

## Deliverable guide (1 of 2)

	Scope	Deliverable	Final output	Location
Source of funds	<ul style="list-style-type: none"> <li>Develop assessment of funding and financing sources, revenue streams, federal formula funds, discretionary grant programs, financing programs), including the following analyses:                             <ul style="list-style-type: none"> <li>Review funding and projected allocations by sources of funding</li> <li>Review bonding capacity and plans</li> <li>Benchmark funding sources and financing levels relative to peer organizations</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Historical and projected funding and financial revenue streams</li> </ul>	<ul style="list-style-type: none"> <li>Detailed 2009 – 2028 analysis of revenue sources</li> <li>Comparison to other DOT’s revenue bases to future of mobility trends</li> </ul>	<ul style="list-style-type: none"> <li>“NCDOT Final Output Supporting Analysis vF.pdf” slides 11, 34 - 38</li> </ul>
Uses of funds	<ul style="list-style-type: none"> <li>Build project-level disbursement schedule (uses analysis), including:                             <ul style="list-style-type: none"> <li>Review of project level disbursement including recent historical performance vs projects and forward looking project disbursement curves</li> <li>Mapping of project management and disbursement processes and tracking systems for project database management</li> <li>Review major projects to determine impacts of prioritization or postponing</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Project level disbursement schedule for next five years<sup>1</sup></li> <li>Assessment of project level disbursement management capabilities</li> </ul>	<ul style="list-style-type: none"> <li>Detailed 2009-2028 analysis of expense sources, with deep dive analysis into expense categories driving FY 19 spend</li> <li>Assessment of pain points in Division operating model for project level disbursement</li> </ul>	<ul style="list-style-type: none"> <li>“NCDOT Final Output Supporting Analysis vF.pdf” slides 11, 16 – 20, 27</li> </ul>

<sup>1</sup> Most of the variance is in maintenance, so focus was there, maintenance does not have 5 year project plans, so project level disbursement schedule was de-prioritized, analysis done on aggregate level

## Deliverable guide (2 of 2)

	Scope	Deliverable	Final output	Location
Root cause analysis	<ul style="list-style-type: none"> <li>▪ Undertake root cause analysis of cash balance shortfall including review of organizational systems and processes:                             <ul style="list-style-type: none"> <li>– High level process mapping of handoffs and organizational touch points</li> <li>– Review strategic and financial planning approaches</li> <li>– Appropriation and disbursement analysis based on recent historical and project data including sources-uses planning and timeframe for outlays and inflows</li> <li>– Buildup of gap analysis of sources and uses and disbursement curves projected over next 5 years</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Review of organizational and systems and processes involved in cash management</li> <li>▪ Identify root cause sources of funding and cash flow management challenges</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assessed digital, contracting and other systems contributing to root causes of cash shortfall</li> <li>▪ Identified comprehensive sources of cash flow challenge including unplanned events, and lack of project controls / agility</li> </ul>	<ul style="list-style-type: none"> <li>▪ “NCDOT Final Output Supporting Analysis vF.pdf” slides 1-14, 21-25, 28-32, 40</li> </ul>
Develop initial levers	<ul style="list-style-type: none"> <li>▪ Develop initial levers to alleviate pressure, based on analysis: Identify internal organizational systems or process that could be adjusted                             <ul style="list-style-type: none"> <li>– Review best practice on cash management and benchmark performance on time to disbursement and reimbursement</li> <li>– Identify best practice levers across revenue, operating, and capital costs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Draft set of levers based on diagnostic of root cause to alleviate pressures</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify case for change, approach, as well as prioritizing and sequencing levers across:                             <ul style="list-style-type: none"> <li>– Forecasting</li> <li>– Contracting</li> <li>– Organizational performance and governance</li> <li>– Data and digital</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ “NCDOT Final Output Supporting Analysis vF.pdf” slides 41-48</li> </ul>