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October 11, 2022

Dear Ms. Nelson:

Guidehouse Inc. is pleased to submit to the Indiana Department of Administration our proposal for RFP 23-72042 Statewide Broadband Plan to help provide consulting, advising and technical services. Our response is comprised of an Executive Summary, Business Proposal, Technical Proposal, Cost Proposal and the required attachments. We are confident that you will find that our proposal offers the best value solution to the Indiana Department of Administration.

Summary of Ability and Desire to Supply the Required Products or Services

Guidehouse is a leading global provider of consulting services to the public sector and commercial markets, with broad capabilities in management, technology, and risk consulting. The company has more than 15,000 professionals in over 50 locations globally. Guidehouse just acquired Grant Thornton's public-sector practice adding skilled practitioners, technical capabilities and past performance qualifications that enhance our ability as the largest global consulting firm that leads with public-sector. We believe that the BEAD 5-year action plan must go further than simply mapping broadband infrastructure, unserved, and underserved locations. It should deliver a holistic vision for the State's connected future, including the roles, responsibilities, and resources of the stakeholder ecosystem to rollout broadband infrastructure. We are the best team to support you for the following reasons:

Our team understand Indiana well, including your current broadband efforts. Our teaming partner aFit, based in Indianapolis, in collaboration with Indiana Office of Technology (IOT) and other vendors, supported the Indiana Office of Community and Rural Affairs (OCRA) in implementing brand new broadband programs, Next Level Connections and the Indiana Connectivity Program. aFit recently accepted the Best of Indiana Award for an Application Serving the Public at the 2022 Indiana Digital Summit. Our other teaming partners PME and Sondhi are also based in Indiana and support the State on a variety of projects. In addition, Dave Matusoff is the former Agency Head for the Management Performance Hub, advised OMB on broadband related issues and served as the principal consultant on broadband readiness projects in Ohio, Louisiana, Kentucky, Maryland, the Appalachian Regional Commission and several municipal based fiber and economic development projects.

We have developed broadband plans across the country and will bring leading practice to Indiana. We have years of experience doing exactly this work with entities of varying sizes and budgets, ranging from the States of Oklahoma and South Dakota to San Jose, CA, San Diego, CA, Joplin, MO, and the Tennessee Valley Authority (TVA). **Figure 1** below is a representative sample of projects similar that demonstrate our ability to navigate both the urban city centers, as well as the rural areas. Guidehouse has extensive experience developing broadband action plans, engaging stakeholders, and conducting community outreach. Additionally, together with our teaming partner

Olsson, we bring the technical expertise needed to provide actionable recommendations around network engineer and design for middle-or last-mile considerations.



Figure 1. Sampling of Guidehouse Broadband, Connected Community, and Grant Management Work Across the Country

We are experts in maximizing federal funds. Where the American Rescue Plan (ARPA) opened the door for smart, targeted investments in communities, the Infrastructure Investment and Jobs Act (IIJA) offers states a rare opportunity to pursue sweeping transformation initiatives. Guidehouse’s unmatched policy and financial expertise have helped more than 59 state and local entities and 45 healthcare manage their COVID-relief efforts (Figure 1 above highlights all the states we have provided grant management services in). Further, we have supported states and local governments across the U.S. successfully invest in, rather than simply spend on, achieving their broadband goals. Guidehouse has a history of providing advisory services to maximize funding and ensure compliance for public-sector clients. This will be incredibly helpful as the State navigates requirements for the Broadband Equity, Access, and Deployment (BEAD) program as part of this 5-year action plan development.

We see broadband as an economic development lever (among many other potential benefits). As a leading global provider of consulting services, Guidehouse is not just a broadband shop. Our deep knowledge of economic development, federal funding, sustainability, and innovation for states and municipalities will be leveraged to help you strategically navigate the implications and benefits of broadband. We have the ability to provide cost-benefit estimates of the tremendous potential from these investments. This will aid the State’s decision-making as well as communication planning.

Our approach is collaborative, holistic, and responsive to the rapid timeframes of BEAD’s Notice of Funding Opportunity (NOFO).

Guidehouse proposes a four-phased approach to deliver a comprehensive and compliant Broadband Equity, Access, and Deployment (BEAD) Five-Year Action Plan that identifies Indiana’s broadband deployment, adoption, affordability, access, and equity needs; and will serve as a benchmark for adopting strategies, goals, and initial measures for connecting all residents of Indiana with reliable broadband service. The four phases of work structure the activities as outlined in this RFP and National Telecommunications and Information Administration’s (NTIA) BEAD Five-Year Action Plan guidance. Having worked with the States of Oklahoma and South Dakota in their Initial Planning Proposals, we know what NTIA is looking to achieve with these plans. NTIA wants to make sure that states are looking at broadband access holistically while also creating a practical organizational structure that can manage and administer the funds to reach unserved and underserved communities.

As BEAD’s Five-Year Action Plan timeline is concurrent with Digital Equity Act’s (DEA) State Digital Equity Plan development, the Guidehouse Team will work closely with the Purdue Center for Regional Development (PCRD) team to align project plans (Indiana’s DE Plan will be inserted directly into the BEAD Five-Year Action Plan – so both documents should be in communication and in sync).

The Guidehouse Team aims to develop a comprehensive plan that facilitates Indiana’s next steps in the BEAD Program Process, including the Initial and Final Proposal. We expect the bulk of the work to develop the Five-Year Action Plan to take five months; the remaining two months will be allocated toward additional rounds of stakeholder communication and feedback (we understand better than most that going from an initial draft to final takes time and have therefore allocated a phase for feedback).

- **Phase 1 – Kick-Off, Data Gathering, and Public Outreach and Stakeholder Engagement Plan (Month 1):** This phase will help us establish the facts on the ground, understand the extent of broadband needs in Indiana, and how disparities related to demographic patterns and trends. This phase will kickstart the public outreach and stakeholder engagement planning and data collection processes that will directly inform the Current State of Broadband and Digital Inclusion Assessment and the entire BEAD Five-Year Action Plan development.
- **Phase 2 – Current State of Broadband and Digital Inclusion Assessment (Month 1-3):** This phase of the project will begin shortly after Phase 1 and encompasses the bulk of stakeholder and community engagement, research and analysis, and mapping work required to develop the Five-Year Action Plan in Phase 2. This phase will be focused on ascertaining and assessing the current state of broadband and digital inclusion in Indiana and identifying gaps and needs as related to access, affordability, adoption, and equity. During this phase, we’ll begin to identify and initiate partnerships with key stakeholders that will be integral to Indiana’s successful implementation of the BEAD Program.
- **Phase 3 – Actions and Strategies for Broadband Infrastructure Deployment and Digital Inclusion (Month 3-5):** This phase of the project we’ll synthesize research findings from Phase 2, conduct visioning sessions with internal and external stakeholder groups, and implement a structured, data-driven approach to identifying potential strategies and projects Indiana may propose to promote universal broadband access and



close the digital divide. This phase of work will also involve creating an implementation plan for how Indiana will deliver on its 5-Year Plan and meet established broadband goals and objectives. By the end of Phase 3, our Team will have a completed Draft Five-Year Action Plan to be communicated and socialized with stakeholder groups in Phase 3.

- **Phase 4 – 5-Year Action Plan Finalization, Communication, and Submission (Month 5-7):** In the final phase of this engagement, our team will focus on working with the Indiana Broadband Office to communicate the Draft Five-Year Action Plan, provide mechanisms for gathering stakeholder feedback, and finalizing the Plan for submission.

Guidehouse appreciates the opportunity to be considered for this important project and if selected, will provide the Indiana Department of Administration and the Office of Management & Budget with a team of professionals committed to your success.

Signature of Authorized Representative

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Type of Business (i.e., Corporation, Sole Proprietor, LLC, etc.)	Corporation
North American Industry Classification System (NAICS) Code	541611

Raveen Rao
Partner

Respondent Notification

Guidehouse Inc. agrees to being notified of the State of Indiana’s decision via e-mail.

Secretary of State

Guidehouse Inc., ID Number 0000013683, is in good standing with the Indiana Secretary of State.