



Governor's Office of Storm Recovery (GOSR)

OVERVIEW OF SUPPORT (2013 – PRESENT)

Guidehouse, formerly PwC Public Sector LLP, has been a proud partner of GOSR's for the past 5 years and provides program management and integrity monitoring services in support of New York State's Superstorm Sandy recovery efforts. Following the devastation of Superstorm Sandy in October 2012, \$8B in federal funds were appropriated for the recovery of the State of New York and New York City. Initially, the State engaged Guidehouse to verify its estimates of storm damage for inclusion in the Federal Supplemental Funding request. Following the successful submission of the funding request, Guidehouse helped stand up its newly created agency, the Governor's Office of Storm Recovery (GOSR).

For the past four and a half years since, Guidehouse has continued to serve as a trusted advisor to New York State, supporting efforts to rebuild more resilient homes, communities, and municipalities. In this capacity, we have supported virtually every department in the agency - housing, infrastructure, small business, administration, operations, and monitoring & compliance. Our teams have provided program management and integrity monitoring over the CDBG- DR funding disbursed to the State of New York through GOSR. We have also supported the State in program design, day-to-day operational support of programs, monitoring & compliance efforts, organizational assessments, technology evaluations, IT security tests, and procurement process design. An analytics team has provided data-driven recommendations and insights on deployment of disaster recovery funds. Our work across these diverse Programs has helped our client to develop processes and procedures that maintained compliance with Federal and State regulations, while prioritizing efficiency and customer service. As a result of our efforts, the State has been able to quickly and efficiently disburse federal funding to those New Yorkers most in need. Additional examples of our support are detailed below.

GOSR SINGLE FAMILY HOUSING SUPPORT (CURRENT)

Business Problem:

Over the past several years, Guidehouse has provided project management support to the GOSR Single Family Housing Team to help execute many different projects, including organizational assessments and business process redesign. These projects have been executed typically when the workstream has undergone a staffing or leadership shift, or in an effort to make processes more transparent, while mitigating risks and increasing efficiency.

Project Impacts and Outcomes:

The Guidehouse team recently helped GOSR reassess the structure of several of their Single Family Housing teams. This included analyzing each team members' role, discussing the structure of the team with the team lead, developing transition plans to help some staff members move into new roles, and drafting updated duty statements to detail clear, updated responsibilities.

The Guidehouse team has also assisted GOSR with multiple process redesigns, in order to bring more clarity to the day-to-day activities involved in the processes, while also streamlining the execution, and developing clear process documents and tools to be utilized. These efforts have helped GOSR identify extraneous process steps, increase efficiency and organization, have more effective tools to leverage, and increase knowledge sharing.

GOSR HOUSING QUALITY CONTROL REVIEWS (CURRENT)

Business Problem:

GOSR is responsible for sending grant agreements and award letters to applicants who are receiving funds for Housing programs, which include: Single Family, Rental Properties, Mobile Home Relocation, and Mobile Home Community Resiliency. When this process was first introduced, there were frequently errors in what documents the applicants were receiving in their Mail Merge packet, and errors in the individual documents. This caused a problem for GOSR as it often confused the applicants and opened the agency up to a number of risks. Currently, though errors are less frequent, GOSR still needs a QC of Applicants' award packages to ensure Applicants are receiving appropriate documentation alongside their award disbursements.

Project Impacts and Outcomes:

To address this issue, Guidehouse has developed and utilized several quality control (QC) solutions to verify the accuracy of the documentation including grant agreements and award letters sent to Applicants with their award disbursements. As part of this effort, Guidehouse performs QCs of award packages before they are sent, identifies any errors in documentation, and provides Housing with observations for resolution. Guidehouse consistently updates the QC solutions, created and maintained for each unique program, whenever policy or operational changes occur to ensure that QCs are accurate and meet the needs of the Program. This has helped to reduce the error rate in applicant award packages and mitigated the risk of Applicants receiving incorrect or no documentation.

GOSR BUYOUT & ACQUISITION SUPPORT (CURRENT)

Business Problem:

GOSR's Buyout & Acquisition Programs were established to purchase the properties of interested homeowners whose homes were located in high risk areas and were substantially damaged or destroyed during Superstorm Sandy, Hurricane Irene or Tropical Storm Lee. Five years after the Superstorm Sandy, the focus of these programs is shifting from purchasing properties to dispositioning those still in the State's position and preparing for Program closeout and ongoing compliance requirements. The Buyout & Acquisition team sought Guidehouse's support in assessing and restructuring some of the processes integral to this phase, including an analysis of resourcing and technology needs required to successfully closeout the programs. .

Project Impacts and Outcomes:

As part of this project, Guidehouse assessed the current structure, process and procedure documentation, as well as systems utilized for completing file reviews and closeouts. With this information, the team is assisting GOSR in restructuring the Closeout review process, with a focus on increased efficiency and compliance with federal and programmatic requirements. Our work will result in a revised and streamlined closeout review checklist, comprehensive process and procedure documents, project plans for risk and issue tracking and escalation, system enhancements, and an updated staffing model for the closeout team.

GOSR OS&P SUPPORT (CURRENT)

Business Problem:

GOSR's Organizational Systems & Performance (OS&P) division is responsible for various functions within the organization and needed technical project management support to ensure the success of a wide range of tasks. Challenges included:

- Need for technical project management expertise to lead the Software Development Life Cycle (SDLC) process for applications developed by OS&P to support Program operations
- Absence of standardized quality assurance and quality control (QAQC) review procedures and limited engagement from stakeholders in the QAQC process, which negatively affected the quality of applications
- Issues with tracking and managing application development requests received from Housing programs and difficulties in cross-functional collaboration

Project Impacts and Outcomes:

As part of this project, Guidehouse provided technical project management, and worked as a liaison between business and support units to collect and prioritize issues, and to optimize SDLC efforts. We developed QAQC procedures, led a team of reviewers to validate applications and identify observations, and facilitated discussions to resolve observations. Guidehouse also led UAT efforts to confirm the functionality and usability of applications, and provided recommendations for future improvements. We also created business process documents, training plans, and communication guides, and supported change management efforts to gain stakeholder buy-in and trust. This ultimately led to a stabilized and consistent QAQC process for Housing applications, which served as a model for other applications.

GOSR INFRASTRUCTURE FEMA PA (CURRENT)

Business Problem:

Guidehouse continues to support GOSR's Infrastructure FEMA PA Non-Federal Share Match Program, which is responsible for the reimbursement of HUD funds to the state to support local governments and public entities for post-storm repair projects. Guidehouse was engaged by the Program to ensure that funds were distributed to Applicants efficiently and in accordance with all FEMA and HUD policies and regulations.

Project Impacts and Outcomes:

Specifically, the Guidehouse team provided ongoing project management support and worked with the Program to: Prepare for an audit to determine if the disbursement of HUD funds was performed in accordance with Federal regulations and guidelines by identifying and mitigating potential areas of noncompliance

- Redefine Program staff roles and responsibilities after significant organizational structure changes that resulted in fewer full-time resources
- Perform an organizational assessment to map new roles and responsibilities and to establish Program goals and priorities
- Perform analyses of payment data from prior paid projects to assess compliance with HUD and FEMA policies and regulations
- Conduct process assessments to determine areas of inefficiencies in compliance monitoring policies and procedures

GOSR INFRASTRUCTURE FEMA PA (CURRENT) - CONT.

- Perform analyses of FEMA project data to inform future payment plans
- Design and implement closeout review process in which staff confirm that GOSR has completed all necessary program procedures for each Infrastructure project worksheet (PW) and record each project worksheet's status as closed
- Coordinate with the Organizational Systems and Performance (O&SP) team to gather business requirements and communicate business and technical requests with stakeholders as the Infrastructure team shifts to a new system that could integrate with the future-state ITS technology framework
- Perform quality assurance and quality control of project worksheet closeouts

As a result of these efforts, the Guidehouse team supported the GOSR FEMA PA Program in identifying millions of HUD CDBG-DR funds to be paid to Applicants of Low and Moderate income across the New York State region. Additionally, the project team successfully transitioned off the Program case management team, which was an external contractor, and reassigned Program roles and responsibilities based on the new organizational structure and Program goals and priorities.

GOSR CONSTRUCTION MANAGEMENT (2016 - PRESENT)

Business Problem:

Guidehouse was initially engaged by the Governor's Office of Storm Recovery (GOSR) to conduct a risk, governance, and vendor performance assessment related to its Single Family Housing Program (Housing Program) and Construction Program. A field team of 3 Guidehouse employees conducted interviews and field monitoring over a 12 week period with GOSR personnel and Housing Program vendors to develop observations, identify potential risks, and provide recommendations on how the Housing Program could reduce costs, increase operating efficiency, and accelerate the path to project completion. Additionally, Guidehouse evaluated the efficiency of the Housing Program's Call Center and determined that GOSR could potentially realize large savings by adjusting staff organization to reduce duplication of efforts, thereby increasing productivity. Guidehouse delivered a final report to the GOSR Executive team that detailed 15 observations, potential risks, and recommendations. The report was well-received by engagement stakeholders and Guidehouse was asked to provide additional support to the Construction Program and field performance activities.

Project Impacts and Outcomes:

Following Guidehouse's assessment of GOSR's Single Family Housing Program and Construction Program, Guidehouse was asked to expand its role and continues to provide program support in a compliance monitoring capacity. To deliver Quality Assurance/Quality Control (QA/QC) for the Construction Program, Guidehouse developed and implemented a QA/QC Work Plan to assess compliance against Construction Program Procedures. Detailed monitoring checklists were created to evaluate key Program control areas and a scoring system was developed and implemented to evaluate the Program's compliance with grant requirements and Program policies and procedures. The checklists were tailored to reflect Program specific policies. Guidehouse also assesses the Program against industry leading practices. A monthly report documents the results of the compliance testing and provides an assessment of other high risk control areas. The report summarizes deficiencies in the development and execution of Program procedures, non-compliance with Program policies and procedures, and gaps in Program controls and procedures. Additionally, Guidehouse provides recommendations to increase Construction Program efficiency and to facilitate compliance with the Program's procedures and achievement of Program goals.

GOSR SINGLE-FAMILY HOUSING CLOSEOUT AND OPERATIONS SUPPORT (PAST)

Business Problem:

GOSR was developing and implementing a closeout process for Single-Family Housing. Frequent changes to the closeout policies and procedures were not well documented and communicated within the GOSR client team and key vendors. In addition, conflicting programmatic priorities made it difficult to develop a consistent and efficient process for sending out applicant award packages and checks. As a result, GOSR sought solutions to address this issue and improve processes for communicating priorities and assignments to key vendors. Additionally, GOSR encountered challenges with articulating requirements for changes made in its system of record.

Project Impacts and Outcomes:

Guidehouse provided operational support and project management to GOSR's Single Family Housing (SFH) Program, resulting in more efficient processes for paying and tracking applicants.

The Guidehouse team supported the following activities:

- Assisted in documenting the closeout policies and procedures for SFH, Interim Mortgage Assistance, and other Housing program areas to manage applications in a consistent, efficient and effective way
- Created and maintained a schedule and tracker and documented the process to ensure that checks were sent to applicants in a timely manner
- Assisted the program team in documenting system requirements and creating page mockups which helped capture the policies and business need effectively
- Provided project management support to track weekly progress on the status of the applications within the Buyout/ Housing program and assisted with the remediation of the Closeout Quality Control fails

GOSR SINGLE FAMILY HOUSING APPLICANT PAYMENT PROCESS (PAST)

Business Problem:

GOSR's Housing Program was facing both internal and external political pressure to maintain a regular schedule for disbursing payments to eligible single-family housing applicants. However, due to inefficient processes and a lack of project management, the department had been unable to consistently meet its disbursement timelines. The pressure to make its goals, coupled with highly manual, person-dependent processes, created a highly stressful work culture. As a result of these challenges, GOSR engaged Guidehouse to establish a strong project management role and introduce greater automation to the process.

Project Impacts and Outcomes:

Over the course of this engagement, Guidehouse transformed the process for disbursing applicant payments by introducing a project management role and automating key steps in the process. Guidehouse worked closely with the program team to develop policies, procedures, process flows, and clear lines of communication / accountability for every step in the process. Additionally, the project team introduced new critical tasks to streamline communications, resolve applicant issues, and mitigate risks at later points in the process. Guidehouse also identified several steps in the process to automate, developed business requirements and interface mockups, and worked with GOSR's internal developers to create tools to automate previously manual processes. To support the transition to these new ways of working, Guidehouse secured staff buy-in and developed and delivered trainings and communications materials. Our team also helped GOSR's program staff to maintain a regular payment schedule and to make iterative improvements to the process and supporting technologies on an ongoing basis.

GOSR HOUSING REALIGNMENT PMO SUPPORT (PAST)

Business Problem:

GOSR had a relatively flat organizational structure with person-specific based tasks, rather than role-specific tasks. As a result, there was shared accountability, but a lack of ownership of various tasks. The introduction of new leadership with a different managing style made it difficult for staff to adapt to new ways of completing tasks. This was further exacerbated by limited inter- and intra-communications on processes and policies. GOSR engaged Guidehouse to help address the lack of oversight in managing priorities, projects, and processes.

Project Impacts and Outcomes:

Guidehouse provided change management strategies, recommendations, and project management through GOSR Housing department's restructuring to ensure smooth realignment of the program from a policy-focused to a more operations-driven department. The team assisted in documenting duty statements and org charts for the Housing department to define ownership of tasks, and provide accountability to each team. Guidehouse also provided project management support to ensure roles and tasks, as well as change management activities, occurred in a timely manner. Additionally, the project team led change management workshops to identify new leaders' leadership styles and communication strategies. These efforts led to the creation of an implementation plan that ensured and supported a successful organizational realignment.

GOSR SINGLE FAMILY QUALITY ASSURANCE/QUALITY CONTROL REVIEWS (PAST)

Business Problem:

GOSR is responsible for sending critical award information to applicants for the Single Family program, which included: Single Family, IMA, Clarifications, and Single Family Close out. When this process was first introduced, there were frequently errors in what documents the applicants were receiving in their Mail Merge packet, and errors in the individual documents. This caused a problem for GOSR as it often confused the applicants and opened the agency up to a number of risks.

Project Impacts and Outcomes:

To address this issue, Guidehouse developed a quality control (QC) template utilized to verify the accuracy of the documentation being sent to the applicants, which in turn reduced risks for the agency. As part of this effort, Guidehouse helped GOSR organize documents that needed to be sent to specific applicants. Before each communication was sent to applicants, the Guidehouse team reviewed the logic created to assign different documents to applicants and reported back errors for resolution. This reduced the error rate in applicant award packages, which not only made the GOSR process smoother but also alleviated confusion on the applicant's end. Additionally, the worked with the GOSR program teams to make current procedures more comprehensive and efficient, and drafted additional policy and procedure documents to maintain consistency. These documents are currently used as training tools and for knowledge transfer purposes. Once the process was stable, Guidehouse transitioned this function to an in-house team.

GOSR HOUSING VENDOR TRANSITION (PAST)

Business Problem:

GOSR was in the middle of managing its Housing program and 10,000+ applicants when it needed to transition case management vendors. Guidehouse was asked to provide project management support to confirm that the transition occurred without breaking business operations during this critical time. The team managed the transition within several workstreams - policies & procedures, facilities, IT, communication, human resources, and training.

Project Impacts and Outcomes:

Guidehouse worked closely with GOSR and both vendors to closely oversee the transition over the course of a few months. The team created a project plan and managed the many moving parts, risks, and issues that arose over the transition. Guidehouse managed daily calls between GOSR and the vendors to confirm that no details were overlooked, and all parties were in the loop and accountable for their part in the transition. The team supported an on-time transition and was then asked to support the vendor transition for the Buyouts & Acquisition programs.

GOSR MULTI-FAMILY PROJECT MANAGEMENT (PAST)

Business Problem:

GOSR was tasked with implementing a multi-million dollar disbursement of multi-family funds in the absence of systems, processes, and reporting tools to drive process. Moreover, the Program's external vendors and case managers lacked a clear directive as to which applicants in the pipeline should be prioritized. For example, the client had created duplicate reports that lacked the authority and functionality to aid in providing sufficient oversight to the vendors daily tasks and overall progress. This created bottlenecks and prevented the Program from efficiently reviewing and processing multi-family applications and from making timely payments to eligible applicants.

Project Impacts and Outcomes:

Guidehouse implemented a reporting system that increased applicant turnaround time and facilitated the payment of millions of dollars to hundreds of applicants. As part of the implementation, the Guidehouse team:

- Created a data-driven process to prioritize applicants and to identify bottlenecks in processing their applications
- Automated a daily report to generate insights from most recent status updates; used to align vendor tasks and responsibilities with processing priorities
- Aggregated data from multiple sources and provided clear directive for how to drive program goals
- Validated vendor progress on the part of Program leadership and PMO staff to continue to drive efficiencies
- Created the first programmatic reporting system to gain 100% user adoption

GOSR – BUYOUT & ACQUISITION PROGRAM AWARD CALCULATION ANALYTICS SUPPORT

Business Problem:

GOSR required quality reviews of Buyout & Acquisition award package cases to determine if Program policies were accurately translated into its award calculations. While managing the quality reviews, the Guidehouse team determined that the award calculation needed to be adjusted to match the program's policies around duplication of benefits and other program award disbursements. Additionally, the Buyout and Acquisition program needed to change its incentive award within its award calculation and document the changes.

GOSR – BUYOUT & ACQUISITION PROGRAM AWARD CALCULATION ANALYTICS SUPPORT (CONT.)

Project Impacts and Outcomes:

Guidehouse provided overall management and analytics support to the Buyout & Acquisition program team. Guidehouse worked with the program to change its award calculation, update its policies, and provided quality assurance reviews on the new calculation. The Guidehouse team also documented the award calculation history for the program's policy manual.

When the Buyout and Acquisition program needed to change its incentive award within its award calculation, the Guidehouse analytics team performed "what-if" scenarios analyses to determine how the change would impact past and future applicant awards. To incorporate inclusion of an additional graded incentive based on the loss of a home's pre damage value, and several upper limits to the incentive and the total award, the Guidehouse team tested several cases and devised a final award calculation algorithm, which was implemented by the program. Once the analysis was conducted, the team helped structure the award calculation and record the changes in policy and procedure documents.

GOSR – BUYOUT & ACQUISITION PROGRAM HUD MONITORING & AUDIT PREPARATION

Business Problem:

Between 2013-2015, the Buyout & Acquisition Program required monitoring readiness support to prepare for HUD audits.

Project Impacts and Outcomes:

Guidehouse set up monitoring checklists to confirm that Program activity matched its policies and procedures, reviewed program files, and identified corrective actions. In some cases where on-site support was required, Guidehouse was able to mobilize a team to support the field staff on Long Island within a very short timeframe. The Guidehouse team worked hand in hand with the program team and other vendors to complete the reviews within a matter of days if required.

GOSR – BUYOUT & ACQUISITION PROGRAM MANAGEMENT SUPPORT

Business Problem:

From 2014 – 2015, the Buyout & Acquisition Programs required a variety of Program and Project Management support to effectively capture award amounts, maintain compliance with HUD eligibility and record keeping requirements, and prepare for audits. Guidehouse also managed a vendor transition within several areas - staffing, policies & procedures, facilities, IT, and communication.

Project Impacts and Outcomes:

Guidehouse provided GOSR's Buyout and Acquisition Program with program management support in a variety of areas. Some highlights and project impacts include:

- Guidehouse supported prior GOSR efforts to provide written and verbal responses to federal government questions pertaining to the Buyout & Acquisition program. The team reviewed selected applicant files and reviewed the award calculations, in order to draft the required response to the questions.
- Guidehouse project managed the effort to move the award calculation into Intelligrants before transitioning the project to GOSR. This involved coordination with the Program, Operational Systems & Performance, and other consultants at GOSR to gather business requirements and coordinate business and technical requests with stakeholders.

GOSR – BUYOUT & ACQUISITION PROGRAM MANAGEMENT SUPPORT (CONT.)

- Guidehouse supported the vendor transition from one vendor to another without disrupting program operations. The team developed a project plan and managed the transition of staff and facilities. Guidehouse also worked with the project team and the vendor to conduct training sessions and confirm that operating procedures were in place for the new vendor.

GOSR FEMA PA BUSINESS ANALYSIS (PAST)

Business Problem:

GOSR needed a partner to coordinate with the business and IT teams as it rolled out new business processes and systems. To address these issues, adapt to process changes, and meet stakeholder management needs, Guidehouse was engaged to assist with providing business analysis and PMO capabilities to ensure policy and system implementations achieved New York State's intended goals for recovery programs.

Project Impacts and Outcomes:

New York State engaged Guidehouse to deliver business analysis-based insights and project management recommendations to support the Organizational Systems and Performance (OS&P) team. Guidehouse was responsible for managing key activities, such as:

- Providing project management support to OS&P team to ensure a successful roll-out of the technology tools while meeting deadlines
- Liaising with both program staff and OS&P
- Conducting initial and beta systems User Acceptance Testing to confirm the usability and functionality of the Infrastructure FEMA PA tools
- Creating training and communications plans and hands-on training sessions to gain stakeholder buy-in and trust
- Creating procedure documents to provide implementation support
- Assisting with the development of system enhancements projects by gathering requirements, coordinating and processing status updates, providing daily updates on development tasks, and creating running key reports to track progress
- Testing systems for consistency across channels

GOSR INFRASTRUCTURE FEMA PA PMO

Business Problem:

New York State committed to paying the non-federal share match on thousands of FEMA PA projects, using CDBG-DR (HUD) funds; however, FEMA PA requirements differed from that of CDBG-DR. Additionally, it was difficult to collaborate across agencies and access other agencies' existing FEMA records, leading to inconsistent policies and files across projects. During a monitoring review, observations were identified, and the corrective actions were made a priority. As a result of these issues, GOSR sought to improve program operations and needed support drafting revised P&P and developing a feasible implementation plan.

After Guidehouse helped to establish a new implementation plan and create a revised P&P, the Program moved into a new phase: final PW reimbursement and moving towards closeout.

GOSR INFRASTRUCTURE FEMA PA PMO (CONT.)

Project Impacts and Outcomes:

Guidehouse provided project management, business process redesign, and implementation planning and support to FEMA Public Assistance (FEMA PA) Program Staff. The Guidehouse team:

- Provided project management support and liaised between GOSR program, IT, policy, and research teams, and external consultants to ensure consistent understanding of program priorities
- Supported the development of revised PP to address identified deficiencies. Activities included developing a response tracker, and coordinating the research, drafting, and revision of responses, across GOSR teams
- Worked with program, case management, and IT staff to develop an IT solution that improves workflow processes and promotes accountability
- Drafted current- and future-state process flows, and business requirements to articulate program's IT needs
- Reviewed paid files and identified duplicate reimbursements for the same projects, leading to the roll-out of corrective action; performed initial QA/QC reviews of infrastructure FEMA PA projects, verifying the presence of relevant documentation, and ensuring that program requirements were met
- Prepare for an audit to determine if the disbursement of HUD funds was performed in accordance with Federal regulations and guidelines by identifying and mitigating potential areas of noncompliance
- Redefine Program staff roles and responsibilities after significant organizational structure changes that resulted in fewer full-time resources
- Perform an organizational assessment to map new roles and responsibilities and to establish Program goals and priorities
- Perform analyses of payment data from prior paid projects to assess compliance with HUD and FEMA policies and regulations
- Conduct process assessments to determine areas of inefficiencies in compliance monitoring policies and procedures
- Perform analyses of FEMA project data to inform future payment plans
- The project team successfully transitioned off the Program case management team, which was an external contractor, and reassigned Program roles and responsibilities based on the new organizational structure and Program goals and priorities.

GOSR MONITORING & COMPLIANCE (PAST)

Business Problem:

Guidehouse was brought in to support monitoring for compliance (M&C) activities and to train existing M&C staff on how to conduct standardized, comprehensive, and documented reviews. GOSR aimed to ensure continued operational effectiveness and risk reduction, with a special focus on evaluating compliance with necessary regulations and business processes, and keeping abreast with any new regulatory changes.

Project Impacts and Outcomes:

Guidehouse worked with GOSR's Monitoring & Compliance (M&C) team to ensure Program compliance with HUD, CDBG-DR, and internal GOSR guidelines, by continuously improving the monitoring process. The project team was responsible for key activities, and:

- Supported the development of 6-month plans for the monitoring and compliance team; created policies, procedures, and templates for testing and reports to confirm consistency during reviews
- Conducted targeted and monthly reviews of policies to determine compliance within the different Programs with regards to specific policy areas. Program areas included Housing, Buyouts, Small Business, FEMA PA Infrastructure, Internal Operational Areas (Procurement, Finance, HR, IT, and Legal).

GOSR MONITORING & COMPLIANCE (PAST) - (CONT.)

- Generated reports to summarize observations
- Instituted key metrics to identify trends, streamline operations, and drive operational excellence going ahead
- Established a structured framework to identify any inconsistencies, policy violations, or key risks and institute corrective actions where necessary
- Created a culture of risk reduction and compliance at GOSR by promoting a collaborative approach between M&C and Program to modify processes
- Trained M&C staff to manage the process from risk assessment and schedule creation through report generation and corrective action
- Supported the M&C team during HUD reviews; created file review templates, conducted targeted reviews in a short-time frame, and identified observations to be corrected

GOSR SMALL BUSINESS PROJECT MANAGEMENT (PAST)

Business Problem:

GOSR sought assistance with supporting its Small Business program, and addressing challenges such as stalled applications that did not move through review process in a timely manner, an absence of reporting or metrics on the progress of program, the inability to project if the program was able to meet the total disbursement goal, the inability for GOSR's outsourced VOB specialist to keep up with demand, and inefficient prioritization for review of applications.

Project Impacts and Outcomes:

The project team provided the following support:

- Developed projections and goals by determining pipeline of applications and the speed they can move through each stage of the process based on the number of resources and volume
- Generated daily reports to inform program staff on the current status of applications and assist with prioritization of reviews
- Implemented daily tracker for case managers to report on activities in order to efficiently track productivity and progress of applications by team member as well as identify areas in need of improvement
- Created policy question tracker to help manage influx of questions and track results for future reference
- Managed flow chart to show movement of applications through process on a weekly basis
- Developed dashboard to show snapshot of progress, goals, and wins on a weekly basis

GOSR DATA ANALYTICS (PAST)

Business Problem:

Guidehouse was engaged to assist the State of New York by providing analytics capabilities to ensure policy and system implementations achieve New York State's intended goals for the recovery programs.

Project Impacts and Outcomes:

The Guidehouse Analytics team supported the State by providing data-driven recommendations and insights on deployment of disaster recovery funds. Guidehouse bridged the gap between policy decisions and implementations on funds disbursements and provided analytics-based monitoring of fund activity across new and existing programs. Additionally, the team proactively identified opportunities to improve the accurate deployment of award amounts and calculations, insights on program outputs, and data visualization efforts to help the State deploy recovery program funds per intended policy and with a high degree of effectiveness.

OPERATIONAL SYSTEMS & PERFORMANCE (OSP) – BUSINESS INTELLIGENCE (PAST)

Business Problem:

Organizational Systems & Performance (OS&P) and Research and Strategic Analysis (RSA) wanted an intuitive dashboard solution to help leadership gain valuable insights and drive important decision-making. Existing Quarterly Performance Reports (QPR) were being created on an ad-hoc basis with multiple data sources and inaccurate information, and the current QPR template lacked customization and self-service business intelligence capabilities.

Project Impacts and Outcomes:

Guidehouse provided business intelligence and dashboard support to the OS&P and RSA executive team, resulting in improving operational and financial efficiency through data driven analysis. The team:

- Worked collaboratively with the client executive team to gather raw data and customize data collection templates
- Performed a rapid current state assessment, identified gaps, and developed a target state analytics model
- Developed an automated self-service business intelligence dashboard to reduce manual efforts and capture important financial and operational metrics
- Presented findings to the OS&P leadership board

GOSR OPERATIONAL SYSTEMS & PERFORMANCE (OS&P) PROJECT MANAGEMENT (PAST)

Business Problem:

GOSR's OS&P program was responsible for various functions within the organization and needed project management support to ensure the success of a wide range of tasks. Challenges included:

- Inconsistent approaches, datasets, and metric gathering methods used to prepare executive reports
- Absence of technical project management expertise to conduct a mandatory data migration exercise for its systems to align with NY State's call for action for data center consolidation
- Issues with tracking and managing application development requests received from the Housing and Infrastructure programs

Project Impacts and Outcomes:

Guidehouse provided program advisory and project management support to the OS&P program, resulting in efficiency of task completion, roll-out of better software products and "keeping the lights on" for critical operational and finance functions. As part of this engagement, the Guidehouse team:

- Developed a key performance indicator system to enable automation in collecting data points & improve consistency in executive reporting
- Spearheaded a month-long complex data migration exercise which included providing expertise with technical solutions, project planning and testing to ensure business continuity
- Successfully helped GOSR take over critical finance functions of managing Program Delivery Costs, Administrative Expenses and Programmatic Costs from a parent agency within a time sensitive period
- Developed a ticketing system that helped GOSR prioritize and streamline the high volume of development requests

GOSR INTERNAL AUDIT (PAST)

Business Problem:

Guidehouse was engaged to assist the Internal Auditor develop a risk based methodology to analyze program application data for anomalies or inconsistencies in the data, or patterns that may have resulted in negative award balances.

Project Impacts and Outcomes:

Guidehouse created reporting tools that systematically identify the causes of negative award balances for overpaid applicants, which would assist in targeted case file reviews and in implementing stronger policies, checks and controls for payments.

The Guidehouse Analytics team supported the Internal Audit Director develop an approach to analyze and review program data and application files in specific programs for the purpose of identifying files with potential errors. A sample of identified applications case files were selected for a more detailed manual review to determine if errors existed and identify whether there was a systemic root cause. The project team identified root causes for applicants coming out of negative balance and compared them to understand the net effect of changes in award balances for the overall program and to develop a point of view on how applicants use state funds through the process of rebuilding their homes.