

Statement of Qualifications for MANAGEMENT CONSULTING (NON-CONSTRUCTION)

City of Gainesville

Procurement Division

Solicitation Number: CMGR-180051-GD

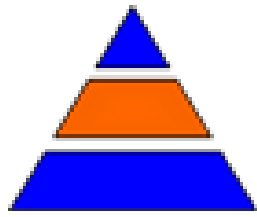
FEBRUARY 8, 2018

ORIGINAL



Submitted To
Gayle Dykeman, Senior Buyer
Procurement Division
200 East University Avenue, Room 339
Gainesville, Florida 32601
Email: dykemangb@cityofgainesville.org
(352) 334-3163

Submitted By
Pyramid Consulting International
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Suite 175C
Ann Arbor, MI 48105
United States
(734) 369-8127
www.pyramidint.com



Pyramid Consulting International

Item #170915N

February 8, 2018

Gayle Dykeman, Senior Buyer
Procurement Division
200 University Avenue, Room 339
Gainesville, Florida 32601

To Whom It May Concern,

Pyramid Consulting International respectfully submits this response to RFQ solicitation # CMGR-180051-GD for Management Consulting.

We are a Small Business located in Ann Arbor, MI. Our client base includes Fortune 500 companies, as well as multi-national companies in all sectors, including private, public and, government.

Pyramid Consulting International (Pyramid) was established to help organizations successfully develop and implement their strategies. We assist a diverse client base in meeting the demands of today's challenging markets. The unique proprietary approach that we adopt has resulted in rapid growth of the company and its client base.

We appreciate the opportunity to submit this document for your review. If you have any questions about this response, please contact me.

Sincerely,

Matthew Lee
Pyramid Consulting International
(918) 289-1233
Matthew.lee@pyramidint.com

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ABOUT PYRAMID CONSULTING INTERNATIONAL

Pyramid Consulting International, LLC is ready to assist the City of Gainesville in becoming a “more citizen-centered city.” With our demonstrated expertise and knowledge in Organizational Design, Project Management, Leadership and Executive Coaching, we believe we can meet or exceed the City’s expectations in accomplishing its goals.

Pyramid was established to help organizations successfully develop and implement their strategies. We assist a diverse client base in meeting the demands of today’s challenging markets. The unique proprietary approach that we adopt has resulted in rapid growth of the company and its client base. Our client base includes Fortune 500 companies as well as multi-national companies in all sectors: private, public, and government. We have performed engagements in the US and other countries.

We have worked with clients in different industries, including:

- Energy and utilities
- Healthcare
- Education
- Information Technology
- Public sector and Infrastructure
- Manufacturing
- Construction
- Retail

We span across many different service lines:

- Strategic Planning
- Capital Management
- Process Improvement
- Process Implementation
- Training
- Organizational Restructuring
- IT Infrastructure
- Performance Management Alignment
- Process Automation
- Portfolio Reporting
- Cost Savings
- Organizational Development
- Project Controls
- Project Management Office
- Decision Making
- Strategic Alignment
- Risk Management
- Lean Construction
- Business Building
- Energy Innovation
- Process Development
- Process Implementation

Our strategy, capability, execution approach enables our clients to translate their strategy into a portfolio of successfully executed programs and projects.

Pyramid Consulting International	
Strategy	We can help make sure your projects and initiatives are aligned to your organization’s strategy and that your resources are deployed with optimum high strategic value.
Capability	We help to ensure that you have the appropriate infrastructure in place to achieve your strategic objectives and fiscal year targets.
Execution	We help you achieve your planned deliverables and milestones, as well as managing your schedules, budgets, and risks using optimized processes and tools.

RESPONSE TO STATEMENT OF QUALIFICATIONS FOR MANAGEMENT CONSULTING (NON-CONSTRUCTION)

1.1 Project Understanding and Approach

Through comprehensive analysis of the Request for Quote (RFQ) objectives and scope of the requested services, Pyramid Consulting International believes our company can assist the City of Gainesville in improving its Organizational Design, Project Management, Leadership, and Executive Coaching.

Pyramid Consulting supports organizations such as yours to progress through development of Strategies, Capabilities, and Execution with our unique proprietary approach. We have supported a diverse client base, including Major Utilities, the Automotive Industry, Lean Manufacturing, Healthcare, Universities, and the World Trade Center Port Authority.

We will assess your current organizational structure, culture, and communications, and review your business processes, Organizational Development, Information Technology Systems, and Performance Management.

Pyramid uses a strategy, capability, execution approach that enables our clients to translate their strategy into a portfolio of successfully executed programs and projects.

- **Strategy.** *“Are we doing the right things?”* We focus on strategic priorities and strategic alignment. Strategy is defined, and priorities are established and translated into criteria to be used for the development of the strategic plan.
- **Capability.** *“Are we prepared to do the right things?”* We focus on building the appropriate infrastructure that will allow organizations to successfully implement their strategy.
- **Execution.** *“Are we doing the right things right?”* We focus on execution to ensure that programs are implemented on time, within budget, and with the right quality.

Our goal is to improve the overall organizational effectiveness beginning with Preliminary Assessments with Key Findings and Gaps. We facilitate client learning through Gap Closure initiatives and developments. We then build Consensus and Commitments with Team Synthesis and Prioritization, Management Discussion, and Judgement.

Improving the organization requires developing its structure, adjusting the culture, and improving communications. We seek to increase your success rate with proper planning, engaging the team, and organizational improvement to achieve a solid foundation for future growth.

We currently have 30 consultants at Pyramid Consulting International; we have the capability and necessary support to respond quickly to the City of Gainesville’s needs.

1.2 Proposed Project Staff

Pyramid's team of industry-recognized experts are qualified to assist the City of Gainesville in improving its Organizational Design, Project Management, Leadership, and Executive Coaching. Please see staff bios in the attachments to learn more about our highly trained personnel.

1.3 Qualifications of Firm

Past performance is a great indicator of a company's competence and reliability. Our past performance ratings confirm our commitment to deliver exemplary projects. Pyramid has a 100% satisfaction rating for successfully completing all projects.

Pyramid Consulting International delivers results for our clients. We support them throughout the full consulting lifecycle from identification, fact-based analysis and diagnosis, recommendation development and implementation. We support our clients with an interdisciplinary team capable of handling all facets of business challenges and opportunities to provide a complete recommendation and deliver meaningful results. We build our structure on long-term partnerships with clients based on value-driven results.

Pyramid Consulting International takes pride in its past performance, highlights of which are listed below:

American Electric Power

<i>Offeror's Involvement:</i>	Prime
<i>Contract Number:</i>	N/A
<i>Location:</i>	Columbus, OH; Roanoke, VA; Tulsa, OK
<i>Dollar Value:</i>	\$9.5M
<i>Type of Contract:</i>	Firm Fixed Price (FFP)

Capital Project Assessment Management

<i>Brief Description:</i>	This project was driven by two primary initiatives: 1.) a State of Ohio plan to allow State universities the ability to request local administration of projects, and 2.) a dramatic increase in the design and delivery of large, complex facilities. A major university in Columbus, Ohio, has engaged us to assist them with a Capital Project Management Assessment for construction projects over \$10 million. The primary goals of the assessment included: reviewing policies, procedures, and delivery systems; evaluating budget, schedule, and quality management practices and comparing them to the practices of similar public and private sector organizations; identifying industry best practices and comparing them against current practices; performing detailed examinations of six-to-ten large projects that either have been completed or are presently underway, and providing capital program augmentation recommendations.
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Project Lifecycle Management Process Development and Implementation

<i>Brief Description:</i>	Pyramid developed a multi-phased project lifecycle management process that spans the lifecycle of a project from conception to closeout. The development effort was initiated to standardize processes across the
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	<p>organization and improve efficiency of execution.</p> <p>A major change management effort was then initiated that focused on implementing the developed process across all business units. This involved the formation of focus groups, developing and conducting training, and establishing process key performance indicators.</p>
<i>Program Point of Contact:</i>	<p>Wade Smith, SVP Grid Development 8500 Smiths Mill Road, 04 wsmith@aep.com (614) 933-2400</p>

Portfolio Management Office Establishment

<i>Brief Description:</i>	<p>This engagement focused on assessing the project management organization and establishing a Portfolio Management Office (PMO) to support the organization in project controls, estimation, reporting, and continuous improvement.</p> <p>We assessed job descriptions and matched them with available skills. In addition, we created succession planning for different job functions and developed career paths for PMO personnel.</p>
<i>Program Point of Contact:</i>	<p>Michael Sullivan, VP & CIO at Southern Company Gas 10 Peachtree Place NE Atlanta GA 30309 msulliva@southernco.com (404) 584-3071</p>

Process Compliance Audit and Continuous Improvement

<i>Brief Description:</i>	<p>The client required assurance on compliance for projects with the project lifecycle management process that is supposed to be followed by all groups of the organization. This called for a comprehensive auditing approach with focus on compliance with all gates of the process to ensure smooth transition between planning and project management, ensure successful completion of projects, and to coach project teams to address and close any gaps.</p> <p>The audit components included robust project scoping, scope change management, detailed estimates based on completed scopes, cost management, detailed schedules, and monitoring cash flow.</p>
<i>Program Point of Contact:</i>	<p>James Burger, Managing Director Transmission Projects 212 E 6th St. Tulsa, Ok jjberger@aep.com (918) 599-2505</p>

Portfolio Performance Tracking and Reporting

<i>Brief Description:</i>	<p>The scope of work included the establishment of a Portfolio Reporting and Performance Tracking (PRPT) group. The group's responsibility was to</p> <ul style="list-style-type: none"> • Develop, track, and report on key performance indicators related to project, portfolio, and PMO performance • Coordinate the development of parametric schedule database and communicate with estimating group for historical analysis
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	<ul style="list-style-type: none"> • Perform project cost and schedule audits on the selective projects as required by management
<i>Program Point of Contact:</i>	<p>Lee Journey President Capitol Energy & Managing Partner, PPS (614) 552-1836</p> <p>Michael Sullivan, VP & CIO at Southern Company Gas 10 Peachtree Place NE Atlanta GA 30309 msulliva@southernco.com (404) 584-3071</p>

Indiana Michigan Power

10-Year Strategic Planning for a Utility Company

<i>Offeror's Involvement:</i>	Prime
<i>Contract Number:</i>	N/A
<i>Location:</i>	Fort Wayne, IN
<i>Type of Contract:</i>	Firm Fixed Price (FFP)
<i>Brief Description:</i>	<p>The scope of this engagement was to develop a strategic plan for a utility company that identifies their strategic objectives and how to achieve them. Our services included interviewing the company President regarding the company's goals and objectives, interviewing the company staff to understand the departmental goals and objectives, and facilitating a strategy session for discussion of the following:</p> <ul style="list-style-type: none"> • Company's success in the next 10 years • Key performance indicators to measure company's success • How to prioritize the alternatives, opportunities, and challenges
<i>Program Point of Contact:</i>	<p>Mark Peifer, Vice President - Retired ssn212004@yahoo.com (269) 932-8760</p>

World Trade Center Port Authority

Risk Management

<i>Offeror's Involvement:</i>	Prime
<i>Contract Number:</i>	N/A
<i>Location:</i>	New York, NY
<i>Dollar Value:</i>	\$800K
<i>Type of Contract:</i>	Firm Fixed Price (FFP)
<i>Brief Description:</i>	<p>The engagement scope of work included the development of a comprehensive risk management plan for a high-risk, high profile mega construction project. The risk plan covered different aspects of risk and mitigation plans for the construction of the Freedom One tower in NYC.</p>
<i>Program Point of Contact:</i>	Renzo Collavino, Principle at Collavino

CarbonNex

Comprehensive Strategy Development for Green Tech Startup

<i>Offeror's Involvement:</i>	Prime
<i>Contract Number:</i>	N/A
<i>Location:</i>	Dayton, OH
<i>Dollar Value:</i>	\$480K
<i>Type of Contract:</i>	Firm Fixed Price (FFP)
<i>Brief Description:</i>	Pyramid developed a strategy and business model for a startup in the Green technology space. The scope of work included conducting primary market research to identify innovative technologies in the Green Concrete space, creating detailed profiles for more than 30 innovations including intellectual property profiles. We worked with the company's founders to support fundraising and business planning activities. We also conducted due diligence for potential partnership and technologies, and developed a business model for revenue generation including incentive structure and carbon credit monetization.
<i>Program Point of Contact:</i>	Mark Bennett

Ohio Valley Electric Corporation

Cost Reduction and Continuous Improvement Cultural Transformation

<i>Offeror's Involvement:</i>	Prime
<i>Contract Number:</i>	N/A
<i>Location:</i>	Piketon, OH; Gallipolis, OH; Madison, IN
<i>Dollar Value:</i>	\$3.7M
<i>Type of Contract:</i>	Firm Fixed Price (FFP)
<i>Brief Description:</i>	<p>The objective of the engagement was to establish a continuous improvement program through cultural transformation. The following two-tiered approach was used:</p> <ul style="list-style-type: none"> • Implementing a Lean/Performance Excellence Program focusing on generating near-term cost savings and process improvements through Lean/Six Sigma approach • Building the infrastructure for a long-term sustainable continuous improvement culture
<i>Program Point of Contact:</i>	Mark Peifer, COO (Retired) ssn212004@yahoo.com (269) 932-8760

University of Chicago

Project Lifecycle Management Process Development and Program Management Office Establishment

<i>Offeror's Involvement:</i>	Prime
<i>Contract Number:</i>	N/A
<i>Location:</i>	Chicago, IL
<i>Dollar Value:</i>	\$2.7M
<i>Type of Contract:</i>	Firm Fixed Price (FFP)
<i>Brief Description:</i>	This multi-objective engagement involved working with the Facilities' Planning, Design and Construction department of a major hospital to develop and implement a process for managing the lifecycle of a project

	from inception to activation and closeout. In parallel, a Program Management Office was established to support FD&C project managers with project controls and continuous improvement capabilities. While the process and the PMO were under development, the engagement also included a quick containment aspect by providing the Client's projects with immediate schedule control, cost control, and performance reporting capabilities.
<i>Program Point of Contact:</i>	Marco F. Capicchioni, VP marco.capicchioni@uchospitals.edu (773) 702-2790

University of Chicago Medical Center

Preventative Maintenance for Hospital Facilities

<i>Offeror's Involvement:</i>	Prime
<i>Contract Number:</i>	N/A
<i>Location:</i>	Chicago, IL
<i>Dollar Value:</i>	\$2.7M
<i>Type of Contract:</i>	Firm Fixed Price (FFP)
<i>Brief Description:</i>	Pyramid International developed a strategy to address the deferred maintenance items identified in a Facilities Condition Assessment (FCA) report by a major hospital (20+ clinical and 30+ research/education buildings). The FCA items were compiled into projects, and the framework and tools were developed to prioritize the projects based on several strategic factors such as: facility system being impacted and its interrupt ability factor, Facility Condition Index, value of clinical and research/education operations in the facility, the level of deficiency and the urgency to address it, and the cost of projects. Based on the prioritized projects, a strategic plan for infrastructure maintenance was developed to improve the facilities' condition over the course of the next 3 years.
<i>Program Point of Contact:</i>	Judd Johnson (773) 702-8259

Citizens Energy Group

Continuous Improvement Cultural Transformation, Lean Six Sigma Benefit Optimization

<i>Contract Number:</i>	N/A
<i>Location:</i>	Indianapolis, IN
<i>Dollar Value:</i>	\$870K
<i>Type of Contract:</i>	Firm Fixed Price (FFP)
<i>Brief Description:</i>	The objective of the engagement was to establish a continuous improvement platform through cultural transformation and Lean management. The following initiatives were instituted: <ul style="list-style-type: none"> • Building an infrastructure for a long-term sustainable continuous improvement culture • Implementing an Operational Excellence Program to systematically achieve incremental process efficiency, effective problem solving, and added business value and waste elimination through the application of Lean Six Sigma methods

<i>Program Point of Contact:</i>	Susan Harris 2150 Dr. Martin Luther King Jr. Street Langsdale 1B Indianapolis, IN 46202 sharris@citizensenergygroup.com (317) 927-1032
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First Energy

<i>Offeror's Involvement:</i>	Prime
<i>Contract Number:</i>	N/A
<i>Location:</i>	Akron, OH; Greensburg, PA; Reading, PA
<i>Dollar Value:</i>	\$7M (current running)
<i>Type of Contract:</i>	Firm Fixed Price (FFP)

Project Lifecycle Management Process Development

<i>Period of Performance:</i>	May 2016 – June 2017
<i>Brief Description:</i>	This engagement involved developing a Project Lifecycle Management Process (PLMP) for a major electric utility company after an assessment of the company's PM maturity was conducted based on a standard industry maturity model. The PLMP is a hierarchical phase-gate model that captures and standardizes the company's PM processes, from the initial stage of idea inception to the final stage of project closeout. The scope of work also included working with the client to conduct a phased rollout of the PLMP based on organizational readiness, to ensure implementation of the new process and adoption by all stakeholders.
<i>Program Point of Contact:</i>	Mark Mroczynski 76 S. Main Street Akron, OH 44308 mmroczynski@firstenergycorp.com (330) 384-5570

Project Management Organizational Development

<i>Period of Performance:</i>	3 months (2016)
<i>Brief Description:</i>	We conducted an organizational assessment of a transmission utility's project management department, including understanding existing functions and identifying key maturity gaps to world class performance. Project management and support staff FTE numbers were analyzed and benchmarked against comparable industry utilities. Recommendations were developed for best-in-class FTE targets for project managers, construction field representatives, project coordinators, and the project controls group. Based on identification of missing functions, a Program Management Office (PMO) was developed, including functions (e.g. continuous improvement, process compliance, project controls, analytics, and system administration), position roles and responsibilities, job descriptions, and implementation schedule. Client feedback was incorporated to encourage acceptance of new functions and improve implementation readiness.
<i>Program Point of Contact:</i>	Mark Mroczynski 76 S. Main Street Akron, OH 44308

	mmroczynski@firstenergycorp.com (330) 384-5570
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Project Controls Improvement Initiative

<i>Brief Description:</i>	<p>We reviewed existing project controls practices for an organization with limited project controls capabilities, prioritized improvement efforts, and conducted and documented improvement pilots. Specific improvement pilots include:</p> <ul style="list-style-type: none"> • Scheduling improvements: developed scheduling templates to address specific project managers' needs, improved communication of schedule status through custom schedule reporting, and performed schedule updates to reduce burden on project managers • Cost management improvements: documented cost forecasting practices, analyzed past project performance, and developed forecasting models to improve project managers' forecasting abilities and reduce effort and improve accuracy <p>Additional administrative support was provided for CO and RFI tracking, bid package setup, and management of project documents and closeout process.</p>
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Project Management System Improvements

<i>Period of Performance:</i>	13 months (started August 2016)
<i>Brief Description:</i>	<p>The objective of this engagement was to evaluate the client's project management systems to ensure that they can provide the necessary support to the newly developed processes.</p> <p>This work effort involved:</p> <ul style="list-style-type: none"> • Conducting a companywide system usability survey to gather user feedback and evaluate current systems • Developing recommendations on how to achieve cost/schedule integration using enterprise systems to assist project controls efforts • Developing the future state system integration map • Designing and implementing a project document repository

1.4 Additional Information
Attachment A

Attachment A – HOURLY RATES

Complete the rate chart below for services offered. If a company is proposing more than one service, please complete a rate chart for each service offered.

AREA 1 – ORGANIZATIONAL DESIGN

Respondent's Name: Pyramid Consulting International, LLC

Job Title	Principal	Senior Consultant	Consultant	Junior Consultant	Program & Administrative Support
Hourly Rate	\$ <u>200</u>	\$ <u>175</u>	\$ <u>150</u>	\$ <u>125</u>	\$ <u>100</u>

AREA 2 – HUMAN RESOURCE POLICY

Respondent's Name: _____

Job Title	Principal	Senior Consultant	Consultant	Junior Consultant	Program & Administrative Support
Hourly Rate	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____

AREA 3 – TECHNOLOGY (INFORMATION, DATA COLLECTION, CITIZEN ENGAGEMENT, ETC.)

Respondent's Name: _____

Job Title	Principal	Senior Consultant	Consultant	Junior Consultant	Program & Administrative Support
Hourly Rate	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____

AREA 4 – PROJECT MANAGEMENT

Respondent's Name: Pyramid Consulting International, LLC

Job Title	Principal	Senior Consultant	Consultant	Junior Consultant	Program & Administrative Support
Hourly Rate	\$ <u>200</u>	\$ <u>175</u>	\$ <u>150</u>	\$ <u>125</u>	\$ <u>100</u>

AREA 5 – LEADERSHIP

Respondent's Name: Pyramid Consulting International, LLC

Job Title	Principal	Senior Consultant	Consultant	Junior Consultant	Program & Administrative Support
Hourly Rate	\$ <u>200</u>	\$ <u>175</u>	\$ <u>150</u>	\$ <u>125</u>	\$ <u>100</u>

AREA 6 – EXECUTIVE COACHING

Respondent's Name: Pyramid Consulting International, LLC

Job Title	Principal	Senior Consultant	Consultant	Junior Consultant	Program & Administrative Support
Hourly Rate	\$ <u>200</u>	\$ <u>175</u>	\$ <u>150</u>	\$ <u>125</u>	\$ <u>100</u>

ATTACHMENTS

Dun & Bradstreet Report

Our DUNS number is 883459344.

Drug Free Workplace Form

DRUG FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that

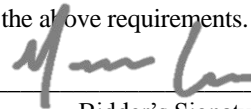
Pyramid Consulting International

does:

(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty of nolo contendere to, any violation of Chapter 893, Florida Statutes, or of any controlled substance law of the United State or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.



Bidder's Signature

02/05/2018

Date

Certification of Compliance with Living Wage

CITY OF GAINESVILLE

CERTIFICATION OF COMPLIANCE WITH LIVING WAGE

The undersigned hereby agrees to comply with the terms of the Living Wage Ordinance and to pay all covered employees, as defined by City of Gainesville Ordinance 020663 as amended at 030168 (Living Wage Ordinance), during the time they are directly involved in providing covered services under the contract with the City of Gainesville for _____ a living wage of \$11.8269 per hour to covered employees who receive Health Benefits from the undersigned employer and \$13.08 per hour to covered employees not offered health care benefits by the undersigned employer.

Name of Service Contractor/Subcontractor: Pyramid Consulting International

Address: 2350 Green Road, Suite 175C, Ann Arbor, MI 48105

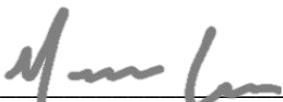
Phone Number: 734-369-8127

Name of Local Contact Person _____

Address: _____

Phone Number: _____

\$ _____
(Amount of Contract)

Signature:  Date: 02/05/2018

Printed Name: Matthew Lee

Title: Senior Consultant

Living Wage Compliance

LIVING WAGE COMPLIANCE
See Living Wage Decision Tree (Exhibit B hereto)

Check One:

- Living Wage Ordinance does not apply
(check all that apply)
- Not a covered service
 - Contract does not exceed \$100,000
 - Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses.
 - Located within the City of Gainesville enterprise zone.
- Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.

NOTE: If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.

Certificate of Insurance



CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
Item#17092018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).


PRODUCER PAYCHEX INSURANCE AGENCY, INC. 150 SAWGRASS DRIVE ROCHESTER, NY 14620	CONTACT NAME: Paychex Insurance Agency Inc
	PHONE (A/C. NO. EXT): 877-266-6850
	FAX (A/C. No.): 585-389-7420
	E-MAIL ADDRESS: Certs@paychex.com
	INSURER(S) AFFORDING COVERAGE
	NAIC #
INSURED Pyramid Consulting International LLC ProSource International LLC Decision Support System LLC dba Allowance 2350 Green rd Ste 175C Ann Arbor MI 48150	INSURER A: Hartford Casualty Insurance Company
	INSURER B: Sentinel Insurance company
	INSURER C: Travelers Indemnity Company
	INSURER D:
	INSURER E:
	INSURER F:

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC			76SBWVM6351	11/28/2017	11/28/2018	EACH OCCURRENCE \$ 2,000,000
			DAMAGE TO RENTED PREMISES (Ea. occurrence) \$ 300,000				
			MED EXP (Any one person) \$ 10,000				
			PERSONAL & ADV INJURY \$ 2,000,000				
			GENERAL AGGREGATE \$ 4,000,000				
			PRODUCTS - COMP/OP AGG \$ 4,000,000				
			\$				
B	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			76UEGJJ4594	12/20/2017	12/20/2018	COMBINED SINGLE LIMIT (Ea. accident) \$ 1,000,000
			BODILY INJURY (Per person) \$				
			BODILY INJURY (Per accident) \$				
			PROPERTY DAMAGE (Per accident) \$				
			\$				
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$
							AGGREGATE \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y/N <input checked="" type="checkbox"/> Y (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	UB 9055L468	01/07/2018	01/07/2019	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTH-ER
			E.L. EACH ACCIDENT \$ 1,000,000				
			E.L. DISEASE - EA EMPLOYEE \$ 1,000,000				
			E.L. DISEASE - POLICY LIMIT \$ 1,000,000				

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

CERTIFICATE HOLDER City of Ann Arbor Ann Arbor MI 48104	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.
	AUTHORIZED REPRESENTATIVE 

Proposal Response Form – Signature Page

PROPOSAL RESPONSE FORM – SIGNATURE PAGE

(submit this form with your proposal)

TO: City of Gainesville, Florida
200 East University Avenue
Gainesville, Florida 32601

PROJECT: Management Consulting (Non-Construction)

RFQ#: CMGR-180051-GD

RFQ DUE DATE: February 8, 2018, 3:00pm Local Time

Proposer's Legal Name: Pyramid Consulting International

Proposer's Alias/DBA: N/A

Proposer's Address: 2350 Green Road, Suite 175C
Ann Arbor, MI 48105

PROPOSER'S REPRESENTATIVE (to be contacted for additional information on this proposal)

Name: Matthew Lee Telephone Number 918-289-1233

Date: 02/05/2018 Fax Number 734-531-0819

Email address matthew.lee@pyramidint.com

ADDENDA

The Proposer hereby acknowledges receipt of Addenda No.'s 1, _____, _____, to these Specifications.

TAXES

The Proposer agrees that any applicable Federal, State and Local sales and use taxes, which are to be paid by City of Gainesville, are included in the stated bid prices. Since often the City of Gainesville is exempt from taxes for equipment, materials and services, it is the responsibility of the Contractor to determine whether sales taxes are applicable. The Contractor is liable for any applicable taxes which are not included in the stated bid prices.

LOCAL PREFERENCE (check one)

Local Preference requested: YES NO

A copy of your Business tax receipt and Zoning Compliance Permit should be submitted with your bid if a local preference is requested.

QUALIFIED LOCAL SMALL AND/OR DISABLED VETERAN BUSINESS STATUS (check one)

Is your business qualified as a Local Small Business in accordance with the City of Gainesville Small Business Procurement Program? (Refer to Definitions) YES NO

Is your business qualified as a Local Service-Disabled Veteran Business in accordance with the City of Gainesville Small and Service-Disabled Veteran Business Procurement Program? (Refer to Definitions) YES NO

LIVING WAGE COMPLIANCE

See Living Wage Decision Tree (Exhibit C hereto)

Check One:

- Living Wage Ordinance does not apply
(check all that apply)
 - Not a covered service
 - Contract does not exceed \$100,000
 - Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses.
 - Located within the City of Gainesville enterprise zone.
- Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.

NOTE: If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville’s living wage requirements, as applicable, without any adjustment to the bid price.

SIGNATURE ACKNOWLEDGES THAT: (check one)

- Proposal is in full compliance with the Specifications.
- Proposal is in full compliance with specifications except as specifically stated and attached hereto.

Signature also acknowledges that Proposer has read the current City of Gainesville Debarment/Suspension/Termination Procedures and agrees that the provisions thereof shall apply to this RFP.

ATTEST:



Signature
By: **Brittany Scott**
Title: **Senior Technical Writer**

(CORPORATE SEAL)
PROPOSER:



Signature
By: **Matthew Lee, Pyramid Consulting**
Title: **Senior Consultant**

Addendum 1



ADDENDUM NO. 1

Date: February 1, 2018

Bid Date: February 8, 2018
at 3:00 P.M. (Local Time)

Bid Name: Management Consulting (Non-Construction)

Bid No.: CMGR-180051-GD

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary.

Please find attached:

- a) Copy of the black out period information (Financial Procedures Manual Section 41-423 Prohibition of lobbying in procurement matters) distributed during mandatory pre-bid meeting.

The following are answers/clarifications to questions received on or before 3:00pm January 25, 2018:

1. Question: As an RFQ, we plan to provide a representation of the subject matter experts in our stable. Are we required to utilize the staff we propose, and if not, what is the process for approval of additional staff once a project is defined?

Answer: No; the City is open to varying resources based on the project needs at the time. Please share the resumes of your associates or those persons that will work on the project.

2. Question: What is the latest version of the strategic plan and is it available online? If so, what is the URL?

Answer: Information pertaining to Gainesville's most recent strategic framework (i.e., strategic plan), including the three phase process that led to its development, is described at:
<http://www.cityofgainesville.org/CityManager/StrategicPlanning/CityStrategicPlan.aspx>

Additionally, a link the strategic framework one-pager can be found directly at:
<http://www.cityofgainesville.org/Portals/0/openGNV/Framework%20One-Pager%20-%20for%20prezi.pdf>.

Please note that this framework presents guiding questions for the city to continually align projects, processes and organizational resources. This is not intended to be a strategic plan in the typical "mission, vision, values, objectives" format.

3. Question: What is the general criteria for onsite work for the potential projects covered by this RFQ
Answer: Please see number 4.

4. Question: Does City of Gainesville encourage and/or permit virtual work tools for meetings and presentations (e.g., WebEx or GoToMeeting)?

Answer: Yes

5. Question: When was the last time the City of Gainesville conducted a review and update of their Human Resource policies?

Answer: This effort has been continuous since 2003, including a comprehensive rewrite that began in 2009. We've found that policies in general are fragmented and in some instances, silent, unclear and/or confusing, inconsistent or outdated relative to changing workplace practices/regulations, market and employee needs.

6. Question: Are there any areas of particular concern regarding Human Resource policies?

Answer: Policies in general are fragmented and in some instances, silent, unclear/confusing, inconsistent or outdated relative to changing workplace practices/regulations, market and employee needs

7. Question: What is the current approval process and structure for policy governance (i.e., how are policies approved)?

Answer: Policies are developed, reviewed and approved, through the department who owns the policy, reviewed as to form and legality with the City Attorney's office, escalated to the City's Charter Officers for review and approval, and when necessary, final approvals are decided on by the elected body consisting of the City Commission and Mayor.

8. Question: Does the City currently outsource any of the IT operations?

Answer: Yes

9. Question: In reference to the statement that Gainesville is not a tourist destination, what primary sources of revenue for the City

Answer: The primary source of revenue for the city is the general fund which is generated through property values, etc.

10. Question: Are there examples to further describe the expectations of a "citizen-centered" City?

Answer: The most comprehensive resources that describe our citizen centered efforts include the following materials:

- a. The Blue Ribbon Report found at:
<http://www.cityofgainesville.org/Portals/0/clerk/CityComm/BlueRibbonReport.pdf>
- b. A Fast Company Magazine article, available at:
<https://www.fastcodesign.com/3065107/how-one-florida-city-is-reinventing-itself-with-ux-design>
- c. The city's citizen centered microsite, available at:
www.gainesvillecitizens.org

11. Question: When was the last time you had a Management Consulting study?

Answer: Over the years, consultants have been brought in for certain departments if needed. We are not aware of an overarching management consultant study that has been conducted for the overall organization in recent years.

12. Question: Did a consultant perform this study? If so, who was the consultant and at what professional fee structure?

Answer: See response to question 11. Fees and fee structure have varied based on the services needed at that time.

13. Question: Is there a preference for using a firm that can complete all areas vs. a firm that is bidding on only a few areas of the project?

Answer: We are open to any proposal whether it includes all services or a few areas as outlined in the RFQ.

14. Question: Do you have a timeline needed for completion?

Answer: This is dependent on the project and would be defined by determining what resources are available, the prioritized need for the work and the timeline the City and consultant agree upon. In some cases it is possible to request that services be expedited

15. Question: Do you have a project budget range for this project or these project areas?

Answer: We are developing a budget range for the various projects. This will be dependent on the department's available funding and the project need

16. Question: Will a company's Acord Form, Certificate of Liability Insurance, provide the City with proof of required insurance?

Answer: Acord Form, COI is acceptable

17. Question: Areas 2, 5 & 6 seem to have common threads; will the City consider merging into one?

Answer: Yes, the City will consider merging various subject areas.

18. Question: What is the meaning of Area 5 - Leadership? Does this refer to cutting-edge / innovative citizen-centered strategies or, more literally, the city's leadership and office leadership?
- Answer: We are interested in proposals on either topic. There is a need for leadership development programs, particularly in the areas of management and executive coaching.
19. Question: Is the Leadership area during implementation?
- Answer: Yes. This bid is intended to encompass a series of projects depending on the City's needs at that point in time. The specific project and implementation timelines will be defined dependent on the department or organization's needs.
20. Question: Will consultant have the ability to identify new gaps and blend into an existing area?
- Answer: Yes. We welcome any feedback the consultant would provide and we would remain open to discussing suggested solutions.
21. Question: If consultant bids for one or less than all areas, how does the city plan to project manage multiple consultants? e.g. Governance structure?
- Answer: Consultants are going to be awarded to be in a pool of consultants that will be individually selected as needed by the City on a per project basis. Consultants will work with the department that has requested their assistance. This will be dependent on the department's available funding and the project need.
22. Question: How will the Smart City Lab with the University of Florida be intertwined into each area?
- Answer: The Lab will be staffed by personnel from both the City and University. The Lab will be the vehicle by which the City and University conduct joint research into smart city technologies and policies.
23. Question: Will ongoing City projects be folded into the consulting services by area or will only new tasks, jointly developed with the consultant and city be in scope?
- Answer: This could be current and existing projects or new projects as determined by the City's prioritized needs and funding availability. Please refer to the RFQ.
24. Question: Would consultant be excluded from any new projects coming out of this engagement, e.g. AV/EV strategy requirement?
- Answer: No

25. Question: What is the fee estimate?
Answer: The fee estimate is under development at this time.
26. Question: What is the expected contract duration for each area?
Answer: The expected contract duration will be determined at the time a department selects a vendor
27. Question: What is the procurement type?
Answer: This is a Request for Qualifications
28. Question: Will PM role apply to all areas in the RFQ? Other projects to be determined at a later date, e.g. Smart City Lab with the University of Florida?
Answer: I do not foresee us procuring PM services for projects in the Smart City Lab.
29. Question: If we have more than one respondent identified for an area should we blend the rate or just list separately?
Answer: Blending is acceptable.
30. Question: Is there a page limit?
Answer: No, however, responses should be kept as concise as possible.
31. Question: Our understanding is that the “Projected award date” refers to the timeframe in which respondents will be informed that they have been selected by the City to contract for Management Consulting Services. Can you provide additional timeline details for the “Projected award date” at this time?
Answer: The projected award date is April, 2018.
32. Question: How much lead/response time does the City anticipate allotting to qualified contractors to respond to the specific project following selection of qualified contractors?
Answer: The city is willing to determine lead time during the negotiations process.
33. Question: Of the six management areas outlined, which one does the following bullet point apply to – ‘Management or strategy consulting, including strategy implementation and execution’?
Answer: The bullet point applies to consulting, implementation, and implementation as determined during contract negotiations.
34. Question: In Section K. the City states four (4) areas in which the City will be responsible to work with the selected consultant(s). Will the City also be able to make staff available for a

specific project (or projects) to serve in roles that might be typically supported by City staff – such as participating on a Steering Committee, or serving as a Subject Matter Resource (SMR) to assist with validating and/or reviewing the project approach and deliverables?

Answer: Yes

35. Question: Given that the RFQ process as described is intended to assist the City in selecting qualified firms or individuals - and that there would be a subsequent effort to negotiate a contract or contracts with firms or individuals that the City selects - in our response we would provide proposed project staff who represent the qualifications and related experience required for the scope of the corresponding requested services. Final determination of the actual staff to be assigned to a project or projects would be confirmed as part of contract negotiations, as the timeframe in which a negotiated contract would begin is not yet determined, and staff availability may change accordingly.

In turn, if proposed project staff is not fully available during the timeframe of a negotiated project, we would make the effort to include those staff as Subject Matter Resources (SMRs) wherever possible and appropriate. **Please confirm that this approach will meet the requirements of RFQ No. CMGR-180051-GD.**

Answer: Yes as long as project staff is listed in the RFQ

36. Question: “D3. Consultant’s firm shall provide a Dun & Bradstreet report to the city or some other acceptable means for the City to evaluate the firm’s financial stability and reliability.” Is this to be provided with the qualifications or after consultant selection?

Answer: Yes

37. Question: “D4. Consultant’s firm shall provide proof of insurance in a form acceptable to the City, which give the City 30 days’ written notice (except the City will accept ten (10) days’ written notice for non-payment) prior to cancellation or material change in coverage, in the amounts as noted below:” Is this to be provided with the qualifications or after consultant selection?

Answer: After consultant selection

38. Question: “D6. Consultant’s firm shall provide updated contact information for all clients served within the past three (3) years who were provided with the same management consulting services covered under the Statement of Qualifications being submitted.” We have conducted 190 projects within the last three years in the areas on which we are proposing. We will be happy to list the clients. For how many do you want contact information?

Answer: Please provide 3-5 reference of similar management consultant requirements.

39. Question: "A copy of the consultant's current Florida Professional Registration Certificate must be provided. If the consultant is a corporation, it must be chartered to conduct business in Florida." Is this to be provided with the qualification or after consultant selection?

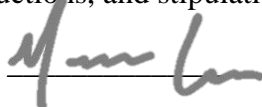
Answer: Yes with the qualification

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 1 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 1 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER:

_____

BY:

Matthew Lee, Pyramid Consulting International

DATE:

02/05/2018

CITY OF _____
GAINESVILLE

FINANCIAL SERVICES
PROCEDURES MANUAL

41-424 Prohibition of lobbying in procurement matters

Except as expressly set forth in Resolution 060732, Section 10, during the black out period as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees except the purchasing division, the purchasing designated staff contact. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Black out period means the period between the issue date which allows for immediate submittals to the City of Gainesville Purchasing Department for an invitation for bid or the request for proposal, or qualifications, or information, or the invitation to negotiate, as applicable, and the time the City Officials and Employee awards the contract.

Lobbying means when any natural person for compensation, seeks to influence the governmental decision making, to encourage the passage, defeat, or modification of any proposal, recommendation or decision by City Officials and Employees, except as authorized by procurement documents.

Staff bios



Sherif Farghal

President & CEO, Pyramid Consulting International

Sherif Farghal has nearly twenty years of experience in management consulting across several industries such as utilities, construction, manufacturing, communications, and health care. His areas of expertise include strategic planning and implementation; strategic alignment and capital allocation; lean/continuous improvement, decision making; portfolio, program and project management; PMO; business process reengineering; performance measurement; product development; and systems development, integration and implementation.

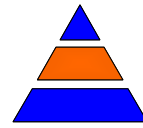
Sherif's experience includes:

- Deployed a continuous improvement strategy for a large utility company in southeast Michigan. The deployment included a comprehensive set of activities starting from creating a CI cultural maturity model, through training and coaching several CI assessable entities, to assessing and rating CI improvements for each unit.
- Developed a process improvement and reengineering program at one of the largest U.S. electric utility companies involving their planning, engineering, procurement and project management functions – including system design, implementation, and a comprehensive project management office system.
- Created a supplier evaluation, ranking, and selection model for a large automotive supplier in Canada permitting them to evaluate suppliers using a scorecard approach for capability and performance categories.
- Developed a capital allocation system for a large U.S. electric utility company to evaluate and select projects for implementation based on strategic value, complexity, and urgency.
- Worked with the research and development group of the largest electric utility company in Brazil to establish a project selection system that enables R&D to evaluate and rank prospective projects.

Prior to forming Pyramid Consulting International, Sherif was executive director and global leader of management consulting COE at The PAC Group and a manager at Deloitte. With project management firms, Sherif served as president of PROMANDAS Group Egypt and as a consultant with Project Advisors International. He has also served as a lecturer in the graduate program in Construction Management at the University of Michigan.

Sherif has a Ph.D. in Civil Engineering, Construction Engineering and Management from the University of Michigan. He also earned a Master's degree in Construction Engineering and Management from the University of Michigan and a Master's in Structural Engineering from Alexandria University in Egypt, where he had previously been awarded his Bachelor's degree in Civil Engineering.

In authoring ***A Methodology for Evaluation and Selection of Construction Projects with Significant Subjective Characteristics***, his doctoral dissertation, Sherif developed a groundbreaking method for the quantification of subjective factors for the effective evaluation of competing alternatives in managerial decision making and strategic planning. That model forms the foundation of several of the proprietary planning methodologies employed by Pyramid Consulting International.



Philip K. Berry

Managing Director, Pyramid Consulting International

Phil Berry has advised internal and external clients on continuous improvement, quality, lean, six sigma, manufacturing strategy and planning, and product development. Utilizing his expertise and Lean Six Sigma Black Belt certification in automotive, aerospace, electronics, healthcare insurance, industrial, and utility industries projects and initiatives. Highlighted experience in corporate quality and continuous improvement strategy and leadership, lean six sigma application and mentoring, restructuring planning and execution, merger and acquisition due diligence, with international perspectives and development. Phil has proven success in improving processes and divisional performance through disciplined improvement strategies and hands-on problem solving.

Phil's experience includes:

- Partnered with recent utility client to improve key processes and achieve annualized cost savings of \$18 million (over 30%). Utilized Lean Six Sigma and prioritization methodologies to lay the foundation of a continuous improvement mindset/culture.
- Led team that developed a four-year Textron Fastening Systems Roadmap to Quality Excellence. Promoted to lead Quality organization and implement roadmap with results of 65% improvement of external PPM and 61% reduction in recurring customer complaints, while reducing number of quality professionals by 25%.
- Led global quality organization for \$1.8 billion enterprise with 9,000+ employees spanning 17 countries in North America, South America, Europe, and Asia to "highest level of delivered quality in the history of the business," per Acument CEO.
- Guided team development and implemented a three-year Continuous Improvement Strategy Roadmap.
- Led team that trained over 300 select change agents at Blue Cross in the basic foundations of lean and continuous improvement; brought Hoshin Kanri and 5S to Blue Cross with strategic applications.
- Certified Textron Six Sigma Black Belt with Design for Six Sigma training, mentorship of others, and varied project experience coupled with a robust Lean manufacturing background.
- Identified over \$30 million in efficiency savings opportunities as a direct result of our lean continuous improvement facilitation on over 100 projects at Blue Cross Blue Shield of Michigan.
- Orchestrated development and refinement of divisional restructuring plan (plant closures, process internalization, and sales growth strategy) with \$10 million capital to achieve EBITDAR improvement of \$24.4 million over 18 months and increased sales of \$200 million over 3 years.

Prior to external consulting work, Phil brought Lean Continuous Improvement to Blue Cross Blue Shield of Michigan as Senior Director, Lean Continuous Improvement. Before shifting to healthcare insurance, Phil spent most of his career in quality and continuous improvement roles. Phil served at Acument Global Technologies as Executive Director, Continuous Improvement and at Textron Fastening Systems as Global Director of Quality Assurance.

Phil served for two years as charter board member for the Michigan Lean Consortium, a group of lean continuous improvement focused organizations and individuals in the state of Michigan. Membership doubled under Phil's leadership as Membership Committee lead. Phil earned a Master of Science and Bachelor of Science in Engineering from the University of Michigan, Ann Arbor.



Matthew L Lee

Senior Consultant

Matthew Lee is a Senior Consultant with Pyramid Consulting International. He has 7 years of multi-disciplinary experience in process improvement and performance management, information analysis, Lean Six Sigma, and business strategy. His personal outgoing relationships development brings in unique value through his varied perspectives on business and people management.

Matt's experience includes:

- Led a directive for auditing the overall health of projects from planning stages to project management in developing consistent information portfolios for projects.
- Led budget management on construction projects value of \$120M within schedule, cost, and quality controls. Implemented process changes in to detail project cost schedules to improve overall efficiencies.
- Implemented process improvements from the development of a PLMP project lifecycle management processes into daily work task across project management, project controls, planning and construction.
- Consulting role in continuous process improvement root cause analysis to identify the source of inefficiencies.

Matt has a Bachelor of University Studies degree in multidisciplinary studies in Science Mechanical Engineering and Business Management from Oklahoma State University, an Associate degree in Science in Mechanical Engineering from Tulsa Community College, and an Associate degree in Applied Science from the Oklahoma State University Institute of Technology.



Hari Ranjith

Senior Consultant

Hari Ranjith is a senior Management Consultant with 6+ years' experience in project management, strategy implementation, fiscal analysis, market research and lean continuous improvement. Hari holds previous consulting experience with helping Accenture clients in Aerospace and Life Sciences sectors to implement SAP systems for enhanced operational performance. He was also instrumental in helping the clients make crucial decisions on asset management, warehouse management and sales and distribution.

Hari's experience includes:

- Senior advisory role in project management capability improvement program at a Midwest electric transmission utility company. Recommendations were made for system enhancements in the company through stakeholder and system analysis. Facilitated organization wide SME sessions and focused groups for technical analysis and process improvement. Produced technical documents detailing the future state recommendations, vision and strategy for the organization.
- Employed by a large utility company in Midwest USA, conducted analysis on the budget optimization and contractor performance benchmarking and helped the client achieve monetary savings of \$13M. Established key performance indicators and played an instrumental role with the Pyramid team in initiating a lean six sigma practice throughout the organization. Facilitated establishment of enterprise document management system comprised of essential and principal documents.
- In advisory role implemented accounting and payroll system at a large construction company in Great Lakes region and provided future state vision in terms of process and systems management. Developed and implemented operational capability for project management processes. Conducted stakeholder and resource management analyses to ensure successful implementation. Recommendations were also made to develop key performance indicators in operations and systems management.
- During his tenure with Accenture, Hari was awarded Best Incoming Employee Rising Star Stellar Award FY12 Q1, and other awards for "Driver for Value Added Results", "Effective Communication" and "Risk Management". At Accenture, he performed resource and capability management of off-shore teams and was a personal mentor for a team of 20+ Associate Programmers. He was a developer for Data Conversion, Legacy systems & SAP-ERP related operational improvement programs and also conducted risk analysis and performance management on client systems in Aerospace and Lifesciences domains.

Hari Ranjith has a Master of Engineering degree with Construction Management major and minors in Accounting & Finance from University of Michigan and a Bachelor's Degree in Civil Engineering from University of Kerala, India. He holds certificates for Project Management from PMI (CAPM-PMI) and Supply Chain design from MIT. Hari is also well versed in Lean and Six Sigma methodology and is pursuing his Lean Six Sigma Black Belt certification.

Hari plays soccer and badminton to keep his fitness levels strong. He is also an avid traveler, passionate chef and an amateur photographer.



Sumanta Banerjee

Senior Consultant

Sumanta Banerjee is a Senior Consultant for Pyramid Consulting International. He has six years of work experience across roles in project management, construction management, process improvement, and strategy development in the construction, utilities, and logistics industry.

Sumanta's experience in process improvement and strategy development combined with his comprehensive project management experience enables him to deliver actionable insights to build and sustain process and system capability improvements for clients, in a time constrained and dynamic environment.

Sumanta's relevant experiences include:

- Evaluated organizational competencies for the water treatment operations group of one of India's most premier utility companies and developed a diversification strategy to enter the modular waste water treatment market focusing on projects in the BOT (Build, Operate, Transfer) model. Researched customer requirements for small and medium sized enterprises in the waste water treatment space. Defined product features and capabilities and carved out a team from the existing managerial and unionized workforce to design and manufacture these products in-house. Co-ordinated with the engineering, marketing, sales and procurement teams to mobilize this strategy successfully, increasing the division's revenue and resource utilization by significant margins.
- Led and completed multiple construction projects with a combined value of \$28M within schedule, cost, and quality parameters. Conceptualized and implemented multiple process improvements and value engineering initiatives within these projects resulting in substantial cost savings and operational efficiency improvements.
- Assessed flow in multiple process paths of an outbound warehousing function for the largest e-commerce retailer in the US. Collected, filtered, organized and analyzed volume and labor efficiency data to build a linear programming based optimization model to balance flow across various paths to achieve significant capacity enhancements. Led the change management effort to implement and sustain the use of this model, gaining buy-in from a wide spectrum of stakeholders including the Senior Leadership team, the Operations team, and Associates. Identified travel waste in a specific outbound function and designed and implemented a structural modification to improve operational efficiencies under various staffing setups.
- For a Brazilian travel technology start-up, re-designed the company's Go-To-Market strategy for the US market. Defined customer needs hierarchy through primary market research (interviews, focus groups, brand audits) and secondary market research (competitive landscape and customer analysis). Formulated value proposition aligned with organization core competencies and brand audit results. Defined messaging and designed inbound and outbound marketing strategies and social media marketing tactics.

Sumanta has an MBA (Strategy & Operations) from the University of Illinois. He has a BS (with Honors) in Civil Engineering from Indian Institute of Engineering Science & Technology. He is passionate about traveling and loves riding motorcycles.



Krishna F.S. Vanstraelen

Senior Consultant

Krishna Vanstraelen is a Senior Consultant with Pyramid Consulting International. He has 5 years of multi-disciplinary experience in process improvement and performance management, business administration, market research, and business strategy. He brings in unique value through his varied perspectives on business and people management acquired through his multi-cultural experience across Europe, East Asia, East Africa, and the USA. This enables him to glean informed insights for developing robust and well-defined processes and performance management measures. He has varied exposure in different industries such as consumer goods, manufacturing, hospitality, and sustainability.

Krishna's experience includes:

- Redesigned workspace and optimized processes to reduce wait time and rework for client in the consumer goods industry. Utilized performance frameworks and cognitive associations to penetrate untapped segments and create cultural buy-in. Redesigned and implemented improved inventory management system to reduce inventory cost and increase retrieval efficiency. Developed and implemented an employee feedback and redressal system to reduce attrition rate.
- For a global company in the hospitality industry, redesigned and benchmarked flow of operations to address customer needs and drive improvement in customer satisfaction. Increased asset utilization rate by applying project management frameworks and implemented a data-driven dynamic pricing model to maximize performance of revenue models.
- Organized cross-departmental focus groups to develop critical KPIs and simplify complex decision making to enhance the capability and identified optimal locations for manufacturing expansion and decentralization of operations. Developed capability and implemented measures to drill down on organization's core competencies to identify new markets for the existing product lines.
- Benchmarked and improved the performance in marketing and sales strategy for a Tanzanian start-up. Conducted in-depth primary research to establish client profiles and restructure compensation model for sales associates to increase productivity. Devised after-sales training program for associates to increase customer retention rate.

Krishna has an MBA from the University of Illinois and is passionate about process improvement and innovative marketing strategies. He has a BA in International Relations from Ritsumeikan University in Kyoto, Japan. He loves traveling and is a rock climbing enthusiast.