



Statement of Qualifications

Strategic Planning for West Virginia Department of Health and Human Resources (DHHR) Bureau for Children and Families (BCF)

Respectfully submitted to

Department of Administration
Purchasing Division
Building 15
2019 Washington Street, East
Charleston, West Virginia 25305 - 0130

by

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PROCHASING DIVISION
STATE OF WV

August 29, 2008

**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.
5. All services performed or goods delivered under State Purchase Orders/Contracts are to be continued for the term of the Purchase Order/Contract, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise available for these services or goods, this Purchase Order/Contract becomes void and of no effect after June 30.
6. Payment may only be made after the delivery and acceptance of goods or services.
7. Interest may be paid for late payment in accordance with the *West Virginia Code*.
8. Vendor preference will be granted upon written request in accordance with the *West Virginia Code*.
9. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.
10. The Director of Purchasing may cancel any Purchase Order/Contract upon 30 days written notice to the seller.
11. The laws of the State of West Virginia and the *Legislative Rules* of the Purchasing Division shall govern all rights and duties under the Contract, including without limitation the validity of this Purchase Order/Contract.
12. Any reference to automatic renewal is hereby deleted. The Contract may be renewed only upon mutual written agreement of the parties.
13. **BANKRUPTCY:** In the event the vendor/contractor files for bankruptcy protection, this Contract may be deemed null and void, and terminated without further order.
14. **HIPAA Business Associate Addendum:** The West Virginia State Government HIPAA Business Associate Addendum (BAA), approved by the Attorney General, and available online at the Purchasing Division's web site (<http://www.state.wv.us/admin/purchase/vrc/hipaa.htm>) is hereby made part of the agreement. Provided that, the Agency meets the definition of a Covered Entity (45 CFR §160.103) and will be disclosing Protected Health Information (45 CFR §160.103) to the vendor.
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."

INSTRUCTIONS TO BIDDERS

1. Use the quotation forms provided by the Purchasing Division.
2. **SPECIFICATIONS:** Items offered must be in compliance with the specifications. Any deviation from the specifications must be clearly indicated by the bidder. Alternates offered by the bidder as **EQUAL** to the specifications must be clearly defined. A bidder offering an alternate should attach complete specifications and literature to the bid. The Purchasing Division may waive minor deviations to specifications.
3. Complete all sections of the quotation form.
4. Unit prices shall prevail in cases of discrepancy.
5. All quotations are considered F.O.B. destination unless alternate shipping terms are clearly identified in the quotation.
6. **BID SUBMISSION:** All quotations must be delivered by the bidder to the office listed below prior to the date and time of the bid opening. Failure of the bidder to deliver the quotations on time will result in bid disqualifications: Department of Administration, Purchasing Division, 2019 Washington Street East, P.O. Box 50130, Charleston, WV 25305-0130

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Overview of Collective Impact

Collective Impact, LLC is a creative services firm headquartered near Pittsburgh, PA that provides capacity building services to help organizations and communities operate successfully. It is a collaborative of consultants that was formed out of the realization that organizations and communities have a need for consulting and technology services to strengthen their capacity to achieve their mission and goals.

Bruce E. Decker is the founder and Principal Partner of Collective Impact. Bruce has been providing capacity building consulting services for organizations and communities for over ten (10) years. Bruce has also worked with members of the Collective Impact network for many years. Recognizing the need for clients to have access to comprehensive services provided by consultants with diverse expertise, he established Collective Impact.

Due to the nature of its collaborative structure, Collective Impact does not have any “employees” in the traditional sense. It has a Principal Partner and draws from a diverse network of capacity builders to provide consulting and technology services for clients. This network represents many years of combined experience working with organizations and communities. With this experience comes an understanding of the capacity building needs of organizations and communities, as well as the solutions to help clients better serve their target audiences, improve their operations, and achieve their missions. In addition to its Principal Partners, the Collective Impact network is currently comprised of 15 independent consultants and consulting entities and its membership continues to grow. Collectively, this network has numerous years of experience providing capacity building consulting services for clients.

Collective Impact is a full-service consulting firm that offers clients 24/7 service. We have expertise working with clients on projects with tight deadlines and have an understanding of the various internal and external conditions that influence project timelines and deliverables. Collective Impact has the capacity to respond to client needs quickly and provide high quality services and deliverables within desired timeframes.

Collective Impact offers a broad range of services that includes the following:

- Planning and change management.
- Assessment and evaluation.
- Financial resource development.
- Branding communication.
- Training and facilitation.
- Information technology.

Nearly all of the consultants in the Collective Impact network are Master's level educated with many years of experience working directly with clients. The network members identified to serve on the consulting team to work West Virginia Department of Health and Human Services – Bureau for Children and Families all have experience in visioning, assessment and evaluation, strategic planning, community asset mapping, system analysis, stakeholder engagement, capacity building, and working with collaborative groups.

Collective Impact is headquartered in Rochester, PA, which is located 35 miles northwest of Pittsburgh, PA. Collective Impact's consultants have home-based and/or corporate offices in the following locations:

- Beverly, WV
- Charleston, WV
- Cross Lanes, WV
- Huntington, WV
- St. Albans, WV
- Aliquippa, PA
- Beaver Falls, PA
- Belle Vernon, PA
- Coraopolis, PA
- Pittsburgh, PA
- Scranton, PA
- Somerset, PA
- Wernersville, PA
- Zelienople, PA
- Austin, TX

Proposed Consulting Team

Collective Impact proposes an experienced consulting team to work with the West Virginia Department of Health and Human Services – Bureau for Children and Families. This team consists of the following:

- Leslie S. Stone – Stone Strategies, LLC
- Bruce E. Decker, Collective Impact, LLC
- Steven B. Heasley, Heasley Consulting

Leslie S. Stone is the owner of Stone Strategies and a member of the Collective Impact network. She will serve as Project Director. Leslie is an experienced facilitator and moderator with expertise in leading planning teams, focus groups, community input meetings, and trainings.

Leslie has built her career around her expertise in facilitation, training, and technical assistance. Her graduate studies are in education, and she is certified in mediation and conflict resolution. Through her consulting work, Leslie has partnered with clients for meeting facilitation, planning, resource identification, problem-solving, research and data collection, policy development, community leadership development, and building the involvement of residents, businesses and service providers in decision-making about their communities.

She has provided facilitation, meeting planning, and staff support to the West Virginia Governor's Cabinet on Children and Families, Governor's Citizens Advisory Council, West Virginia's Community Development Gathering, and other state-level groups focused on community development and human services systems reform. Leslie has also worked with the West Virginia Legislature, community groups, and senior state officials in planning and policy development.

She has facilitated focus groups with various audiences of professionals and community residents throughout the states of West Virginia, Kentucky, and Pennsylvania. Leslie has also facilitated sessions with a variety of West Virginia cities, counties, and coalitions of counties focused on community and economic development. These sessions have brought together community members, elected officials, agency staff, and others to identify, plan for, and implement innovative strategies to address community and regional issues, including economic, tourism, educational, environmental, health, human services, housing, etc.

Leslie facilitated planning sessions with members of WV's Department of Education, Department of Health and Human Resources; Division of Juvenile Services, Behavioral Health, Bureau for Children and Families, family representatives and private providers of services to children with mental illness and other needs to identify and define WV's System of Care (SOC) including policy and funding recommendations and expansion of a federally funded multi-county pilot project in southern WV. She developed the written document published for distribution, coordinated a presentation to the governor and other policy makers and facilitated the drafting of legislation requesting a redistribution in funding to support WV's SOC. Leslie also helped develop the Pyramid of Care model to illustrate the need for a range of services for children and families from support services such as parent education and quality childcare, early intervention (support groups to diagnostic services), intervention (special education to residential care) She has delivered presentations on this model throughout WV, the US, and Bristol, England.

Leslie was a founding board member of Community Development Partnership of West Virginia, a non-profit organization focused on support to increase the capacity of non-profit community development entities. Leslie was also an early board member of Community Collaborative, Inc. (CCI), joining just after its founding and serving for about 5 years. CCI focused on increasing the skills of local leaders and sustaining a broad-based community-driven approach to local development. CCI convened state level partners both public and private in better

aligning resources to support local communities, as well as convening leadership development organizations to select and implement an evaluation process to measure common practices and impact. As a board member, Leslie is currently working with others to complete a merger between the two organizations in order to better serve West Virginia communities.

Leslie received a Master of the Arts in Education and a Bachelor of Science in Education from Eastern Kentucky University. For the past 12 years, she has studied under the leadership of Dr. Vaughn Grisham, who is a nationally renowned professor of Sociology at the University of Mississippi and the Director of the McLean Institute for Community Development and Social Change. Leslie recently participated in an in-depth 3 day training session with Becky Anderson of HandMade in America, recognized for her efforts in successfully transitioning western North Carolina's economy from tobacco and textiles to arts, environmental innovation and cultural tourism. Becky was named by *US News and World Report* as one of America's top 20 visionaries in community and civic development. Leslie also recently served as Track Leader for Brushy Fork's Annual Institute in 2007.

See Appendix B for a copy of Leslie's resume.

Bruce E. Decker is founder and Principal Partner of Collective Impact. He will serve as Project Facilitator. Bruce is a skilled strategic planner, trainer, community coach, technical assistant, and facilitator. He has provided services for a broad range of clients at the local, regional, and statewide level, including non-profit organizations, governmental agencies, collaborative networks, and community and economic development entities. Bruce has a unique and varied background of education and professional experience. He has been recognized for his work in organization and community development, system improvement, service integration, and capacity building. Bruce has extensive experience reforming public and private service delivery systems through improved communication, increased coordination, and integration of resources. Bruce also has teaching experience in secondary and higher education institutions, as well as direct administrative experience supervising a human services staff of over 150 employees.

Bruce was instrumental in the development and growth of a community-based, behavioral health and child welfare organization, Action Youth Care, now called KVC, serving children, youth, and families throughout West Virginia. Services provided included therapeutic foster care, counseling and therapy, family preservation and support, youth transitional living, behavior management and modification, home studies, and family resource coordination. Bruce also has worked as a direct service provider with individuals with autism, mental retardation, developmental disabilities, and mental illness in community-based settings, as well as adjudicated youth with severe behavior and emotional disorders in a secure residential treatment facility

While serving as District Administrator and Vice President of Action Youth Care, Bruce actively participated with the West Virginia Region II Children's Summit to implement a comprehensive system of care for children and families. He helped develop the *Pyramid of Care* model to illustrate the need for a range of services for children and families including support services such as parent education and quality childcare, early intervention services such as support groups and diagnostic services, and intervention services such as special education and residential care. He has since delivered presentations on this model throughout West Virginia and Pennsylvania.

Bruce served as a Family Service Systems Reform Consultant with Center for Schools and Communities, a Pennsylvania intermediary think-tank and technical assistance organization, providing leadership and management training, technical assistance, community and organizational development, consultation, and strategic planning for various Pennsylvania statewide collaborative system improvement and child and family well-being initiatives. While employed with the Center, Bruce received specialized training in Steven Coveys' 7 Habits of Highly Effective People. Bruce was also thoroughly trained in the Communities That Care (CTC) System process and Results Oriented Management and Accountability (ROMA). CTC is a community empowerment strategy that emphasizes assessment and planning as the basis for program development and implementation. ROMA is a sound management practice that incorporates the use of outcomes or results in the administration, management, and operation of programs and services.

Bruce is currently working with several county-based human service systems to facilitate their service integration processes. He facilitates planning sessions with various Pennsylvania counties regarding the state sponsored and supported Integrated Children's Services Planning (ICSP) initiative. The ICSP initiative is based upon and uses the SOC framework and principles. Bruce has also helped develop and grow over 25 county-wide health and human services collaborative networks in Pennsylvania with missions to improve the quality of life and well-being of children and families.

Bruce is also working with community and economic development groups to help revitalize communities by engaging them in visioning, citizen engagement, assessment and asset mapping, and strategic planning activities. Bruce helps communities identify innovative strategies to address local and regional issues, including housing, downtown revitalization, tourism, culture and recreation, transportation, education, environment and ecosystems, health and human services, community infrastructure (Internet, water, sewage, roads, etc.), etc.

Bruce received his Master of Arts in Communication Studies with an emphasis in Organizational and Intercultural Communication and Leadership Studies from Marshall University in Huntington, West Virginia. He received his Bachelor of Arts in Education from Marshall as well with a dual concentration in Marketing Education and Social Studies, a specialized certification in Diversified Cooperative Training, and a minor in geography. Bruce served as a graduate teaching

assistant while completing his Master's degree at Marshall. He received the "Most Outstanding Teaching Assistant" award at the culmination of his service.

Bruce more recently received extensive training through West Virginia Sustainable Communities Training Program (SCTP). SCTP strengthens local leadership and builds community capacity for sustainable community economic development and is rooted in Dr. Vaughn Grisham's Tupelo Model of Community Economic Development. Dr. Grisham is a nationally renowned professor of Sociology at the University of Mississippi and the Director of the McLean Institute for Community Development and Social Change.

See Appendix B for a copy of Bruce's resume.

Steven B. Heasley is the owner of Heasley Consulting and a member of the Collective Impact network. He will serve as Project Facilitator and Analyst. Steven has assisted local community organizations and governmental agencies in areas of research, policy analysis, evaluation, financial mapping, management, and strategic planning. He has been recognized for his exceptional work in the areas of financing and policy development related to child and family programs. Steven has extensive experience in analysis of agency processes, survey design and data analysis, and the formulation of recommendations to move local services toward more coordinated and integrated systems. He has worked for statewide community development organizations to develop assessment tools related to community capacity and to evaluate efforts to build capacity at the local level. Steven has served as a consultant on national projects to develop participatory approaches for the evaluation of family support programs. He has also conducted extensive analysis of state and federal funding streams and trends in spending over a seven-year period.

He is currently working on a project to analyze survey data for a national organization (Zero To Three) to define national examples of integrated early childhood service systems. He was also part of the Collective Impact project teams that analyzed the human service systems in Greene and Washington Counties in Pennsylvania.

Steven has 30+ years of experience in service delivery, system coordination, planning, and administration related to children, adolescents and families. He held the positions of Director of Children's Programs and Associate Director at the Appalachian Community Mental Health Center serving a four county region in Eastern West Virginia from 1978 to 1992. He also served by gubernatorial appointment on the Medicaid rate adjustment board in West Virginia as the representative for behavioral health and ancillary therapies. During the mid 1980s, Steven was enlisted by the WV Office of Behavioral Health Services to develop a statewide plan for the provision of mental health services to children and adolescents which projected needed levels of services. He was also engaged by the West Virginia Office of Behavioral Health Services to develop a community-based system of care to serve adolescents in the Northern and Eastern part of the state. The regional system of care that was developed under his leadership

engaged representatives of 37 West Virginia counties in a one year planning process to develop an innovative system of care approach that included therapeutic foster care, a small residential group treatment center, a network of home-based family preservation services throughout two-thirds of the state, and a wilderness stress adventure program for adolescents.

While serving as Senior Consultant to the West Virginia Governor's Cabinet on Children and Families (1991 – 2004), Steven was a major contributor to the development of the Pyramid of Care planning model which was used as a basis for the State's Five Year Child Services Plan under the Family Preservation and Support Act. The Pyramid of Care approach also served as a model for the development of a regional System of Care in the Southern portion of West Virginia under a federal discretionary Child and Adolescent Services System Grant. Steven served as an advisor to the Clinton Administration's "Partnership for Stronger Families" and advised "The Finance Project" on work related to the development of Children's Budgets and the analysis of public funding. He also served as an adviser and consultant for Family Support America on family policy and community-based family programs.

During the time he worked for the Cabinet on Children and Families within the Office of the Governor, Steven coordinated numerous projects related to research, analysis, and community-based planning. In recent years, (since July of 2005) he has worked exclusively as a private consultant doing research and analysis for state government agencies and non-profit organizations as well as local community planning bodies who are working on service system reform initiatives. He recently worked on projects in Pennsylvania (Washington, Greene, and Clearfield counties) through Collective Impact, LLC involving extensive research and analysis of local human service systems and also has completed a project for a national early childhood organization (Zero To Three) focused on identifying examples of integrated early childhood service systems.

Steven studied at the graduate level in Sociology and holds a Master of Arts in Behavior Disorders from the West Virginia College of Graduate Studies (Marshall University). He also holds a Bachelor of Science degree in Physics from West Virginia University.

See Appendix B for a copy of Steve's resume.

Related Experience

Collective Impact has worked with various organizations and communities to facilitate their strategic planning efforts, to obtain input from diverse groups of stakeholders, and to assess and analyze their internal and external environments. We use multiple methods of data collection and assessment for projects, including secondary data review and primary data collection through surveys, key informant

interviews, and discussion groups. This approach allows for identification of common themes and differences in stakeholders' views, needs, capacity levels, etc. We guide clients through developing change management processes that are responsive to these themes and differences.

Collective Impact uses participatory processes of strategic change management, assessment, and evaluation. Recognizing that those within the organization or community matter most in the capacity building equation and their commitment and leadership is integral to success, clients are engaged as partners in the process and stakeholders take an active role. Collective Impact works with stakeholders through planning teams or committees that empower participants with meaningful roles and responsibilities.

Collective Impact uses a strengths-based approach in building capacity with organizations and communities who often view themselves with a problem-focused, deficit perspective. It is our belief that those we serve have great strengths to build upon. We see our role as helping identify and maximize those strengths by using an approach that emphasizes resources and capabilities. Our work is process-oriented with a focus on producing user-friendly results and tools for continuous assessment and learning.

Collective Impact recognizes the importance of identifying, prioritizing, and measuring outcomes and works with clients to guide them through the outcomes development and tracking process. We simplify the outcomes management process, while helping ensure that clients develop realistic measures of their progress. Outcomes development and tracking is incorporated into of our work with clients to ensure that they can monitor the impact of their efforts.

Collective Impact uses technology, and in particular, Internet tools, to provide capacity building services to make the greatest impact for clients. We have implemented Internet-based community mapping tools with clients to inventory their human service resources and help them establish centralized clearinghouses for human services information. Collective Impact also uses online survey tools to more effectively and efficiently conduct survey research and community mapping projects with clients.

Collective Impact has experience working with city, county, and state level governmental agencies and collaboratives from various disciplines, such as human services, health, youth development, education, community economic development, family support, etc. Unlike consultants that work primarily with for-profit, private sector organizations, Collective Impact has a unique understanding of the systems within which governmental and non-profit organizations operate. This understanding helps us to guide these organizations through processes of identifying realistic solutions that can help them make great impact within their communities.

Collective Impact has worked with human service organizations and systems to assess their organizational and community needs and assets. We have conducted human service system analysis projects to identify ways to improve service delivery and agency interaction. We have also worked with human service collaboratives whose missions are to coordinate and improve service delivery. We have worked with single systems, as well as multi-disciplinary groups, on various projects, including the following:

- Strategic planning.
- Needs assessment.
- Service system analysis.
- Community resource and asset mapping.
- Outcome evaluation.
- Coalition building and collaborative development.

Collective Impact has worked directly with clients on projects that are process-oriented with a focus on assessing the strengths and challenges of specific systems, identifying best practices, and facilitating the process of strategic change management. Collective Impact facilitated the Integrated Children's Services Planning (ICSP) planning process in several counties in Pennsylvania. The ICSP initiative is based upon and uses the SOC framework and principles.

These projects engaged diverse resource providers in a process of examining the service delivery system to identify areas for integration efforts and involved planning sessions and discussion groups. Collective Impact has been recently working with regional and statewide family support and advocacy organizations in Pennsylvania to facilitate planning and training sessions utilizing a SOC framework and principles. The team is also currently working with county-level human service departments in Pennsylvania to analyze the service system, map human service resources, and identify ways to improve service delivery.

Collective Impact recently completed two (2) county-level system analysis and planning projects in Pennsylvania. Human services are administered at the county level in Pennsylvania, which presents a unique challenge for service reform and integration. The Washington County Human Service System Analysis was conducted to assess the service system to identify strengths and challenges, compile an inventory of human service resources, and obtain information to develop service delivery improvement strategies. The Greene County Family Resource System Analysis was conducted to prepare resource providers and families for the implementation of a Family Resource Coordination model to integrate services for children, youth, and families. These projects involved planning sessions, discussion groups, interviews, surveys, resource mapping, and research of current practices and best practices.

The Collective Impact consulting team that would be involved with this proposed effort has specific experience working with organizations and communities at the local, regional, and state level to develop or reform human service systems based

on SOC principles. Collective Impact has directly worked with county human service systems in Pennsylvania and West Virginia to assess resource needs and map community assets. All three members of the proposed consulting team worked to develop the Pyramid of Care model as part of a comprehensive system of care to illustrate the need for a range of services for children and families. They were also involved in the development of regional and statewide systems of care in West Virginia. One member of the consulting team served as the primary facilitator and writer of West Virginia's System of Care Collaborative: Call to Action - a statewide plan framework distributed in 2004.

The Collective Impact team brings expertise to the project in the areas of strategic planning, assessment, evaluation, stakeholder engagement, leadership, coaching, and technical assistance.

A sample of the team's project experience follows.

<p>Greene County Human Services Department <i>(Collective Impact, Stone Strategies & Heasley Consulting)</i></p>	<p>Facilitated various projects including community asset and needs assessment, integration planning, human services system analysis, collaborative network development, community outcomes evaluation, etc. Project components included planning sessions, discussion groups, practice research, related data review, key informant interviews, stakeholder surveys, asset mapping inventory, training, and development of high impact project reports and marketing materials.</p>
<p>Washington County Department of Human Services <i>(Collective Impact, Stone Strategies, & Heasley Consulting)</i></p>	<p>Facilitated a comprehensive human service system analysis and asset mapping project with targeted human service organizations and related support agencies. The purpose of the project was to broadly examine human services in Washington County including its strengths, challenges, and opportunities.</p> <p>Information was obtained directly from those involved in the human service system – providers and consumers of services – and from a review of human service practices and resources. The project produced recommendations that will shape the future direction of the human service system in Washington County and provides the foundation upon which to build a more effective and efficient system of care for all families in the County.</p>
<p>Central Pennsylvania Community Action <i>(Collective Impact and Heasley Consulting)</i></p>	<p>Collective Impact worked with Central Pennsylvania Community Action Inc., and other human service agencies in Clearfield County, Pennsylvania to conduct a human service needs assessment. The project methodology included three (3) key components: (1) Planning sessions</p>

	with the Assessment Team; (2) Stakeholder input through discussion groups and surveys; and (3) Reporting and presentation of findings.
Pennsylvania Families Incorporated (PFI) <i>(Collective Impact)</i>	Facilitated planning sessions with Pennsylvania Families Incorporated (PFI), a SAMHSA funded statewide family network Utilized System of Care (SOC) framework and principles while identifying strategies for service coordination, integration, and family engagement.
Western Pennsylvania Partnership for Family Support (WPPFS) <i>(Collective Impact)</i>	Facilitation of regional forums, trainings, and planning sessions for collaborative group. Facilitation of discussion sessions with family advocates and state officials from various service system disciplines.
Integrated Children’s Services Planning (ICSP) – Armstrong, Beaver, and Greene Counties <i>(Collective Impact)</i>	Assessment of the service delivery system for vulnerable children and families and strategic planning to identify areas for service integration
Southwest Pennsylvania Region Communities That Care and Evidenced-based Programs Networking Group <i>(Collective Impact)</i>	Collective Impact is currently working with the Southwest Pennsylvania Region Communities That Care (CTC) and Evidenced-based Programs Networking Group (Networking Group) to lead them through a strategic planning process The Networking Group includes 15 CTC sites in the southwest region of Pennsylvania and six Pennsylvania Commission on Crime and Delinquency Research-based program grantees that are closely connected to their local CTC sites
FHLBank’s Blueprint Communities - Community Coaching <i>(Collective Impact)</i>	Worked with three (3) communities in West Virginia – City of Shinnston, WV, City of Salem, WV, and Ritchie County. Services included facilitation of planning sessions, assessment and asset mapping, visioning, stakeholder input, and guiding teams through development of a community plan. City of Shinnston received a “Beacon Award” for their planning efforts in the category, “Communicating with Clarity: Articulating Vision, Goals, Objectives and Measures.”
Pennsylvania Mountains Healthcare Alliance (PMHA) <i>(Collective Impact)</i>	Provided services on a retainer basis to a consortium of hospitals in rural Pennsylvania. Services provided included strategic funding research, planning sessions, grant writing, consultation on non-profit development, etc.

	Engagement resulted in PMHA securing funding in the amount of \$1,180,004 from the Federal Communicators Commission (FCC) for a regional broadband network for telemedicine applications.
Schooner Youth Center <i>(Collective Impact)</i>	Facilitated planning sessions with faith-based non-profit organization operating a youth center in a rural impoverished area of southwestern Pennsylvania. Process resulted in one-year strategic action plan.
Community Builders of Greene County Pennsylvania <i>(Collective Impact)</i>	Provide strategic planning and outcomes evaluation training for participants enrolled in local leadership development and community building training program. Have provided training for the past four (4) yearly cohorts of students.
Indiana University of Pennsylvania (IUP) <i>(Collective Impact)</i>	Planning services to develop a five-year strategic plan. The project engaged the participation of an array of stakeholders, including university administration and staff, board of trustees, students, community leaders, local non-profits, and governmental entities. It included an analysis of IUP's internal and external environment and stakeholder engagement through key informant interviews and discussion groups. The project resulted in a five-year comprehensive strategic plan for the university.
Washington Drug and Alcohol Commission, Inc. <i>(Collective Impact)</i>	Conducted a comprehensive county-wide needs assessment in Washington County, Pennsylvania regarding alcohol and other drug (AOD) use among youth. Washington Drug and Alcohol Commission was interested in finding out more about youth AOD issues and the existing assets and resources to prevent and reduce youth AOD use.
Wayne County, WV Family Resource Network (FRN) and Wayne County Commission <i>(Collective Impact, Stone Strategies, & Heasley Consulting)</i>	Providing services to analyze the community and economic development system and resources in Wayne County, West Virginia and to develop a comprehensive county plan. The project components include current and best practice research, service array inventory, related data review, stakeholder and community input (discussion groups, survey, interviews), and development of a comprehensive county plan and action planning worksheets.
West Virginia Governor's Cabinet for Children on Families	Facilitated planning sessions with members of WV's Department of Education, Department of Health and Human Resources; Division of Juvenile Services,

<p><i>(Heasley Consulting & Stone Strategies)</i></p>	<p>Behavioral Health, Bureau for Children and Families, family representatives and private providers of services to children with mental illness and other needs to identify and define WV's System of Care (SOC) including policy and funding recommendations and expansion of a federally funded multi-county pilot project in southern WV</p>
<p>West Virginia Governor's Cabinet for Children on Families <i>(Heasley Consulting & Stone Strategies)</i></p>	<p>Development of the <i>Pyramid of Care</i> planning model which was used as a basis for the State's Five Year Child Services Plan under the Family Preservation and Support Act. The Pyramid of Care approach also served as a model for the development of a regional System of Care in the Southern portion of West Virginia under a federal discretionary Child and Adolescent Services System Grant.</p>
<p>West Virginia Department of Health and Human Resources – Maternal Child and Family Health <i>(Stone Strategies & Heasley Consulting)</i></p>	<p>Facilitation of 26 focus groups and preparation of summary report of the results. Focus groups held throughout West Virginia with parents, physicians, mental health professionals, social workers, public school teachers, early child care staff, parents of children with special needs and other medical professionals.</p>
<p>West Virginia Educare Initiative <i>(Stone Strategies & Heasley Consulting)</i></p>	<p>Development of financing strategies and collaborative governance models for comprehensive early care and education services in several communities across the state. Project included evaluation of a network of thirteen (13) Starting Points Centers in rural West Virginia. Starting Points Centers provide childcare, early education, and child developmental services to young children and their families through locally governed family support centers.</p>
<p>Counties 4 Development (C4D) <i>(Stone Strategies & Heasley Consulting)</i></p>	<p>A four-county area in north central West Virginia is planning and implementing a strategy to involve citizens on an on-going basis in the planning and development for communities in the region. Work included facilitation of the steering team comprised of representatives from the four county area, in design and planning, providing coaching sessions with local community teams for identification and completion of locally selected projects, facilitation of multi-county meetings, facilitating discussion sessions in new counties to encourage replication, grant development for on-going funding and participation in the development of evaluation strategies, as well as implementation of evaluation results.</p>

Zero to Three <i>(Heasley Consulting)</i>	Analysis of locally-based, comprehensive early childhood systems of care operating across the United States.
Marshall University <i>(Heasley Consulting)</i>	Analysis of state and federal funding streams and trends in spending over a seven-year period
FHLBank's Blueprint Communities - Community Profiles <i>(Heasley Consulting)</i>	Provided analysis services for ten (10) West Virginia Blueprint Communities by reviewing existing data, conducting a capacity assessment, and developing profiles for each community

Collective Impact network members have vast experience working with diverse entities within the human service delivery system, including child welfare, behavioral, mental, and physical health, drug and alcohol treatment, aging services, early care and education, residential treatment, community-based supports, youth development, etc. Network members are accustomed to “getting up to speed” with a specific discipline or with multidisciplinary content areas as necessary for the successful completion of project activities. Collective Impact’s innovative planning tools and analysis methodologies produce outstanding results regardless of the projects’ disciplinary focus or geographic location.

Clients and References

Collective Impacts’ customers include non-profit organizations, governmental agencies, multi-disciplinary groups, collaborative networks, and community teams. Collective Impact works with a diverse array of organizations and communities, including human service agencies, educational institutions, health systems, faith-based establishments, arts and cultural organizations, community economic development entities, etc.

Unlike consultants that work primarily with for-profit, private sector organizations, Collective Impact has a unique understanding of the systems within which governmental and non-profit organizations operate. This understanding helps us to guide these organizations through processes of identifying realistic solutions that can help them make great impact.

The following is a list of the clients for which the Collective Impact consulting team has completed work:

- Advantage Valley Entrepreneurial League System
- Armstrong County Children, Youth and Families
- Armstrong County Family Resource Network

- Armstrong County Integrated Children's Services Planning
- Armstrong County Memorial Hospital
- Armstrong - Indiana Mental Health Mental Retardation
- Beaver County Children and Youth Services
- Beaver County Collaborative Action Network (CAN)
- Beaver County Integrated Children's Services Planning
- Berea College - Brushy Fork Institute
- Big Brothers/Big Sisters of Armstrong County – Holy Family Institute
- Blair County Arts Foundation
- Blair County Respiratory Disease Society
- Cabell-Wayne Early Childhood Council
- City of Huntington, West Virginia
- City of Salem, West Virginia
- City of Shinnston, West Virginia
- City of War, West Virginia
- Clearfield County Commission
- Community Action Southwest
- Community Builders of Greene County
- Community Development Hub, Inc. (CDH)
- Community Development Network (CDN)
- Central Pennsylvania Community Action
- Cornerstone Care, Inc.
- Counties 4 Development (C4D)
- Entrepreneurial League System – Duluth Minnesota
- FHLBank - Pittsburgh
- Good Samaritan Clinic
- Greene County Community Foundation
- Greene County Find-Out
- Greene County Human Services Department
- Greene County Integrated Children's Services Planning
- Greene County MAGIC (Making A Great Impact Collectively) Collaborative
- Greene County Senior Outreach and Referral (SOAR)
- Indiana County Department of Human Services
- Indiana County Integrated Children's Services Planning
- Indiana University of Pennsylvania (IUP)
- KLM Properties
- Marshall University
- McDowell County Family Resource Network (FRN)
- Mission West Virginia, Inc.
- Monessen Communities That Care
- National Center for Infants, Toddlers and Families
- Olga and Dorothea Dessin Society for the Prevention of Cruelty to Animals
- Orelena Hawks Puckett Institute
- Pennsylvania Communities That Care (CTC)
- Pennsylvania Families Incorporated (PFI)

- Pennsylvania Mountains Healthcare Alliance (PMHA)
- Ritchie County Economic Development Authority (EDA)
- Ritchie Progress Alliance (RPA)
- Schooner Youth Center
- Somerset Drug Free Communities Coalition
- Southwest Pennsylvania Region Communities That Care Networking Group
- Southwestern Pennsylvania Area Agency on Aging - SOAR
- Southwestern Pennsylvania Human Services, Inc. (SPHS)
- Team for West Virginia's Children - Partners in Community Outreach
- The Question, Inc
- Tri-County Community Development Partnership
- Value Behavioral Health of Pennsylvania
- Venango County Human Services
- Venango County InfoNet
- Washington County Department of Human Services
- Washington Drug and Alcohol Commission, Inc.
- Wayne County Family Resource Network
- Wayne County Commission
- West Virginia Association of Free Clinics
- West Virginia Blueprint Communities
- West Virginia Bureau for Public Health – Asthma Coalition
- West Virginia Consolidated Public Retirement Board
- West Virginia County Commissioners Association
- West Virginia Department of Education
- West Virginia Department of Health and Human Resources
- West Virginia Grant makers Association
- West Virginia Main Street Association
- West Virginia National Association of Social Workers (NASW)
- West Virginia Rural Health Association
- West Virginia System of Care Collaborative
- West Virginia Vision Shared, Inc.
- West Virginia WIC (Women Infants and Children)
- Western Pennsylvania Partnership for Family Support
- Westmoreland Family Partnership
- Wyoming County Economic Development Authority
- Zero To Three Policy Center

The following are references that are clients for whom Collective Impact and its network has conducted similar work to what is requested by the West Virginia Department of Health and Human Resources – Bureau for Children and Families.

Collective Impact references

Tim Kimmel, Director
Washington County Department of Human Services
Washington, PA 15301
724.228.6263

Karen Bennett, Administrator
Greene County Human Services Department
Greene County MAGIC (Making a Great Impact Collectively) Collaborative
Waynesburg, PA 15370
724.852.5375

Stacy LoCastro, Deputy Director
Central PA Community Action, Inc.
PO Box 792, 207 E. Cherry Street
Clearfield, PA 16830
814.765.1551

Brett Jones, County Administrator
Wayne County Commission
700 Hendricks Street
Wayne, WV 25570
304.272.6592

Debra Herndon, City Manager
City of Shinnston, West Virginia
Shinnston, WV 26431
City of Shinnston, WV
304.592.5631

Kent Spellman, Executive Director
Ritchie County Economic Development Authority (EDA)
217 W. Main St.
P.O. Box 177
Harrisville, WV 26362
304.643.2505

Stone Strategies references

Dr. Vaughn Grisham, Director
The George McLean Institute for Community Development and Social Change
211 Stone Road
Oxford, MS 38655
662.234.2409

Phil Edwards, Director
Division of Infant, Child and Adolescent Health
West Virginia Department of Health and Human Resources
Bureau for Public Health
Office of Maternal and Child Health
State Capitol Complex
Building 3 Room 206
Charleston, WV 25305
304.558.5388

Shannon Atwell, Director
Childlaw Services, Inc.
1505 Princeton Ave
Princeton, WV 24740
(304) 425-9973

Kathie Whitt, Director
McDowell County Family Resource Network (FRN)
791 Virginia Avenue, Suite J
Welch, WV 24801
304.436.5255

Dave Majic, Director
West Virginia Department of Health and Human Resources
Office of Behavioral Health and Health Facilities
Division of Children's Mental Health
304.558.3633

Frances Clark, Coordinator
Positive Behavior Support, Behavior Disorders, Safe Schools, Mental Health
West Virginia Department of Education
Division of Special Education
304.558.2696, Ext. 236

Heasley Consulting references

Jean Ambrose, Co-Chair
West Virginia Community Development Hub, Inc.
4435 Volcano Rd.
Walker, WV 26180
304.679.3970

Barbara Gebhard, Project Director
Zero To Three Policy Center
National Center for Infants, Toddlers and Families
2000 M St. NW, Suite 200
Washington, DC 20036
304.776.2940

Carol M. Trivette, Ph. D.
Orelena Hawks Puckett Institute
128 South Sterling Street
P.O. Box 2277
Morganton, NC 28655
828.432.0065

Appendices

Appendix A
Bid Documents



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

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TYPE NAME/ADDRESS HERE

Collective Impact, LLC
 P.O. Box 148
 Rochester, PA 15074

HEALTH AND HUMAN RESOURCES
 BCF - COMMISSIONER'S OFFICE

350 CAPITOL STREET, ROOM 730
 CHARLESTON, WV
 25301-3711 304-558-4682

DATE PRINTED 08/06/2008	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
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	OPEN-END BLANKET CONTRACT		
				PROFESSIONAL SERV. TO ASSIST IN DEVEL. OF STRATEGIC		
				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.		
				EXHIBIT 3		
				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 IS NECESSARY TO OBTAIN A NEW CONTRACT OR RENEW THE ORIGINAL CONTRACT. THE "REASONABLE TIME" PERIOD SHALL		

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE TELEPHONE 724.728.3368 DATE 08/29/08

TITLE Principal Partner FEIN 14-1944676 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
5. All services performed or goods delivered under State Purchase Orders/Contracts are to be continued for the term of the Purchase Order/Contract, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise available for these services or goods, this Purchase Order/Contract becomes void and of no effect after June 30.
6. Payment may only be made after the delivery and acceptance of goods or services.
7. Interest may be paid for late payment in accordance with the *West Virginia Code*.
8. Vendor preference will be granted upon written request in accordance with the *West Virginia Code*.
9. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.
10. The Director of Purchasing may cancel any Purchase Order/Contract upon 30 days written notice to the seller.
11. The laws of the State of West Virginia and the *Legislative Rules* of the Purchasing Division shall govern all rights and duties under the Contract, including without limitation the validity of this Purchase Order/Contract
12. Any reference to automatic renewal is hereby deleted. The Contract may be renewed only upon mutual written agreement of the parties.
13. **BANKRUPTCY:** In the event the vendor/contractor files for bankruptcy protection, this Contract may be deemed null and void, and terminated without further order.
14. **HIPAA Business Associate Addendum:** The West Virginia State Government HIPAA Business Associate Addendum (BAA), approved by the Attorney General, and available online at the Purchasing Division's web site (<http://www.state.wv.us/admin/purchase/vrc/hipaa.htm>) is hereby made part of the agreement. Provided that, the Agency meets the definition of a Covered Entity (45 CFR §160.103) and will be disclosing Protected Health Information (45 CFR §160.103) to the vendor.
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 work place 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 "

INSTRUCTIONS TO BIDDERS

1. Use the quotation forms provided by the Purchasing Division.
2. **SPECIFICATIONS:** Items offered must be in compliance with the specifications. Any deviation from the specifications must be clearly indicated by the bidder. Alternates offered by the bidder as EQUAL to the specifications must be clearly defined. A bidder offering an alternate should attach complete specifications and literature to the bid. The Purchasing Division may waive minor deviations to specifications.
3. Complete all sections of the quotation form.
4. Unit prices shall prevail in cases of discrepancy.
5. All quotations are considered F.O.B. destination unless alternate shipping terms are clearly identified in the quotation.
6. **BID SUBMISSION:** All quotations must be delivered by the bidder to the office listed below prior to the date and time of the bid opening. Failure of the bidder to deliver the quotations on time will result in bid disqualifications:
Department of Administration, Purchasing Division, 2019 Washington Street East, P.O. Box 50130,
Charleston, WV 25305-0130



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

**Request for
 Quotation**

BFO NUMBER
 BCF90050

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ADDRESS CORRESPONDENCE TO ATTENTION OF
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 304-558-0067

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TYPE NAME/ADDRESS HERE

Collective Impact, LLC
 P.O. Box 148
 Rochester, PA 15074

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
08/06/2008				

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

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<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>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE *[Signature]* TELEPHONE 724.728.3368 DATE 08/29/08

TITLE Principal Partner FEIN 14-1944676 ADDRESS CHANGES TO BE NOTED ABOVE

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

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TYPE NAME/ADDRESS HERE

VENDOR

Collective Impact, LLC
 P.O. Box 148
 Rochester, PA 15074

SHIP TO

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

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08/06/2008				
BID OPENING DATE: 09/04/2008		BID OPENING TIME 01:30PM		

LINE	QUANTITY	UOP	CAT NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<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>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE <i>Roberta Wagner</i>	TELEPHONE 724.728.3368	DATE 08/29/08
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TITLE Principal Partner	FEIN 14-1944676	ADDRESS CHANGES TO BE NOTED ABOVE
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LINE	QUANTITY	UOP	CAT NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
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 VENDO						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE *[Signature]* TELEPHONE 724.728.3368 DATE 08/29/08

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

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<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>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE *[Signature]* TELEPHONE 724.728.3368 DATE 08/29/08

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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: Collective Impact, LLC</p> <p>DATE: 08/29/08</p> <p>SIGNED: <i>[Signature]</i></p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE <i>[Signature]</i>	TELEPHONE 724.728.3368	DATE 08/29/08
TITLE Principal Partner	FEIN 14-1944676	ADDRESS CHANGES TO BE NOTED ABOVE

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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
				TITLE: Principal Partner		
<p>* 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)</p> <p>NOTICE</p> <p>A SIGNED BID MUST BE SUBMITTED TO:</p> <p>DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130</p> <p>PLEASE NOTE: A CONVENIENCE COPY WOULD BE APPRECIATED.</p> <p>THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:</p> <p>SEALED BID</p> <p>BUYER:-----ROBERTA WAGNER/FILE 22-----</p> <p>RFQ NO.:-----BCF90050-----</p> <p>BID OPENING DATE:-----9/4/2008-----</p> <p>BID OPENING TIME:-----1:30 PM-----</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE *[Signature]* TELEPHONE 724.728.3368 DATE 08/29/08

TITLE Principal Partner FEIN 14-1944676 ADDRESS CHANGES TO BE NOTED ABOVE

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
 8

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

RFQ COPY

TYPE NAME/ADDRESS HERE

Collective Impact, LLC
 P.O. Box 148
 Rochester, PA 15074

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
PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID: 866.618.3968 ----- CONTACT PERSON (PLEASE PRINT CLEARLY): Bruce E. Decker ----- ***** THIS IS THE END OF RFQ BCF90050 ***** TOTAL: \$43,920						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE *[Signature]* TELEPHONE 724.728.3368 DATE 08/29/08

TITLE Principal Partner FEIN 14-1944676 ADDRESS CHANGES TO BE NOTED ABOVE

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

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 Costs Per Task (Estimated Hours x Vendor's Bid Per Hour)
#1 Work plan Development	40	\$55	\$2,200
#2 Meeting Facilitation	208	\$65	\$13,520
#3 Monthly Progress Reports	96	\$50	\$4,800
#4 Organizational Assessment	180	\$65	\$11,700
#5 Strategic Goals and Objectives	100	\$65	\$6,500
#6 Implementation Plan	60	\$65	\$3,900
#7 Evaluation Methodology	20	\$65	\$1,300
Total Est. Hours	704	Grand Total	\$43,920

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

Vendor Signature: _____

Date: _____

"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: Collective Impact, LLC.

Authorized Signature: 

Date: 08/29/08



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

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Collective Impact, LLC
 P.O. Box 148
 Rochester, PA 15074

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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
08/20/2008				

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 .. ✓ .. NO. 2 NO. 3 NO. 4 NO. 5 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 *[Signature]* TELEPHONE 724.728.3368 DATE 08/29/08

TITLE Principal Partner FEIN 14-1944676 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.
5. All services performed or goods delivered under State Purchase Orders/Contracts are to be continued for the term of the Purchase Order/Contract, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise available for these services or goods, this Purchase Order/Contract becomes void and of no effect after June 30.
6. Payment may only be made after the delivery and acceptance of goods or services.
7. Interest may be paid for late payment in accordance with the *West Virginia Code*.
8. Vendor preference will be granted upon written request in accordance with the *West Virginia Code*.
9. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.
10. The Director of Purchasing may cancel any Purchase Order/Contract upon 30 days written notice to the seller.
11. The laws of the State of West Virginia and the *Legislative Rules* of the Purchasing Division shall govern all rights and duties under the Contract, including without limitation the validity of this Purchase Order/Contract
12. Any reference to automatic renewal is hereby deleted. The Contract may be renewed only upon mutual written agreement of the parties.
13. **BANKRUPTCY:** In the event the vendor/contractor files for bankruptcy protection, this Contract may be deemed null and void, and terminated without further order.
14. **HIPAA Business Associate Addendum:** The West Virginia State Government HIPAA Business Associate Addendum (BAA), approved by the Attorney General, and available online at the Purchasing Division's web site (<http://www.state.wv.us/admin/purchase/vrc/hipaa.htm>) is hereby made part of the agreement. Provided that, the Agency meets the definition of a Covered Entity (45 CFR §160.103) and will be disclosing Protected Health Information (45 CFR §160.103) to the vendor
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 work place 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 "

INSTRUCTIONS TO BIDDERS

1. Use the quotation forms provided by the Purchasing Division.
2. **SPECIFICATIONS:** Items offered must be in compliance with the specifications. Any deviation from the specifications must be clearly indicated by the bidder. Alternates offered by the bidder as **EQUAL** to the specifications must be clearly defined. A bidder offering an alternate should attach complete specifications and literature to the bid. The Purchasing Division may waive minor deviations to specifications.
3. Complete all sections of the quotation form.
4. Unit prices shall prevail in cases of discrepancy.
5. All quotations are considered F O B. destination unless alternate shipping terms are clearly identified in the quotation.
6. **BID SUBMISSION:** All quotations must be delivered by the bidder to the office listed below prior to the date and time of the bid opening. Failure of the bidder to deliver the quotations on time will result in bid disqualifications:
Department of Administration, Purchasing Division, 2019 Washington Street East, P O. Box 50130,
Charleston, WV 25305-0130



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

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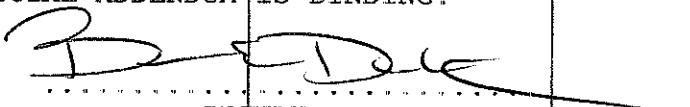
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Collective Impact, LLC
 P.O. Box 148
 Rochester, PA 15074


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

DATE PRINTED 08/20/2008	TERMS OF SALE	SHIP VIA	FOB	FREIGHT TERMS
BID OPENING DATE: 09/04/2008		BID OPENING TIME 01:30PM		

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>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.</p> <p style="text-align: center;">  SIGNATURE Collective Impact, LLC COMPANY 08/29/08 DATE </p> <p>REV. 11/96</p> <p style="text-align: center;">END OF ADDENDUM NO. 1</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE 	TELEPHONE 724.728.3368	DATE 08/29/08
TITLE Principal Partner	FEIN 14-1944676	ADDRESS CHANGES TO BE NOTED ABOVE

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
 3

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

RFQ COPY
 TYPE NAME/ADDRESS HERE
 Collective Impact, LLC
 P.O. Box 148
 Rochester, PA 15074

VENDOR

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
0001	1	JB		961-20		
				PROFESSIONAL SERV. TO ASSIST IN DEVEL. OF STRATEGIC		
***** THIS IS THE END OF RFQ BCF90050 ***** TOTAL:						\$43,920

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE TELEPHONE 724.728.3368 DATE 08/29/08
 TITLE Principal Partner FEIN 14-1944676 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.

Appendix B

Consulting Team Resumes

Leslie S. Stone
5294 Dewitt Road
Cross Lanes, West Virginia 25313
(304) 769-0224
leslie.stone4@verizon.net

Skills:

Planning
Facilitation
Conflict Resolution
Training
Networking
Mobilizing
Organizational Development

Areas of Experience:

Government
Non-Profits
Early Childhood
Disaster Recovery
Health Care
Education/Special Education
Community/Economic Development

**Linkages to
National Expertise In:**

Evaluation
Funding Analysis
Policy Analysis
Research
Community Development
Technology Tools
Communications

PROFESSIONAL BACKGROUND:

2005 to Present Owner, **Stone Strategies, LLC** Consulting Firm

1996 to 2005 **Senior Community Development Specialist** Governor's Cabinet on Children and Families, Charleston, WV

- Provided agenda development, meeting planning and facilitation to the Governor, his Cabinet on Children and Families and his Citizens Advisory Council.
- Co-developed, refined, and provided technical support to Family Resource Networks (local community collaborative boards) that received the Southern Growth Policy Board's Innovator's Award.
- Co-developed legislation to strengthen the Governor's Cabinet on Children and Families recognized as best practice by the National Governor's Association.
- Facilitated and participated in designing a national pilot of participatory evaluation for Starting Points Centers (family support centers).

1994 to 1996 **Community Coordinator**, Florence Crittenton Home and Services, Wheeling, WV

- Managed eight (8) county service area resulting in cohesive team decision making and increased quality of family-driven service
- Decreased costs and increased staff skills by developing and conducting training with other providers.
- Developed policy and quality assurance measures.
- Led state-wide agency planning and organizational development.

1993 to 1994 **Family Resource Coordination Specialist** Governor's Cabinet on Children and Families, Charleston, WV

- Led state-wide, cross-agency team in the development and design of an interdisciplinary curriculum and certification process for case managers.
- Led community meetings to design local systems of care.
- Developed and implemented a statewide, collaborative conference on case management involving Higher Education, Department of Health & Human Resources, Education, Mental Health, etc
- Facilitated community meetings for the federal initiative, Empowerment Zones/Enterprise Communities.

1992 to 1993 **Administrator of Ancillary Services** Action Youth Care, Ripley, WV

- Researched, designed, and implemented a staff certification program for direct service and administrative staff.
- Supervised 100 + paraprofessional staff members and a 7 member training unit.
- Developed and coordinated the writing of treatment manuals for in-home services and transitional living services for youth.
- Developed policy, personnel manuals, and quality assurance measures.

1986 to 1991 **Behavior Disorders Specialist** Jackson County Schools, Ripley, WV

- Conducted parent conferences in homes/court houses/coffee shops.
- Planned and conferred with local and regional officials from: human services, law enforcement, probation, hospitals, residential facilities, community-based agencies, attorneys, physicians and mental health professionals.
- Used original role plays and games to team teach students grades K-12.
- Co-developed a student assistance program designed to coordinate existing school and community programs to meet adolescent needs in the middle school.

1983 to 1986 **Teacher of the Gifted** Montgomery County Schools, Mt. Sterling, KY

- Co-authored curriculum and program evaluation instruments for gifted students.
- Developed original units of study for gifted students.
- Received grant, planned, designed, and implemented pilot classroom for gifted students.
- Selected as speaker for Kentucky's Gifted Association annual conference.

CONSULTING:

1998 to present **Various local and statewide organizations in Kentucky, Pennsylvania, Minnesota and West Virginia**

- Provided facilitation, training, planning and organizational development work.

2003 to 2004 **System of Care Collaborative** Charleston, WV

- Facilitated a state-level, cross-agency group and wrote a report with recommendations for creating a system of care in West Virginia for children with and at risk of behavioral and social/emotional problems and their families.

1990 to 1993 **Adjunct Instructor** University of West Virginia College of Graduate Studies

- Delivered graduate level courses:
 - Characteristics of Behavior Disorders
 - Program Planning and Implementation for Children with Behavior Disorders

1988 to 1992 **Behavior Disorders Consultant** Action Youth Care, Ripley, WV

- Researched, developed, and delivered affective, behavioral and cognitive activities to children with Severe Emotional Disturbance (SED) in foster care
- Designed and delivered training to specialized treatment foster parents and professionals.

ORGANIZATIONS:

2004 to present **Community Development Partnership West Virginia**, founding board member

1996 to present **Community Collaborative, Incorporated**, member

ACADEMIC BACKGROUND:

Mathematics Education Research August 1988

Mathematics Consortium for Applications and Problem Solving, East Tennessee State University

Behavior Disorders Certification December 1987

West Virginia College of Graduate Studies

Master of the Arts in Education December 1985

Elementary and Gifted Education, Eastern Kentucky University

Bachelor of Science in Education May 1983

Elementary and Kindergarten, Eastern Kentucky University

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PROFESSIONAL PROFILE

- Proven non-profit and for-profit leadership and administration knowledge and skills.
- Experienced in financial resource development and management, strategic planning, training, assessment, and evaluation.
- Demonstrated communication, marketing, public relations, and promotion skills.
- Effective in organizational and community capacity building, system analysis and improvement, service coordination and integration, and cross-system networking and collaboration.
- Self-motivated, dedicated, determined, and creative risk taker with strong work ethic.
- Able to work independently or in a team environment and as an employee or independent consultant.
- Proficient at building networks and relationships among diverse groups of people with natural ability to inspire confidence, trust, and respect.

PROFESSIONAL CAPACITY

Leadership and Administration

- Co-founder and principal partner of capacity building consulting collaborative network.
- Serve as Board of Directors member for West Virginia non-profit organization with mission to strengthen community development and sustainable leadership.
- Guide organizational development of organizations and collaborative networks with missions to strengthen communities and improve the quality of life for children, youth, and families.
- Managed the start-up and on-going development of non-profit, multi-site, community-based child welfare and behavioral/mental health services for children, youth, and families.
- Initiated services as a staff of 4 in one county – managed a staff of over 150 in five counties after one year of development.
- In-depth knowledge and expertise in managing organizational change, mediating conflict, utilization of resources, facilitation, and team building.
- Effective in employee motivation, participatory management, and consensus decision making.
- Experienced in recruitment, staffing, training, and development of employees.

Program/Service Development, Implementation, and Oversight

- Experienced in implementing blueprint and evidence-based service delivery models.
- Administered in-home family support/preservation, youth transitional/independent living, counseling and therapy, home study, and therapeutic foster care programs and services.
- Demonstrated proficiency in family support/self-sufficiency principles and practices.
- Implemented behavior management, basic living skills, and crisis intervention services for residents with diagnoses of autism, mental retardation, and chronic mental illness in a group home environment and for adjudicated youth diagnosed with severe behavioral and emotional disorders in a lock-up residential setting.
- Integrated adults formerly placed in state institutions into community-based settings.

Financial Resource Development and Management

- Experienced in financial resource development, oversight, and integrity.
- Provide consultation in grant seeking and fund development strategies for organizations and collaborative networks.
- Guide clients through all phases of the grant seeking process, including program planning, funding research, and grant writing.
- Developed requests for proposals for state initiatives and evaluated submitted proposals.
- Planned, executed, and managed team and district budgets – nearly \$5 million annually.

Teaching, Training, and Technical Assistance

- Demonstrated proficiency in organization and community capacity building, collaborative leadership, service integration, and system improvement.
- Provide capacity building consulting and technology services for non-profit organizations, government agencies, entrepreneurs, multi-disciplinary groups, and collaborative networks.
- Conduct training and provide technical assistance for diverse audiences. Topics include leadership and management, motivation, communication, marketing, strategic planning, board development, collaboration, outcomes evaluation, etc.
- Guide community groups and organizations through all phases of strategic planning.
- Implement parent advocacy and leadership knowledge and skill development opportunities.
- Coordinated cooperative jobs program and supervised on-the-job training activities.

Communication, Marketing, and Public Relations

- Demonstrated skills in public speaking, team building, consensus decision-making and interpersonal, organization, and interdisciplinary communication.
- Engage in relationship building and networking with local, regional, and state partners.
- Develop and implement communication, marketing, branding, promotion, public relations, and community education and outreach strategies.
- Design and develop Internet-based capacity-building tools and services for organizations and communities.
- Computer competency in Microsoft Office, web-based tools, and Internet research.

Assessment, Outcome Evaluation, and Quality Assurance

- Expertise in results-oriented outcomes evaluation, system analysis, assessment and evaluation, and continuous organizational learning.
- Educate organizations and communities in outcome-based planning and evaluation processes using performance measures and indicators for tracking progress.
- Conduct focus groups, forums, and community needs and resource assessments.
- Collect and analyze primary data through survey and interview research and secondary data review, including relevant literature, socioeconomic data, health statistics, human service information, and program records.
- Interpreted and integrated policies and regulations of funding sources, accrediting bodies, and governmental entities to maintain program compliance.
- Developed and implemented service delivery quality assurance, customer satisfaction, and employee evaluation procedures and resources.

PROFESSIONAL EXPERIENCE

- **Founder/Principal Partner**, Collective Impact, LLC, Rochester, Pennsylvania, *December 2004 - present*.
- **Independent Consultant**, Zelienople, Pennsylvania, *September 2001 – December 2004*.
- **Family Service System Reform Technical Assistant Consultant**, Center for Schools and Communities, Lemoyne, Pennsylvania, *January 1998 – September 2001*.
- **Vice-President & District Administrator**, Action Youth Care, Inc., Huntington, West Virginia, *July 1992 - June 1997*
- **Service Provider**, Autism Services Center, Huntington, West Virginia, *July 1990 – July 1992*.
- **Graduate Teaching Assistant**, Marshall University, Communication Studies Department, Huntington, West Virginia, *August 1990 - May 1992*
- **Marketing Education Teacher & Cooperative Jobs Coordinator**, Martinsburg High School, Martinsburg, West Virginia, *July 1989 – July 1990*.
- **Cottage Counselor**, Barboursville School - Prestera Mental Health Center, Huntington, West Virginia, *August 1987 - July 1989*.

ACADEMIC BACKGROUND

- **Master of Arts**, Communication Studies – Emphasis in Organizational and Intercultural Communication and Leadership, Marshall University, Huntington, West Virginia, *May 1992*.
- **Bachelor of Arts**, Education - Dual specializations in Marketing Education and Social Studies with a certification in Diversified Cooperative Training, Marshall University, Huntington, West Virginia, *May 1989*

LICENSES, CERTIFICATES, & PROFESSIONAL AFFILIATIONS

- West Virginia Community Development Hub, Inc., Board member, *2006 - present*
- West Virginia Community Development Network (CDN) member, *2006 - present*
- West Virginia Sustainable Communities Training Program (SCTP) participant, *2006 - 2007*
- Western Pennsylvania Partnership for Family Support (WPPFS) member, *2002 - 2007*
- Greene County M.A.G.I.C. Collaborative Board member, *2001 - 2004*
- Armstrong County Family Resource Network (FRN) Board member, *2001- 2004*
- Western Pennsylvania Alliance for Family Support member, *1998 - 2001*
- Western Pennsylvania Coalition for Children's Advocacy (CCA) member, *1998 - 2001*
- Western Pennsylvania Regional Children's Team member, *1998 - 2001*
- West Virginia Safe Choices - STD/HIV Prevention Trainer, *1993 - 1998*
- West Virginia Region II Children's Summit member, *1992 – 1998*
- West Virginia Social Work License, *1992 – 1998*
- West Virginia Teaching Certificate, *1989 – 1995*
- Marshall University Distributive Education Clubs of America Vice-President *1988 – 1989*
- Marshall University Distributive Education Clubs of America Secretary/Reporter, *1987 – 1988*

STEVEN B. HEASLEY

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Experience

Independent Consulting

- Marshall County, WV Community Capacity Assessment and Statistical Profile
- Wayne County, WV Community and Economic Development Analysis
- WV Bureau for Public Health – Five Year Strategic Plan for Asthma
- Clearfield County , PA Human Services System Analysis
- TEAM for West Virginia's Children- Evaluation of Reframing Communication Strategies in three WV Communities.
- Federal Home Loan Bank of Pittsburgh- Development of statistical profiles of communities in West Virginia for the Blueprint Communities Program.
- Washington County, PA Human Services System Analysis
- Greene County, PA Human Services System Analysis
- TEAM for West Virginia's Children - Design of evaluation protocols for home visiting programs throughout West Virginia and conduct cost-benefit analysis.
- Community Collaborative Inc. - Provided facilitation, proposal development, research and evaluation to support community and economic development efforts in West Virginia.
- Zero To Three - Research and analysis to identify exemplary early childhood service systems throughout the United States.
- West Virginia Division of Primary Care and the Institute for Health Policy Research at West Virginia University - Research and analysis related to provision of school-based health services.
- Communities 4 Development - Research and analysis of socio-economic data and consulting services related to local economic development in four counties.

- Advantage Valley ELS® - Assessment of beliefs and values related to entrepreneurship and facilitation of discussions related to development of entrepreneurs.
- WV Department of Public Health-Office of Maternal, Child & Family Health - Qualitative research related to issues of health and safety of young children ages birth to five years of age
- FACES on Medicaid - Policy analysis of *West Virginia's Medicaid Redesign Proposal*
- Marshall University, Huntington, WV - Research and functional analysis of trends in public expenditures.
- Family Support America - Chicago, Illinois - Participatory evaluation of family support centers located in three states.

Employment History

Senior Consultant (*Full time position*) 1992 - 2005
West Virginia Governor's Cabinet on Children and Families, Charleston, WV

Major Areas of Work:

- Assisted with management of the budget and program functions of the Cabinet office within the Office of the Governor.
- Prepared annual applications and managed ongoing federal grant programs.
- Prepared briefings for the Governor.
- Conducted policy and budget analysis
- Developed and provided staff support to a *Citizens Advisory Council* to the Cabinet.
- Convened and facilitated task teams and cross-agency work groups.
- Provided technical assistance in areas related to community development, planning, financing, evidence based practice, and public policy to local communities throughout West Virginia, and to state and national organizations.
- Facilitated various community groups, task teams, and local organizations to develop strategic plans and evaluation systems resulting in improved abilities to achieve desired outcomes.
- Supervised and provided consultation to the Cabinet Technical Assistance Team.
- Advised and provided consultation to the Director of the Cabinet and other state officials.
- Designed financing strategies and worked with federal and state government officials to provide financial support to local community organizations and Cabinet initiatives.

- Prepared grant proposals and secured governmental and private foundation support for Cabinet level initiatives.
- Conducted analysis of federal and state funding streams and budgets
- Conducted public policy analysis and prepared reports.
- Developed state-level accountability systems.
- Designed evaluation methodologies for multiple Cabinet initiatives.
- Represented the Cabinet at national meetings and conferences.
- Provided training and workshops in areas of early childhood systems and financing, evaluation, community change processes, and other areas resulting in increased skills and capacities at the local and state levels.
- Developed resource manual and other materials for local community based organizations (Family Resource Networks).

Associate Director

1987 - 1992

Appalachian Community Health Center - Elkins, WV

Major Accomplishments:

- Successfully managed all service programs of a regional community mental health center with an annual budget exceeding five million dollars.
- Developed program budgets for over thirty distinct program units.
- Provided supervision and support to twelve division directors and over two hundred staff.
- Developed Medicaid-funded services within agency resulting in a more diversified funding base.
- Rewrote personnel policies and developed personnel classification system.
- Worked with state and local agencies to expand community based programming.

Director of Children's Programs

1981 - 1987

Appalachian Community Health Center - Elkins, WV

Major Accomplishments:

- Administratively managed and provided supervision for all children and family programs within the agency.
- Developed preschool programs and provided oversight in moving programs to public education system.
- Designed and implemented an innovative, community-based, multi-service program for severely emotionally disturbed children and their families serving a statewide population.
- Expanded community-based services by securing grant funding to develop family support programs in West Virginia
- Wrote the State Plan for Emotionally Disturbed Children under a contract with the WV Department of Health.

Child and Family Specialist
Appalachian Community Health Center - Elkins, WV

1978 - 1981

Major Accomplishments:

- Provided group, individual, and family therapy to approximately 500 children and families.
- Secured grant funding and developed a therapeutic foster care program and an alternative school for troubled youth resulting in expanded options for effective community-based services.
- Developed an interagency collaborative agreement to provide mental health services within public schools.

Director of Children's Services
West Virginia Department of Health - Spencer and Lakin, WV

1976 - 1978

Major Accomplishments:

- Designed, administered, and directly supervised residential treatment programs for emotionally disturbed children and adolescents at both Spencer and Lakin Hospitals.

Special Education Teacher
West Virginia Department of Health - Spencer, WV

1974 - 1976

Major Accomplishments:

- Provided instruction at an on-grounds school for developmentally disabled and emotionally disturbed children at Spencer State Hospital.

Education

West Virginia College of Graduate Studies
Master of Arts, Behavior Disorders - 1977

West Virginia University
Graduate Studies, Sociology - 1971-72

West Virginia University
Bachelor of Physics - 1970

Skill Areas

- ✓ Theory of Change Approach to Strategic Planning
- ✓ Program Development
- ✓ Building Collaborative Service Systems
- ✓ Development of Citizen-Based Community Organizations
- ✓ Community and Economic Development
- ✓ Research and Report Writing
- ✓ Survey Development and Analysis
- ✓ Policy Analysis
- ✓ Federal and State Financing Streams and Budget Analysis
- ✓ Participatory Evaluation Design
- ✓ Financing Strategies and Integrative Financing Models
- ✓ Results-Based Accountability Systems
- ✓ Organizational Development
- ✓ Technical Assistance and Training to Community-Based Organizations
- ✓ Working With Federal, State, and Local Agencies
- ✓ Conducting Focus Groups and Qualitative Research
- ✓ State-Local Relations
- ✓ Systems Therapy - Groups and Families
- ✓ Securing Federal and Private Foundation Grants and Proposal Development
- ✓ Agency Management and Budgeting

Appointments and Professional Committees

- Gubernatorial Transition Team for Governor Joe Manchin – 2004-05
- West Virginia Partnership to Promote Community Well Being (gubernatorial appointment) - 2004 to present
- Board of Directors of the West Virginia Welfare Reform Coalition - 2002 to present
- Board of Directors of the West Virginia Rural Research and Policy Institute - 2001 to 2005
- West Virginia Prevention Resource Center Management Board - 1999 to 2003
- Steering Team for the Community Voices Project of the W. K. Kellogg Foundation - 1997 to 2001
- Welfare Reform Impact Initiative Collaborative - 1997 to 1998
- Governmental Inter-Relations Team for Welfare Reform - 1996 to 1998
- White House Domestic Policy Council - Partnerships for Stronger Families Working Group - 1996 to 1998
- Education First Goals 2000 Advisory Group - 1995
- Rural Health Advisory Council - 1994 to 1995
- West Virginia Rural Development Council Governing Board - 1995 to 1999
- West Virginia School Health Advisory Committee - 1994
- Medicaid Managed Care Work Group - 1994

- National Steering Committee for the Alliance of Statewide Family Resource and Support Initiatives - 1994 to 2002
- Legislative Interim Committee on Medicaid Financing - 1992
- Legislative Task Force on Uncompensated Health Care and Medicaid - 1991
- Medicaid Rate Adjustment General Board (gubernatorial appointment) - 1991 to 1993
- Children's Services Planning Group of the West Virginia Department of Health and Human Resources - 1990 to 1993
- West Virginia State Mental Health Planning Council - 1989 to 1993
- Advisory Committee to the Governor's Task Force on Children, Youth and Families - 1989
- Advisory Committee to the State Council for Children's Services - 1987
- Child and Adolescent Service System Task Force - 1986 to 1988
- Adolescent Chemical Dependency Task Force - 1986
- Protection and Advocacy Mental Health Advisory Board - 1986 to 1990
- Governor's Committee on Crime Delinquency and Correction (gubernatorial appointment) - 1985 to 1990
- Founding Member and Member of Board of Directors Children's Policy Institute of West Virginia - 1983 to 1994
- West Virginia State Advisory Group for Juvenile Justice and Delinquency Prevention (gubernatorial appointment) - 1977 through 1990

National Presentations

- Family Support Program Evaluation - Kauffman Foundation Symposium, Kansas City, Missouri - 2004
- Participatory Evaluation 10th Biennial National Conference - Family Support America, Chicago, Illinois - 2002
- Collaborative Structures and Community Capacity Building Pre-conference session - 9th Biennial National Conference - Family Support America, Chicago, Illinois - 2002
- Understanding Community Change presented at: The Biennial National Conference "Family Support the Time Has Come!" - 2002, and The Integrated County Planning Forum for Child/Family Service - State of New York, Albany, New York - 2001
- A Family Support Typology for Evaluation presented at the Thought Leaders Meeting held by the Robert Wood Johnson Foundation, Princeton, New Jersey - 2001
- Toward a National Family Support Policy presented at the national conference on child welfare issues held by Family Support America, Jacksonville, Florida - 2001
- Developing Community and State Indicators of Well-Being presented at the National Meeting of CBFERS Grantees, Washington DC - 2000
- Address to National Meeting on Family Support Policy presented at West Palm Beach, Florida - 2000

- The West Virginia Outcomes Project presented at meeting of thirteen states at Chapin Hall Center for Children at the University of Chicago, Chicago, Illinois - 2000
- National Policy and Family Support presented at the Family Resource Coalition of America National Conference, Chicago, Illinois - 2000
- Community Collaborative Structures - Family Resource Networks in West Virginia presented at the National Networks Meeting of the Family Resource Coalition of America, St Louis, Missouri - 1999
- Roundtable Discussion on Innovative Financing presented at meeting hosted by The Georgia Academy, Atlanta Georgia - 1998
- Evaluating Family Resource and Support Programs presented at National meeting of the Alliance for Statewide Family Resource and Support Programs, Des Moines, Iowa - 1998
- Roundtable Discussion on Financing Services for Young Children presented at National meeting held at Duke University and sponsored by the Finance Project, Raleigh-Durham, North Carolina - 1997
- Community Collaborative Structures presented at the Alliance for Statewide Family Resource and Support Initiatives National Meeting - Louisville, Kentucky - 1997
- Summary of Financing Discussions presented at the White House Partnership for Stronger Families, Washington, DC - 1997
- Blended Financing Strategies presented at the Regional Family Preservation and Family Support Forum, Philadelphia, Pennsylvania - 1996
- Financing Analysis presented at a meeting of the National Association of Child Advocates, Washington DC - 1996
- Financing Strategies in West Virginia presented at the Alliance for Statewide Family Resource and Support Initiatives National Meeting, Minneapolis, Minnesota - 1996
- West Virginia's Family Preservation and Support Initiative presented at the Annual Meeting of the Child Welfare League of America, Washington, DC - 1996
- Systemic Reform - Lessons Learned presented at the Governor's State University RAP 2000 Conference, Chicago, Illinois - 1995
- Family Preservation presented at the 3rd Annual Meeting of the American Orthopsychiatric Association, Chicago, Illinois - 1986
- New Developments in Learning Disabilities Curriculum presented at the National Meeting of the Association for Exceptional Children, Atlanta, Georgia - 1976