



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER
 BCF90050

PAGE
 1

ADDRESS CORRESPONDENCE TO ATTENTION OF
 ROBERTA WAGNER
 304-558-0067

RFQ COPY

TYPE NAME/ADDRESS HERE

PROPERTY

JGS Performance Solutions LLC
 8916 Seven Lacks Rd,
 Bethesda, MD 20817

SHIP TO

HEALTH AND HUMAN RESOURCES
 BCF - COMMISSIONER'S OFFICE
 350 CAPITOL STREET, ROOM 730
 CHARLESTON, WV
 25301-3711 304-558-4682

DATE PRINTED	TERMS OF SALE	SHIP VIA	FOB	FREIGHT TERMS
08/06/2008				
BID OPENING DATE: 09/04/2008		BID OPENING TIME 01:30PM		

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	JB		961-20		
<p>OPEN-END BLANKET CONTRACT</p> <p>PROFESSIONAL SERV. TO ASSIST IN DEVEL. OF STRATEGIC</p> <p>TO PROVIDE PROFESSIONAL SERVICES TO ASSIST IN THE DEVELOPMENT OF A FIVE YEAR STRATEGIC PLAN AND THE ESTABLISHMENT OF AN EFFECTIVE ORGANIZATIONAL VISION FOR THE FUTURE FOR THE BUREAU FOR CHILDREN AND FAMILIES PER THE ATTACHED SPECIFICATIONS. TERM OF THE AGREEMENT SHALL BE UPON AWARD AND CONTINUE FOR A PERIOD OF ONE YEAR, WITH THE OPTIONS OF (2) TWO, (1) ONE YEAR RENEWALS.</p> <p>EXHIBIT 3</p> <p>LIFE OF CONTRACT: THIS CONTRACT BECOMES EFFECTIVE ON UPON AWARD AND EXTENDS FOR A PERIOD OF ONE (1) YEAR OR UNTIL SUCH "REASONABLE TIME" THEREAFTER AS NECESSARY TO OBTAIN A NEW CONTRACT OR RENEW THE ORIGINAL CONTRACT. THE "REASONABLE TIME" PERIOD SH</p>						

RECEIVED

2008 SEP -3 A 9 30

PURCHASING DIVISION
 STATE OF WV

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE
TITLE	FEIN
ADDRESS CHANGES TO BE NOTED ABOVE	

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

**GENERAL TERMS & CONDITIONS
REQUEST FOR QUOTATION (RFQ) AND REQUEST FOR PROPOSAL (RFP)**

1. Awards will be made in the best interest of the State of West Virginia.
2. The State may accept or reject in part, or in whole, any bid.
3. All quotations are governed by the *West Virginia Code* and the *Legislative Rules* of the Purchasing Division.
4. Prior to any award, the apparent successful vendor must be properly registered with the Purchasing Division and have paid the required \$125.00 registration fee.
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15. **West Virginia Alcohol & Drug-Free Workplace Act:** If this Contract constitutes a public improvement construction contract as set forth in Article 1D, Chapter 21 of the West Virginia Code ("The West Virginia Alcohol and Drug-Free Workplace Act"), then the following language shall hereby become part of this Contract: "The contractor and its subcontractors shall implement and maintain a written drug-free workplace policy in compliance with the West Virginia Alcohol and Drug-Free Workplace Act, as set forth in Article 1D, Chapter 21 of the West Virginia Code. The contractor and its subcontractors shall provide a sworn statement in writing, under the penalties of perjury, that they maintain a valid drug-free workplace policy in compliance with the West Virginia Alcohol and Drug-Free Workplace Act. It is understood and agreed that this Contract shall be cancelled by the awarding authority if the Contractor: 1) Fails to implement its drug-free workplace policy; 2) Fails to provide information regarding implementation of the contractor's drug-free workplace policy at the request of the public authority; or 3) Provides to the public authority false information regarding the contractor's drug-free workplace policy."

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Department of Administration, Purchasing Division, 2019 Washington Street East, P.O. Box 50130,
Charleston, WV 25305-0130



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<p>NOT EXCEED TWELVE (12) MONTHS. DURING THIS "REASONABLE TIME" THE VENDOR MAY TERMINATE THIS CONTRACT FOR ANY REASON UPON GIVING THE DIRECTOR OF PURCHASING 30 DAYS WRITTEN NOTICE.</p> <p>UNLESS SPECIFIC PROVISIONS ARE STIPULATED ELSEWHERE IN THIS CONTRACT DOCUMENT, THE TERMS, CONDITIONS AND PRICING SET HEREIN ARE FIRM FOR THE LIFE OF THE CONTRACT.</p> <p>RENEWAL: THIS CONTRACT MAY BE RENEWED UPON THE MUTUAL WRITTEN CONSENT OF THE SPENDING UNIT AND VENDOR, SUBMITTED TO THE DIRECTOR OF PURCHASING THIRTY (30) DAYS PRIOR TO THE EXPIRATION DATE. SUCH RENEWAL SHALL BE IN ACCORDANCE WITH THE TERMS AND CONDITIONS OF THE ORIGINAL CONTRACT AND SHALL BE LIMITED TO TWO (2) ONE (1) YEAR PERIODS.</p> <p>CANCELLATION: THE DIRECTOR OF PURCHASING RESERVES THE RIGHT TO CANCEL THIS CONTRACT IMMEDIATELY UPON WRITTEN NOTICE TO THE VENDOR IF THE COMMODITIES AND/OR SERVICES SUPPLIED ARE OF AN INFERIOR QUALITY OR DO NOT CONFORM TO THE SPECIFICATIONS OF THE BID AND CONTRACT HEREIN.</p> <p>OPEN MARKET CLAUSE: THE DIRECTOR OF PURCHASING MAY AUTHORIZE A SPENDING UNIT TO PURCHASE ON THE OPEN MARKET, WITHOUT THE FILING OF A REQUISITION OR COST ESTIMATE, ITEMS SPECIFIED ON THIS CONTRACT FOR IMMEDIATE DELIVERY IN EMERGENCIES DUE TO UNFORESEEN CAUSES (INCLUDING BUT NOT LIMITED TO DELAYS IN TRANSPORTATION OR AN UNANTICIPATED INCREASE IN THE VOLUME OF WORK.)</p> <p>QUANTITIES: QUANTITIES LISTED IN THE REQUISITION ARE APPROXIMATIONS ONLY, BASED ON ESTIMATES SUPPLIED BY THE STATE SPENDING UNIT. IT IS UNDERSTOOD AND AGREED</p>						

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<p>THAT THE CONTRACT SHALL COVER THE QUANTITIES ACTUALLY ORDERED FOR DELIVERY DURING THE TERM OF THE CONTRACT, WHETHER MORE OR LESS THAN THE QUANTITIES SHOWN.</p> <p>ORDERING PROCEDURE: SPENDING UNIT(S) SHALL ISSUE A WRITTEN STATE CONTRACT ORDER (FORM NUMBER WV-39) TO THE VENDOR FOR COMMODITIES COVERED BY THIS CONTRACT. THE ORIGINAL COPY OF THE WV-39 SHALL BE MAILED TO THE VENDOR AS AUTHORIZATION FOR SHIPMENT, A SECOND COPY MAILED TO THE PURCHASING DIVISION, AND A THIRD COPY RETAINED BY THE SPENDING UNIT.</p> <p>BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THIS CONTRACT IS AUTOMATICALLY NULL AND VOID, AND IS TERMINATED WITHOUT FURTHER ORDER.</p> <p>THE TERMS AND CONDITIONS CONTAINED IN THIS CONTRACT SHALL SUPERSEDE ANY AND ALL SUBSEQUENT TERMS AND CONDITIONS WHICH MAY APPEAR ON ANY ATTACHED PRINTED DOCUMENTS SUCH AS PRICE LISTS, ORDER FORMS, SALES AGREEMENTS OR MAINTENANCE AGREEMENTS, INCLUDING ANY ELECTRONIC MEDIUM SUCH AS CD-ROM.</p> <p>REV. 04/11/2001</p> <p>INQUIRIES: WRITTEN QUESTIONS SHALL BE ACCEPTED THROUGH CLOSE OF BUSINESS ON 8/19/08. QUESTIONS MAY BE SENT VIA USPS, FAX, COURIER OR E-MAIL. IN ORDER TO ASSURE NO VENDOR RECEIVES AN UNFAIR ADVANTAGE, NO SUBSTANTIVE QUESTIONS WILL BE ANSWERED ORALLY. IF POSSIBLE, E-MAIL QUESTIONS ARE PREFERRED. ADDRESS INQUIRIES TO: ROBERTA WAGNER DEPARTMENT OF ADMINISTRATION</p>						

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PURCHASING DIVISION 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25311 FAX: 304-558-4115 E-MAIL: ROBERTA.A.WAGNER@WV.GOV						
PURCHASING CARD ACCEPTANCE: THE STATE OF WEST VIRGINIA CURRENTLY UTILIZES A VISA PURCHASING CARD PROGRAM WHICH IS ISSUED THROUGH A BANK. THE SUCCESSFUL VENDOR MUST ACCEPT THE STATE OF WEST VIRGINIA VISA PURCHASING CARD FOR PAYMENT OF ALL ORDERS PLACED BY ANY STATE AGENCY AS A CONDITION OF AWARD.						
VENDOR PREFERENCE CERTIFICATE						
CERTIFICATION AND APPLICATION* IS HEREBY MADE FOR PREFERENCE IN ACCORDANCE WITH WEST VIRGINIA CODE, 5A-3-37 (DOES NOT APPLY TO CONSTRUCTION CONTRACTS)						
A. APPLICATION IS MADE FOR 2.5% PREFERENCE FOR THE REASON CHECKED:						
() BIDDER IS AN INDIVIDUAL RESIDENT VENDOR AND HAS RESIDED CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR						
() BIDDER IS A PARTNERSHIP, ASSOCIATION OR CORPORATION RESIDENT VENDOR AND HAS MAINTAINED ITS HEAD-QUARTERS OR PRINCIPAL PLACE OF BUSINESS CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR 80% OF THE OWNERSHIP INTEREST OF BIDDER IS HELD BY ANOTHER INDIVIDUAL, PARTNERSHIP, ASSOCIATION OR CORPORATION RESIDENT VENDOR						

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<p>WHO HAS MAINTAINED ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR</p> <p>() BIDDER IS A CORPORATION NONRESIDENT VENDOR WHICH HAS AN AFFILIATE OR SUBSIDIARY WHICH EMPLOYS A MINIMUM OF ONE HUNDRED STATE RESIDENTS AND WHICH HAS MAINTAINED ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS WITHIN WEST VIRGINIA CONTINUOUSLY FOR THE FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION.</p> <p>B. APPLICATION IS MADE FOR 2.5% PREFERENCE FOR THE REASON CHECKED:</p> <p>() BIDDER IS A RESIDENT VENDOR WHO CERTIFIES THAT, DURING THE LIFE OF THE CONTRACT, ON AVERAGE AT LEAST 75% OF THE EMPLOYEES WORKING ON THE PROJECT BEING BID ARE RESIDENTS OF WEST VIRGINIA WHO HAVE RESIDED IN THE STATE CONTINUOUSLY FOR THE TWO YEARS IMMEDIATELY PRECEDING SUBMISSION OF THIS BID;</p> <p>OR</p> <p>() BIDDER IS A NONRESIDENT VENDOR EMPLOYING A MINIMUM OF ONE HUNDRED STATE RESIDENTS OR IS A NONRESIDENT VENDOR WITH AN AFFILIATE OR SUBSIDIARY WHICH MAINTAINS ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS WITHIN WEST VIRGINIA EMPLOYING A MINIMUM OF ONE HUNDRED STATE RESIDENTS WHO CERTIFIES THAT, DURING THE LIFE OF THE CONTRACT, ON AVERAGE AT LEAST 75% OF THE EMPLOYEES OR BIDDERS' AFFILIATE'S OR SUBSIDIARY'S EMPLOYEES ARE RESIDENTS OF WEST VIRGINIA WHO HAVE RESIDED IN THE STATE CONTINUOUSLY FOR THE TWO YEARS IMMEDIATELY PRECEDING SUBMISSION OF THIS BID.</p> <p>BIDDER UNDERSTANDS IF THE SECRETARY OF TAX & REVENUE</p>						

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<p>DETERMINES THAT A BIDDER RECEIVING PREFERENCE HAS FAILED TO CONTINUE TO MEET THE REQUIREMENTS FOR SUCH PREFERENCE, THE SECRETARY MAY ORDER THE DIRECTOR OF PURCHASING TO: (A) RESCIND THE CONTRACT OR PURCHASE ORDER ISSUED; OR (B) ASSESS A PENALTY AGAINST SUCH BIDDER IN AN AMOUNT NOT TO EXCEED 5% OF THE BID AMOUNT AND THAT SUCH PENALTY WILL BE PAID TO THE CONTRACTING AGENCY OR DEDUCTED FROM ANY UNPAID BALANCE ON THE CONTRACT OR PURCHASE ORDER.</p> <p>BY SUBMISSION OF THIS CERTIFICATE, BIDDER AGREES TO DISCLOSE ANY REASONABLY REQUESTED INFORMATION TO THE PURCHASING DIVISION AND AUTHORIZES THE DEPARTMENT OF TAX AND REVENUE TO DISCLOSE TO THE DIRECTOR OF PURCHASING APPROPRIATE INFORMATION VERIFYING THAT BIDDER HAS PAID THE REQUIRED BUSINESS TAXES, PROVIDED THAT SUCH INFORMATION DOES NOT CONTAIN THE AMOUNTS OF TAXES PAID NOR ANY OTHER INFORMATION DEEMED BY THE TAX COMMISSIONER TO BE CONFIDENTIAL.</p> <p>UNDER PENALTY OF LAW FOR FALSE SWEARING (WEST VIRGINIA CODE 61-5-3), BIDDER HEREBY CERTIFIES THAT THIS CERTIFICATE IS TRUE AND ACCURATE IN ALL RESPECTS; AND THAT IF A CONTRACT IS ISSUED TO BIDDER AND IF ANYTHING CONTAINED WITHIN THIS CERTIFICATE CHANGES DURING THE TERM OF THE CONTRACT, BIDDER WILL NOTIFY THE PURCHASING DIVISION IN WRITING IMMEDIATELY.</p> <p>BIDDER: <i>J6S Performance Solutions LLC</i></p> <p>DATE: <i>9/1/2008</i></p> <p>SIGNED: <i>[Signature]</i></p>						

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TITLE: <i>MANAGING PARTNER</i>						
* CHECK ANY COMBINATION OF PREFERENCE CONSIDERATION(S) IN EITHER "A" OR "B", OR BOTH "A" AND "B" WHICH YOU ARE ENTITLED TO RECEIVE. YOU MAY REQUEST UP TO THE MAXIMUM 5% PREFERENCE FOR BOTH "A" AND "B". (REV. 12/00)						
NOTICE						
A SIGNED BID MUST BE SUBMITTED TO: DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130						
PLEASE NOTE: A CONVENIENCE COPY WOULD BE APPRECIATED.						
THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:						
SEALED BID						
BUYER:-----ROBERTA WAGNER/FILE 22-----						
RFQ. NO.:-----BCF90050-----						
BID OPENING DATE:-----9/4/2008-----						
BID OPENING TIME:-----1:30 PM-----						

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PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID: ----- (202) 470 2734 ----- CONTACT PERSON (PLEASE PRINT CLEARLY): ----- GREGORY BARR ----- ***** THIS IS THE END OF RFQ BCF90050 ***** TOTAL: <u>\$98,000</u>						

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Charleston, WV 25305-0130

WEST VIRGINIA DEPARTMENT OF HEALTH AND HUMAN
RESOURCES BUREAU FOR CHILDREN AND FAMILIES
350 CAPITOL STREET, ROOM 730
CHARLESTON, WEST VIRGINIA 25301-3702

Request for Quotation

RFQ# BCF90050

ADMINISTRATIVE AND CONTRACTUAL TERMS

Purpose:

The Department of Health and Human Resources (DHHR), Bureau for Children and Families (BCF), is seeking bids to obtain professional services to assist in the development of a Five Year Strategic Plan and the Establishment of an Effective Organizational Vision for The Future.

Project Background:

The Bureau for Children and Families (BCF), within the West Virginia Department of Health and Human Resources (DHHR), is beginning the process of planning for and developing a revised five year strategic plan to guide the efforts of Bureau staff. The Bureau's Strategic Planning Team, which is composed of the Commissioner, Deputy Commissioner, and four Assistant Commissioners have begun to study and work through exercises found in John M. Bryson and Farnum K. Alston's publication Creating and Implementing Your Strategic Plan, 2d Edition, 2005, John Wiley and Sons, inc.

BCF recognizes the value of seeking external technical assistance to help design and facilitate the planning work and development. This includes obtaining input from DHHR and BCF leadership and staff as well as external stakeholders.

Project Scope:

BCF seeks the services of an experienced consultant to assist the bureau in the development of a five year strategic plan. The vendor shall propose a logical approach to facilitate the development of the BCF Strategic Plan and the Establishment of an Effective Organizational Vision for The Future. The vendor will work closely with the BCF Strategic Planning Team and designated subgroups to gather the necessary background and resource materials for contextual understanding of the major issues.

Project Tasks and Deliverables:

Vendor must provide all Tasks and Deliverables over the life of this contract

Task 1 – Work Plan Development:

Gather and review background materials and work closely with the BCF Strategic Planning Team to develop and implement a Work Plan for the Strategic Planning process that includes tasks, responsible parties, time frames, and estimated resources required from BCF.

Deliverables:

- Approved BCF Strategic Planning Work Plan
(Anticipated completion 30 days post award).

Task 2 – Meeting Facilitation:

Facilitate Strategic Planning meetings of designated groups, including but not limited to the Strategic Planning Team, planning sub-groups, and internal and external stakeholders. Plan, document, and record each meeting facilitated. It is expected that a number of meetings facilitated under this task will be for the accomplishment of Task 4.

Deliverables:

- Documentation of meetings facilitated including names of groups; agendas; dates of meetings; lists of meeting attendees; documents produced to support the work of each meeting; and minutes and outcomes for each meeting
(Ongoing as needed throughout the course of the contract).

Task 3 – Monthly Progress Reporting:

Develop reports and conduct reporting meetings one time per month on the progress of the Strategic Planning process with planning teams and other groups as designated.

Deliverables:

- Monthly reports utilizing Gantt charts or other agreed upon graphing techniques to illustrate progress and completion of tasks;
- List of reporting meetings with names of groups; agendas; dates of meetings; meeting attendees; and minutes and outcomes for each meeting.
(Reports are due 5th business day of the month every month starting with the month proceeding the first full month of the contract).

Task 4 – Organizational Assessment:

Conduct a comprehensive organizational assessment involving internal and external stakeholders, utilizing a variety of information-gathering techniques such as surveys, focus groups, forums, interviews, or other means to collect data for use in developing

the BCF Five-Year Strategic Plan. Conduct research on current trends and legislation in public sector human services at the Federal and State level that are relevant to BCF and its initiatives and analyze for developments for potential incorporation into the BCF Strategic Plan. Identify critical success factors and organizational competencies as part of the assessment process. It is expected that a number of the meetings facilitated in Task 2 will be for the accomplishment of this task.

Deliverables:

- Final approved Organizational Assessment including identified strengths, weaknesses, opportunities, and challenges;
 - An inclusive list of internal and external stakeholders and an analysis of how, where, when, and why to involve them in the process;
 - Copies of surveys, focus group results, interview results, and other information gathered in the assessment process and a synopsis of that information;
 - Summary of research conducted and the analysis performed on that research;
 - Lists of critical success factors and organizational competencies and an analysis of their relevance to this Strategic Planning process.
- (Anticipate completion of deliverables approximately 4 months post award)

Task 5 – Formulation of Strategic Goals and Objectives:

Facilitate the identification of BCF strategic issues and the formation and prioritization of BCF Strategic Goals and Objectives for the next five years that fall within the boundaries of BCF's formal and informal mandates.

Deliverables:

- Final approved BCF Strategic Goals and Objectives;
 - Lists of operational issues identified in the Strategic Goal formulation process and recommendations on how to proceed with the identified operational issues;
 - Documentation of work performed and evidence of information used in the Strategic Goals formulation.
- (Anticipate completion of deliverables approximately 9 months post award)

Task 6 – Implementation Plan:

Work with identified BCF staff to develop a five-year Implementation Plan for the BCF Strategic Goals and Objectives, including the identification of a communications and information process to keep stakeholders informed about the progress of the Plan.

Deliverables:

- Final approved BCF Strategic Plan Implementation Plan;
 - Final approved communications and information process.
- (Anticipate completion of deliverables approximately 12 months post award)

Task 7 – Evaluation Methodology and Plan:

Develop a methodology to evaluate progress on the BCF Strategic Plan and measure outcomes over the five-year period of the plan

Deliverables:

- Five-year Evaluation Methodology and Plan.
(Anticipate completion of deliverables approximately 4 months post award)

Direct Production Support, Materials and All Other Expenses

All costs associated with production staff in support of editing, logistics, copies of materials will be considered routine, and must be included in the cost proposal. BCF will be allowed to request a master copy of all documents as well as appropriate PowerPoint presentations at no additional cost. Vendors bid shall include the costs for standard progress reports, draft planning documents and other materials to support the project.

Vendor must include travel and expenses in the hourly bid rate.

Project Start Date:

Vendor shall begin work immediately upon award of contract.

Mandatory Qualifications:

- Vendor must provide a detailed work history, including references and resume(s) of project team to support mandatory qualifications.
- Vendor's project lead must demonstrate a minimum five years of experience in facilitation, training and leadership coaching at least two years of which is experience in strategic planning in the public sector (preferred in State government areas working with human services).
- Vendor must have at a minimum two additional staff with a minimum one year experience in facilitation, training and leadership coaching to simultaneously facilitate multiple groups and subgroups and work on the project as required.

PROCUREMENT TERMS

Vendor Registration:

Vendors participating in this process should complete and file a Vendor Registration and Disclosure Statement (Form WV-1) and remit the registration fee. Vendor is not required to be a registered vendor in order to submit a Quotation, but the successful vendor must register and pay the fee prior to the award of an actual purchase order/contract.

Purchasing Affidavit:

West Virginia State Code 5A-3-1-a-(3) (d) requires that all vendors submit an affidavit of debt, which certifies that there are no outstanding obligations or debts owing the State of West Virginia. The Affidavit is attached to this request for Quotation which must be completed, signed, and returned. If bidding a joint Quotation, an Affidavit must be completed for both vendors.

Subcontracts Prohibited:

The Successful vendor will be solely responsible for all work performed under the contract. The vendor shall not enter into written subcontracts for performance or work under the contract without written permission of the Department.

Renewal:

This contract may be renewed upon mutual agreement of both parties. The renewal is limited to two (2), one (1) year renewals.

Compliance with Law and Regulations: Vendor shall pay any sales, use and personal property taxes arising out of this contract and the transactions contemplated thereby. Any other taxes levied upon this contract, the transaction, or the equipment, or services delivered pursuant hereto shall be borne by the vendor. Vendor must be governed by the laws of the State of West Virginia. Vendor shall comply with all related federal and state laws and regulations.

Invoices and Payments: Vendor shall submit detailed monthly invoices, in arrears, to the Bureau of Children and Families, Office of Finance and Administration for all services provided pursuant to the terms of the contract. The Bureau of Children and Families reserves the right to reject any or all invoices for which proper documentation has not been provided. State law forbids payment of invoices prior to receipt of services.

Evaluation Process: Bids will be evaluated as to the lowest responsible bidder meeting specifications.

Vendor must provide documentation supporting the meeting of all Mandatory Qualifications stated above.

Vendor must provide a completed Vendor Bid Summary Sheet with a per hour dollar amount listed for all seven tasks.

Award: Awarded contract will be at the hourly rates bid by the awarded vendor for each task. Numbers of hours are estimates only. Actual hours to complete the tasks may be greater or less than estimated. Vendor will be paid actual hours needed to complete the tasks as approved by the bureau

Vendor Bid Summary Sheet

Task	Estimated Hours	Vendors Bid Per Hour (inclusive of all travel and expenses)	Extended Cost Per Task (Estimated Hours x Vendor's Bid Per Hour)
#1 Work Plan Development	40	\$125 -	\$5000
#2 Meeting Facilitation	208	\$125 -	\$26000
#3 Monthly Progress Reporting	96	\$125 -	\$12000
#4 Organizational Assessment	180	\$125 -	\$22500
#5 Strategic Goals and Objectives	100	\$125 -	\$12500
#6 Implementation Plan	60	\$125 -	\$7500
#7 Evaluation Methodology	20	\$125 -	\$2500
Total Est. Hours →	704	Grand Total →	\$88,000

Vendor must bid all tasks listed above. Vendor must provide documentation supporting the meeting of all Mandatory Qualifications as listed.

Vendor Signature: 

Date: 9/1/2008

"NOTE: The hours are estimates only. Vendor will be paid actual hours worked, whether they be greater or less than estimate."

STATE OF WEST VIRGINIA
Purchasing Division**PURCHASING AFFIDAVIT****VENDOR OWING A DEBT TO THE STATE:**

West Virginia Code §5A-3-10a provides that: No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owed is an amount greater than one thousand dollars in the aggregate.

PUBLIC IMPROVEMENT CONTRACTS & DRUG-FREE WORKPLACE ACT:

West Virginia Code §21-1D-5 provides that: Any solicitation for a public improvement construction contract shall require each vendor that submits a bid for the work to submit at the same time an affidavit that the vendor has a written plan for a drug-free workplace policy in compliance with Article 1D, Chapter 21 of the West Virginia Code. A public improvement construction contract may not be awarded to a vendor who does not have a written plan for a drug-free workplace policy in compliance with Article 1D, Chapter 21 of the West Virginia Code and who has not submitted that plan to the appropriate contracting authority in timely fashion. For a vendor who is a subcontractor, compliance with Section 5, Article 1D, Chapter 21 of the West Virginia Code may take place before their work on the public improvement is begun.

ANTITRUST:

In submitting a bid to any agency for the state of West Virginia, the bidder offers and agrees that if the bid is accepted the bidder will convey, sell, assign or transfer to the state of West Virginia all rights, title and interest in and to all causes of action it may now or hereafter acquire under the antitrust laws of the United States and the state of West Virginia for price fixing and/or unreasonable restraints of trade relating to the particular commodities or services purchased or acquired by the state of West Virginia. Such assignment shall be made and become effective at the time the purchasing agency tenders the initial payment to the bidder.

I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, limited liability company, partnership or person or entity submitting a bid for the same materials, supplies, equipment or services and is in all respects fair and without collusion or fraud. I further certify that I am authorized to sign the certification on behalf of the bidder or this bid.

LICENSING:

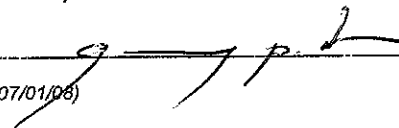
Vendors must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, West Virginia Insurance Commission, or any other state agencies or political subdivision. Furthermore, the vendor must provide all necessary releases to obtain information to enable the Director or spending unit to verify that the vendor is licensed and in good standing with the above entities.

CONFIDENTIALITY:

The vendor agrees that he or she will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the agency's policies, procedures and rules. Vendors should visit www.state.wv.us/admin/purchase/privacy for the Notice of Agency Confidentiality Policies.

Under penalty of law for false swearing (West Virginia Code §61-5-3), it is hereby certified that the vendor acknowledges the information in this said affidavit and is in compliance with the requirements as stated.

Vendor's Name: JES PERFORMANCE SOLUTIONS, LLC

Authorized Signature:  Date: 9/1/2008



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER
 BCF90050

PAGE
 1

ADDRESS CORRESPONDENCE TO ATTENTION OF:
 ROBERTA WAGNER
 304-558-0067

VENDOR

JGS Performance Solutions, LLC
 Greg Barry
 89167 Locks Road
 Bethesda, MD 20817

SHIP TO

HEALTH AND HUMAN RESOURCES
 BCF - COMMISSIONER'S OFFICE
 350 CAPITOL STREET, ROOM 730
 CHARLESTON, WV
 25301-3711 304-558-4682

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
08/20/2008				

BID OPENING DATE: 09/04/2008 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
ADDENDUM NO. 1 1. QUESTIONS AND ANSWERS ATTACHED. 2. ADDENDUM ACKNOWLEDGEMENT IS ATTACHED. THIS DOCUMENT SHOULD BE SIGNED AND RETURNED WITH YOUR BID. FAILURE TO SIGN AND RETURN MAY RESULT IN DISQUALIFICATION OF YOUR BID. EXHIBIT 10 REQUISITION NO.: BCF90050 ADDENDUM ACKNOWLEDGEMENT I HEREBY ACKNOWLEDGE RECEIPT OF THE FOLLOWING CHECKED ADDENDUM(S) AND HAVE MADE THE NECESSARY REVISIONS TO MY PROPOSAL, PLANS AND/OR SPECIFICATION, ETC. ADDENDUM NO. S: NO. 1 <input checked="" type="checkbox"/> NO. 2 <input type="checkbox"/> NO. 3 <input type="checkbox"/> NO. 4 <input type="checkbox"/> NO. 5 <input type="checkbox"/> I UNDERSTAND THAT FAILURE TO CONFIRM THE RECEIPT OF THE ADDENDUM(S) MAY BE CAUSE FOR REJECTION OF BIDS.						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
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TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE
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WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER
 BCF90050

PAGE
 2

ADDRESS CORRESPONDENCE TO ATTENTION OF:
 ROBERTA WAGNER
 304-558-0067

RFQ COPY

TYPE NAME/ADDRESS HERE

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HEALTH AND HUMAN RESOURCES
 BCF - COMMISSIONER'S OFFICE
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LINE	QUANTITY	UOP	CAT NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
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VENDOR MUST CLEARLY UNDERSTAND THAT ANY VERBAL REPRESENTATION MADE OR ASSUMED TO BE MADE DURING ANY ORAL DISCUSSION HELD BETWEEN VENDOR'S REPRESENTATIVES AND ANY STATE PERSONNEL IS NOT BINDING. ONLY THE INFORMATION ISSUED IN WRITING AND ADDED TO THE SPECIFICATIONS BY AN OFFICIAL ADDENDUM IS BINDING.

[Handwritten Signature]
 SIGNATURE
J&S PERFORMANCE SOLUTIONS, LLC
 COMPANY
9/1/2008
 DATE

REV. 11/96

END OF ADDENDUM NO. 1

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
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TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE
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Request for Quotation

RFQ NUMBER
 BCF90050

PAGE
 3

ADDRESS CORRESPONDENCE TO ATTENTION OF:
 ROBERTA WAGNER
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RFQ COPY
 TYPE NAME/ADDRESS HERE

VENDOR

SHIP TO

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DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
08/20/2008				

BID OPENING DATE: 09/04/2008 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	JB		961-20		
				PROFESSIONAL SERV. TO ASSIST IN DEVEL. OF STRATEGIC		
***** THIS IS THE END OF RFQ BCF90050 ***** TOTAL:						88000

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE _____ TELEPHONE _____ DATE _____

TITLE _____ FEIN _____ ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

**Questions Regarding Request for Quotation (RFQ) for
Development of a Five-Year Strategic Plan and the Establishment of an
Effective Organizational Vision for the Future**

**West Virginia Department of Health and Human Resources (DHHR)
Bureau of Children and Families (BCF)**

Submitted by Collective Impact, LLC

08 11.08

1. Are you accepting quotations from out-of-state firms?
Yes
2. Will the lowest bid be the sole determining factor in selecting a vendor? If not, how much weight will be given to cost?
Low "Grand Total" bid on "Vendor Bid Summary Sheet" (adjusted for any in state vendor preference) will be the sole determining factor of selecting a vendor from those meeting the mandatory qualifications.
3. Do you have a specific timeframe for the completion of the development of a five-year strategic plan and the establishment of a vision for the future?
The Five Year Strategic Plan will be a product of the Agency working with the vendor and utilizing their abilities in facilitation and experience in strategic planning and, aside from the BCF Strategic Goals and Objectives, is not a specific deliverable of the RFQ. Estimated timeframe is 9-12 months post award. The "establishment of a vision for the future" is not a specific deliverable of the RFQ.
4. Is the "implementation plan" referred to under Task 6 the same as the five-year strategic plan? If not, how are they different?
The Implementation Plan in Task 6 is not the same thing as the Five-Year Strategic Plan. The Five Year Strategic Plan is the consolidation of the BCF Strategic Goals and Objectives from Task 5. The Implementation Plan is a detailed listing of the activities, costs, expected difficulties, and schedules that are required to achieve the goals and objectives of the Strategic Plan, including the identification of a communications and information process to keep stakeholders informed about the progress of the Plan.
5. Do you want the implementation plan to be a published document? If yes, do you want the plan to be developed as a high impact marketing (glossy) piece to be used with funders, policy makers, etc. or a standard (non-glossy) report to be used internally?

The implementation plan will be a standard (non-glossy) report primarily for internal agency use.

6. Do you have a preferred RFQ format or is this open for the vendor to determine?

The vendor is to submit supporting documentation for all mandatory qualifications and a completed and signed "Vendor Bid Summary Sheet"

7. We understand that the work plan will be developed in the first month of the contract as part of Task 1. Are you expecting a proposed work plan, scope of services, or suggested methodology for addressing the listed deliverables as part of the RFQ submission? If yes, in what format?

No, no work is to begin until award to the successful vendor.

STATE OF WEST VIRGINIA

BUREAU FOR CHILDREN & FAMILIES

TECHNICAL PROPOSAL FOR RFQ BCF90050

STRATEGIC PLANNING AND FACILITATION SERVICES

BY



8916 Seven Locks Road

Bethesda, MD 20817

(202) 470-2734

www.jgs-solutions.net

Contact: Greg Barr, Managing Partner

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Meeting the needs of the Bureau for Children and Families

JGS Performance Solutions, LLC (JGS) is pleased to present the following proposal to the West Virginia, Department of Health and Human Resources, Bureau for Children and Families (BCF) for the development of a strategic plan. This section outlines the needs of BCF and the proposed JGS solution.

Background

The Department of Health and Human Services' Five Year Plan for Child and Family Services is set to end in 2009. The Bureau for Children and Families is seeking professional assistance in beginning the process of revising their strategy for the subsequent five years. While the Bureau's Strategic Planning Team has undertaken familiarization through research utilizing existing publications on the subject, the value of outside subject matter expertise is recognized and desired. External assistance can bring facilitation skills and knowledge of new methodologies as well as cutting edge IT resources that can support a developed scorecard and performance management system. A good consulting service will integrate knowledge transfer to the staff with its fulfillment of project tasks and deliverables so that the State will benefit from increased capability for the future.

JGS Solution

As it moves forward, BCF needs to establish a visionary, systematic plan to guide its future. This plan should include not just the strategies to address the BCF's financial and service delivery needs, but also take into account the cause-and-effect relationships between employee development, internal business processes, customer perception management and product development – all elements of a typical balanced management scorecard. Our approach, outlined below, will enable BCF to craft a strategic plan that addresses its immediate and future needs.

The Foundation of a Highly Effective Organization

The JGS strategic planning methodology is based on the principle that highly effective organizations – those that advance the needs of its customers and staff, have systematic business processes, and achieve ambitious visions of its future – display highly integrated organizational mission, vision, value and tactics (see Figure 1).

This model of organizational performance (in line with Child and Family Services Review, BCF's program improvement plan and the ASO Initiative) contains the following major elements:

- Organizational Values:** The values of an organization are – in essence – the DNA of the business. Just as an individual possesses certain values that guide personal and professional interactions, organizations have a set of values, both positive and negative, that ultimately translate into behavior towards coworkers, business partners and customers. For BCF, based on information provided, these values could include integrity, reliability, trustworthiness and self-sufficiency.

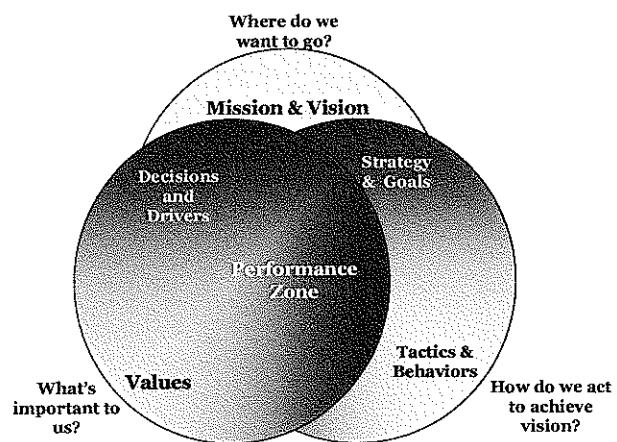


Figure 1: JGS Performance Model



Although many organizations approach strategic planning from the standpoint of “where do we want to go and how do we get there?” not understanding the impact values play in the organization will doom any resulting plan to failure. For example, if the Bureau decides to provide a range of new services to its citizens, but has no inherent organizational value of being customer focused or understanding customer needs, it is highly unlikely that it will come up with any products customers want to “buy.” To be truly effective, and to guide the remainder of the planning process, organizations must articulate – in clear and convincing terms – the values they embrace. The clear articulation of values establishes drivers of strategy (those traits that move strategy forward) and the basic criteria for strategic decision-making.

Mission and Vision: An organization’s mission and vision set out (1) the purpose of the organization and how it achieves that purpose and (2) where the organization wishes to position itself in the future. A purposefully crafted mission and vision statement gives employees, customers and partners a clear sense of what the organization does, why it exists and where it is going based on its underlying values. Further, such a mission and vision will guide the establishment and prioritization of organizational goals and implementing strategies.

Tactics and Behaviors: While the goals and implementing strategies describe what an organization desires to achieve and the methods it will employ to achieve those ends, the implementing tactics and behaviors identify exactly how the organization will move toward its vision. Such tactics (in the form of implementation work plans or operational plans) specify the steps needed to implement a given strategy, who is responsible for implementing the plan at each step, how long each step should take, any costs associated with implementation and how the results of the plan will be measured.

Applying the Foundation to BCF

Our approach is to work with the Strategic Planning Team as an integrated group of professionals. Our staff has extensive experience managing engagements of the scope requested by BCF and has a thorough understanding of the issues surrounding public sector organizations. It is not enough to come in and provide guidance and expertise in developing a strategic plan. What is critical is the organization’s desire to institute change – desire that must percolate through the entire organization. Our approach makes the change process more desirable by providing manageable knowledge transfer to BCF so management and staff can continue with the effort once our team is gone. What sets JGS apart from other consulting firms is our ability to work with all staff levels to develop effective two-way communication, develop a true partnership with the organization’s staff and get the job done with minimal disruption to the everyday flow of work so critical to the BCF’s mission.

This section describes how JGS will manage the project and apply the foundational elements mentioned above to the Bureau.

Management of the Engagement

Our management plan for this engagement encompasses the following elements:

Hold Kick-Off Meeting: The kick-off meeting will inaugurate the commencement of the engagement. During this meeting with all JGS staff and the BCF Strategic Planning Team we will review the scope of the engagement, constraints, roles and responsibilities, and schedules.

Establish Project Plan (Task 1): Immediately following the kick-off meeting, JGS will work with the BCF Strategic Planning Team to develop a working project plan that will outline each task, its duration, dependencies, deliverables and responsibilities. The plan will also detail the due dates for

BCF comments or responses on deliverables from JGS. If JGS does not receive comments or responses by the due date, the deliverable will be deemed accepted.

Implement Project Plan (Tasks 2, 4, 5, 6 and 7): This phase of the project involves the actual work of the project detailed below.

Project Plan Management (Task 3): During the course of the engagement, the JGS Project Manager (Project Manager) will provide regular reports to the BCF Strategic Planning Team on the status of the project, milestones achieved, next steps, issues that have arisen and recommended solutions to those issues. At all times, the Project Manager will be available to discuss issues that have arisen in the course of the project and will work with the BCF Strategic Planning Team to resolve those issues. The BCF Strategic Planning Team will be responsible for addressing issues such as scheduling conflicts, missing data and the like with the Project Manager.

Application of the JGS Strategic Planning Methodology at BCF

The JGS approach to strategic planning is highly interactive and designed to produce plans that are fully integrated into the operations of our clients. With the JGS strategic planning process, the organization's leadership defines and develops the necessary strategic goals, implementing strategies and targets – thereby making the plan a product of the organization – not the consultant's plan.

This approach differs from many strategic plans that, while consuming a vast amount of time both on the part of the client and the consultant and may look impressive, end up sitting on the shelf. As such, our proven methodology takes less time, costs less and focuses on those results that will enable our clients to achieve their visions. This section discusses each stage of how JGS will apply its methodology to BCF and accomplish the tasks specified in the RFP.

Given the level of interaction and participation by BCF leadership, and based on our experience in leading planning engagements with other organizations of the size and scope of the BCF, JGS proposes the following schedule of meetings. We have found that this approach leads to robust plans that have maximum involvement and buy-in by BCF leadership, staff and clients.

Organizational Assessment (Tasks 2 & 4): JGS will review BCF data and conduct interviews with key BCF leadership and develop a high-level organizational assessment of BCF. This assessment will include the facilitation of a meeting to update existing BCF strategic priorities. Finally, the assessment will provide the identification or confirmation of BCF's core business services.

Development of Strategic Plan (Task 5): This task will encompass the following components:

Values Definition: JGS will facilitate a full-day meeting of the BCF Strategic Planning Team to define BCF's organizational values, mission and vision.

Strategic Framework Definition: JGS will facilitate a full-day meeting of the BCF Strategic Planning Team to establish BCF's strategic framework including overall objectives, strategic performance indicators, implementing strategies, goals and strategy map.

Implementation Plan Development (Task 6): JGS will work with the BCF Strategic Planning Team on the development of Division and Office operational plans.

The following provides an overview of each stage of the engagement with associated tasks and deliverables.

Planning Stage Establish Project Plan and Schedule



Tasks ■ JGS will meet (either in-person or electronically) with the BCF Strategic Planning Team and establish an overall project plan.

■ JGS will develop and deliver to the Strategic Planning Team draft agendas for the scheduled meetings and facilitated sessions. The Strategic Planning Team will disseminate the draft agendas to additional staff as necessary for comment. JGS will review the comments and finalize the agendas.

Deliverables ■ Overall project plan

■ Planning session agendas

Planning Stage Conduct Organizational Assessment

Tasks ■ Based on the timeline set forth with the Strategic Planning Team, JGS will begin by reviewing any available BCF materials relevant to the planning process. This will include the 2004-2009 Five Year Strategic Plan.

■ Following the document review, JGS will conduct a series of interviews with the BCF Strategic Planning Team and other BCF personnel as necessary to identify overall and specific issues and opportunities facing the Bureau. These will be structured interviews based on Malcolm Baldrige National Quality Award (MBNQA) criteria. The results of these interviews along with the findings from the document review will form the basis of the findings and recommendations contained in the organizational assessment. In addition, the assessment will identify and document BCF's core and supporting business services.

■ JGS will conduct a facilitated session with appropriate BCF Staff to update the Bureau's strategic priorities. The results of this session will be incorporated into the Strategic Framework portion of the planning process.

■ As warranted, JGS will draft straw man mission and vision statements for BCF based on the above information. These statements will be used in the discussions with the BCF Leadership Team during the Values, Mission & Vision session discussed later in this section.

■ JGS will assemble and deliver to the Strategic Planning Team (for distribution to the Leadership Team) the organizational assessment including findings of its research and BCF document review, updated BCF strategic priorities, and recommendations along with the straw man mission and vision statements. The Strategic Planning Team will be asked to review the material in preparation for the Values, Mission and Vision and, most importantly, the Strategic Framework session

Deliverables ■ Organizational assessment;

■ Identification of BCF's core business services;

■ Updated BCF strategic priorities; and

■ Initial documentation of the planning process.

Planning Stage Define Values, Mission and Vision



- Tasks**
- JGS will deploy its Values Assessment tool via the Strategic Planning Team. BCF staff will be asked to complete the tool and return it to JGS prior to the first strategic planning session.
 - JGS will compile the results of the Values Assessment in advance of the first strategic planning session.
 - JGS will facilitate a session of the BCF Strategic Planning Team. **This session will be highly interactive.** Participants will be asked to review, consolidate and prioritize values based on the results of the Values Assessment. Participants will then draft definitions of those values, rate how well BCF is currently embracing those values, and the barriers to fully achieving the desired values. JGS will also facilitate a review of the straw man mission and vision statements and, if necessary, participants will break into small groups to refine and redraft those statements as necessary.
 - Following this session, JGS will compile the results of the meeting into a document that will be the first draft of the BCF's strategic plan and distribute it to the Strategic Planning Team for review and comment. JGS will incorporate all comments received into the document and deliver the final BCF Values, Mission and Vision back to the Strategic Planning Team.

- Deliverables**
- Continued guidance of the planning process;
 - Values assessment;
 - Meeting facilitation services;
 - Initial documentation of the planning process;
 - Defined BCF values, mission and vision; and
 - Initial draft of the BCF strategic plan (values, mission and vision).

Planning Stage Define the BCF's Strategic Framework

- Tasks**
- While the BCF staff is completing the Values Assessment Tool (see above), JGS will conduct additional research and assemble materials related to the strengths, weaknesses, opportunities and threats pertinent to BCF. JGS will produce a digest of this information and forward it to the Strategic Planning Team later than five (5) days prior to the strategic framework session.
 - JGS will facilitate a session of the Strategic Planning Team that will result in the definitions of the BCF's strategic framework. As a group, participants will review and discuss the strengths, weaknesses, opportunities and threats and prioritize those items in terms of impact and importance to BCF. This will include review and incorporation of the updated BCF priorities and appropriate findings from the organizational assessment. Participants will then break into small groups to identify potential strategies to capitalize on or take advantage of BCF strengths and opportunities and mitigate or eliminate threats and weaknesses. This work will lead to exercises to define a strategic roadmap (that will identify the cause and effect relationships between strategies) and strategic performance indicators.

- Following the session, JGS will consolidate and refine the goals, strategies, strategic roadmap and indicators and incorporate that material into the strategic planning document. This document will also include a straw man performance scorecard for BCF. JGS will then deliver the document to the Strategic Planning Team for review. The Strategic Planning Team will be responsible for reviewing the material and forwarding any comments or corrections to JGS who will update the planning document

- Once JGS incorporates all Strategic Planning Team comments, we will meet with them to present and review the draft strategic plan. As necessary, JGS will note further changes to the plan and finalize the planning document.

Deliverables

- Facilitation of a strategic framework session;
- Identification of BCF strategic objectives, goals, implementing strategies, and performance indicators;
- Performance scorecard straw man;
- Continued documentation of the strategic planning process; and
- Final BCF Strategic Plan.

Planning Stage

Implementation Plan framework and support

Tasks

- Immediately following the strategic framework session, JGS will prepare and disseminate templates designed to enable the Strategic Planning Team (and other management staff as appropriate) to develop operational plans linked to BCF's strategies and goals. These templates are designed to purposefully link operational plans to specific strategies and goals, the steps required to complete each plan, identification of parties responsible for the operational plan and for each step, the time frames for each step, how the plans will be measured and any resources required to complete the plan.

- BCF Strategic Planning Team members will draft Division and Office action plans. JGS personnel will be available to the Team to provide guidance, interpretation and technical assistance during the development of the Division or Office action plans. JGS believes that establishing the individual Office and/or Division action plans in the immediate wake of the strategic framework session and during the overall planning process reinforces the urgency of the process and facilitates action plan development while the planning discussions will be fresh in the minds of the Strategic Planning Team.

- JGS recommends, immediately following this session with an operational plan review session with all members of the Strategic Planning Team. This will provide an opportunity for the entire Team to hear and react to the plans of all Divisions and Offices, identify and resolve areas of common or overlapping effort and ensure that there is structural integrity both across the plan elements as well as down through the organization.

- Following the action plan review meeting, the Strategic Planning Team will make

any necessary updates to their plans and circulate the final plans to all fellow Team members. JGS will provide additional guidance at the time on internal and external communication strategies for the plan.

-
- Deliverables**
- Division or Office action planning templates and guidelines;
 - Updated documentation on the strategic planning process;
 - Guidance and consultation to the Strategic Planning Team during the preparation of action plans;
 - Facilitation of a Division and Office action plan review meeting;
 - Finalized Division and Office action plans, performance measures, and responsibilities; and
 - Communications strategies for dissemination of the BCF Strategic Plan.
-

Planning Stage Develop Recommendations & Close Project

- Tasks**
- After the operational planning framework session, JGS will formulate a series of recommendations related to communication of the strategic plan to BCF employees and the public; complete documentation of the planning process; and provide an annual timetable for plan review as well as recommendations on maintaining discipline and commitment over the planning horizon. JGS will also include in this document additional recommendations related to strategic planning and business transformation services to support BCF's planning efforts. JGS will deliver this document and the final strategic plan to the Strategic Planning Team.
 - JGS will meet with the Strategic Planning Team to present the final BCF strategic plan and recommendations.
 - Based on the results of this meeting, JGS will update the final strategic plan and recommendations. Once complete, JGS will deliver the BCF Strategic Plan and recommendations to the Strategic Planning Team and close out the project.

- Deliverables**
- Final Strategic Plan
 - Recommendations for communications, leadership training, and other items in support of the planning process.

JGS Organization and Staff

JGS brings the Bureau unmatched years of experience in organizational consulting – primarily in the areas of strategic planning, strategic performance analysis and transformation, business process reengineering and activity based costing/management. This section describes our organization and the personnel assigned to this project.

Corporate Overview

JGS Performance Solutions LLC, formed in September 2007 and registered as a small business with the U.S. Small Business Administration, is a full service management consulting firm whose partners and associates – professionals working together over ten years – are experts in strategic planning, change management, organizational assessment, activity based costing/management and business process reengineering.

JGS has found that organizations have less trouble controlling their costs, improving their business processes and serving their clients and customers if they have developed a solid business strategy. Without an understanding of what the organization wants to achieve in the long term and how it works systemically, solutions tend to focus on the symptoms of these issues and will never achieve the desired results. We approach any such engagement as this by understanding what drives the organization and helping our clients articulate a strategy and align their human, technological and financial resources to achieve their vision.

All our work is driven by three primary attributes:

- **Client-Centered:** We approach all client engagements with the idea that JGS and the client are working together to solve the client's issues.
- **Results-Focused:** JGS makes certain that our innovative and practical solutions are designed to deliver the results our clients need. Activity just for the sake of doing something is a waste of energy and money.
- **Experienced & Professional:** The JGS team is made up of seasoned professionals with backgrounds in a wide variety of industries and organizations.

JGS professionals have helped a wide variety of leading organizations improve how they function and serve their clients and customers. These organizations include the following:

- Federal Government** ■ U.S. General Services Administration
- U.S. Small Business Administration
- U.S. Department of Justice
- U.S. Forest Service
- U.S. Department of Agriculture

- State Government Agencies**
- Maryland Department of Human Resources
 - Maryland Department of Juvenile Services
 - Maryland Department of Natural Resources
 - State of New York
 - Minnesota Department of Human Resources
 - Louisiana Department of Social Services
- Local Governments**
- City of Baltimore, MD
 - City of Charlottesville, VA
- International Organizations**
- United Nations Development Programme
 - United Way International
- Health & Human Services Organizations**
- American Red Cross
 - MedStar
 - Community Chest of Seoul (South Korea)
 - Empower Baltimore Management Corporation
 - Habitat for Humanity International
 - Local Initiatives Support Corporation
 - United Way of Central Maryland
 - United Way of Greater Rochester (NY)
 - United Way of Central Carolinas

Specifically, our organizational assessment, strategic planning and strategic budgeting methodologies have been successfully delivered to clients ranging from the United Way of Greater Rochester (NY), the Baltimore Children's Museum, the Foundation Fighting Blindness, the American Red Cross and others.

Project Staffing

JGS will assign all three of its partners to this project and we will not be employing any subcontractors as part of the engagement. All have extensive experience in strategic planning, organizational assessments, SWOT analysis, performance metrics and meeting facilitation. Complete resumes for these individuals are contained in Appendix A on page 14.

JGS Strategic Planning Experience

Listed below are the summaries of selected projects where JGS led or supported the strategic planning efforts of our clients



KEY ELEMENTS RELATED TO THIS RFP

- Strategic plan development
- Large organization assessment and strategy & mission analysis
- Review of technology and development of technology-enabled business processes

CONTRACT:

Fixed Fee
\$20,000

CLIENT CONTACT:

Dawn Borgeest
Chief Marketing Officer
United Way of Greater Rochester
75 College Avenue
Rochester, NY 14607
(585) 242-6424
dawn.borgeest@uwrochester.org

UNITED WAY OF GREATER ROCHESTER ORGANIZATIONAL ASSESSMENT, STRATEGIC PLAN DEVELOPMENT

THE NEED

The United Way of Greater Rochester (UWGR) plays an important role in the fundraising of many community-based organizations. They also provide infrastructure of agencies and programs whose outcomes are based on documented needs and whose performance is regularly reviewed by knowledgeable volunteers as a basis for future funding decisions. Their goal is to engineer positive systemic change in these agencies and programs.

Over the last several years UWGR has struggled with declining donations, an aging donor base and the departure of major corporations from the Rochester, NY area. Further, the organization is facing competition with for-profit companies who offer low cost electronic pledging and disbursement of these gifts.

UWGR desired to have an independent assessment of its organization and assistance with developing a strategic plan that leveraged information gleaned from recent marketing and branding studies. Further, the plan should involve multiple layers of the organization to ensure buy-in and engagement by the staff.

THE SOLUTION

While working with the Centre for Management and Technology, our staff first conducted an organizational assessment of UWGR that focused on its strategy, management processes, process analytics, performance reporting and technology. This analysis identified three systemic recommendations (focused on strategy, workforce management and process efficiency) that will enable UWGR to achieve its vision of becoming a community impact organization.

Provided project management and facilitation that led to the development of UWGR's strategic plan. This project involved the development of a set of organizational values, an overall strategic framework, identifying six critical strategies and associated performance measures and an action plan for implementation. UWGR's Board of Directors endorsed the plan and the organization is in the process of implementing it.

THE RESULT

This analysis led to recommendations, being implemented by UWGR, which identified immediate cost savings (approximately \$100,000) and reallocation of resources to more value-added activities and business processes.

The strategic plan was endorsed by the UWGR Board of Directors and the organization is in the process of implementing its provisions.



KEY ELEMENTS RELATED TO THIS RFP

- Overall organizational assessment and structured reporting on a gap analysis of strategic initiatives
- Development of a Strategy Map and elements of a Balanced Scorecard
- Examination of IT infrastructure and recommendations for technology improvement

CLIENT LOCATION:

Foundation Fighting Blindness
11435 Cronhill Dr.
Owings Mills, MD 21117
Bill Schmidt
Chief Executive Officer
(410) 568-0150
bschmidt@blindness.org

FOUNDATION FIGHTING BLINDNESS

ORGANIZATIONAL ASSESSMENT & STRATEGIC PLANNING

THE NEED

The Foundation Fighting Blindness (FFB) is a non-profit organization dedicated to raising money for and funding basic scientific research that will lead to medical solutions for retinal diseases such as Macular Degeneration and Retinitis Pigmentosa. FFB has been in business over two decades and recently received special funding to develop strategic initiatives to increase its membership base and fundraising capability. The result to date has been a strategic document called Vision 2012 that focuses on decentralizing its outreach effort through a chapter development initiative. FFB, however, had no method for measuring performance and achievement in their progress towards membership and financial goals, particularly leading indicators that would give them a means to gauge whether or not they were navigating on course.

THE SOLUTION

Our staff, while working as part of The Centre for Management and Technology, conducted interviews and facilitated group sessions to perform an organizational assessment that developed a report on strategy, management, use of analytical tools, methods of reporting and the underlying technological tools being used at FFB. Our report focused on deficiencies in a proposed Balanced Scorecard and on the need for a new Strategic Map identifying the relationship between initiatives and providing a framework for implementation of reporting measures throughout the organization.

THE RESULT

We have applied systems thinking to the key processes of the organization and developed the logic behind the leading and lagging performance indicators that matter most to the desired outcomes. These indicators were tagged to the major initiatives in a Strategy Map and a Balanced Scorecard developed that could be implemented through an off-the-shelf performance management software application. In addition, we developed a costing model for the processes related to volunteer and chapter development so that financial

indicators could be derived for the unit cost of desired outputs as a means of trending the efficiency of staff activities.



KEY ELEMENTS RELATED TO THIS RFP

- **Multi-disciplinary functional analysis**
- **Organizational benchmarking**
- **Strategy development, implementation and measurement**

CONTRACT INFO

Fixed Fee - \$54,000

CLIENT:

Jan Mattsson
Assistant Administrator and
Director, BoM
UNDP
One United Nations Plaza
DC1-1718
New York, NY 10017

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

CORPORATE PLANNING AND RESOURCE PLANNING & MANAGEMENT ASSESSMENT

THE NEED

UNDP initiated numerous strategic activities aimed at affecting the necessary changes and position to enable the organization to “upstream” its activities by providing services such as policy advice and institution building. An essential part of this initiative is the role of corporate planning and resource planning and management.

Strategic planning has been an evolving practice in UNDP for several years. Further, the method of resource distribution – established when 80% of operating funds came from core resources – may not be adequate in an environment where the bulk of programme funding comes from non-core resources. UNDP determined it needed to reform and strengthen the effectiveness of corporate planning and resource planning & management

THE SOLUTION

To assist in this initiative, UNDP contracted with our staff (while working with MAXIMUS) to review the corporate planning and resource management functions, evaluate strengths and weaknesses, and propose overall solutions necessary to transform these functions. Our staff carried out its assessment by interviewing UNDP staff, reviewing internal UNDP documentation, utilizing process mapping tools, benchmarking the corporate planning and resource planning & management functions in other UN organizations, and developing recommendations on how to improve and enhance UNDP’s planning and resource management functions.

THE RESULT

The objective of this study did not call for the identification of specific cost savings, however our findings and recommendations pointed to potential cost savings in the areas of resource planning and management through the integration and reallocation of specific functions and activities. Our staff made a series of discrete recommendations to reorganize the BoM planning functions.

The UNDP now has a series of actions, developed by our staff, directly linked to specific problems and weaknesses in the corporate planning and resource planning & management functions. Each recommended action identifies the

non-financial benefits and estimated time frame for implementation. UNDP is in the process of implementing these recommendations.

JGS References

The following are references with regard to our strategic plan development, strategic performance metrics and organizational assessment.

Organization	Contact	Email	Phone	Length of Service
United Way of Greater Rochester	Peter Carpino President & Chief Executive Officer	peter.carpino@uwrochester.org	(585) 242-6554	February 2007 to September 2007
	Dawn Borgeest SVP & Chief Marketing Officer	dawn.borgeest@uwrochester.org	(585) 242-6424	
Foundation Fighting Blindness	Bill Schmidt Chief Executive Officer	bschmidt@blindness.org	(410) 568-0150	January 2007 to present
Baltimore Children's Museum/Port Discovery	Bryn Parchman Chief Executive Officer	bparchman@portdiscovery.org	(410) 864-2654	March 2005 to June 2005
DRU/Mondawmin Healthy Families	Dr. Barbara Hughes Executive Director	avettahughes@hotmail.com	(410) 225-3555	December 2007 to February 2008
Maryland Department of Human Resources	James Witherspoon Office of Planning	JWithers@dhr.state.md.us	(410) 767-7427	July 2005 to October 2005
United Way of Central Maryland	Martina Martin Senior Vice President/Strategic Planning	martina.martin@uwcm.org	(410) 895-1476	February 2007 to April 2007

Appendix A – Staff Resumes

SAMUEI S. IRELAND

Position: Partner/JGS Performance Solutions LLC

Range of Experience

Mr. Ireland is a partner in JGS Performance Solutions LLC and as such is responsible for overseeing and delivering consulting services to our clients (especially governmental and non-profit organizations) in the areas of business process analysis and reengineering, performance measurement, process costing, strategy development, and application design/implementation.

- Strategic Planning
- Organizational Development and Change Management
- Organizational Assessments
- Risk Assessment
- Performance Management
- Implementation of Activity-based Management Systems
- Group Facilitation
- Survey Design and Analysis
- Process Costing
- Business Process Reengineering
- Balanced Scorecarding

Education

B.A., Political Science, Tulane University, New Orleans, LA, 1972

Certification/Training

- Scorecarding Basics, SAS Performance Management, Rockville, MD, January 2003
- Planning Fundamentals, SAS Performance Management, Rockville, MD, January 2003
- Modeling Basics – Public Sector, ABC Technologies, Greenbelt, MD, 2000
- Knowledge Management, American Productivity & Quality Center (APQC), Houston, TX, 1997
- Internal Benchmarking & Transfer of Best Practices, APQC, Houston, TX 1997
- Strategic Quality Planning, American Society for Quality (ASQ), Milwaukee, WI, 1997
- Analysis & Application of Customer Satisfaction Measurements, ASQ, Milwaukee, WI, 1996
- Establishing Performance Measures, APQC, Houston, TX, 1996
- Internal Consulting, QualTeam, Denver, CO, 1996
- Customer Satisfaction Measurement & Management, ASQ, Atlanta, GA 1996
- Internal Benchmarking, APQC, Houston, TX, 1995
- Project Management, Rockhurst College, 1993
- Technology to Improve Processes, Westinghouse Productivity & Quality Center, Pittsburgh, PA, 1992

Technical Skills

Software: SMARTPerform; Microsoft Office Suite (Word, Excel, PowerPoint, Access); QPR Process Guide, QPR Scorecard, Oros Modeler, Links and Reports; AIO Win 6.0; MS Project; Visio; IGraphics Process; Meta Software – Workflow Modeler

Hardware: Intel-based PC's, Apple Macintosh

Project Experience

American Red Cross

Served as Project Manager for an assessment of implications arising from large-scale community use on the Red Cross' internet-based Blended Learning training service. This included not only developing test scripts and managing testing of the service across a variety of computer platforms, but also analyzing the impact of expanded coverage on Red Cross Chapters as well as the suitability of supporting materials and documents. August 2003 to November 2003.

CentroNía

Conducted a detailed analysis and business process reengineering study for CentroNía, an early childhood learning center non-profit organization in Washington, DC. This included developing process and cost models, defining requirements for new systems and organizational structures, and outlining strategies for the reengineering of the organizations infrastructure to meet the needs of increased service provision. February to July 2005.

Provided project management an oversight for the selection of a new financial system for CentroNía. This involved developing and rank-ordering user requirements; researching potential solutions, evaluating vendor information; facilitating vendor demonstrations and supporting CentroNía management selection of a solution vendor. September to December 2006.

City of Charlottesville, VA

Led a process analysis team tasked with the development of a City-wide process model (represented by IDEF0 process maps) incorporating fourteen business processes in the financial, human resources, logistics, revenue, utilities and customer relations functions in support of an overall Return on Investment analysis for the City's eventual purchase and implementation of a city-wide ERP system. My team also developed, with the assistance of City staff, future state process models based on benchmarking data from other municipal governments and industry best practices. Input into the study (both from the standpoint of providing information to develop the model, but also to validate the individual current and future-state processes) was not limited to the staff in those functions but included City employees from other functional areas who participated in those processes. The results demonstrated to the City that implementation of the solution achieved cumulative operating efficiencies of roughly \$18.2 million over a 10-year period. Based upon the results of the project, the City incorporated performance and result standards to guarantee the operating efficiencies identified in the contract with their SAP implementation specialists. One result of Charlottesville's system implementation was that it was ranked as one of the nation's top ten digital cities in 2004 and 2005. August - October 2001.

Community Chest of Seoul (South Korea)

Negotiated and finalized an information and best practices sharing partnership agreement between the Community Chest of Seoul (CCS), the United Way of Central Maryland (UWCM) and the Centre for Management and Technology (Centre). March 2007.

Led a project team to analyze CCS strategy, operations and technology. This included detailed interviews with CCS leadership (Board and executive management) and staff, analysis of CCS operational information including fund-raising, community initiatives, resource allocation and structure. The research led to recommendations calling for a new strategic plan, improved performance metrics, reengineering of internal processes and management training for team leaders. July to September 2007.

Proposal for Strategic Planning and Facilitation Services

DRU/Mondawmin Healthy Families

Led a project team to conduct an organizational analysis of DRU operations, opportunities and threats. Facilitated the development of the organization's first strategic plan. This plan articulates DRU's organizational values, mission, vision, strategic objectives for 2008-2011, measurable strategic goals and staff/board action plans. December 2007 to February 2008.

Empower Baltimore Management Corporation

Served as a member of a project team that conducted detailed assessments of three community village centers funded by the Empower Baltimore Management Corporation. These assessments included an analysis of the centers individual strategies and development of business and cost models using SMARTPerform process costing software. November 2004 to January 2005.

Served as a member of a project team to identify the current IT capabilities and needs of a select group of five public elementary and middle schools in Baltimore in order to understand how they are using technology in the education of their students. This involved developing an inventory of computer hardware, teacher training needs and an assessment of IT strategy. The engagement resulted in specific recommendations for a revision of the IT strategy and for an action plan to implement teacher training and expansion of the hardware inventory to meet the revised IT strategy and address the digital divide in the Baltimore public school system. November 2004 to January 2005.

Grace Fellowship Church

Led an analysis of the administrative and operational processes of Grace Fellowship Church (GFC). This included leading process definition meetings, analyzing processes against best practices and developing recommendations consistent with the Church's vision and mission. Developed a strategically-focused performance appraisal process which the Church is implementing along with other recommendations from this engagement. February to September 2004.

Served as project manager to design a balanced scorecard reflecting the strategy and mission of GFC. This engagement involved a series of meetings with GFC senior ministers and Board members to identify specific measurable activities, defining the processes supporting those activities and identifying the indicators necessary to monitor strategic outcomes. February to April 2005.

Habitat for Humanity International

Lead a program evaluation to identify the impact of AmeriCorps program members on the performance of local Habitat for Humanity International (HfHI) Affiliates as required by the U.S. Corporation for National and Community Service. Developed program theory and logic models, identified target and control groups and prepared survey instruments, deployed an on-line survey of Affiliates to establish baseline results and annual comparisons between a control group of Affiliates and Affiliates who engaged AmeriCorps members. Developed a detailed analysis of the survey findings for the baseline year and subsequent annual performance. This analysis has helped HfHI meet its funding obligations as well as identifying Affiliate best practices. January 2004 to July 2007.

Jobs Partnership of Greater Washington

Led a project team to analyze the operations of Jobs Partnership of Greater Washington (JPGW). This project included a series of detailed interviews with JPGW Board members, management and staff and comparing the findings to best practices of high performing organizations. The resulting recommendations involved improvement of the JPGW facility, reorganization of staff responsibilities, identification of appropriate performance measures and a redesign of the JPGW web site. April to July 2005.

Proposal for Strategic Planning and Facilitation Services

Local Initiatives Support Corporation

Project Manager for an assessment of the AmeriCorps program at the Local Initiatives Support Corporation (LISC). This included organizational alignment, program goal setting and performance monitoring. The Centre's recommendations (including developing a systemic set of performance metrics) will reduce the administrative burden for capturing, aggregating and reporting performance data by at least 15% and enable LISC AmeriCorps program staff and site managers to effectively use the data to identify best practices, community impact and effectiveness. October 2005 to January 2006

Following the above engagement, I worked with LISC-AmeriCorps management and staff to develop a streamlined set of performance measures and reporting process as well as training and other user support materials. LISC-AmeriCorps subsequently implemented those measures and support materials. March 2006 to August 2006

Louisiana Department of Social Services

Served as lead facilitator and quality manager on an engagement to analyze and recommend business process reengineering solutions for the Department's service delivery (program) and administrative operations. September to November, 2002.

Minnesota Department of Human Services

Project Manager on an engagement to conduct an Activity-Based Costing (ABC) project to identify costs for providing inpatient and out-patient mental health services to Minnesota residents. This involved facilitating team meetings to gather activity information, managing the integration of financial and personnel data with MDHS activities and services, deployment of a web-based survey for MDHS regional staff to record the time they spent on each activity and the development of an automated process to populate the model with monthly financial and staffing data. January 2001 to June 2002.

Ohio Department of Taxation

Acted as Project Manager on the development of an ABC model of ODI expenses and activities, facilitating meetings of ODI staff to develop a catalog of activities and their definitions and managing the deployment of a web-based survey to identify the time ODI staff spends on selected activities. April 2002 to August 2002.

Port Discovery – Baltimore Children's Museum

Served on a project team to assess the fit of Port Discovery's current strategy to focus its resources on building a secure future filling a unique role in developing the full potential of Baltimore children. This involved a review of the current strategy and goals, evaluating the effectiveness of Port Discovery's strategy implementation and investigating how well existing processes and systems supported the overall strategy. The recommendations from this effort identified concrete ways Port Discovery could increase facility utilization and attendance while minimizing staff costs. Further, during a detailed review of the ticketing system used by Port Discovery, the project team recognized the need for an immediate upgrade of the system, conducted a review of various system solutions and advised Port Discovery of potential issues and advantages with these systems. This software assessment helped Port Discovery avoid at least \$100,000 in costs should it have picked the wrong package. March to June 2005.

State of Maryland Department of Budget and Management

Designed, deployed and analyzed results of a Cabinet member survey to support a planning retreat hosted by the Governor of the State of Maryland. September 2004.



Proposal for Strategic Planning and Facilitation Services

State of Maryland Department of Human Resources

Led a project team analyzing the capture and reporting of data required for the Department of Human Resources (DHR) critical performance indicators. This included a detailed analysis of DHR's child welfare processes, data captured in DHR's MD-CHESSIE casework system, and the data elements required for DHR's performance indicator report. This work led to the identification of potential system, process and policy issues affecting the reliability and quality of the data reported and identified specific recommendations aimed at eliminating or mitigating those issues. July 2006 to February 2007.

Lead a team of analysts in developing an activity based management model for child welfare services provided by the Department of Human Resources (DHR). This included interviews and detailed analysis of work patterns, cost of activities and unit costs as well as developing recommendations focused on improving caseworker and supervisor resource utilization. July to October 2005.

State of Maryland Department of Juvenile Services

Served as a member of a project team tasked with analyzing the processes and costs of the parole and probationary activities of the Department of Juvenile Services (DJS). This included interviews and detailed analysis of work patterns, costs of processes and unit costs as well as developing recommendations focused on improving the effectiveness and efficiency of the parole and probationary processes. February to April, 2006.

U.S. Department of Agriculture

Assisted the USDA purchasing group in the selection and implementation of a new purchasing system by writing an implementation plan for the system and providing consultation and other technical assistance to the purchasing team on this project. August, 2000 to October, 2000.

U.S. Department of Justice

Led a project team to determine if the proceeds from the sale of forfeited assets (as the result of criminal investigations and arrests) covered the costs incurred. Oversaw the development of an ABC model of AFF expenses and activities, facilitating team meetings involving all federal agencies participating in the AFF and managing the development and deployment of a web-based survey to identify the time Justice staff and contractors spend on AFF activities. October 2001 to 2002.

United Nations Development Programme

Supported a comprehensive review of its operations and develop recommendations for reengineered business processes by acting as quality manager on this project and was responsible for the version control of all deliverables. August 2001 to November 2001.

Project Manager on a review of the United Nations Development Programme's corporate planning and resource management functions. This included evaluating strengths and weaknesses and proposing overall solutions necessary to transform these functions in order to reform and strengthen the effectiveness of corporate planning and resource planning & management. November 2000 to May 2001.

The United Nations Development Programme (UNDP) utilizes an Integrated Management Information System (IMIS) to support its financial, human resources, travel and purchasing functions. Given the organization's limited resources and direction to provide more upstream activities, UNDP found itself with an aging management information system that did not fully support its evolving role. I served as a Senior Consultant on this project reviewing the organizations business requirements, evaluating system strengths and weaknesses, and assisted in developing a series of recommendations for future action, conducted an integrated information system benchmarking study of organizations similar to UNDP and wrote the final report on the project. December 2000 to June 2001.



Proposal for Strategic Planning and Facilitation Services

United Way International

Led a project team that reviewed the process local (non-U.S.) United Way International (UWI) grant recipients use to report progress on specific project grants. This analysis determined that the reporting process should be streamlined and simplified to provide consistent information from all project offices. I developed a project reporting template and companion progress and expenditure reporting spreadsheet along with a detailed training and user guide. When fully implemented, this revised process and tools will reduce the time required to prepare, report and analyze project information by approximately 15% and provide UWI grant and project oversight staff with the ability to compare performance across projects and identify best practices. I presented the new process at the UWI Asia-Pacific Regional Conference in Seoul, S. Korea in August 2007. June to August 2007

United Way of America

Served as reviewer for the United Way's Standards of Excellence, a set of proposed standards for local United Way organizations. January to February 2005.

United Way of Central Carolinas (Charlotte, N.C.)

Managed an organizational assessment of strategy, management processes analytics, reporting and technology for the United Way of Central Carolinas (UWCC). This analysis identified systemic recommendations (including defining strategic objectives and performance targets; implementing demand-driven strategic budgeting; aligning positions & functions by common processes; and investing in training, hiring and appraisal strategies to increase staff retention) for UWCC. These recommendations, being implemented by UWCC, also identified immediate cost savings (approximately \$50,000) and reallocation of resources to more value-added activities and business processes. April to August, 2006.

United Way of Central Maryland (Baltimore, MD)

Managed a high-level review of strategy, management processes analytics, reporting and technology for the United Way of Central Maryland (UWCM). This analysis identified systemic recommendations that will enable UWCM to achieve its vision of becoming a community impact organization. Lead a cost analysis of UWCM operations that was the first of its kind for any United Way organization. This analysis led to recommendations, being implemented by UWCM, which identified immediate cost savings (approximately \$750,000) and reallocation of resources to more value-added activities and business processes. January to October, 2005.

Provided project management and facilitation for the development of UWCM's strategic performance scorecard. This project involved analysis of UWCM's overall strategy, comparable performance systems used by similar organizations and facilitation of a group of UWCM senior managers and departments heads that identified four critical strategic performance measures along with a hierarchy of supporting measures. February to April 2007.

Provide project management for UWCM's selection and implementation of a new financial management system. This project involved analyzing and rank-ordering vendor proposals, facilitating product demonstrations, assisting UWCM management in evaluating proposals and demonstrated solutions and in the ultimate selection of a product and vendor. Finally, this project involved providing consultation to UWCM project management during the implementation of the system. January 2006 to April 2007.



**United Way of
Greater Rochester
(N.Y.)**

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Project Manager for an organizational assessment of strategy, management processes analytics, reporting and technology for the United Way of Greater Rochester (UWGR). This analysis identified three systemic recommendations (focused on strategy, workforce management and process efficiency) that will enable UWGR to achieve its vision of becoming a community impact organization. This analysis led to recommendations, being implemented by UWGR, which identified immediate cost savings (approximately \$100,000) and reallocation of resources to more value-added activities and business processes. February to April, 2007.

Provided project management and facilitation that led to the development of UWGR's strategic plan. This project involved the development of a set of organizational values, an overall strategic framework, identifying six critical strategies and associated performance measures and an action plan for implementation. UWGR's Board of Directors endorsed the plan and the organization is in the process of implementing it. July to September, 2007.

Employment Experience

- **JGS Performance Solutions LLC** – September 2007 to Present
- **Centre for Management & Technology** – 2004 to August 2007
- **MAXIMUS, Inc.** – 2000 to 2004
- **American Red Cross** – 1998 to 2000: Director of Performance Excellence/Corporate Strategy. Provided leadership and direction for enterprise-wide strategic and business planning. Consulted with line units and assisted in developing and identifying potential strategies and relevant performance measures, competitive research and benchmarking. Identified process reengineering opportunities and lead team-based problem solving, solution development and implementation. Designed and implemented enterprise-wide performance excellence processes and programs including:
 - Implemented first multi-year operational planning effort that was completed on schedule and established results-based planning and defined linkages between operating unit objectives and support unit services.
 - Designed intranet based Best Practices System and provided consultation on communications, measurement, transfer of best practices and overall administration.
 - Introduced and implemented first systemic organizational self-assessment based on the Malcolm Baldrige National Quality Award
 - Led best practice analysis projects in the areas of regulatory compliance and management and strategic planning among others that resulted in policy/operational changes to enhance organizational performance.
 - Developed a set of business models and balanced scorecard consistent with overall ARC strategy for the Chief Operating Officer.
 - Led strategic planning sessions and provided consultation on implementation for health and safety training and international health policy business units that produced results-based strategies, objectives and detailed action plans.
 - Directed customer-oriented departmental assessment to identify program and functional opportunities to be more responsive to internal clients and the organization as a whole.

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- **National Association of Securities Dealers** – 1986 to 1998: Assistant Director/Service Quality. Developed and led an internal consulting group providing business process reengineering and management services to the NASD and The Nasdaq Stock Market. Analyzed corporate and customer needs across a variety of functions and led cross-functional teams to develop and implement creative solutions to business needs. Designed a corporate process improvement methodology and managed stakeholder quality analysis, benchmarking, knowledge management and corporate performance measurement.
- **United States Senate** – 1973 to 1986: Special Assistant. Directed development of automated systems in the personal offices of 10 United States Senators. Developed standards and procedures for correspondence processing; evaluating, selecting, and installing equipment; staff training

Publications/Presentations

- "Knowledge Results: Articulating Success in Knowledge Management", American Productivity and Quality Center Knowledge Management Consortium, Washington, DC, May 2002
- "Quality and Nonprofit Organizations", Quality Progress, March, 1999
- "A Model for Translating Strategy into Action", American Productivity and Quality Center Spring Member Meeting, Chicago, IL, 1999
- "Synergy: Reengineering Corporate Change and Management Information Systems", Reengineering Support Services, Institute for International Research/Chicago, IL, 1995
- Interview: "Are You Tired of Drilling for Data?", Information Week, September 19, 1994
- "Corporate Change", EIS93, Business Intelligence/London, UK, 1993

Honors and Affiliations

- Examiner, 2001 U.S. Senate and Maryland Quality Award
- Board Member, Learning Inc. 2005

GREGORY P. BARR

Positions

Sep. 2007 – present: Partner in JGS Performance Solutions working with senior executives for the former Centre for Management and Technology

May 1996 – Aug. 2007: During this period, I worked with a group of executives who served as consultants to industry and the public sector in the area of organizational management and financial analysis. This began as Strategic Partners International, LLC (SPI) where I served as a Senior Consultant for four years. SPI was sold to Maximus and the group remained intact as the Activity Based Costing division and I served as a Director. Finally, we formed The Centre for Management and Technology in Baltimore, MD, where I was the Senior Vice President in charge of Strategic Innovations

Sep. 1988 – Apr. 1996: I worked as Chief Financial Officer and Director of Development, Action on Smoking & Health in Washington, D.C.

May 1987 – Aug. 1988: I served as Deputy Executive Director of the National Space Society in Washington, D.C., after the merger of the National Space Institute with the L5 Society.

Nov. 1984 – Apr. 1987: Administrator of the L5 Society based in Tucson, AZ

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Jun. 1972 – Oct. 1984: In the period preceding my tenure as Administrator of the L5 Society, I worked as an independent writer and film producer responsible for the budgeting and execution of both commercial and short feature films. I worked offshore for five years in the Arabian Gulf, living in Saudi Arabia, the United Arab Emirates and Bahrain. For two of those years I worked as Creative Director for a very large, full service advertising agency called Fortune Promoseven where I supervised fifteen people including cameramen, art directors, paste-up artists and other production personnel. I also assisted in the formation of the first animation studio based in the Middle East. I have worked in radio broadcasting, video production and engineering and have owned and operated a commercial recording studio.

Range of Experience

My management expertise spans system development, database development, systems design, business process reengineering and process improvement (BPR), activity-based business management (AbBM), process costing, group facilitation and change management. I also have broad ranging experience with information systems development and deployment including hardware installation and software development and custom graphic user interface design. I am familiar with electronic medical records (EMR) technology and the implementation of EMR in medical practices. My management skills include:

- Performing process modeling using IDEF0 methodology;
- Providing Business Process Improvement analysis;
- Developing A^bBM historical and planning models using SAS Oros Analytics and SmartPerform (QPR Cost Control);
- Implementing automated A^bBM management tools & reporting;
- Developing Balanced Scorecards;
- Providing certified training on Oros & SmartPerform A^bBM modeling software;
- Managing financial analysis software design, development & implementation;
- Managing educational and learning software design, development and implementation.

Education

Religions Studies Major, University of California, Santa Barbara, CA (2.5 years)

Certification/Training

Course Instructor for Oros Modeling Basics and Planning Fundamentals, certified by software vendor SAS Performance Management.

Technical Skills

Software: SmartPerform, SAS Oros Modeler & Analytics, QPR Process Guide & Balanced Scorecard, MS Office, MS Project, Cognos, KBSI Analytical Tools, Meta Modeler.

Hardware: Pentium-class Windows OS personal computers and Macintosh OSX; wireless networks

Languages: fluent in French & Italian

Databases: MS Access

Project Experience

I have worked or lead on the following projects:

- Developed pilot or enterprise-wide A^bBM models for:
 - Maryland Department of Natural Resources
 - US General Services Administration (GSA)
 - California Department of Motor Vehicles
 - Greater Cleveland Regional Transit Authority
 - US Small Business Administration
 - USDA US Forest Service
 - Minnesota Department of Human Services
 - City of Monterey, California
 - Arizona Department of Economic Security
 - United Nations Development Programme
 - US Internal Revenue Service
 - United Way of Central Maryland
 - United States Navy – NAVICP and NRCC Singapore
 - United States Air Force Logistics Command

- Provided formal A^bBM training for:
 - US Small Business Administration
 - USDA US Forest Service
 - United Nations Development Programme
 - Minnesota Department of Human Services
 - Arizona Department of Economic Security
 - US General Services Administration

Representative client engagements and projects include:

Electronic Medical Records integration

- Provided project management leadership for the implementation of Centricity electronic medical records software for Medstar at Georgetown University Hospital Infectious Diseases Clinic.
- Responsible for the final implementation of both hardware and software aspects of a 150 workstation local area network designed to provide the first paperless clinic for the physicians and nurses at the Central Detention Facility of the District of Columbia. Assessed the needs of the various departments (e.g. dental, radiology and mental health) Designed a number of user interfaces for software applications including specialized medical programs

Process Engineering

- Developed “to be” process maps for United Nations Development Programme (UNDP) HQ ERP implementation and assisted in the establishment of the system requirements leading to the purchase of PeopleSoft. Conducted regional workshops in Nairobi and Bangkok to validate process maps.

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- Conducted workshops to develop business process maps and identify improvements using IDEF methodology for the United Nations Development Programme (UNDP) in Mali, Pakistan and Brazil. Integrated business processes from these country offices with the headquarters Bureau of Management in New York City. Assessed IT systems support for these processes and reviewed ongoing IT development in support of the financial and accounting systems at UNDP.
- Assisted the District of Columbia's Financial Responsibility and Management Assistance Authority, Office of Property Management and Office of Finance and Treasury. Supervised the verification and consolidation of \$250 million loan portfolio information for the Department of Housing and Community Development to facilitate bulk securitization of assets. Trained and managed a team of 12 interns from Arthur Andersen Consulting to perform this project.
- Conducted interviews and produced process maps for all aspects of the Human Resources Division of Discovery Communications, Inc. (The Discovery Channel, The Learning Channel, etc.). Developed written procedures for all processes to provide a baseline for the implementation of SAP-HR programs

Software development

- Developed functional requirements and provided project management leadership for the creation of a software application called SoundHound to assist speech therapists in stimulating patients to practice saying sounds with which they are having trouble. The software has unique voice recognition and comparison algorithms that make user feedback and progress monitoring possible.
- Assisted QPR BV and Trag Consulting in The Netherlands with the design and development of the SmartPerform (now CostPerform) version of their activity-based costing software called CostControl. Served as part of their official beta-testing team.
- Developed the framework and implemented Intranet survey tools for the collection of resource-to-activity assignments and created automated links from client financial data to ABC models.
- Worked with the Food & Nutrition Services Division of the Maryland State Department of Education to develop new software programs to replace out-of-date mini-computer software. Performed structured analysis to determine "as-is" and "to-be" models for the Food Distribution System managing USDA commodities for the school lunch program. Created data flow diagrams, entity relational models, and database tables, screens and forms for the new MS Access based program. Created use cases, activity and sequence diagrams using UML techniques to assist the programmers in the development of an Object Oriented System.

JOHN R. HOFFMAN

Current Position: Senior Vice President

Range of Experience

Mr. Hoffman is responsible for overseeing and delivering consulting services to our clients in the areas of IT system review, business process reengineering, strategy development, and application design/implementation. Mr. Hoffman possesses expertise in all phases of the System Development Lifecycle, as well as Business Process Reengineering, group facilitation and quality assurance. He was the principle author of the U.S. Department of Housing and Urban Development's (HUD) System Development Methodology and possesses over 20 years experience working for, and with, the Federal Government, developing computer systems in accordance with all pertinent federal regulations. He has extensive experience in quality management, knowledge management, group

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facilitation, change management, and executive information and decision support systems. His range of project experience includes the following:

- Activity Based Costing
- Business Process Reengineering
- Computer-Aided Structured Analysis
- Management Development Series
- Project Management
- System Development
- Strategic Business Analysis

Education

BA Psychology, St. Francis College, Brooklyn, NY, 1972

Technical Skills:

Software: CostPerform; Microsoft Office Suite (Word, Excel, PowerPoint, Access); QPR Process Guide, QPR Scorecard, Oros Modeler, Links and Reports; MS Project; Visio; Meta Software – Workflow Modeler

Hardware: Intel-based PC's, Apple Macintosh

Project Experience

- **Union Baptist Church CyberCenter:** Working with the Union Baptist Church and a team of analysts, Mr. Hoffman was the Manager of a project that designed and developed a 64 workstation Cyber Center for Inner City Baltimore. These workstations provided IT services and Internet connectivity to CC members as well as Telecommuting capabilities to registered members
- **Foundation Fighting Blindness:** Mr. Hoffman led the team responsible for performing a review of the FFB IT systems. This team was tasked with identifying processing inefficiencies and providing recommendations for their resolution
- **New York State Single Audit:** State agencies who administer federally funded programs are required to submit to an independent audit to ensure all funds are accounted for and to ensure the IT systems used to administer these programs meet all Federal guidelines for IT System security. Mr. Hoffman led the team assigned to perform the System Security Audit on the NYS IT system
- **City of Charlottesville:** an effort to perform a return on investment analysis for the City of Charlottesville, Virginia. Mr. Hoffman worked with City Management to conduct a return on investment analysis (ROI) for a planned city-wide information management system. This analysis also included reengineering of numerous City business processes including tax administration, human resources, accounts payable, and utilities management among others
- **Louisiana Department of Social Services:** The Louisiana Department of Social Services (DSS) engaged MAXIMUS to undertake a study of its service delivery (program) and administrative operations. Mr. Hoffman served as the leader of the Business Process Reengineering team, whose responsibilities included the process modeling and reengineering of the four agencies that comprise the Louisiana DSS September to November, 2002.

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- **UNDP Business Process Reengineering:** Supported a comprehensive review of its operations and developed recommendations for reengineered business processes by acting as quality manager on this project and was responsible for the version control of all deliverables. August 2001 to November 2001
- **UNDP IMIS Technical Assessment:** Project Manager on a review on the organization's business requirements, evaluating system strengths and weaknesses, and developed a series of recommendations for future action, conducted an integrated information system benchmarking study of organizations similar to UNDP and assisted in developing the final report on the project. December 2000 to June 2001
- **Minnesota Department of Human Services ABC Pilot:** Project Manager on an engagement to conduct an Activity-Based Costing (ABC) project to identify costs for providing inpatient and out-patient mental health services to Minnesota residents. This involved facilitating team meetings to gather activity information, managing the integration of financial and personnel data with MDHS activities and services, deployment of a web-based survey for MDHS regional staff to record the time they spent on each activity and the development of an automated process to populate the model with monthly financial and staffing data. January 2001 to June 2002.
- **Maryland State Department of Education:** Project Manager for the development of the Food and Nutrition Claims Processing system, the Food Distribution Processing system, and the Financial Accounting Management Information System Interface for the Maryland State Department of Education Child Nutrition Programs. The new system processes over \$120 million per year in claims reimbursements from the U.S. Department of Agriculture. The design and development effort included the analysis and interpretation of the Welfare Reform Act of 1996 as it relates to cash reimbursement and calculation of claims reimbursement.
- **NASD/NASDAQ:** Performed a process analysis and technology assessment for the human resources department. This involved identifying gaps in performance, non-value added activities, technology deficiencies, and legal/regulatory compliance risks. Additionally, a set of recommendations was made on implementing changes to close the gaps.
- **District of Columbia:** Teamed with Arthur Andersen in analyzing the outsourcing options for the cash management function, payroll function, and timekeeping function for the entire District Government. This involved developing "As-Is" process and workflow maps, determining the cost of existing processes using Activity Based Costing (ABC), developing a model for calculating the implementation and operating costs for the "To-Be" Model, participating in industry roundtables and benchmarking for cash management.
- **United States Department of Agriculture:** Provided business process reengineering services and activity based costing services to Team, Inc. working on the USDA Time & Attendance Reporting Reengineering effort. This is a subset of the larger MAP Modernization Initiative currently underway at the USDA. Mr. Hoffman's responsibilities extended to all phases of this reengineering effort including structured interviewing, process modeling, activity based cost analysis, process analysis and group facilitation. Mr. Hoffman designed and built an Access database for purposes of analyzing existing T&A transaction data.
- **Food & Drug Administration:** Team leader in reengineering the small procurement process for the Food and Drug Administration. Mr. Hoffman's responsibilities extended to all phases of this reengineering effort including structured interviewing, process modeling, activity based cost analysis, process analysis and group facilitation.
- **USDA:** Project leader of an effort designed to re-engineer the Funds Transfers business processes of the Department of Agriculture. In this capacity he led a team of seven trained BPR analysts in the development of models of the current and proposed Funds Transfers process using IDEF0 design language. Under his guidance

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the team performed activity based cost analysis on the processes reflected in these models and recommended improvements to the current process that will result in a 50% reduction in the annual cost of performing intra-USDA funds transfers.

- **HUD:** Developed an Automated System Development Methodology (ASDM) for the U.S. Department of Housing and Urban Development (HUD). He was the principle author of the System Development Methodology (SDM), which integrated the key concepts of Information Engineering (IE) with the traditional structured approach originally adopted by HUD. In addition, he prepared and delivered over 20 briefing sessions on the SDM and the "Model Framework for Management Control over Automated Information Systems." Mr. Hoffman also developed a System Prototyping Methodology (SPM), to be used as a supplement to the SDM, incorporating the IE principles of Rapid Application Development (RAD) and Joint Application Development (JAD) with the structured prototyping life cycle as defined by Yourdan-DeMarco.
- **U.S. Treasury:** Served as the Build Test Team Manager for the PACER project being developed under the FMS Division of the U.S. Department of the Treasury. Prior to assuming this position, he re-engineered the project's software acceptability test procedures to create a more streamlined testing process, adopted as the Build Test task plan. While manager of the Build Test team, Mr. Hoffman developed a relational database, using ACCESS software, to provide test controls that linked User requirements with design documentation, application modules, and test scenarios.

Internal Revenue Service: During his tenure, Mr. Hoffman

- Assisted in the development of a system to automate the Examination functions of the IRS. This effort included the development of interactive software resident on micro, mini, and mainframe computers as well as a menu-driven, on-line reference system.
- Led a team of analysts tasked with applying the techniques of BPR to develop the As-Is model of the Internal Revenue Service's Examination System.
- Managed, as Section Chief, Quality Assurance Division, 21 analysts tasked with performing System Testing and Quality Assurance (QA) for projects developed by the Information Systems Development (ISD) division of the IRS. Mr. Hoffman recruited, trained, and developed systems analysts to ensure, by testing with controlled data, the adequacy of the IRS ADP systems to receive, control, and verify input data.
- Developed Work Breakdown Structures for the QA and Systems Acceptability Testing of systems developed by ISD.