



Request for Alternate Procurement

Complete all required and/or applicable fields below, save, and email to doa.dgs.purchasing.statewide@alaska.gov.
Include supporting materials and factual evidence after this form or attach separately.

RAP Number

Department

Type

Date Required

Total Estimated Cost

Vendor Name

Executive Summary

Preparer Information

Alternate procurements must be conducted by procurement staff with SSoA procurement certification appropriate for the dollar amount.

Preparer Name

Certification Level

Preparer E-mail

Contact Information

If you would like us to contact someone **other** than the preparer if we have questions or need further information, please provide their name and contact details below.

Contact Name / Phone

Requesting Agency Approval

May not be delegated below Administrative Services Director for small procurements without prior approval from SSoA.

Approver's Name / Title

By entering my initials below, I represent that I am authorized to approve this Request for Alternate Procurement. I confirm that, to the best of my knowledge, all information and evidence submitted in support of this request is accurate and true.

Approver's Initials

Date



Request for Alternate Procurement

Complete all required and/or applicable fields below, save, and email to doa.dgs.purchasing.statewide@alaska.gov. Include supporting materials and factual evidence after this form or attach separately.

RAP Number	
Department	Administration
Type	Single Source (AS 36.30.300 / 2 AAC 12.410)
Date Required	8/6/2019
Total Estimated Cost	\$750,000
Vendor Name	Collins Alliance

Executive Summary

The Division of Personnel & Labor Relations (DOP&LR) requests approval of a Single Source contract with Collins Alliance. DOA requires this contract to implement Administrative Order (AO) #305 successfully, to fully realize the efficiencies possible through organizational consolidation, and to initiate enterprise-wide leadership development that links leadership development and learning with organizational change initiatives. The State of Alaska faces multiple enterprise-wide organizational change initiatives (e.g., AO#304, AO#306, etc.) and DOP&LR will play a major role in leading, coaching, and training impacted employees, managers, and leaders.

Preparer Information

Alternate procurements must be conducted by procurement staff with SSoA procurement certification appropriate for the dollar amount.

Preparer Name		Certification Level
Preparer E-mail		

Contact Information

If you would like us to contact someone **other** than the preparer if we have questions or need further information, please provide their name and contact details below.

Contact Name / Phone	Amanda Holland / 907-465-1233
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Requesting Agency Approval

May not be delegated below Administrative Services Director for small procurements without prior approval from SSoA.

Approver's Name / Title	Kate Sheehan, Director, DOP&LR
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By entering my initials below, I represent that I am authorized to approve this Request for Alternate Procurement. I confirm that, to the best of my knowledge, all information and evidence submitted in support of this request is accurate and true.

Approver's Initials

JS

Date

8/2/2019

Single Source / Limited Competition / Emergency Evidence

For **Single Source**, **Limited Competition**, or **Emergency** RAP types, you must include evidence consisting of material facts sufficient to independently determine that the findings of fact supporting the RAPs approval are true and accurate. Factual evidence may consist of written documents, records, supporting data, affidavits, or other information proving that the findings of fact are true and accurate.

For **Single Source** and **Limited Competition** RAP types, for each piece of evidence submitted, please indicate whether it supports the RAP being in the state's best interest or whether it supports the procurement being impractical to compete using a more competitive procurement method, or both. Remember, evidence supporting "state's best interest" must describe the specific interests affected.

Continue evidence list on new page if necessary.

<u>Evidence</u>	<u>State's Best Interest</u>	<u>Impractical to Compete</u>
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The following sections are for completion by Shared Services of Alaska only.

Reviewed by:

Recommended Action:

Delegated Authority

If this request is approved, the procurement must be made under these conditions:

This authority is limited to the goods or services and vendor(s) specified in the RAP and is not to exceed the TOTAL ESTIMATED COST entered on page 1 unless a different amount is entered by SSOA in the SPECIFIC DELEGATION AUTHORITY/RESTRICTIONS/NOTES below.

This authority expires in 60 DAYS from the date of approval.

For goods and/or services related to INFORMATION TECHNOLOGY (IT), this authority is contingent on the receipt of any additional approvals required by your agency and the Office of Information Technology (OIT).

The agency has until the AUTHORITY EXPIRES ON date to establish a contract or amend the contract for these terms or services.

Any contract established must conform to AAM 81.

Prior to issuing an amendment, cost and pricing data must be obtained from the contractor per AS 36.30.400.

Once a contract is established or amended, the agency's normal authority to process unanticipated amendments under 2 AAC 12.485 apply.

Specific Delegation Authority/Restrictions/Notes

Chief Procurement Officer (CPO) Signature

By signature below, I concur with the RECOMMENDED ACTION and any SPECIFIC DELEGATION AUTHORITY/RESTRICTIONS/NOTES entered related to this request.

Signature *Linda Polk*

08/02/2019

Single Source / Limited Competition / Emergency Evidence

For **Single Source**, **Limited Competition**, or **Emergency** RAP types, you must include evidence consisting of material facts sufficient to independently determine that the findings of fact supporting the RAPs approval are true and accurate. Factual evidence may consist of written documents, records, supporting data, affidavits, or other information proving that the findings of fact are true and accurate.

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Continue evidence list on new page if necessary.

Evidence	State's Best Interest	Impractical to Compete
Single Source RAP - HR consolidation history	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
June 6, 2018, Collins Alliance letter	<input type="checkbox"/>	<input checked="" type="checkbox"/>
LDP Success 2018	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
DOT&PF 2017 presentation to AASHTO	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Request for Team 2016	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Roadmap when considering departmental reorganization 2016	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DOT&PF strategic plan vision navigation chart FY2017	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>

Single Source RAP Collins Alliance

In accordance with AS 36.30.300, SINGLE SOURCE PROCUREMENTS, and Article 7 of the Alaska Administrative Code (2 AAC 12.410, Conditions for Use of Single Source Procurement), the Department of Administration (DOA), Division of Personnel & Labor Relations, requests approval of a Single Source contract with Collins Alliance. The Department requires this contract to implement Administrative Order (AO) #305 successfully, to fully realize the efficiencies possible through organizational consolidation, and to initiate enterprise-wide leadership development that links leadership development and learning with organizational change initiatives. The State of Alaska faces multiple enterprise-wide organizational change initiatives (e.g., AO#304, AO#306, etc.) and the Division of Personnel & Labor Relations will play a major role in leading, coaching, and training impacted employees, managers, and leaders.

The services provided by this contract address organizational and leadership development, which includes using the CoachMotivation model created by Dr. Joey Collins, PsyD., owner and sole proprietor of Collins Alliance. Collins Alliance is the only authorized dealer of its proprietary CoachMotivation Model.

History:

DOA

The Department of Administration is tasked with implementing several organizational change initiatives, including a Human Resources consolidation and a Procurement consolidation. For several years, the department has observed the success DOT&PF has experienced with Dr. Collins and the Leadership Development Program offered by Collins Alliance. Specifically, the LDP was utilized to successfully launch an organizational review that resulted in improved efficiency for DOT&PF and received national acknowledgment. The organizational review was part of the department's FY2017 strategic plan and relied on input and participation from LDP attendees, who formed action learning teams to develop reports, findings and recommendations on the change initiative and who used skills learned at the LDP to lead the organization's achievement. Dr. Collins and Collins Alliance was critical to the success of the initiative as the LDP program allowed department leaders to manage and implement the changes effectively and provided invaluable support through targeted skill development.

DOA relies on Dr. Collins' intimate knowledge of Alaska state government culture and organizational protocols to assist in successfully accomplishing the HR organizational change initiative through LDP principles and tools, such as action learning teams, CoachMotivation, one-on-one coaching, and peer2peer teams. In addition, DOA has named a DOT&PF employee who is also an LDP graduate as co-leader of the HR consolidation effort, specifically due to her experience in the LDP offered by Collins Alliance.

DOT&PF

The Department of Transportation & Public Facilities implemented its workforce planning program in 2010. Workforce development and employee engagement have been keystones of the program since

inception. Dr. Joey Collins and Collins Alliance have assisted the department with its workforce planning efforts since 2014, with an emphasis on workforce development and employee engagement. Dr. Collins currently delivers the department's Leadership Development Program (LDP), which has been delivered six times to ~150 participants in the last four years. The LDP is part of the performance metrics in DOT&PF's Results Based Alignment and to date, nearly 20% of LDP graduates have been promoted since their graduation.

The LDP has also been nationally recognized by the American Association of State Highway Transportation Officials (AASHTO) and the Transportation Research Board (TRB) as an evidence-based, best practice and innovative program among DOTs in the USA. The LDP enjoys State of Alaska recognition as well; an individual from OMB has attended and DEC, DPS and DNR have asked if they can participate in future DOT&PF LDP sessions. In addition, Dr. Collins provides specialized, one-day training to the department's Executive Team, conducts climate assessments and helps the department deploy, interpret and apply feedback from the annual employee engagement survey. His one-on-one coaching to executives and leaders has been invaluable as the department strives to success in the ever-changing fiscal and technological environment of today.

The LDP is the cornerstone for the department's supervisor, manager and leader development plan. Stability and consistency in the delivery of the LDP is crucial for DOT&PF to successfully continue its workforce management efforts. The Collins Alliance proprietary model, CoachMotivation (patent pending), is a fundamental part of the LDP, which also includes assessment tools, one-one coaching, peer2peer teams, action learning teams, and workshops. The DOT&PF strategic plan relies on continued involvement from Dr. Collins and Collins Alliance in order to be successful.

Single Source Justification:

Procurements of this type are made where: *"(1) it is not practicable to award a contract by competitive sealed bidding under AS 36.30.100, competitive sealed proposals under AS 36.30.200, or limited competition under AS 36.30.305; and (2) award of the contract under this section is in the State's best interest."*

In response:

1] The Collins Alliance model is a proprietary product on which DOT&PF standardized in 2015 as a result of a competitive sealed proposal process. The Department is in receipt of a letter from Collins Alliance that affirms: *"CoachMotivation is a trademarked evidence-based coaching model developed by Dr. Joey Collins."* The letter also states, *"The CoachMotivation model that DOT&PF has standardized on for its LDP is not available through other vendors or learning centers."*

The letter was provided to DOT&PF on company letterhead and is signed by its Principal. Considering the information provided in this letter, it is not practicable to bid this requirement via the competitive solicitation process as no other firms could participate in the endeavor.

2] Award of this contract is in the State's best interest in that DOT&PF has gained many efficiencies and accomplishments with the use of the Collins Alliance LDP: (1) ~150 graduates, 20% of which have been promoted since attending LDP; (2) operational efficiencies in policy and procedures, supervisory structure, aviation section and planning unit consolidations occurred as a result of the organizational review supported by the LDP. Continuing this proven methodology and expanding it to the enterprise level as opposed to seeking alternative programs protects the State's investment and ensure continued, future success through the Collins Alliance LDP model.

In addition, it is in the State's best interest because Collins has State of Alaska specific knowledge from working with DOT&PF. If DOA were to get a new vendor for this project, that vendor would have to get up to speed on unique Alaska state government processes, statutes, organizational culture, etc., which could take 6-12 months. This contract is time sensitive in that the Administrative Order calls for the HR consolidation effort to occur in FY2020. Getting a new vendor up to speed could cost two to three times more than Collins.

Authority to approve the use of the single source procurement method for procurements that exceed the small procurement value is provided by the Chief Procurement Officer of the Department of Administration under Article 7 of the Alaska Administrative Code [2 AAC 12.410(a)]. If approved, this agency shall enter into a one-year term contract with two (2) additional one-year renewal options with a total, not-to-exceed amount of \$750,000. This single source procurement will be accomplished in full accordance with AS 36.30.300 and Article 7 of the Alaska Administrative Code.

This signed request constitutes the written determination in accordance with AS 36.30.300 that there exists only one source for this product and, therefore, competitive sealed bidding is impracticable and contrary to the public interest. Based upon the information furnished herein and within the attachments, this request is justified and in the state's best interest.

Backup documentation in support of This Single Source Request:

- June 6, 2018, Collins Alliance letter
- LDP Success 2018
- DOT&PF 2017 presentation to AASHTO, specifically slides #3, 5, 6, 8, and 9 (also available at: <https://humanresources.transportation.org/wp-content/uploads/sites/15/2018/12/4-Holland-Org-Review.pdf>)
- Request for Team 2016
- Roadmap when considering departmental reorganization 2016
- DOT&PF strategic plan vision navigation chart FY2017

Concurrence of DOA Subject Matter Expert

Kate Sheehan, Director, Division of Personnel & Labor Relations

Date

Concurrence of State of Alaska Subject Matter Expert

Amanda Holland, Management Director, OMB

Date



July 8, 2019

Amanda Holland, MS
Management Director
Office of Management and Budget, State of Alaska
Court Plaza Building
240 Main St. Suite 802
3132 Channel Drive, Room 300
Juneau, Alaska 99801

Subject: Proposal to support of Department of Administration Human Resource Reorganization

Dear Director Holland:

Thank you for the opportunity to provide the Alaska Department of Administration with a proposal to support the department's strategic workforce planning. We believe you will find the Collins Alliance team most qualified to assist you with the reorganization of the for two reasons:

1. **Collins Alliance** is a leadership and organization development consulting firm dedicated to helping organizations increase their effectiveness. We continually improve our depth of knowledge within the functional areas and organization of state and federal agencies as a whole. Because we have focused our efforts on public service agencies, we truly understand department goals, operations, organizational structure, division functions, policy makers and legislative responsibilities, and the concerns of staff, management, and stakeholders.
2. We have experience developing and implementing evidence-based and theory-driven leadership development programs that solve organizational problems. Collins Alliance links leadership development and learning with organizational change initiatives to grow people at the same time as we support the growth of the organization.

We have the experience and proven approach to help the Alaska DOA to achieve real results. If you have any questions about our proposal, please contact me at 425-213-6120 or at Collins_Alliance@comcast.net.

With best regards,

COLLINS ALLIANCE

Joey A. Collins, Psy.D.
Principal; Authorized Representative and Main Contact



The following represents the collaborative consultative services we will provide Alaska DOA leaders and employees to help them better understand organizational dynamics and to support workforce planning, specifically to the reorganization of HR functions.

HR Reorganization

Below you'll find three offerings that we have drafted to follow the state's *Enterprise Business Model*. As you will see, each tier progress in complexity and services with Tier 1 having the least to Tier 3 with the most.

Regardless of which Tier is selected, we will begin with a planning process that includes the creation and validation of a comprehensive project plan, communication plan, and data collection plan in partnership with the DOA. Our goal to ensure that all proposed activities are accomplished on time and that the appropriate stakeholders are informed and engaged throughout the process. This thoughtful planning helps to clarify roles and responsibilities, to align expectations in terms of workflow, and to ensure that our team can meet and exceed client expectations. Key activities of the planning work stream include:

- **Scoping conversations with sponsors and key stakeholders:** Before launching the HR reorganization, we propose meeting with internal executive sponsors to ensure we are scoping the project correctly.
- **Project plan:** In partnership with DOA stakeholders, we will establish detailed project scope, key activities, and milestones, roles, and responsibilities of those involved, as well as detailed timelines for completion of each step -this will be used throughout the project to guide our work.
- **Measurement and evaluation plan:** To ensure that the work we are doing is having its desired impact, we will identify which metrics we want to capture and track throughout the lifecycle of the project to gauge progress.
- **Data collection strategy:** Given the number of locations and employees involved, we want to be deliberate in selecting who needs to be involved. The purpose is to gain clarity and alignment amongst the leadership team.
 - **Communication strategy and plan:** Throughout our consulting, we do not want stakeholders feeling as though something is done to them, rather than done with them. We want employees to remain informed and engaged throughout the lifecycle of the process via a robust communication plan.
 - **Project kickoff meeting with sponsors and key stakeholders:** We will conduct a session with internal executive sponsors and stakeholders and will seek to share draft versions of the project plan, data collection strategy, and communication strategy and plan to validate and align around the plan. Outcomes of this meeting will include the approval of the plan by the executive sponsor and project manager.



Tier 1

1. Authority/Mission

- a. Guiding principles document containing mission and authority statements
 - i. Meet with appropriate parties to determine statutory and/or regulatory requirements and authority
 - ii. Facilitate design-thinking session to define the goals and objectives and align the mission with the authority

2. Business process review

- a. The baseline of current HR work activities and required competencies for **10 job types**
 - i. Working sessions to define core activities and competencies needed for each of **10** affected job types
- b. Recommended edits to HR process flows
 - i. Facilitate meetings with HR representatives from across the business to review existing processes and integrate changes to activities
 - ii. Client to incorporate changes into State's BPM system

3. Identify data needs and performance measures

- a. Enterprise business model performance metrics and measures
 - i. Recommend performance metrics and measures

4. Track work and results / Identify workforce needs

- a. Workforce planning model
- b. Organizational design model

5. Implement workforce changes

- a. Facilitated job design working session
 - i. Facilitate working sessions to group activities into roles and roles into jobs
- b. Facilitated team and organization structure working session
 - i. Facilitate working sessions to map jobs into teams and teams into the organizational structure
- c. Facilitated implementation timeline working session
 - i. Facilitate working session to determine milestones during the implementation phase
- d. Action Learning
 - i. Action learning is a powerful action-oriented problem-solving model that will be used to engage HR leaders in the management of HR reorganization.
 - ii. Participants will be placed in action learning teams and each action learning team will work interdependently with other action learning teams.
- e. Performance coaching - HR leaders will receive coaching for communicating their core values, culture, mission, and vision and helping others to cascade those messages throughout your organization during the HR reorganization

Tier 2

1. Authority/Mission

- a. Guiding principles document containing mission and authority statements
 - i. Meet with appropriate parties to determine statutory and/or regulatory requirements and authority
 - ii. Facilitate design-thinking session to define the goals and objectives and align the mission with the authority

2. Business process review

- a. Competency dictionary
 - i. Draft competency dictionary (determine competencies, definitions and proficiency levels)
 - ii. Review session with client to determine necessary modifications
- b. The baseline of current HR work performed for
 - i. Working sessions to define core activities and required competencies for each of **10** affected job types
 - 1. Draft survey
 - 2. Collect recommended survey draft edits from working session participants
 - 3. Client administers survey
 - 4. Code survey responses
 - 5. Meet with client to review survey results and recommendations for activities to stop, start, and do more efficiently and effectively
- c. **Revised HR process flows**
 - i. Facilitate meetings with HR representatives from across the business to review existing processes and integrate changes to activities
 - ii. Client to incorporate changes into State's BPM system

3. Identify data needs and performance measures

- a. Enterprise business model performance metrics and measures
 - i. Recommend performance metrics and measures
 - ii. Work with client to determine feasibility and implementation requirements

4. Track work and results / Identify workforce needs

- a. Workforce planning model and toolkit
- b. Organizational design model and toolkit

5. Implement workforce changes

- a. Job profiles
 - i. Facilitate working sessions to group activities into roles and roles into jobs
 - ii. Draft job profiles
- b. Team and organization structure
 - i. Facilitate working sessions to map jobs into teams and teams into the organizational structure
 - ii. Draft team and organization structure



- c. Implementation plan and timeline
 - i. Facilitate working session to determine milestones during the implementation phase
 - ii. Develop descriptions of milestone activities
- d. Change strategy activity roadmap
 - i. Design roadmap and guide with descriptions and instructions
- e. Action Learning
 - i. Action learning is a powerful action-oriented problem-solving model that will be used to engage HR leaders in the management of HR reorganization.
 - ii. Participants will be placed in action learning teams, and each action learning team will work interdependently with other action learning teams.
- f. Leadership Workshop – Develop greater leader self-awareness by exploring participant’s core values, narrative, and authentic foundation and how each shapes their interactions with others
 - i. Leveraging individual strengths to lead more effectively
 - ii. Introduction to Transformational Leadership
- g. Performance coaching - HR leaders will receive coaching for communicating their core values, culture, mission, and vision and helping others to cascade those messages throughout your organization during the HR reorganization.

The rest of this page is intentionally left blank



Tier 3 - In addition to Tier 2, we add the following:

3. Identify data needs and performance measures

- a. Individual performance metrics
 - i. Map new work activities to individual performance metrics

4. Track work and results / Identify workforce needs

- a. Current HR workforce competency baseline
 - i. Design HR workforce competency survey
 - ii. Client to administer workforce competency inventory for HR managers/supervisors
- b. Current HR workforce competency gap analysis
 - i. Map individual competencies to required competencies
- c. Workforce development
 - i. Recommend workforce development opportunities

5. Implement workforce changes

- a. Impacted stakeholder group classifications
 - i. Determine how to organize impacted individuals into stakeholder groups best
- b. Change impact scale
 - i. Define scale for areas of impact and levels of change
- c. Change plan
 - i. Determine the recommended change activities, communication channels, and change adoption metrics
- d. Leader, manager, and change network toolkits
 - i. Develop toolkits for the client to design customized leader, manager, and change network
- e. Preferred candidate role personas
 - i. Facilitate working sessions with the recruitment team

The rest of this page is intentionally left blank



Collins Alliance is pleased to submit our budget proposal for providing DOA with consulting services to assist in supporting DOA's workforce planning.

Collins Alliance has successfully managed project scope, schedule, and budget throughout our 15-year history. We work with our clients during project initiation to establish a scope change management process and a realistic schedule for each project. Collins Alliance makes adjustments, as necessary, to keep the projects aligned with the agreed-upon scope, schedule, and budget.

Timeline and Cost

We are willing to work on DOA's timeline and are flexible in the dates of training and meeting times. Outlined below is an example of a timeline that reflects the tiers described above. The actual timeline may vary due to scheduling requirements of DOA's staff.

Timeline for completion of the scope of work	Dates
Alaska Department of Administration HR Reorganization	07/2019 – 05/2020
A. Scoping conversations with sponsors and key stakeholders	07-08/2019
B. Project kickoff meeting with sponsors and key stakeholders	8-9/2019
Tier 1	8/2019 – 01/2020
Tier 2	8/2019 – 03/2020
Tier 3	8/2019 – 06/2020

Alaska DOA Human Resource Reorganization Total Cost for Tiers 1-3	Cost
Tier 1	\$124,000
Tier 2	\$222,000
Tier 3	\$395,000

From: [Holland, Amanda R \(GOV\)](#)
To: [Birk, Melinda S \(DOA\)](#)
Cc: [Polk, Linda L \(DOA\)](#)
Subject: RE: RAP Budgeted Amount
Date: Thursday, August 1, 2019 11:45:26 AM
Attachments: [image004.png](#)

Hello, Mindy.

It is possible Commissioner Tshibaka may decide to move to Tier III once the contract is in place and/or that she will want to add the procurement consolidation to scope. The \$750,000 would allow her to do either or both of those options. Does that make sense?

Thanks,
Amanda

From: Birk, Melinda S (DOA) <melinda.birk@alaska.gov>
Sent: Thursday, August 1, 2019 11:35 AM
To: Holland, Amanda R (GOV) <amanda.holland@alaska.gov>
Cc: Polk, Linda L (DOA) <linda.polk@alaska.gov>
Subject: RAP Budgeted Amount

Hi Amanda-

I'm looking over the numbers for this RAP, and don't see how the \$750,000 was arrived at. None of the Tiers in the quote from Collins, when multiplied by 3 (3 years) equals that amount. Can you show me what I'm missing in the \$750,000 not-to-exceed amount, please?

Thank you.

Mindy



Mindy Birk
Statewide Contracting Officer
State of Alaska
Shared Services of Alaska
Phone: 907-465-5678 | <http://doa.alaska.gov/ssoa/>

How are we doing? Please let us know by completing our [5 question survey](#)!

From: [Sheehan, Kate E \(DOA\)](#)
To: [Holland, Amanda R \(GOV\)](#)
Subject: Re: Potential Increase
Date: Wednesday, July 31, 2019 1:36:02 PM

Yes, please. Thank you.

Sent from my iPhone

On Jul 31, 2019, at 1:34 PM, Holland, Amanda R (GOV) <amanda.holland@alaska.gov> wrote:

Hello,

Quick update – the ASDs voted to accept the rate increase to cover the cost of the contractor.

Do you want me to send the Sole Source RAP stuff to Jan Neal so we can get this started? Please advise. I know the contractor planned to start in August so we need to expedite this request.

Thanks,
Amanda

From: Sheehan, Kate E (DOA) <kate.sheehan@alaska.gov>
Sent: Wednesday, July 31, 2019 9:20 AM
To: Holland, Amanda R (GOV) <amanda.holland@alaska.gov>; Harbour, Paloma L (GOV) <paloma.harbour@alaska.gov>
Cc: Riley, Brook L (DOA) <brook.riley@alaska.gov>
Subject: RE: Potential Increase

I have to go to mediation so will miss the ASD meeting. Brook will attend and explain how she came up with the figures.

Amanda, I assume you can explain the contractor and the how's/why's etc.? thanks and so sorry!!

From: Holland, Amanda R (GOV) <amanda.holland@alaska.gov>
Sent: Tuesday, July 30, 2019 4:46 PM
To: Sheehan, Kate E (DOA) <kate.sheehan@alaska.gov>
Subject: RE: Potential Increase

Thank you, Kate!

From: Sheehan, Kate E (DOA) <kate.sheehan@alaska.gov>

Sent: Tuesday, July 30, 2019 4:45 PM

To: Holland, Amanda R (GOV) <amanda.holland@alaska.gov>; Harbour, Paloma L (GOV) <paloma.harbour@alaska.gov>

Subject: FW: Potential Increase

This is what we have for tomorrow. We don't have draft FY20 rates done as they haven't gone through the proper approvals. Hopefully, this will give the ASDs an idea of what a consultant will cost each agency. Thanks -Kate

From: Riley, Brook L (DOA) <brook.riley@alaska.gov>

Sent: Tuesday, July 30, 2019 4:40 PM

To: Sheehan, Kate E (DOA) <kate.sheehan@alaska.gov>

Subject: Potential Increase

Hi,

Please see the attached.

Thanks.

Brook Riley
Administrative Officer
Department of Administration
Personnel & Labor Relations
(907)465-3567

Name and Number of RFP
RFP 2516H008 Leadership Development Program

Date of PEC
11/30/2015

Proposers According to Score	Rank	Scores
Collins Alliance	1	
Bradison Management Group	2	

COST FACTOR	40
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Proposers in Alphabetical Order

Collins Alliance				
PEC Members - (Initials only)		AH #1	DP #2	SS #3
7.01 Understanding & Methodology	25	21.5	20.5	22
7.02 Management Plan	10	10	9	10
7.03 Experience & Qualifications	25	23.5	25	23
7.04 Cost	40	40	40	40
RATER TOTALS		95	94.5	95

Bradison Managment Group				
PEC Members - (Initials only)		AH #1	DP #2	SS #3
7.01 Understanding & Methodology	25	8	10.5	13
7.02 Management Plan	10	7	8	8
7.03 Experience & Qualifications	25	3.5	5	8
7.04 Cost	40	35.2	35.2	35.2
RATER TOTALS		53.7	58.7	64.2

Cost Calculation

Proposer Names in order of cost from low to high

Name	Amount	Points
Collins Alliance	\$79,340.00	40
Bradison Management Group	\$90,090.70	35.2

From: [Deiningner, Amy \(DOT\)](#)
To: [Birk, Melinda S \(DOA\)](#)
Subject: Your request ...
Date: Thursday, August 1, 2019 10:26:11 AM

In FY16, the Alaska DOT&PF awarded a contract to Collins Alliance after the PEC scored the offer Collins Alliance submitted as the highest ranked among two received. Collins Alliance scored higher in all categories and also submitted the lowest cost proposal of the two.

This became the start of DOT&PF's contractual relationship with the firm.



Amy Deiningner
Department Procurement Chief
Department of Transportation & Public Facilities
907.465.8558 Office

Request for Team

Project Title: Roadmap Questions When Considering Departmental Reorganization

Description: As we face financial constraints the concept of reorganization is being considered as a way to reduce costs and improve efficiency. This team will focus on developing critical questions that decision makers can use to identify the balance between effectiveness and efficiency, by examining some of the various divisions in DOT&PF that have been reorganized and divisions that have not yet been reorganized.

Timeline and Workload: 2 hours/meeting, 2 meetings/month for 3 months; approximately 10 hours per month per team member includes meetings, preparation and work on deliverables. If meeting beyond the end of August is needed, we may consider extending the duration.

Location/Communication: Majority of team members will meet in JNU at Headquarters conference room; KTN members will connect to conference via VTC/Link/Skype to communicate during meetings. Team will use a Confluence platform to share documents and collect group and individual reflections and lessons learned.

Learning:

What are the team's action learning goals?

- Use our team members' strengths to make a deliverable contribution to DOT
- Gain experience in inquiry model/action learning
- Learn about DOT organization and history

How will participation in this team help its members gain leadership competencies?

- Members will be able to integrate what we learn through action learning process into our everyday work
- Members will learn to encourage question-asking within the groups we work with every day – open communication
- Members will share action learning concept with direct reports
- Members will be more aware of the individual strengths of direct reports

Team:

Knowledge and skills important on this team include

- Members' ability to maintain neutrality, demonstrate good listening skills, and ask open-ended questions during interviews
- Department knowledge and experience of interviewees
- Members' relationships with other people within the department

Point of Contact: Mike Rader, 465-8230, mike.rader@alaska.gov



Vision Navigation® Chart

07/01/16 - 06/30/17

Purpose:

Keep Alaska moving through service & infrastructure

AK DOT&PF Goals:

By 2020

Modernize Transportation Infrastructure: Create & implement a data-informed statewide prioritization & selection process that delivers safe, sustainable & fiscally responsible projects.

Preserve Transportation Infrastructure: Systems, equipment & infrastructure are maintained in accordance with DOT&PF performance targets.

Operate Transportation Infrastructure: Create & implement a data-informed statewide prioritization & selection process that ensures our systems, equipment & infrastructure are maintained in accordance with DOT&PF performance targets.

Provide Transportation Services: Basic essential transportation & business services are provided to DOT&PF clients & business partners.

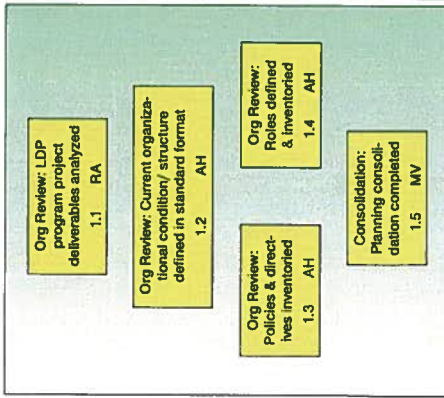
Agile, Proactive Response to Alaska Fiscal Realities: One DOT&PF & Results Based Alignment (RBA) driven priority internal improvements are implemented. External communications addressing DOT&PF as an economic engine delivered. DOT&PF divestiture analysis & courses of action development complete.

RA Ryan Anderson
BA Bill Anker
JB John Binder
MC Mike Coffey
SH Steve Hatter
AH Amanda Holland
DK Dave Kemp
ML Marc Luiken
LM Lance Mearig
MN Mike Neussl
MV Mike Vigue



Vision Navigation®
Version 3.6, 04/08/17

One DOT&PF - Marc Luiken

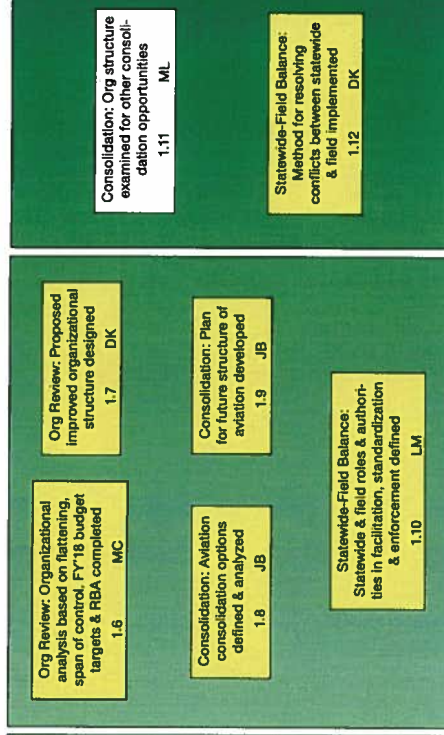


09/30/16

12/31/16

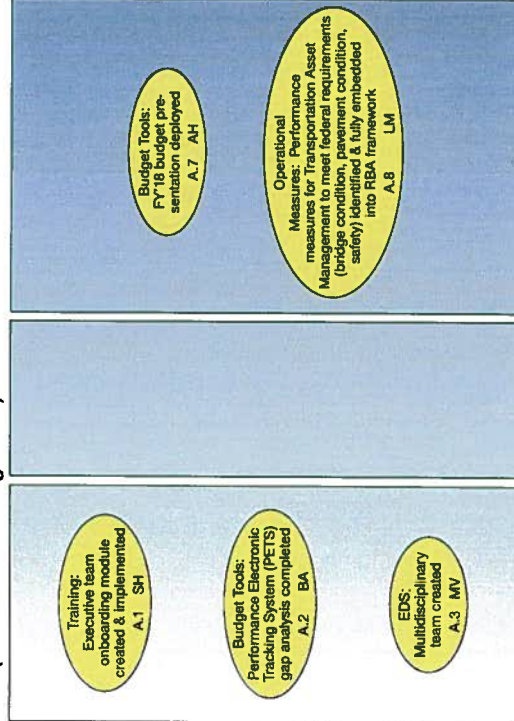
03/31/17

06/30/17



Consolidation: Org structure examined for other consolidation opportunities
1.11 ML

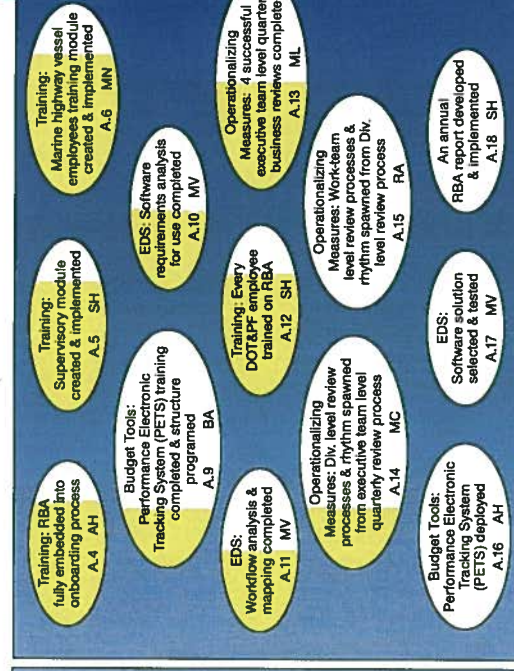
RBA (Results Based Alignment) - Steve Hatter



09/30/16

12/31/16

03/31/17



06/30/17

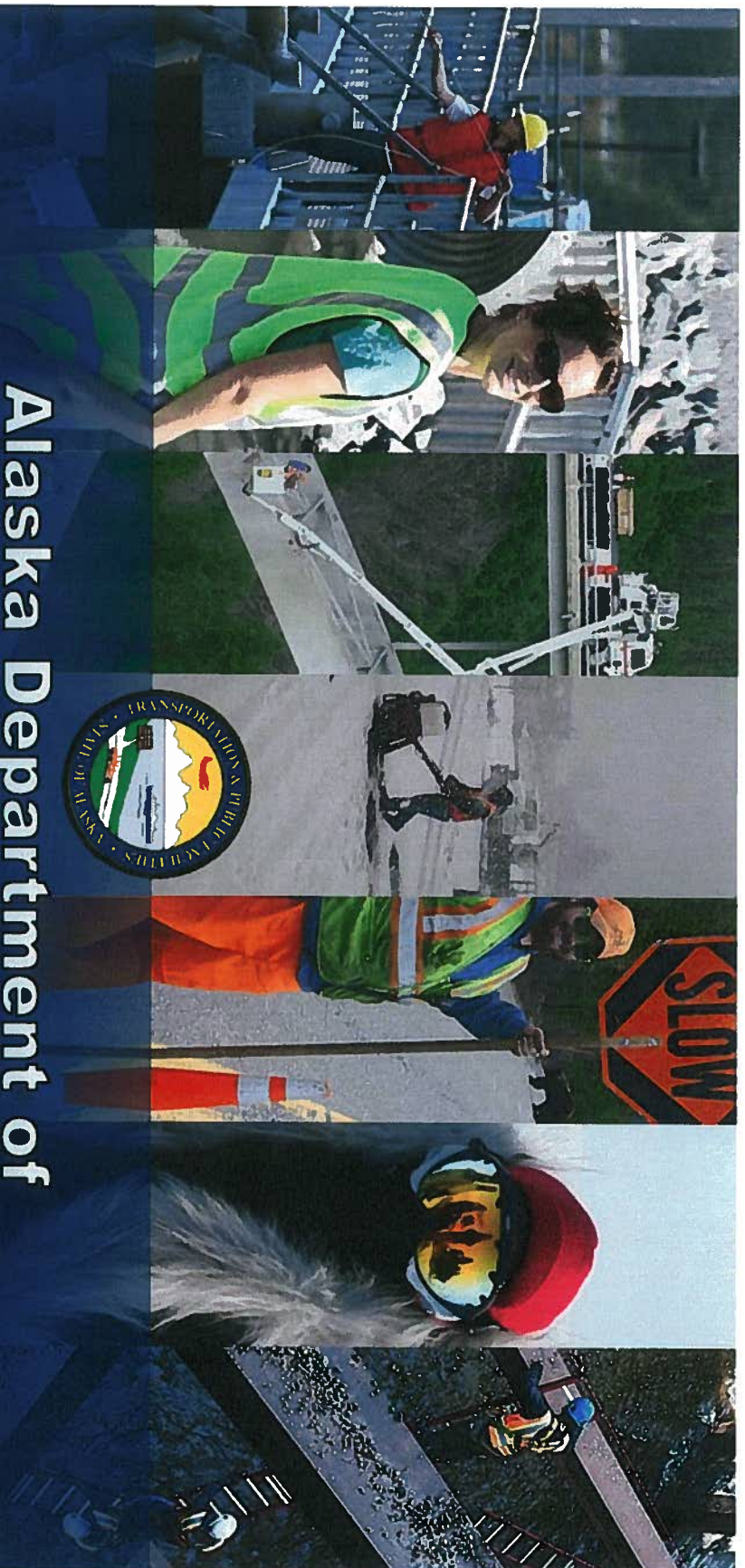
Strategic Initiative A:

RBA (Results Based Alignment)

3-year Goal:
A service delivery framework is established that enables us to validate (measure) the contribution (efficiency & effectiveness) of the services we deliver in support of our mission

1-year Target:
Performance measures operationalized & measures review process established. DOT&PF workforce trained, & budget presentation tools improved & tailored for FY18 legislative session

Metric:
• % of performance measures improving



Alaska Department of Transportation & Public Facilities

Optimizing the Workforce through Organizational Review

Report to AASHTO HR Subcommittee by Amanda Holland

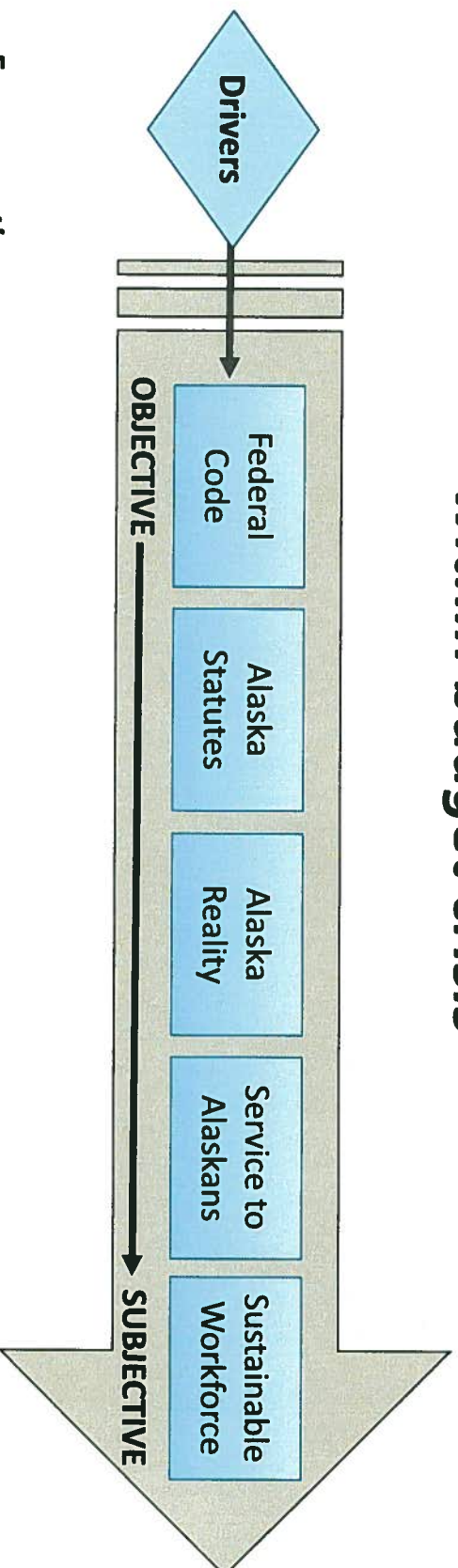
May 8, 2017

Keep Alaska Moving through service and infrastructure



Mission

***Clarity and disciplined decision making is critical
within budget crisis***



Focus questions:

"What are we doing that isn't in our mission? What might we divest or transfer or stop?"

"How are we organized? Where might we have waste or redundancy?"

"What functions/core competencies must be accomplished by a DOT&PF employee?"

"How do we ensure maximum efficiency and effectiveness per dollar received and spent?"

Transportation & Public Facilities

Organizational Effectiveness and Efficiency Efforts

Position

Management

2014-2015

- Highways & Aviation
- Marine Highway
- Admin Support

- Position management focused on RDUs with significant UGF to maximize resource allocation within fiscal constraints
- Information Systems & Services consolidation
- **FY2015: 21 PCN deletions across department**

Organizational

Review

2016

- Department-wide focus

Organizational review expanded position management efforts:

- Action learning team input
- Organizational analysis and structure review
- Policy and procedure review
- Planning consolidation
- Rural aviation consolidation
- Identify other potential opportunities for consolidation
- Results based alignment
- **FY2016: 95 PCN deletions across department**

Organizational

Review

2017

- Continued department-wide focus

- Shared services
- Capital program optimization
- Results based alignment
- **FY2017: 77 PCN deletions across department**

Continuous

Improvement

2018

- Department-wide focus

- Shared services
- Results based alignment

Proposed FY2018:

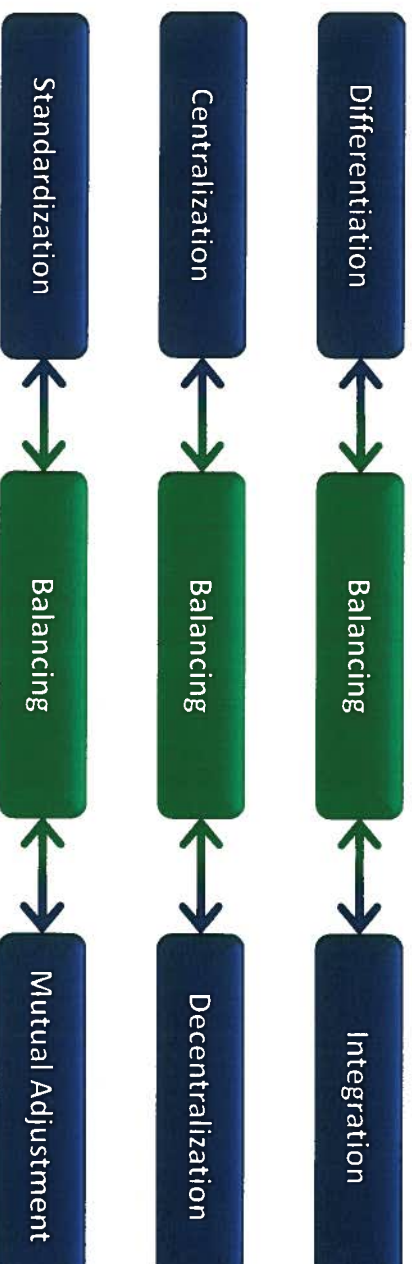
271 PCN deletions across department

Note: 177 of 271 are marine vessel positions.
Also includes 76 Design & Engineering positions legislature put back in budget



Theory

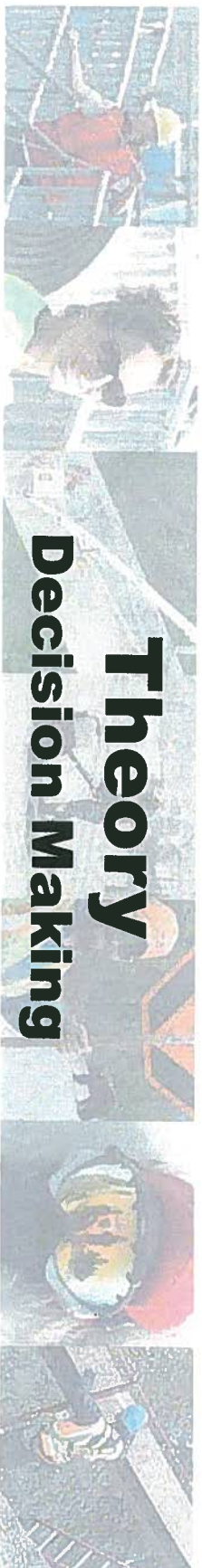
Vertical and Horizontal Differentiation



Organizational Design Challenges (Jones, G. 2013. P98)

Organizational effectiveness is directly linked to how activities, reporting structures, and decision making processes are connected and coordinated. The organization's structure and workflow drives effectiveness and efficiency. Productive organizations find the right balance.

Source: Jones, G (2013). *Organizational Theory, Design, and Change*. Prentice Hall, Upper Saddle River, NJ.



Theory Decision Making

Balance is key to effectiveness –
routines help managers be more
productive by providing
recurring solutions. When
routines become rules, the
organization can get in a rut and
be unable to change and adapt.

Most important decisions are made in
subunits such as groups, functions,
and divisions.
-Gareth Jones (p344)



DOT&PF Commissioner Marc Luiken, Troy Larue (M&O), Jennifer Witt (Planning), discuss issues on the King Salmon Airport Terminal Apron. Photo by Harvey Douthit, Alaska DOT&PF

Source: Jones, G (2013). Organizational Theory, Design, and Change. Prentice Hall, Upper Saddle River, NJ.

5/8/2017

Keep Alaska Moving through service and infrastructure



Organizational Review

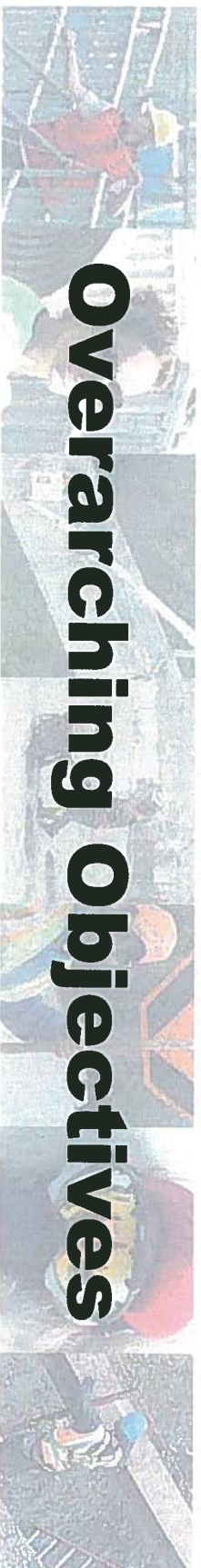
An organizational review is part of an organizational design and development effort.

DOT&PF is using it as a tool to:

- Better understand what is working well and ensure good practices are supported
- Ascertain what is not working so well and propose an agenda for change and development based on findings



M/V Aurora in the morning. Photo by Aaron Golczynski, Alaska DOT&PF



Overarching Objectives

Identify the minimum number of hierarchical levels consistent with ability to deliver program (Principle of minimum chain of command)

- Flatten reporting structure where appropriate and effective
- Ensure work processes use minimum number of approval levels required

Streamline processes and simplify workflow to optimize productivity with available resources

- Ensure effective and efficient resource allocation
- Use Results-Based Alignment measures to focus restructuring efforts

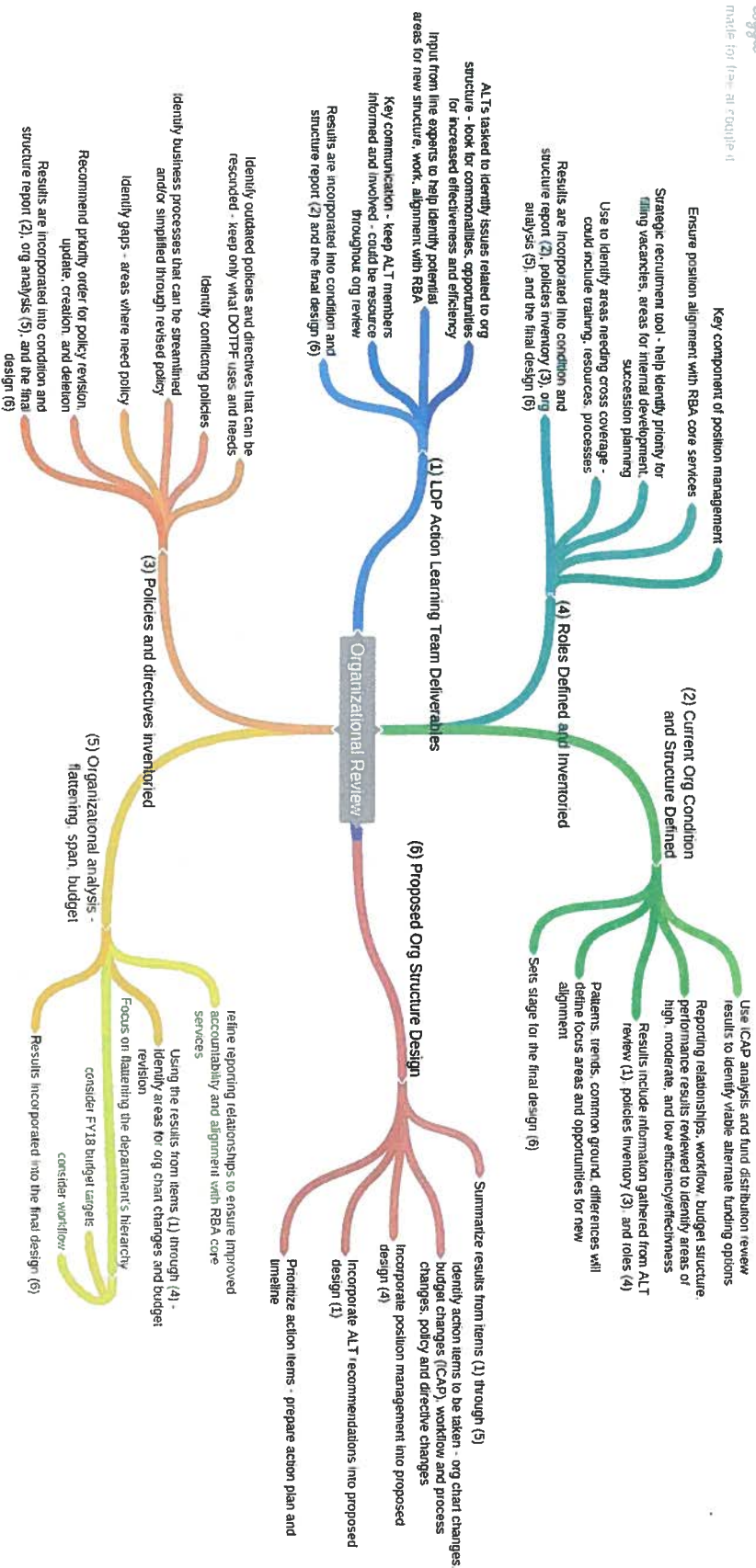


Engineer Assistant Richard Harms monitors bridge ralling layout on Chena Flood Control bridges near North Pole. Photo by Chris Plurt, Alaska DOT&PF



Mind Mapping

Google
made for free at Google it



5/9/2017

Keep Alaska Moving through service and infrastructure

Organizational Review Tasks

✓
**Leadership
Development
Program Action
Learning Team**

✓
**Current
Organizational
Condition and
Structure
Defined**

✓
**Policies and
Directives
Inventoried**

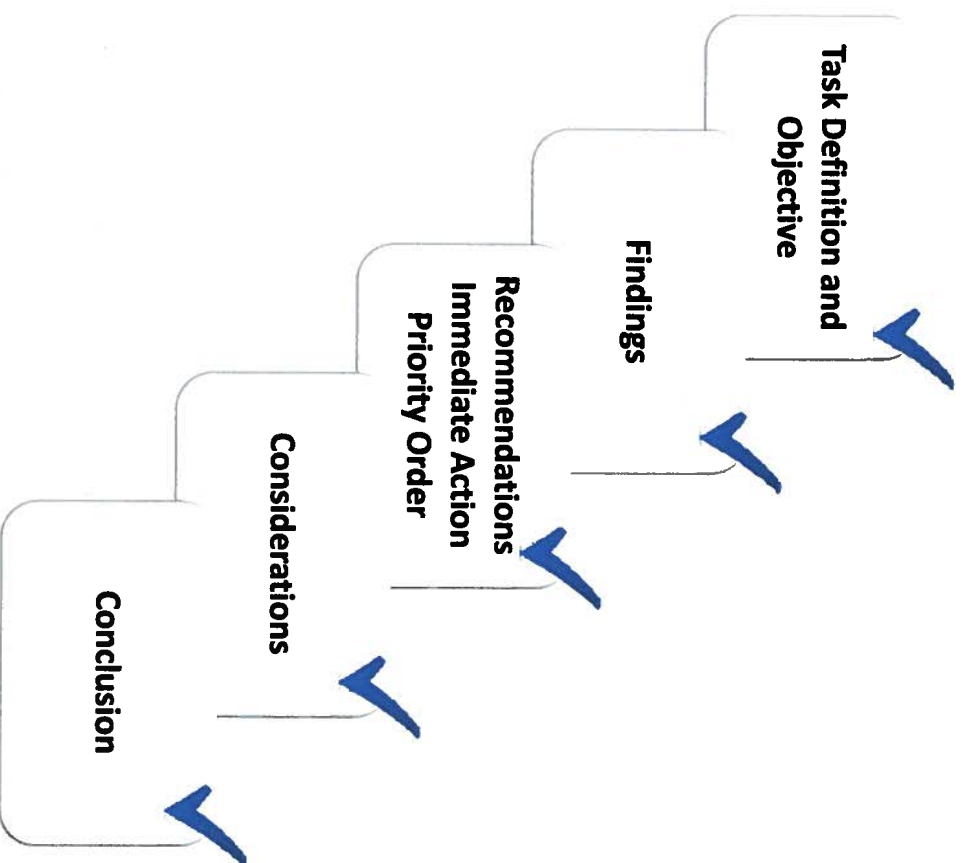
✓
**Roles Defined
and Inventoried**

✓
**Organizational
Analysis**

✓
**Proposed
Organizational
Structure Design**



Report Format



Sample

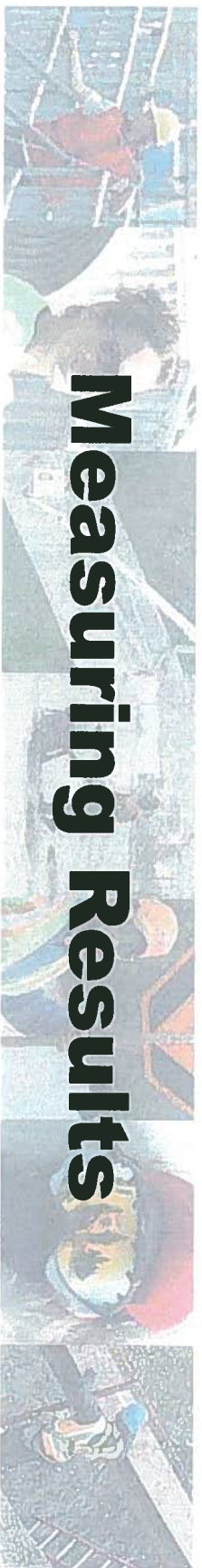
Task 1.3 – Policy and Directive Inventory

Findings: 269 formal policies and procedures
31 recommended for deletion
78% more than six years old

Recommendations: delete 31 P&Ps; revise in
priority order; new training on P&Ps

Considerations: documentation; liability;
audience; repository and access; review
process

Conclusion: streamline number of P&Ps;
eliminate duplicate P&Ps; establish standard
review process



Measuring Results

Results Based Alignment:

the service delivery framework from which we measure the contribution of the services we deliver in support of our mission

- Activities align under core services
- Measure contributions to service delivery and mission
- Use results for decision making and accountability
- Results keep focus on core services and improved delivery

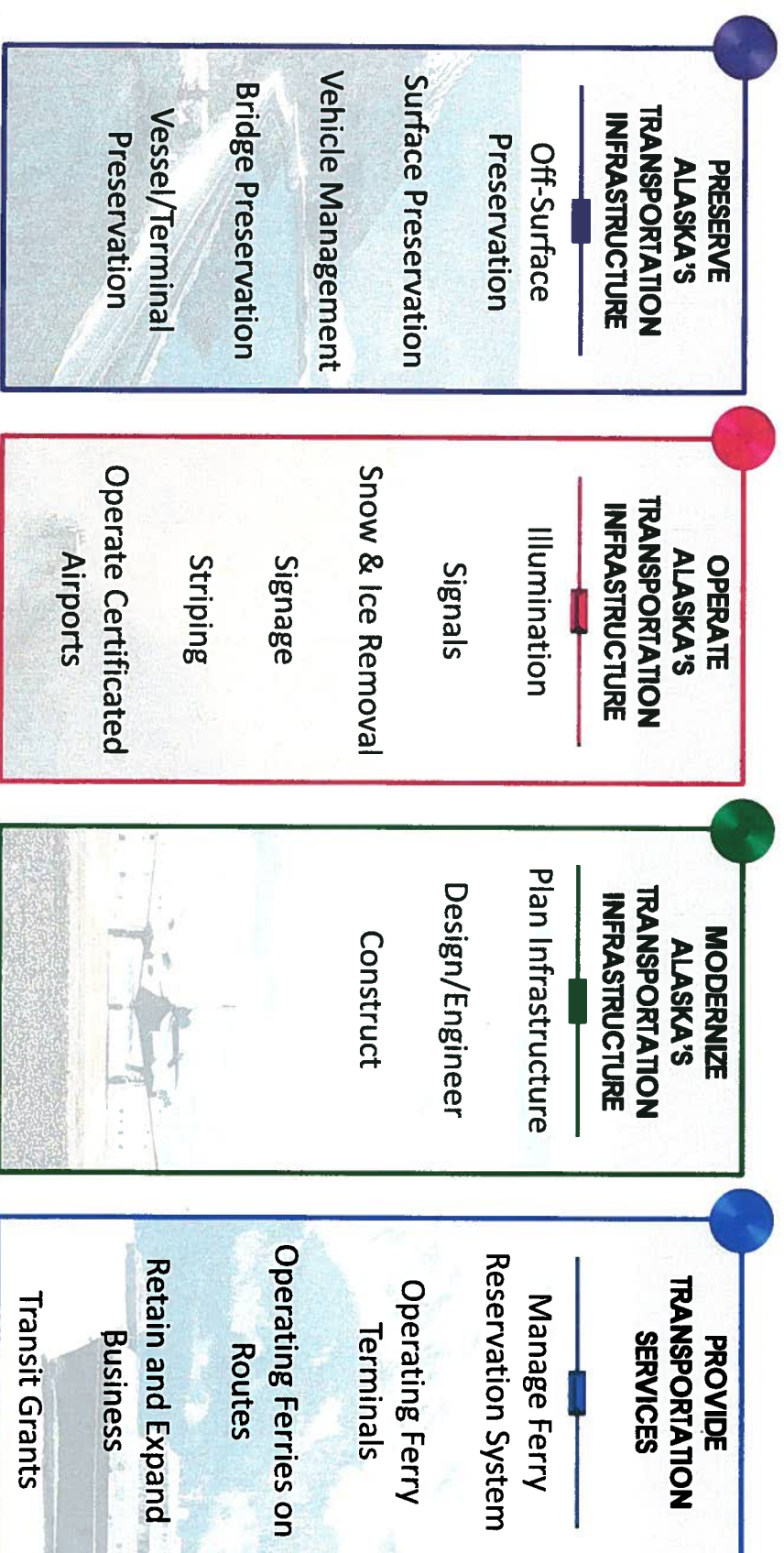


Gulkana Glacier taken at the Richardson Monument site. Bernard Nidowicz, Alaska DOT&PF



Results Based Alignment: Direct Services

Keep Alaska Moving through service and infrastructure

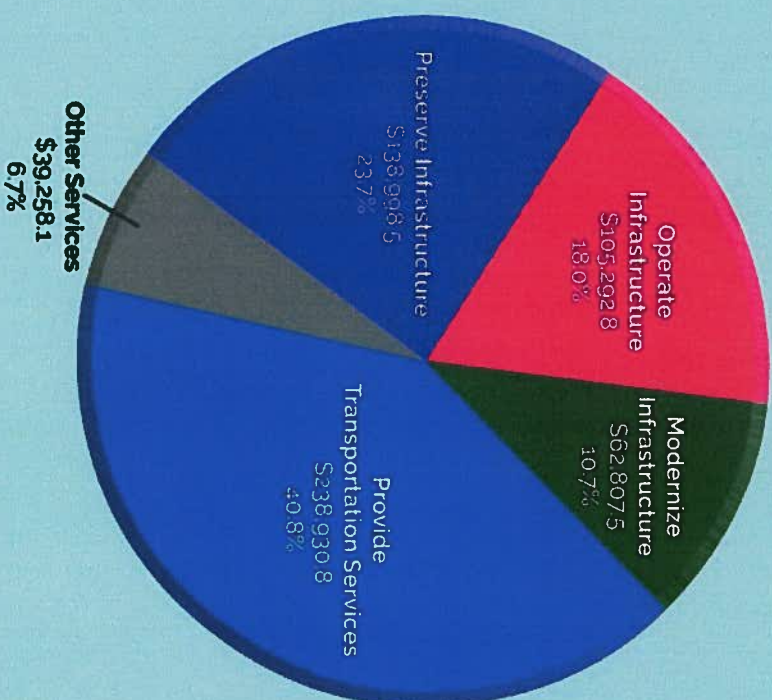


Budget Breakout by Core Service

\$585,287.7

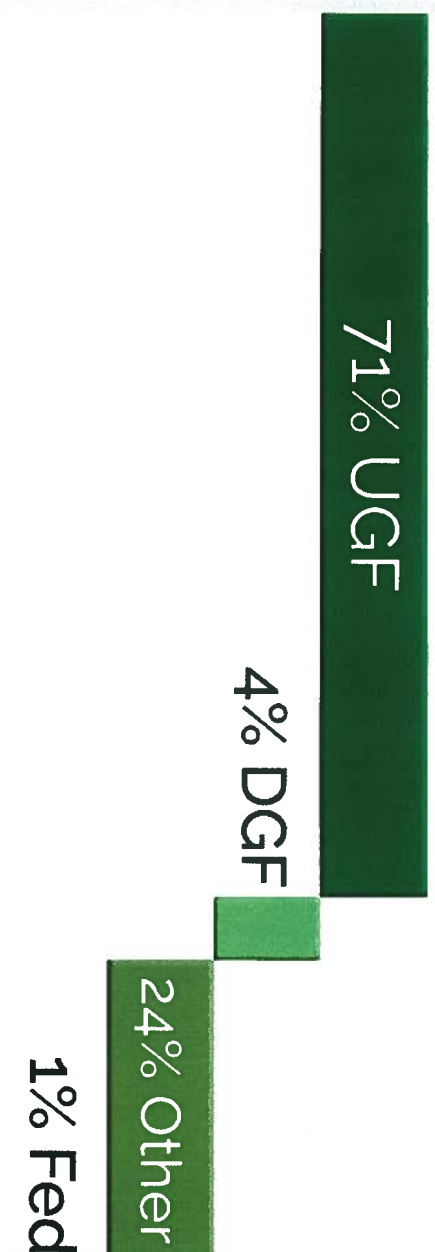
(FY2017 Management Plan - \$ shown in thousands)

FY2017 Operating Budget



Operating Budget

OPERATE
\$105,292.8



FTE Positions: 548

Measures

- 1) Average time per event to achieve performance target for each priority level
- 2) Average equipment & labor costs per event / lane-mile



Good Winter Driving Conditions



Fair to Poor Winter Driving Conditions



Hazardous Winter Driving Conditions



Snow & Ice Removal

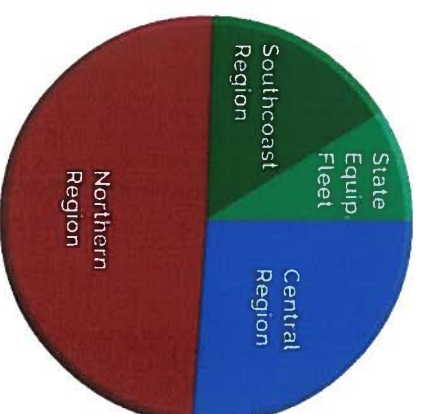
\$73,997.4

75% UGF

4% DGF

20% Other

1% Fed



FTE Positions: 385



Kaizen – Project Control

1st Kaizen event for the State of Alaska

Current Process

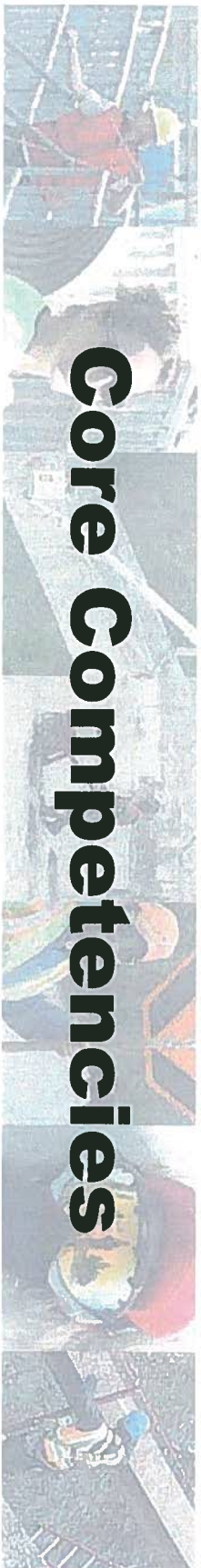
- 110 Steps
- 22 Loops
- 19 Decisions
- Average Lead Time: 10.5 Weeks



Future Process

- 26 Steps (76% reduction)
- 4 Loops (82% reduction)
- 6 Decisions (68% reduction)
- Combined 5 separate processes into one





Core Competencies

Sustain effective workforce



Tudor/Bragaw Intersection Improvements.
Photo by Kim Chong, Alaska DOT&PF



Measurement Standards Metrology Lab.
Photo by Gary Brown, Alaska DOT&PF



Ketchikan Terminal Agent tying up the M/V Matanuska as ship's personnel secures the line.
Photo by Sabra Lichty, Alaska DOT&PF



DOT&PF M&O repairing Dalton Highway during excessive spring flooding, 2015. Photo by Alaska DOT&PF



Thank You

Transportation is an *economic driver*

- Preserve, operate, and modernize existing infrastructure
- Provide transportation services
- Federally funded capital improvement projects

Impacts *daily quality of life*

- Safety
- Mobility
- Connectivity

Contact Information:

Amanda Holland

Administrative Services Director

Amanda.Holland@Alaska.gov

(907) 465-3911

Who We Are & What We Do

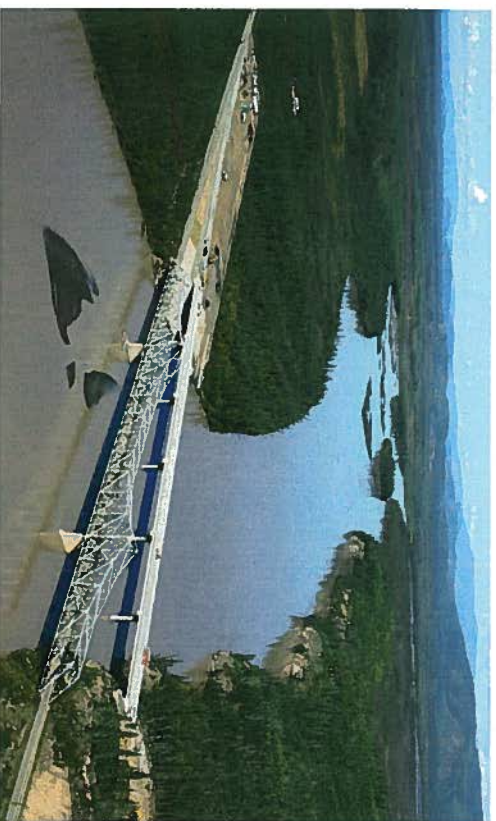
4 core services

Budget

aligned to service

Efficiencies

continuous improvement, value added

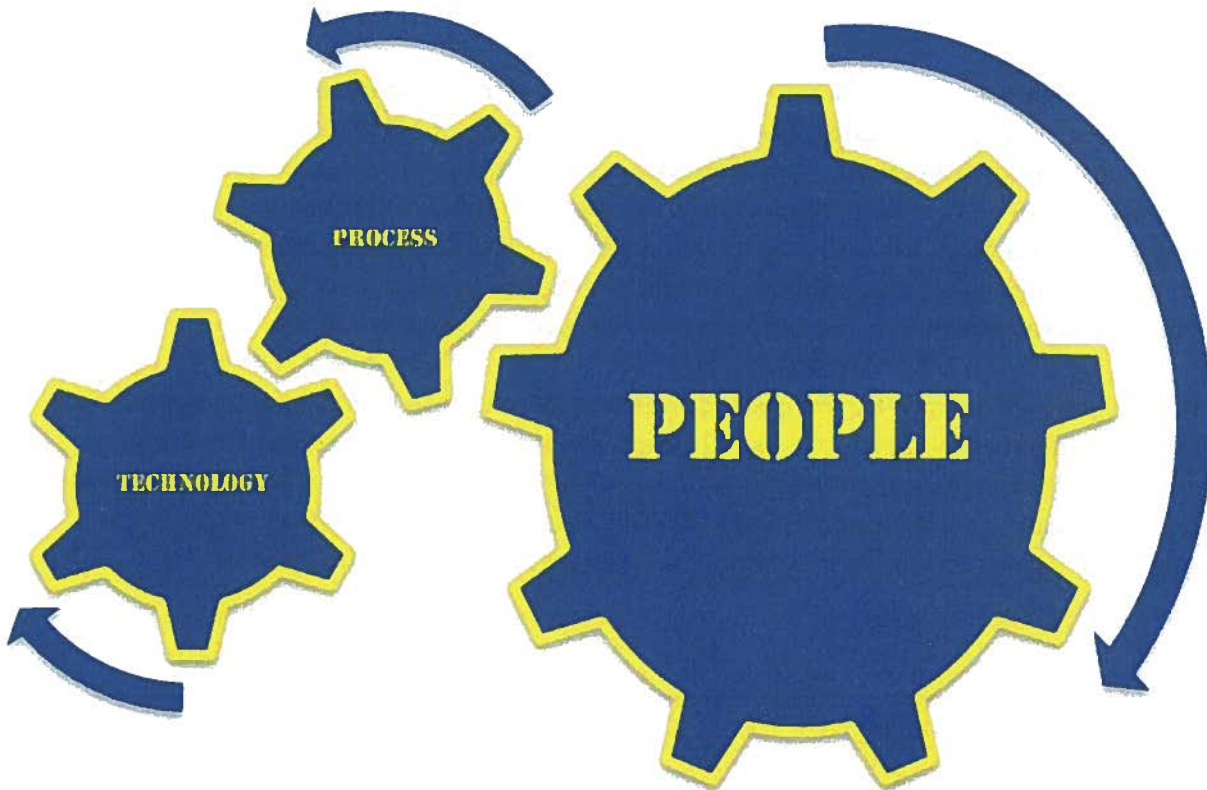


Tanana River Bridge, old and new. Photo by Jason Sakalaskas, Alaska DOT&PF

ROADMAP

WHEN CONSIDERING DEPARTMENTAL REORGANIZATION

*DOT&PF
AUGUST 2016*



*BY: MAREN BRANTNER, LEE BUCHHORN, ANA ENGE, CHRISTOPHER
GOINS, CHRISTA
HAGAN, HILARY LINDH, MICHAEL RADER, AND HAKAN SEBCIOGLU*

BACKGROUND

As the State of Alaska and the Department of Transportation and Public Facilities (DOT&PF) faces financial constraints, a Departmental reorganization is being considered as a way to reduce costs and improve efficiency. This Action Learning Team (ALT) developed a roadmap decision makers can use to create an effective and efficient reorganization plan. This roadmap provides guidance by identifying successes and common problems, through analyzing feedback from those who are most affected by past and current reorganization efforts.

METHODS

The ALT developed a questionnaire and identified individuals within the DOT&PF who represented different groups and divisions including Headquarters, Northern, Central, and Southcoast Regions, and had experienced a reorganization at some point in their career. Each ALT member interviewed between two and four current or retired DOT&PF employees using the attached questionnaire

Interviewee responses were grouped for analysis by how the interviewee had experienced reorganization: as a leader/manager, employee, or end-user (one who relies upon the product or service provided by the group or division that was reorganized). In many cases, an interviewee fit more than one category. For example, a regional design manager is in a leadership/management role and may be involved in making decisions about the organizational structure of groups within the region, but might also be considered an end-user. In this event, the individual's responses were included in two types of response groups.

The ALT looked for trends in the responses and categorized these trends by interviewee type (leaders/managers, employees, end-users). The three major trend topics identified are: collaboration, communication, implementation, and staging. This report discusses the identified trends and provides recommendations to DOT&PF executives and managers who may be considering reorganization or restructuring of various groups within the agency.

COLLABORATION More than half of those interviewed reported that the reorganization they experienced lacked collaboration with employees especially concerning workflow, workload, culture, and goals. Nearly half of those in an employee role indicated that the reorganization was not beneficial. More than half of the employees were unsure how the reorganization affected their work. In contrast, almost all of those in a managerial or leadership role felt the reorganization was beneficial and positively impacted their work. It is clear that those in a decisions making role (managers/leaders) had more optimism about the reorganization experienced. Concerns noted by employees were increased workload, not knowing how they fit into the new structure, and not feeling any benefit of the organizational change. Some employees experienced significant anxiety about losing tasks associated with their job class and pay range.

RECOMMENDATIONS In the initial states of a reorganization focus must be on the identification of tasks/duties, job functions, workflow, and shared culture and goals. A plan must be initiated to collaborate with employees, communicating vision, seeking and encouraging feedback, and studying current workflow and workload. Although changing organizational structure may appear to increase efficiency and effectiveness, it often does so at the expense of the organization's employees. It is essential to identify all employees who will be affected and collaboratively work together for creative solutions.

- Identify all employees, tasks, duties impacted by the reorganization.
- Managers and leaders must collaborate with employees to ensure the reorganization provides mutual benefits.
- Study the workflow, workload, and job functions of each section to identify creative solutions for improving efficiency and effectiveness.
- Create an outreach plan to encourage collaboration, feedback, and participation.

COMMUNICATION Most interviewees reported high levels of stress and anxiety, and ineffective communication was identified as the main cause. The content, timeliness, and transparency of the communication was a bigger concern than method of communication. Information perceivably does not reach the intended audience, and often stops with middle management. Before a reorganization is implemented, a communication plan should be created. It must include why the reorganization is occurring, what the goals of the reorganization are, what the implementation plan is, and who will be affected. Timely, transparent, in-person communication was noted as being extremely important. Additionally, employees would like opportunities to participate to ensure information such as culture, job tasks, process, and positions are considered. Once a reorganization is complete the successes and failures should be shared along with a plan for the future.

RECOMMENDATIONS In order to ease employee anxiety and increase employee buy-in, a transparent working environment must be cultivated. A plan that allows for timely and transparent two-way communication is crucial for a successful reorganization.

- Communicate the details of the reorganization to the department as soon as possible using the attached one pager. Follow-up by creating a transparent and detailed intranet reference page.
- Facilitate employee feedback by holding workshops to involve frontline employees, ensuring small group discussions are held by supervisors with twenty people or less (the smaller the groups the better).
- Create a drop box or mailing address to submit anonymous questions, and provide responses on an intranet page.
- Provide updates even when there is no new information, and include a date of when to expect more information.
- Create and share measurable goals prior to implementation. Share the collected measurement data regularly.

IMPLEMENTATION The majority of those in a management or leadership position felt the reorganization was well planned and implemented efficiently and effectively. However, employees and end users felt that there were deficiencies in planning and implementation. One third of those interviewed stated they were unclear what the goals of the reorganization were and were unsure if the goals were met. More than half of the interviewees were unsure if the reorganization led to increased efficiency or reduced costs. Additionally, more than half based the reorganization's measures of success on personal perceptions and experiences, as opposed to data or performance measures. Both managers and employees indicated that goals weren't clearly defined and the plan was not clear nor was it widely distributed. Those who said performance measures were in place prior to the reorganization felt more confident about the success of the reorganization.

RECOMMENDATIONS The above data establishes the connection between understanding the goals, communicating a plan, and measuring success. Therefore, having a formal plan with clearly communicated goals and performance measures prior to implementation of a reorganization, increases the chance of success and perceptions of success. S.M.A.R.T. goals, or goals that are specific, measureable, attainable, relevant, and timely, provide an excellent framework for a successful reorganization plan. Using this framework, the plan must include a reasoning behind the reorganization, specific goals, actions to reach the goals, performance measures, a plan for communicating the plan and receiving feedback on progress, and a timeline with milestones and an end point.

- Create a plan which has specific, measureable, attainable, relevant, and timely goals.
- Clearly communicate the goals of the reorganization.
- Establish and communicate a clear timeline for the reorganization.
- Establish and communicate excellent performance measures which are attainable and relevant.

STAGING Many interviewees experienced negative impacts which resulted from multiple organizational changes occurring at the same time as major business process and environmental changes. Complex changes such as new software or systems, leadership changes, increased budget scrutiny, and other business process changes occurring simultaneously created stress, poor performance, and frustration. Poor staging created issues for training, staffing, and project delivery.

RECOMMENDATION It is essential that all major business process changes, especially those that negatively impact employees' efficiency, effectiveness, and work environment, be considered prior to implementing a reorganization. Not all business process changes can be captured during a preimplementation review; however, identifying the major known and possible changes in the reorganization timeline will allow for an easier and more efficient transition.

- Identify possible major business process changes, especially as they relate to core functions (staffing, budget, systems, equipment, etc.).
- Identify possible environmental changes and influential factors outside the division/department/state level.
- Create a contingency plan if unexpected major changes occur.

ONE PAGER
Initiative Name
Reorganization One-Pager
Date

Purpose

- Why is reorganization necessary?
- What data do we have to support this decision?

Vision

- What is the vision?

Goals

- What are the efficiency/effectiveness goals?
- How will success be measured?

Implementation

- Who will be affected?
- What is the expected timeline?
- Where can employees view the implementation plan and progress?
- How can employees provide feedback?

Contacts

- Project Manager
- E-mail
- Phone
- Intranet site

INTERVIEW QUESTIONS

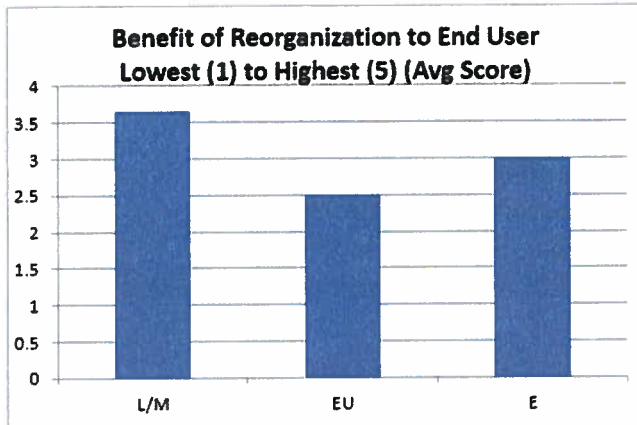
1. Briefly describe the reorganization you experienced and your role in it? (end user, employee or leadership/management)
2. What was the goal of the reorganization?
 - a. Do you think the goals were met?
 - b. Why or why not?
 - c. How do you know? (perception and experience or measures/hard data)
 - d. Could the same goal have been achieved by other means?
3. Did the group/division operate better/faster/cheaper after being reorganized?
 - a. How do you know? (perception and experience or measures/hard data)
4. Were there positive or negative impacts to service delivery or customer satisfaction as the result of reorganization? Please explain.
5. After reorganization were any work duties unintentionally left unassigned?
YES: What could have been done to identify those duties prior to reorganization?
NO: What steps were taken to make this happen?
6. What do you wish management would have considered prior to implementation?
7. To improve communications how would you have liked to receive information? How should employee feedback facilitated?
8. Is there anything else you would like to share regarding business reorganizations that we haven't already discussed?
9. Rate the benefit of reorganization to the end users on a scale of 1-5 with 1 being the lowest benefit and 5 being the highest benefit.
10. Rate the benefit of reorganization to the employee on a scale of 1-5 with 1 being the lowest benefit and 5 being the highest benefit.
11. Rate the planning for the reorganization on a scale of 1-5 with 1 being the poor and 5 being excellent.
12. Rate the implementation of the reorganization on a scale of 1-5 with 1 being the poor and 5 being excellent.
13. How did the reorganization impact your work on a scale of 1-5 with 1 being a very negative impact and 5 being a very positive impact?

GRAPHICAL DATA

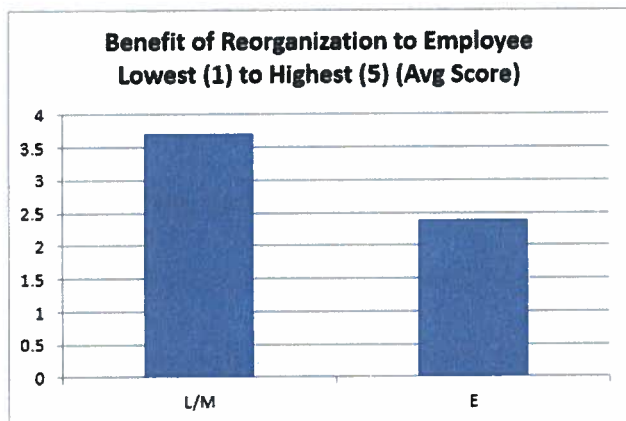
(QUESTIONS 9-13)

L/M = Leadership / Management EU = End User E = Employee

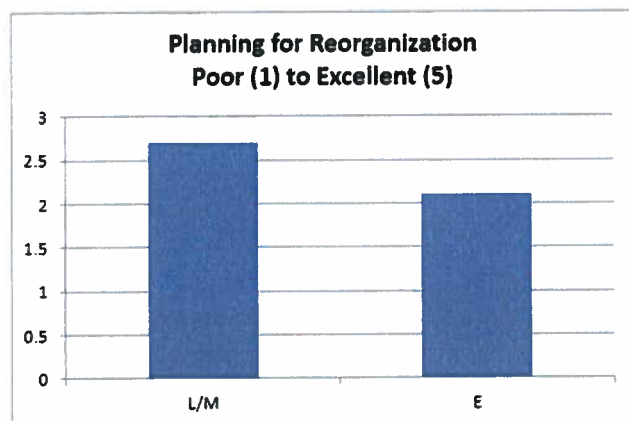
9.



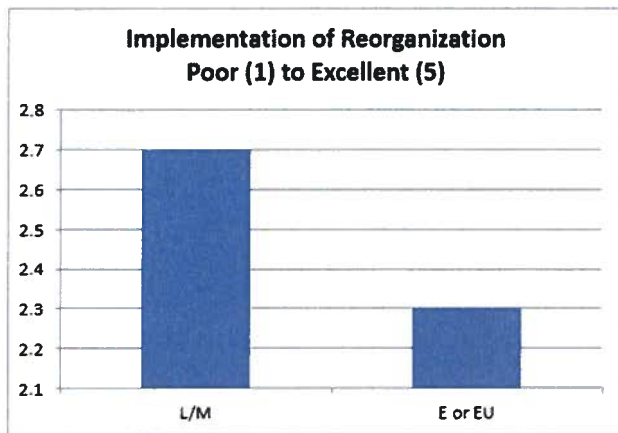
10.



11.



12.



13.

