighted placement patterns and disruptions, enabling stakeholders to pinpoint challenges unique to kinship placements. The use of APHSA’s DAPIM™ continuous improvement framework facilitated collaborative design of practice shifts that foster kinship care, supported by onsite technical assistance to help counties implement changes effectively. Integration of national best practices with local insights helped institutionalize kinship-first policies and strengthen supports for kin caregivers.

Goal: Accelerate legal permanency to reduce time spent in foster care and ensure stable, long-term placements for children.

Objectives:

- Increase the rate and percentage of children achieving legal permanency (adoption, guardianship, reunification) within 12 to 24 months of entering foster care.
- Decrease the average number of days children remain in foster care before achieving legal permanency.
- Increase the rate at which adoptions are finalized within the required timeframe after parental rights termination.
- Ensure permanency hearings are held within statutory timeframes, minimizing delays in achieving permanency.

Achievement:

- *Accelerating Timely Legal Permanency:* Judicial engagement was central to this objective. Judges participated in data analysis and collaborative discussions, which improved their understanding of system bottlenecks affecting permanency timelines. The initiative’s focus on convening child welfare and judicial leaders to co-create jurisdiction-specific action plans fostered alignment on legal processes and permanency goals. Continuous monitoring of county and judicial data through learning summits and technical assistance enabled timely adjustments, accelerating court hearings and finalization of permanency outcomes. Incorporating national standards and policies into local judicial practices helped streamline permanency procedures and compliance with statutory requirements.

Oregon DHS	
Contract Title	DHS Alignment and Continuous Learning Project
Agency	Oregon Department of Human Services
Type of Project	Time & Materials
Contract Location	State of Oregon
Contract Duration	May 2020 – August 2022
Project Manager	Jen Kerr, Jkerr@aphsa.org
Contract Reference	Fariborz Pakseresht, Director fariborz.pakseresht@dhsosha.state.or.us
Description of Work & Relevance to Project Specifications	
<p>In May 2020, the Oregon Department of Human Services (ODHS) engaged us to support their interest in determining the best structure and alignment for its human services agency and to better position ODHS to serve the needs of Oregonians who receive their services. The COVID-19 pandemic opened a window of opportunity regarding the degree of flexibility in providing resources for the project and testing novel ideas and solutions. After working together to scope the project, it was determined that a comprehensive review of the current agency system was needed. Outside help was needed to conduct this assessment, using an approach that set the stage for related changes to be implemented efficiently and effectively.</p> <p>The vision for this project and the work of our team and ODHS staff involved was to best position the agency to achieve its overall vision and mission in service to all Oregonians.</p>	
Project Goals, Objectives, Methodology, and Results	
<p>Goal: Strengthen ODHS’s ability to effectively and fairly serve all Oregonians by identifying opportunities for improved alignment, structure, and service delivery—ensuring that resulting changes are actionable, sustainable, and aligned with the agency’s mission and vision.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Strengthen strategic alignment across ODHS divisions. • Increase stakeholder engagement and inclusion in system design. • Improve system performance through evidence-based and adaptive change. <p>Achievements:</p> <ul style="list-style-type: none"> • <i>Established an Organizing Structure and Charter to Drive Strategic Alignment:</i> The effort began by forming a structured governance approach to guide the project. A Sponsor Team composed of ODHS senior leadership was established to provide high-level oversight. In parallel, a Continuous Improvement (CI) Team was assembled based on specific criteria outlined in the project Charter. This team brought together diverse expertise and internal knowledge to support a collaborative, cross-functional process. Together, this organizing structure 	

ensured consistent leadership, clear accountability, and a strong foundation for project execution and future implementation.

- *Defined a Comprehensive Framework for Assessment:* Rather than narrowly focusing on organizational structure alone, the assessment was grounded in a broader vision of strategic alignment. The project first identified all critical “moving parts” of the ODHS system that must function together to drive success. Next, it defined clear effectiveness markers for each of these components to establish what successful alignment would look like in practice. This dual lens—understanding both system interdependencies and how to measure their effectiveness—ensured the assessment was both ambitious and actionable.
- *Expanded Inclusivity and Engagement of Stakeholders:* The project intentionally expanded the number and diversity of voices informing the assessment process. The CI Team designed a structured questionnaire to guide data collection and facilitated seven focus groups involving 78 participants. These groups included frontline staff, community members, union representatives, and various ODHS partners. This inclusive approach helped surface valuable insights from those closest to the work and those most impacted by ODHS services. As a result, participants expressed both energy and expectation to continue their involvement beyond the assessment, helping foster long-term ownership and buy-in.
- *Conducted a Benchmarking and Best Practice Review:* To inform ODHS’s path forward, the team conducted a national scan of 12 state and local human services agencies. This included a targeted survey of agency structures and programming models, along with an analysis of the benefits and challenges others encountered when implementing changes. These findings were paired with opportunities for peer-to-peer learning with identified contacts in other states. This benchmarking provided practical context and helped the team identify strategies that could be adapted effectively in Oregon’s unique environment.
- *Embedded Continuous Improvement through the DAPIM™ Framework:* Throughout the initiative, the DAPIM™ (Define, Assess, Plan, Implement, Monitor) continuous improvement model was used to guide decision-making and promote critical thinking. This framework was particularly valuable given the complexity of the ODHS system and the need for adaptive, not just technical, solutions. The approach focused on uncovering and addressing root causes rather than treating symptoms. In alignment with Stage Three of the Human Services Value Curve, the assessment emphasized transformative change by shifting from reactive practices to proactive, system-level improvements.

U.S. Department of Homeland Security	
Contract Title	Office of Intelligence and Analysis Contract and Funding Management Process Performance Audit
Agency	Department of Homeland Security
Type of Project	Time & Materials
Contract Location	Arlington, Virginia
Contract Duration	September 2023 – September 2024
Project Manager	Brendon Bowers, b.bowers@rmafed.com
Contract Reference	Available upon request
Description of Work & Relevance to Project Specifications	
<p>The Department of Homeland Security engaged our team to determine to what extent the Office of Intelligence and Analysis’ (I&A) contract and funding management processes complied with policies, procedures, and contractual obligations. This experience is aligned with the Office of the Governor’s need for a review of all policies, procedures, and programs to determine compliance with federal and state laws and regulations, statutes, and administrative rules. The scope included:</p> <ul style="list-style-type: none"> • Contract execution, and closeout; • Contract monitoring and compliance; • Contract administration and recordkeeping; • Funding authorization and appropriation; • Financial controls and compliance; • Obligations and deobligations; • Contract funding tracking and/or monitoring; and • Financial reporting/transparency, and documentation 	
Project Goals, Objectives, Methodology, and Results	
<p>To address and accomplish the objective, Team MSI:</p> <ul style="list-style-type: none"> • Performed entity-level, program, and internal control reviews and walkthroughs including DHS I&A’s contract source system and documentation; • Tested criteria associated with the DHS I&A contract management practices for the sample of contracts selected; • Reviewed and assessed DHS I&A contract files and other relevant documentation; • Interviewed applicable DHS I&A officials; and • Evaluated 30 non-classified contracts from DHS I&A and tested for compliance with FAR and DHS requirements. <p>Our audit found internal guidance lacked explicit language delineating contract administration responsibilities, and contract files did not contain required monitoring and</p>	

closeout documentation. We made four recommendations that, when implemented, should help improve DHS I&A's controls and effectiveness.

Government-wide Process and Performance Improvement Support Services

Contract Title	Governmentwide Continuous Process & Performance Improvement Support Services (CPPI) Blanket Purchase Agreement (BPA)
Agency	United States General Services Administration
Type of Project	Process and Performance Improvement, Firm Fixed Price
Contract Location	Remote, with occasional in-person work at GSA Headquarters
Contract Duration	10/6/19 – Present
Project Manager	Matthew Troy* mtroy@msiconsulting.com 540-623-2669 <i>*One of several project managers spanning 9 call orders</i>
Contract Reference	Stefan Grabas, Contracting Officer, Stefan.grabas@gsa.gov

Description of Work & Relevance to Project Specifications

MSI is the sole provider of enterprise process and performance improvement services for GSA. Our support, including project management, performance audit and improvement, strategy development, process optimization, and change management, aligns closely with the requirements of this RFP. Our work spans all GSA business offices and extends to government-wide partners such as OMB, the Department of Education, and NASA. This experience not only reflects the scope of work required, but also demonstrates our ability to manage large-scale, multi-agency initiatives concurrently.

GSA has consistently turned to MSI to lead its most complex initiatives, modifying our contract 17 times to expand the scope of work. This continued trust reflects GSA's confidence in our ability to deliver high-quality, reliable results.

The following section summarizes key project goals and outcomes from this engagement, highlighting how our methodology, experience, and performance align with the seven task areas outlined in our proposal. Each task area (noted throughout the table below) includes relevant experience directly applicable to the requirements of the Office of the Governor.

Project Goals, Objectives, and How They Were Met

Task Area 1: Project Management

Goal: Provide comprehensive project management support for strategic and operational initiatives across all GSA business offices.

Objectives:

- Deliver regular status updates to GSA A-Suite and C-Suite leadership.
- Oversee coordination of all projects and subcontractors under the BPA.

- Provide full PMO support, stakeholder communication, and change management for GSA's COVID-19 response.

Achievement Summary:

- MSI provided comprehensive project management support across all GSA business offices, overseeing more than 65 current projects throughout the five-year BPA. MSI maintained consistent delivery and successfully navigated challenges such as staff transitions, leadership turnover, and shifting federal priorities.
- To ensure leadership visibility and alignment, MSI delivered weekly status updates to A-Suite and C-Suite leadership, highlighting progress, risks, dependencies, and key decision points. MSI also coordinated subcontractor efforts and ensured project activities aligned with strategic goals and deadlines.
- MSI provided full PMO support for GSA's pandemic-related initiatives, including project planning, execution tracking, documentation, and resource coordination. The team supported the Office of the Deputy Administrator by maintaining detailed project plans, facilitating interagency meetings, and producing weekly reports, meeting agendas, and presentations. This work ensured continuity of operations during a critical period and supported cross-agency coordination.

Task Area 2: Background Analysis & Structured Questionnaire

Goal: Gather and analyze stakeholder input to inform strategic workforce planning and return-to-work policies.

Objectives:

- Design and deploy a pulse survey to capture employee perspectives on their work experience.
- Conduct an organizational assessment for the Office of the Chief Financial Officer (OCFO)

Achievement Summary:

- MSI designed and deployed the GSA Employee Pulse Survey to gather stakeholder input on workforce readiness, telework experiences, and return-to-office concerns. This structured questionnaire was informed by background analysis and provided actionable data that enabled leadership to adjust policies and communications to better meet employee needs.
- MSI reviewed all organizational charts, calculated span of control, and developed a workforce baseline for OCFO. The assessment involved interviews with all division directors to gather stakeholder input on potential organizational redesign. The assessment resulted in 31 recommendations for improvement, all accepted by the CFO.

Task Area 3: Performance Assessment

Goal: Support GSA and federal partners in assessing performance and identifying opportunities to improve efficiency, reduce redundancy, and increase value.

Objectives:

- Assess GSA administrative functions to identify opportunities for improvement.
- Develop, launch, track, and report on performance metrics for the Future of Work and hybrid work readiness initiatives, leveraging benchmarking and best practices.
- Leverage experts to develop and launch an enterprise-wide process improvement playbook.

Achievement Summary:

- MSI used its rapid process transformation methodology to assess administrative functions across GSA's CXO offices. Through interviews, process reviews, and data analysis, MSI identified over 500,000 annualized hours of potential workload savings, 80% of which were successfully implemented.
- MSI also led the development and tracking of performance metrics tied to GSA's Future of Work and Hybrid Readiness initiatives. These metrics included operational performance, initiative completion, staff engagement and retention, and customer satisfaction. Advanced analytics and data visualizations were used to generate executive-ready reports for OMB, Congress, and GSA leadership.
- In partnership with PBS, MSI completed a six-month transformation effort in the Regional Finance Function, redesigning 45 core business processes. Support included SOP redesign, change management, and implementation of performance metrics, all aligned with OCFO and PBS goals.
- At NASA, MSI facilitated a cross-functional coalition to develop the PTx Playbook, a standardized, enterprise-wide guide for process transformation aligned with NASA's digital modernization efforts. MSI created templates, benchmarks, and use cases, and deployed the playbook via a SharePoint platform.
- Additionally, MSI supported the implementation of CAP Goal 6 of the President's Management Agenda, which focused on shifting time and resources from low- to high-value work. MSI coordinated pilot efforts at GSA, the Department of Education, and NASA, leading to an estimated 500,000 hours in workload reduction and delivering quarterly reports to OMB. As part of this initiative, MSI also led an in-depth process assessment at NASA's OCFO, evaluating 23 business functions and 69 subprocesses, and supporting action plans tied to the organization's FY21 strategic goals.

Task Area 4: Program Assessment

Goal: Assess and improve high-priority programs and initiatives to support effective return-to-work strategies, optimize operational performance, and enable digital transformation.

Objectives:

- Review all CFO return-to-work and Future of Work plans for regulatory compliance, risk, and feasibility.
- Conduct a comprehensive program assessment of GSA's Robotic Process Automation (RPA) Program.
- Assess and support transformation efforts for the Department of Education's Office of Human Resources.

Achievement Summary:

- MSI supported the GSA Office of the Administrator by reviewing Future of Work and return-to-work plans submitted by all 24 CFO Act agencies. These assessments identified risks, feasibility concerns, and compliance issues related to executive orders and other mandates. MSI's findings helped inform government-wide planning on workforce readiness, HR policies, and facilities usage.
- For the GSA RPA Program, MSI provided opportunity validation and business process assessments to guide automation adoption. MSI met regularly with system and program owners to evaluate existing processes, recommend streamlining and standardization opportunities, and advise on digital strategies involving RPA, machine learning, and AI.
- MSI also led a transformation initiative for the Department of Education's Office of Human Resources. This included a comprehensive assessment of organizational health, identification of inefficiencies, and recommendations for modernization. MSI delivered a restructured operating model, a Concept of Operations, and implementation support including change management and service delivery redesign tools.

Task Area 5: Organizational Assessment

Goal: Evaluate organizational structures and operating environments to inform strategic planning, process improvement, and workforce transformation.

Objectives:

- Assess GSA's operating environment, including cost categories, environmental factors, and employee data, to support scenario planning for hybrid work models.
- Conduct an organizational assessment of the Department of Education's Office of Human Resources to evaluate organizational health and guide strategic redesign.

Achievement Summary:

- MSI conducted a comprehensive assessment of GSA's operating environment and developed an analysis of alternatives and business cases for several hybrid work models as part of the agency's broader workforce reentry programs post-COVID. The assessment reviewed critical cost categories, environmental factors, and employee data; provided detailed scenario analysis to leadership; and included a review of current HR processes and requirements.

- MSI also led a transformation engagement for the Department of Education's Office of Human Resources (OHR). This effort began with a current-state assessment of organizational health, including process effectiveness, structural alignment, and performance management. Based on the assessment, MSI redesigned the OHR strategy, refining the organization's goals, vision, structure, and operating model. We supported implementation through change management planning, development of a Concept of Operations (CONOPs), a redesigned service delivery model, and a comprehensive suite of project management tools.

Task Area 6: Technology Assessment

Goal: Evaluate and guide the selection, adoption, and deployment of emerging technologies to enable automation, improve operational performance, and support digital modernization across the federal government.

Objectives:

- Assess and recommend automation technologies to reduce workload and improve efficiency.
- Provide vendor and solution evaluations to support technology decisions for RPA and related digital tools.
- Develop and share technology guidance and resources to support government-wide adoption and implementation.

Achievement Summary:

- MSI was contracted to design and deploy a Federal Community of Practice (CoP) for RPA practitioners, with the goal of accelerating the adoption of automation technologies across government. MSI led the development of weekly educational seminars, growing the CoP to over 1,000 federal participants representing more than 65 agencies. To further support adoption, MSI authored two key federal resources: the *Federal RPA Program Playbook* and the *Rapid Process Transformation Primer*, both of which have been downloaded over 10,000 times from digital.gov.
- As a trusted advisor to the GSA RPA Program, MSI delivered extensive vendor evaluation and technology assessment services to guide decisions on its initial tech stack, upgrade to UiPath Orchestrator, and pursuit of a cloud-based solution. Our services included requirements definition, solution capability assessments, business case development, and formal recommendations to program leadership.
- MSI also provided automation readiness assessments across GSA, working closely with system and program owners to document current-state processes, recommend improvements, define performance metrics, and design automation solutions. These assessments helped resolve both operational inefficiencies and broader strategic challenges.

- In support of the President’s Management Agenda, MSI published the *Rapid Process Transformation Primer* to guide federal program managers in identifying and addressing process challenges through automation.

Task Area 7: Policy and Procedures Assessment

Goal: Support federal agencies in assessing, interpreting, and implementing regulatory policies and procedures to ensure timely compliance and operational alignment.

Objectives:

- Assess compliance obligations related to new or updated federal regulations.
- Develop and implement automated solutions to streamline compliance.
- Provide advisory and technical support to align agency policy with evolving mandates.

Achievement Summary:

- MSI supported GSA in achieving agency-wide compliance with new federal mandates, including Section 889(a)(1)(A) of the National Defense Authorization Act. In response to new FAR requirements prohibiting contracts with vendors using certain telecommunications equipment, MSI assessed PBS operating regulations and designed an automation to unilaterally update over 8,000 active contracts. The solution saved more than 8,000 labor hours and enabled PBS to meet a four-week compliance deadline.
- MSI also supported the Safer Federal Workforce Task Force, which sets COVID-19 response and compliance standards for the federal government. Our work included interpreting regulatory guidance, contributing to policy content, and supporting technical updates to the agency’s public-facing website.
- For the GSA Office of the Administrator, MSI conducted analysis of the federal COVID-19 compliance framework, including relevant legislation, executive orders, and OMB policy. MSI developed and implemented a real-time compliance tracking solution and provided automated reporting tools to inform A-Suite decision-making.

Teaming and Staffing Approach

An innovative technical approach alone is not enough to achieve the objectives outlined in the RFP – it must be executed by the right team. As described in the introduction, Team MSI’s teaming approach is designed to deliver with four small businesses that bring unmatched experience and expertise. The following section demonstrates these firms are providing their best staff, not as representative qualifications, but as the team who will perform the work. Our team will be led by the lead authors of this proposal – Matthew Troy and Hannah Chandra – who will coordinate experts across mission areas and assessment disciplines to deliver all RFP requirements. We are prepared to hit the ground running with teams of highly skilled consultants and subject matter experts who can deliver exceptional results. Highlights of our team composition include:

- Former executives with career and consulting experience at 22 state transportation agencies
- Former executives with career and consulting experience at 45 state human services and like agencies
- Two Federal homeland security senior executives who have advised and worked with state homeland security agencies in technology adoption and intelligence sharing
- The former Associate Administrator for Mission Support at the Federal Emergency Management Agency (FEMA), who assisted state and local emergency management agencies with prevention, mitigation, response, and recovery and advised them on the full suite of business management functions
- The creator of the Program Assessment Rating Tool (PART), an industry-recognized best practice for assessing the effectiveness of government programs

Team MSI will deliver with a simplified hierarchy and leadership structure to eliminate unnecessary overhead and ensure efficiency in delivery across multiple workstreams and projects.

Note: To support the Office of the Governor’s goal for economical proposal preparation, we did not print copies of the 50+ degrees and certifications listed in our staff bios. A copy of any degree or certificate listed is available upon request.

Matt Troy, Executive Consultant and Contract Lead

Mr. Troy is a Vice President at Management Science and Innovation specializing in transforming government through solutions in strategic planning, performance management, human capital, information technology, and process improvement. He has led teams advising departments of transportation, homeland security, and human services. State government work includes clients in Texas, South Carolina, California, and New York.

Key Experience

- At the **U.S. Department of Transportation**, advised on and tracked all performance measures for the Secretary of Transportation and the White House. Led a Department-wide program inventory and assessment of program quality and effectiveness using an adaptation of the Program Assessment Rating Tool. Authored the first-ever DOT document with planned studies and performance audits to improve high priority areas.
- At the **New York Department of Transportation**, advised the Commissioner on the development of a four-year strategic plan and associated performance metrics.
- At the **U.S. Department of Homeland Security**, formed and facilitated national committees to advise the Secretary of Homeland Security on critical issues related to program effectiveness and human capital practices.
- At **U.S. Immigrations and Customs Enforcement**, advised on the development of the four-year strategic plan for Homeland Security Investigations. Advised division leadership on the development of performance measures and allocation of resources by outputs for cost accounting. Oversaw the development of 15 Tableau models for agency divisions to align financial, personnel, and performance metrics to support budget requests.
- At the **U.S. Department of Health and Human Services**, Advised on the development of a strategic plan for the Centers for Disease Control and Prevention National Center for HIV Viral Hepatitis, STD, and Tuberculosis. Guided a strategic planning committee through a comprehensive assessment and planning process.
- At the **Harris County Department of Community Services**, led a 10-person team to assess the agency's performance, technology infrastructure, and organizational structure. Advised the Executive Director on developing strategic, workforce, technology, and communications plans for the Department. Designed and administered a structured questionnaire for employees and relevant stakeholders and facilitated focus groups.

Education and Certifications

- M.P.A., Public Administration, The Ohio State University
- B.S., Political Science, Greensboro College
- Certificate in Strategic Planning and Performance Management, Georgetown University
- Six Sigma Black Belt, American Society for Quality
- Project Management Professional, Project Management Institute
- Excellence in Facilitation, Proteus International

Hannah Chandra, Contract Program Manager

Ms. Chandra is a Director in MSI's Strategy and Performance portfolio, with extensive expertise in organizational assessment, strategic planning, and performance management across all levels of government. She has worked with Federal agencies such as the U.S. Forest Service, IRS, NASA, and CDC, as well as state and local agencies including the Harris County Community Services Department and the South Carolina Department of Motor Vehicles, to assess organizational structures, identify performance barriers, and implement strategic changes that enhance service delivery and better serve the public. A seasoned facilitator and project manager, Ms. Chandra excels at bringing together diverse stakeholder groups to advance project goals and support sound decision making.

Education and Certifications

- MPA, Public Affairs, University of Wisconsin – Madison
- MS, Urban and Regional Planning, University of Wisconsin – Madison
- BA, International Studies, University of Oregon
- Certified Associate in Project Management (CAPM), Project Management Institute
- Certificate in Strategic Planning and Performance Analysis, Strategent

Scott Rawlins, Transportation Assessment Lead

Mr. Rawlins has over 35 years of Transportation industry experience and served as the Nevada DOT Deputy Director and Chief Engineer. In this position, Mr. Rawlins was a key driver in the development of the Nevada DOT's first statewide Asset Management Plan. The plan incorporated performance metrics to identify opportunities for improvement to efficiently allocate the resources of over 1,800 employees and an annual budget exceeding \$1 Billion. Mr. Rawlins background reaches beyond Nevada to multiple state DOTs, where he has led key stakeholders through strategic program improvement initiatives that transformed the departments to reach attainable goals under budgeting and staffing constraints.

Education and Certifications

- B.S. Civil Engineering, University of Nevada – Reno
- Certified Public Manager – State of Nevada
- P.E. – Nevada, California, & Texas

Paul Steinman, Transportation Assessment SME

Mr. Steinman has served in executive leadership positions in Michigan, Florida, and Idaho transportation departments. Throughout his tenure in these positions, Mr. Steinman worked to develop plans that institutionalized accountability measures to achieve targeted initiatives to the benefit of the communities served. As a consultant, Mr. Steinman has used his depth of knowledge to complete organizational optimization initiatives with both Tennessee and North Carolina DOTs.

Education and Certifications

- B.S. Civil Engineering, Michigan State University
- P.E. – MI, FL, NC, ID, TX

Paul Schneider, Transportation Assessment SME

Mr. Schneider brings over 39 years of experience in the Transportation Industry to the team. During his extensive career, Mr. Schneider has provided guidance in strategic planning, risk-based stewardship and oversight, performance management, financial management, transportation planning, and asset management. This skillset designates Mr. Schneider as an expert in policy alignment and performance program design for transportation agencies. Most recently, this expertise was deployed as an executive in the FHWA California Division Office where he partnered with Caltrans, eighteen Metropolitan Planning Organizations and numerous local governments to deliver the \$5.6 billion Federal-aid Program.

Education and Certifications

- B.S. Civil Engineering, University of Tennessee
- P.E. – Tennessee

Jen Kerr, Human Services Assessment Lead

Ms. Kerr is the Director of Organizational Effectiveness at the American Public Human Services Association (APHSA), with over 20 years of experience in organizational effectiveness consulting, curriculum development, training system design, and continuous quality improvement. She has supported health and human service agencies across the country, strengthening workforce performance and service delivery. Ms. Kerr developed her expertise through roles at the Philadelphia Department of Human Services and the University of Pittsburgh's School of Social Work at the Pennsylvania Child Welfare Resource Center.

Education and Certifications

- Bachelor of Science, West Chester University
- Master of Education, Wiedner University

Kimberly James, Human Services SME

Ms. James is the Assistant Director of Technical Assistance and a seasoned professional in the human services sector, with a focus on child welfare. She has held leadership roles in both public and private agencies, including serving as Director of a foster care and adoption agency and a child welfare agency. Kimberly has extensive experience in change management and organizational development, supporting agencies nationwide using APHSA's DAPIM™ model. She has also contributed at all levels of the federal Child and Family Services Review and other formal quality assurance processes.

Education and Certifications

Performance Evaluation Audit
CRFP 0100 GOV2600000001

- BSW, Social Work, Bloomsburg University
- MSW, Social Work, Temple University

Dr. Trinka Landry-Bourne, Human Services SME

Dr. Landry-Bourne is an Organizational Effectiveness Consultant, with over 30 years of experience in human services. She is recognized for her leadership in organizational development, policy writing, budget monitoring, and leadership training. Prior to joining APHSA, she led organizational development and leadership initiatives for the largest geographical county in the U.S. At APHSA, Dr. Landry-Bourne partners with federal, state, and local agencies to address organizational challenges, drive strategic solutions, and support leadership development and change management efforts.

Education and Certifications

- PhD in Public Administration, California Baptist University
- Masters of Science in Leadership and Management from University of LaVerne
- Bachelor's of Science in Organizational Leadership from BIOLA University.
- Certified in Coaching for CliftonStrengths Emotional Intelligence and Crucial Conversations
- Certified in Project Management
- California Basic Educational Skills Test Certification

Adrian Saldaña, Human Services SME

Mr. Saldaña is an Organizational Effectiveness Consultant, bringing over 20 years of experience in nonprofit and public human services. His expertise spans frontline service delivery, learning and development, training evaluation, data management, and change management. Mr. Saldaña played a key role in advancing continuous quality improvement and participatory leadership initiatives at New York City's Administration for Children's Services (ACS) and the ACS Workforce Institute. He also supported the implementation of the Family First Prevention Services Act within the Division of Family Permanency Services.

Education and Certifications

- MPA, Public Administration, New York University
- Lean Six Sigma (Green Belt)
- ATD Designing Learning Certificate
- Qualtrics Research Core Certificate
- SPSS; Tableau; Microsoft Access; Raiser's Edge

Christopher Guilford, Homeland Security Assessment Lead

Mr. Guilford recently served in the Department of Homeland Security (DHS) as the Senior Intelligence Advisor within the Office of Science and Technology (S&T) and the Strategy and Policy Office (SPO). In this role, he led efforts to identify and seek solutions to science and technology-based threats

associated with emerging technologies. These include adversarial AI, quantum and supercomputing capabilities, uses of semiconductor for deep learning by our adversaries, digital forgeries, Deep Fakes, biometric vulnerabilities, and other known technologies with the potential for exploitation. Mr. Guilford was also responsible for the transfer of homeland security technologies to state homeland security agencies. He also led intelligence-sharing efforts with state homeland security agencies as well as local, academic, and private sector stakeholders. Prior to joining DHS, he worked in the United States Senate from 2001 to 2003 as a Senior Legislative Aide to Senator Mike DeWine (R-OH). His focus included specific oversight and responsibility for the areas of aerospace, financial institutions, homeland security, labor, telecommunications, and transportation safety. His Senate accomplishments include the successful passage of legislation to enhance Aviation Safety in response to the September 11, 2001, terrorist's acts, and several appropriations bills.

Education and Certifications

- B.S. Capital University

Dr. Adam Cox, Homeland Security Assessment SME

Dr. Cox is an experienced technology professional with 22 years of expertise in homeland security strategy and implementation including leading complex technology development and delivery, developing strategic approaches and positioning research organizations as leaders in the field, budget and personnel development and management, performance measurement of research and product development, and stand-up and reorganization of technology and research organizations. He is an experienced public speaker, presenting on topics across the technology and national security spectrum, including at the Center for Strategic and International Studies and has testified before Congress on technology transition and adoption in DHS. He has been the DHS S&T Artificial Intelligence lead for the past three years including serving as the Department co-lead for Secretary Mayorkas' AI Task Force.

Education and Certifications

- B.S., Mechanical Engineering, Vanderbilt University
- Masters, Mechanical Engineering, Vanderbilt University
- Doctor of Philosophy, Mechanical Engineering, Vanderbilt University

Eric Leckey, Homeland Security Assessment SME

Mr. Leckey served as the Associate Administrator for Mission Support at FEMA and is a career member of the Senior Executive Service. In this role, assisted state emergency management agencies and divisions with prevention, mitigation, response, and recovery, as well as advising on the full suite of business management functions in IT, human capital, security, procurement and acquisitions, and administrative services. Mr. Leckey provided leadership and direction to achieve business excellence to a team of 1,477 Mission Support professionals and an additional 603 disaster reservists in delivering a \$504.3 million dollar program of requirements

Education and Certifications

- B.S., Urban Affairs, Wright State University
- M.A., National Security and Strategic Studies, U.S. Naval War College
- Executive Certificate in Public Leadership, Harvard University

Robert Shea, Program Inventory Advisor

Mr. Shea has a 25-year career improving government performance. His past roles include White House Office of Management and Budget (OMB) Associate Director for Administration and Government Performance (George W. Bush Administration); Senate Committee on Governmental Affairs; Chairman of the National Academy of Public Administration; and National Managing Partner at Grant Thornton Public Sector. He has advised state agencies on performance improvement strategies including Michigan, New York, California, and South Carolina. A key career accomplishment was improving Federal agency and program performance by assessing and enhancing programs with the Program Assessment Rating Tool (PART). He also led the commission resulting in the Foundations for Evidence-Based Policymaking Act, negotiated the Transparency Act (FFATA), and implemented it (USASpending.gov).

Education and Certifications

- Adjunct Professor, University of Pennsylvania
- Juris Doctorate, Houston College of Law
- B.A., Connecticut College

Brendan Bowers, Technology and Policy Assessments Lead

Mr. Bowers has extensive experience assessing the effectiveness of information security programs and internal controls as well as program policies and procedures to identify improvements. He led a team at the Department of Homeland Security Intelligence & Analysis (I&A) in identifying weaknesses and deficiencies in I&A's contract and funding management processes that may duplicate efforts and limit the ability to remain compliant with Federal guidance. Mr. Bowers led the team in developing recommendations that, when implemented, should improve I&A's controls and effectiveness over contract administration and management. Mr. Bowers led vulnerability assessment and penetration testing for several government agencies and developed recommendations to strengthen agencies' security posture, significantly reducing the likelihood of a breach.

Education and Certifications

- Certified Information Systems Auditor
- Certified Data Privacy Solutions Engineer
- Certified Ethical Hacker
- Certified Information Systems Security Professional

Additional Mandatory Requirements

Disclosures

MSI confirms there are no existing or potential conflicts of interest that could impair our objectivity or independence on this consulting engagement.

MSI confirms there is no history of litigation, investigation, fines, or enforcement actions related to fraud, unethical conduct, or failed performance within the past seven years.

Compliance with Data Protection Standards and Confidentiality Agreements

In support of this contract, MSI anticipates requiring access to certain confidential information from the West Virginia Departments of Human Services, Homeland Security, and Transportation. This may include:

- Employee position titles and descriptions (with all Personally Identifiable Information [PII], such as names, redacted or excluded)
- Inventories of software, hardware, infrastructure, programs, and services
- Policies, procedures, and agency performance data

MSI will strictly adhere to all State and Federal regulations to protect sensitive information. All customer data will be safeguarded in accordance with the Federal Information Security Modernization Act (FISMA), including continuous system monitoring and annual audits to ensure adequate security controls are in place to identify, protect, detect, respond to, and recover from any threats.

When feasible, data will be accessed and processed on Government Furnished Equipment (GFE) and government networks. If that is not possible, MSI will use a secure, hardened enclave that meets the National Institute of Standards and Technology (NIST) Special Publication (SP) 800-171 requirements for protecting Controlled Unclassified Information (CUI) in non-federal systems and organizations.

All MSI personnel assigned to this contract will be required to sign confidentiality and non-disclosure agreements before accessing any state data.

MSI does not anticipate needing access to information protected under the Health Insurance Portability and Accountability Act (HIPAA) or the Family Educational Rights and Privacy Act (FERPA). However, if such access becomes necessary during contract execution, MSI will implement all required safeguards to ensure full compliance.

List of Acronyms

AASHTO	American Association of State Highway and Transportation Officials
ACF	Administration for Children and Families
ADKAR	Awareness, Desire, Knowledge, Ability, Reinforcement
APHSA	American Public Human Services Association
CFSR	Child and Family Services Review
CMS	Centers for Medicare & Medicaid Services
DAPIM	Define, Assessment, Plan, Implement, Monitor
DoHS	West Virginia Department of Human Services
EOA	Eliminate-Optimize-Automate
ICS	Incident Command System
LSS	Lean Six Sigma
MSI	Management Science & Innovation
NCHRP	National Cooperative Highway Research Program
NIMS	National Incident Management System
RMA	RMA Associates
RPA	Robotic Process Automation
SME	Subject Matter Expert
USDA	United States Department of Agriculture
WVDHS	West Virginia Department of Homeland Security
WVDOT	West Virginia Department of Human Services

Appendix

Appendix A: Non-Disclosure Agreement

Appendix B: Designated Contact Certification

Appendix C: Addendum Acknowledgement Form

NON-DISCLOSURE AGREEMENT

This **Non-Disclosure Agreement** (this “Agreement”), entered into and made effective as of this the 22 day of July, 2025, is by and between (1) Management Science and Innovation LLC, located at 11130 Sunrise Valley Dr. Reston, VA 20191 (the “Company”), and (2) the Office of the Governor of the State of West Virginia located at 1900 Kanawha Blvd. E., Charleston, West Virginia, 25305 (the “Governor’s Office”). The Company and the Governor’s Office each may be referred to hereinafter individually as a “Party” and collectively as the “Parties.”

WHEREAS, the Company and the Governor’s Office intend to enter into certain discussions concerning Performance Evaluation Audit, (the “Project”), and in the course of such discussions it may be necessary for the Governor’s Office and/or the Company to disclose certain confidential information to the other Party (the “Confidential Information”); and

WHEREAS, the Company and the Governor’s Office desire to enter into this Agreement to allow for the exchange of Confidential Information, as hereinafter defined, to facilitate the development of the Project, as more fully set forth in this Agreement.

NOW THEREFORE, in consideration of the promises and covenants made herein, and other good and valuable consideration, the sufficiency of which is hereby acknowledged, the Parties agree as follows:

1. **Confidential Information.** “Confidential Information” shall mean all information, regardless of the form in which it is communicated or maintained (whether oral, written, digital or visual) and whether prepared by the Governor’s Office, and its Affiliates, and/or the Company which relates to the Project, and the business and planned activities of the Parties, and their affiliates, including all reports, analyses, notes, copies, data, models, or other information based on, contain or reflect any such Confidential Information or which have been marked by the Parties as “confidential.” Confidential Information shall not include the following:

- a. Information which is or becomes publicly available other than as a result of a violation of this Agreement;
- b. Information which is or becomes available on a non-confidential basis from a source which is not known to a Party to be prohibited from disclosing such information pursuant to a legal, contractual or fiduciary obligation;
- c. Information which a Party can demonstrate was legally in its possession prior to disclosure by the other Party;
- d. Information which a Party independently developed without the use of Confidential Information of the other Party; or

e. Information which is required by state or federal law, or by a court of competent jurisdiction, to be disclosed.

2. **Nondisclosure and Use of Confidential Information.** The Company acknowledges and agrees that the Governor's Office is subject to the West Virginia Freedom of Information Act, W. Va. Code § 29B-1-1 *et seq.* (the "FOIA"), and that the Governor's Office's obligations hereunder are subject in all respect to applicable West Virginia law that requires "public bodies" to disclose "public records," as those terms are defined in the FOIA. FOIA, however, does recognize exemptions, including for trade secrets, which is defined to include "any formula, plan, pattern, process, tool, mechanism, compound, procedure, production data, or compilation of information which is not patented which is known only to certain individuals within a commercial concern who are using it to fabricate, produce, or compound an article or trade or a service or to locate minerals or other substances, having commercial value, and which gives its users an opportunity to obtain business advantage over competitors." W. Va. Code § 29B-1-4(a)(1). FOIA further exempts "[i]nternal memoranda or letters received or prepared by any public body," which includes "evidentiary privileges as the attorney-client privilege, the attorney work-product privilege, and the executive 'deliberative process privilege,'" and extends to "[d]raft documents." W. Va. Code § 29B-1-4(a)(8); *Daily Gazette Co. v. W. Va. Dev. Office*, 198 W. Va. 563, 571, 482 S.E.2d 180, 188 (1996); and *Highland Mining Co. v. W. Va. Univ. School of Medicine*, 235 W. Va. 370, 386, 774 S.E.2d 36, 52 (2015). The internal memoranda exemption applies to "written advice, opinions and recommendations to a public body from outside consultants or experts obtained during the public body's deliberative, decision-making process." Syl. pt. 4, *Daily Gazette Co.*, 198 W. Va. 563, 482 S.E.2d 180. Subject to the foregoing, Confidential Information of the Company shall be held in strict confidence by the Governor's Office, and shall not be disclosed without prior written consent of the Company, except to those employees and agents of the Governor's Office with a "need to know" the Confidential Information for purposes of discussing the Project with the Company. The Governor's Office shall not use the Confidential Information for any purpose other than in connection with discussing the Project with the Company.

3. **Required Disclosure.** In the event that a Party is requested or required by legal or other authority to disclose any Confidential Information, such Party shall promptly notify the other Party of such request or requirement prior to disclosure so that the Party opposed to disclosure may seek an appropriate protective order and/or waive compliance with the terms of this Agreement. In the event that a protective order or other remedy is not obtained by the time that such is required to disclose the Confidential Information, or the other Party waives compliance with the provisions hereof, the disclosing Party agrees to furnish only that portion of the Confidential Information that it reasonably determines, in consultation with its counsel, is consistent with the scope of the subpoena or demand, and to exercise reasonable efforts to obtain assurance that confidential treatment will be accorded such Confidential Information.

4. **Remedies.** Each Party agrees that given the subject matter, injunctive or other equitable relief will likely serve as the appropriate relief to remedy or prevent any breach or threatened breach of this Agreement.

5. **No License.** It is understood and agreed that nothing contained in this Agreement shall be construed as granting or conferring rights by license or otherwise in any Confidential Information disclosed during the term of this Agreement. Each Party acknowledges and agrees

that each Party has and reserves the right, in its sole discretion and at any time and without notice, to terminate discussions or negotiations.

6. **Amendment.** Any amendment to this Agreement must be in writing and signed by an authorized representative of each Party.

7. **No Other Agreement.** It is understood that this Agreement is not intended to and does not obligate the Parties, or either of them, to enter into any further agreements or to proceed with any other transaction or relationship.

8. **Non-Waiver.** No waiver of any provision of the Agreement shall be deemed to be nor shall constitute a waiver of any other provision whether or not similar, nor shall any waiver constitute a continuing waiver. No waiver shall be binding unless executed in writing by the Party making the waiver.

9. **Governing Law.** This Agreement shall be governed by and construed in accordance with the laws of the State of West Virginia without regard to rules concerning conflicts of laws.

10. **Affiliate.** “Affiliate” means any other person (natural person, corporation, limited liability company, partnership, firm, association, or any other entity) that directly, or indirectly through one or more intermediaries, controls, is controlled by or is under common control with, the party specified. Control occurs wherever a legal or natural person directly or indirectly through one or more intermediate legal persons owns or controls in aggregate fifty percent or more of voting capital.

11. **Media.** So long as the Governor’s Office does not disclose Confidential Information, the Governor’s Office is free to make public comments on the Project. The Company, however, is strictly prohibited from making any public comments on the Project—regardless of whether those public comments directly relate to Confidential Information—without first obtaining written approval from the Governor’s Office. “Public comments” include press conferences, press releases, social media posts, or any other means of disseminating information to the public.

12. **Term & Termination.** The Governor’s Office may terminate this Agreement upon 30 days’ written notice. The Company may terminate this Agreement upon written consent of the Governor’s Office. This Agreement shall remain in full force and effect until it is terminated.

13. **Notices.** Any notices or requests that may be given or made pursuant to this Agreement must be in writing and delivered personally, by registered or certified mail, postage prepaid, by a recognized overnight delivery service or by facsimile, which shall be deemed received upon confirmation of receipt in legible form to the Parties at the following:

If to the Governor’s Office:
WEST VIRGINIA GOVERNOR’S OFFICE
1900 Kanawha Blvd., East
Charleston, WV 25305
Attn: Jamion Wolford, CFO

If to the Company, to:

Management Science & Innovation LLC
11130 Sunrise Valley Dr.
Reston, VA 20191
Attn: Matthew Troy

14. Entire Agreement. This Agreement constitutes the full and entire agreement between the Parties regarding the confidentiality and use of the Confidential Information.

15. Counterparts. This Agreement may be signed in counterparts, each of which may be deemed an original, and all of which together constitute one and the same agreement.

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement on the date first set forth above.

WEST VIRGINIA OFFICE OF THE
GOVERNOR OF WEST VIRGINIA

By: Matthew Troy, Vice President

By: _____

Its: 

Its: _____

DESIGNATED CONTACT: Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

(Printed Name and Title) Dan Heckman

(Address) 11130 Sunrise Valley Dr. Reston, VA 20190

(Phone Number) / (Fax Number) 703-437-5236 x172

(email address) dheckman@msiconsulting.com

CERTIFICATION AND SIGNATURE: By signing below, or submitting documentation through wvOASIS, I certify that: I have reviewed this Solicitation/Contract in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation/Contract for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that this bid or offer was made without prior understanding, agreement, or connection with any entity submitting a bid or offer for the same material, supplies, equipment or services; that this bid or offer is in all respects fair and without collusion or fraud; that this Contract is accepted or entered into without any prior understanding, agreement, or connection to any other entity that could be considered a violation of law; that I am authorized by the Vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on Vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

By signing below, I further certify that I understand this Contract is subject to the provisions of West Virginia Code § 5A-3-62, which automatically voids certain contract clauses that violate State law; and that pursuant to W. Va. Code 5A-3-63, the entity entering into this contract is prohibited from engaging in a boycott against Israel.

Management Science & Innovation LLC
(Company)

Dan Heckman
(Signature of Authorized Representative)

Dan Heckman, Chief Executive Officer, July 22, 2025
(Printed Name and Title of Authorized Representative) (Date)

(703)437-5236 x172
(Phone Number) (Fax Number)

dheckman@msiconsulting.com
(Email Address)

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFP GOV26*001

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

- | | |
|--|--|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6 |
| <input type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7 |
| <input type="checkbox"/> Addendum No. 3 | <input type="checkbox"/> Addendum No. 8 |
| <input type="checkbox"/> Addendum No. 4 | <input type="checkbox"/> Addendum No. 9 |
| <input type="checkbox"/> Addendum No. 5 | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Management Science & Innovation LLC
Company

Matthew Troy

Authorized Signature

July 22, 2025

Date

NOTE: This addendum acknowledgment should be submitted with the bid to expedite document processing.
Revised 6/8/2012