

ORIGINAL



Early Childhood Advisory Council of West Virginia, West Virginia Department of Education and the Arts

Gap Analysis of Early Childhood Data Systems

May 9, 2013

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

05/08/13 10:02:05 AM
West Virginia Purchasing Division



148 State Street, Tenth Floor, Boston, Massachusetts 02109
Tel. (617) 426-2026, Fax. (617) 426-4632
www.publicconsultinggroup.com



Public Focus. Proven Results.™

May 9, 2013

Ms. Connie Oswald
2019 Washington Street, East
P.O. Box 50130
Charleston, WV 25305-0130

Re: Solicitation Number E&A201301

Dear Ms. Oswald,

Public Consulting Group, Inc. (PCG) is pleased to present our response to the Early Childhood Advisory Council of West Virginia Request for Quotations for Gap Analysis of Early Childhood Data Systems within West Virginia. We bring a unique set of local, state, and national experience and a proven methodology that will reliably achieve the project goals. The PCG Team brings decades of project management and subject matter expertise in Early Education, Human Services and information technology (IT) projects. We are prepared to provide:

- **Turnkey project management and direction.** Our team has the experience and skills to guarantee your project's success.
- **Top quality team.** Our team has deep expertise in public sector information technology projects and consulting.
- **Change management expertise.** This team has guided countless clients through challenging projects by aligning stakeholders on a shared positive future vision of success.
- **Deep knowledge of national, state, and local longitudinal data system efforts.** We need little time to get up to speed.
- **National data model experience.** Our team was directly involved with development of the National Education Data Model, and recently led the effort to produce Common Education Data Standards (CEDS) 2.0 on behalf of the US Department of Education (USED).
- **Legal expertise.** PCG has attorneys on staff with an in-depth knowledge of FERPA and HIPAA and can help draft policies and procedures related to cross-agency student data use.

PCG is committed to offering the Early Childhood Advisory County with the best value and best quality service delivery. Please do not hesitate to contact Carole Hussey at 617-717-1296 or at chussey@pcgus.com if you have any questions regarding this proposal. We look forward to earning your confidence as your database and consulting services vendor.

Sincerely,



Kathy Fallon

Human Services Practice Area Director, Public Consulting Group

Proposal Submitted on behalf of:

Public Consulting Group
148 State Street, 10th Floor
Boston, MA 02109
Phone: 617-426-2026
Fax: 617-426-4632

FEIN #: 04-2942913

Contact Person:
Carole Hussey
Phone: 617-717-1296
Fax: 617-426-4632
Email: chussey@pcgus.com

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Executive Summary



Executive Summary

The Early Childhood Advisory Council of West Virginia (ECAC) seeks assistance from a consulting firm to conduct a Gap Analysis of Early Childhood Data Systems within West Virginia. As a leader in many fields, it is only fitting that West Virginia would be concerned with the lack of comprehensive early childhood data. As is usually the case with public sector innovations, effective use of data is an essential component of a reform agenda. This project is a perfect fit for the state's needs.

We believe that Public Consulting Group (PCG) is an ideal partner to provide consulting services to support ECAC in your work. PCG is a 1200+ person management consulting firm with a focus exclusively on public sector projects.

Within PCG, the Education and Human Services teams bring unmatched expertise in local, state, and national work with P-20 longitudinal data systems. Our leaders have served in both formal and informal capacities as advisors to city and school departments on issues related to education data and policy. We have successfully directed statewide education data projects in South Carolina, Pennsylvania, Rhode Island, Illinois, and Utah, and have served as expert advisors on projects with dozens of other states.

Over the last three years, our team has led the national effort to establish standard education data structures. First, under contract from the SIF Association, the PCG team, led by Mr. Greg Nadeau, created the State Core Model as part of the National Education Data Model. Next, under contract with the Council of Chief State School Officers (CCSSO), the team substantially revised and expanded the State Core Model, mapping 16 state environments and leading implementations based on the model with two states. In January 2012, under contract to the U.S. Education Department (ED), the team adapted the State Core Model to become ED's Common Education Data Standards (CEDDS) data model. Most states and national standards groups are now basing data work on the CEDDS standard.

On this project, the PCG Team will be comprised of staff in both the PCG Education and Human Services practice areas. Carole Hussey is the lead Project Manager. She combines tremendous project management and information technology skills to lead the effort. Nathan Grossman is a seasoned Project Director with varied early childhood program experience, and Alisha Wells is a consultant with state-level experience in health and human services IT consulting projects. Jessica Huang and Mike Sage lead the data mapping efforts for the team; both have experience with education data policy, research, analysis, management, and use.

Our Understanding of the Project

The Project
Scope of Consulting Work



Our Understanding of the Project

The Project

The Early Childhood Advisory Council of West Virginia (ECAC) is seeking an organization to conduct a Gap Analysis of Early Childhood Data Systems within West Virginia. The council is concerned with the lack of a comprehensive early childhood data system and seeks to gain more information on what data is currently being collected within the state and what needs to be in order to answer key policy questions.

Specifically, the Council is looking to contract with an organization to:

1. Assist ECAC Data Committee in creation of a comprehensive list of data elements necessary to answer the policy questions that have been compiled by the Early Childhood Advisory Council of WV's Research and Data Committee
2. Conduct program by program analysis of where we collect the relevant data to answer the policy questions and identify what additional data needs to be collected
3. Map existing and recommended data elements to the Common Education Data Standards (CEDS)
4. Develop recommendations for each agency on how to get existing and recommended data up to the CEDS
5. Determine protocol for addressing conflicting data when multiple agencies collect the same data elements
6. Develop recommendations on how to best organize/structure the proposed Early Childhood Data System, which would combine data from all agencies whose data are necessary to meet CEDS and answer the critical policy questions
7. Submit a final report

Scope of Consulting Work

The highly qualified PCG team will provide ECAC with the knowledge and experience to successfully complete this project and address the concerns related to lack of comprehensive early childhood data. The outcome of the project will be a final report that provides the necessary recommendations to close the gap, positioning West Virginia to answer key policy questions for improving the early childhood program.

An outline of PCG's plan for working with ECAC is below. Additional details follow in the proceeding section. If selected, PCG will:

1. Conduct discovery sessions with ECAC staff and the Management team to understand specific concerns regarding lack of data, the policy questions that need to be answered, programs to be included in the analysis effort, and the strategic vision for use of early childhood data in West Virginia. In the process, we will gain an understanding of the agency data ownership concerns and requirements.

PCG has ample experience working with government agencies to both gather requirements and address cross program/agency data sharing and data ownership requirements. Most recently, we

worked with six state agencies in Utah to gather requirements for their longitudinal data system, while taking into account their interagency MOU.

2. Examine the full range of data in question. PCG plans to develop and implement a logical and efficient categorization of these data into specific sub-systems of the universe of data for identified program areas by mapping West Virginia's data to the CEDS. The model is highly sophisticated and flexible, and contains categorizations at numerous levels, such as entity and attribute category. Thus mapping to the model will greatly help to categorize West Virginia's data. Additional information on the model is detailed later in this response.

3. Identify critical data that might be missing, given the scope and requirements of the ECAC project. As a result of the mapping data to the Core Model, a process that is explained in greater detail below, we will be able to conduct a gap analysis. This gap analysis, which will include elements pertaining to various programs, will identify data elements that may be missing from the available datasets. PCG also has extensive research and reporting experience, which we can leverage to help ECAC determine any additional relevant elements that may be missing.

4. As part of the final report, PCG will develop recommendations for expanding the data collection to achieve project goals. Related, PCG will work with ECAC to:

- a. Designate the most efficient unique identifier;
- b. Develop and document rules and procedures for data normalization;
- c. Determine relations among the data;
- d. Design and document rules for resolving anomalies and/or conflicts within the source data;
- e. Design the organization of the data with priority given to facilitating research and analysis;
- f. Develop and document integrity rules for the data;
- g. Create and document business rules for accessing and using the data.

PCG has experience with each of the above items, having recently designed both the State Core Model and the Common Education Data Standards (CEDS) v2.0 data model. We have worked on implementations of the model in Utah, Illinois, and other states; additional details will follow. We look forward to working with ECAC on these activities and the development of the final report.

One of the benefits of the CEDS Model is that it is public domain. In addition to the entity relationship diagram (ERD), the model is also well documented in Microsoft Word, with additional metadata in Excel. PCG is happy to provide ECAC with any related documentation, and could easily fulfill this request.

We also rigorously document quality control procedures and rules for resolving data anomalies and conflicts through data profiling and the creation of a customized Data Conversion Plan. Finally, the CEDS Model is optimized to support FERPA compliance. PCG has extensive knowledge of FERPA and is ready to help ECAC review and augment your existing data security procedures and operations.

Proposed Approach

Understanding the Key Policy Questions
Identifying Data Elements to Answer Policy Questions
Data Mapping to CEDS
Early Childhood Data System Recommendations
Project Management Capacity
Timeline
Budget



Proposed Approach

PCG has developed a mature methodology for working with complex education and human service organizations to develop well-normalized logical data models and rigorous data conversion plans. Our process has been refined through work mapping 16 state education agencies, 625 federal collections, and three standards bodies. At its essence, our process is about moving knowledge from an informal oral state to a more formalized written state. To that end, we have found that much of our work is most efficiently done either via WebEx with a conference call or by projecting an Excel workbook for live meetings. In either case, the workbook is edited as part of the working meeting. Point-in-time “snapshots” of the working information are created as deliverables for client and stakeholder review. However, the authoritative source of the technical documentation remains in Excel, where it can be used and maintained through future work.

Understanding the Key Policy Questions

The first step is to understand the key policy questions that the ECAC wishes to address. PCG understands that these questions are still in development, though we have assisted other states in considering what questions to ask and how they may be answered using available data.

Examples of questions that other state early childhood agencies have sought to answer include:

- Are children, birth through age 8, on track to succeed in school and beyond?
- What early childhood education programs and services are available across the state and to what degree are they of high-quality?
- Is the quality of programs improving over time?
- What are the characteristics of effective programs and teachers across different early childhood settings?
- How prepared is the early childhood workforce to provide effective education and care to children, especially the most at-risk? What teacher training and experiences produce the best results for children?

Several recent reports by national organizations provide insight into how states are and should be designing a framework for early childhood information systems. To guide our work, PCG may draw from the reports below:

- Early Childhood Data Collaborative, “Coordinated State Early Care and Education Data Systems: What’s Next in the States” (October 2010).
- National Governors Association Center for Best Practices, “Building Ready States: A Governor’s Guide to Supporting a Comprehensive High-Quality Early Childhood State System” (October 2010).
- Data Quality Campaign, “Many missing pieces: The Difficult Task of Linking Early Childhood Data and School-Based Data Systems” (October 2010).

- Data Quality Campaign, “Building and Using Coordinated State Early Care and Education Data Systems (August 2010).
- Data Quality Campaign, “Getting Started: 10 Fundamentals of Coordinated Early Care and Education Data Systems” (August 2010).
- Data Quality Campaign, “Measuring the Educational Pipeline: Common Data Elements Indicating Readiness, Transition and Success” (July 2010).
- Center for Law and Social Policy, “A Tool Using Data to Inform a State Infant/Toddler Care Agenda” (March 2010).
- Council of Chief State School Officers (CCSSO), “The State Core Data Model: A common technical reference model for states implementing P20 state longitudinal data systems” (December 2010).

Identifying Data Elements to Answer Policy Questions

Once the key policy questions are well understood, PCG will begin an initial process to identify related data elements and potential agencies that hold this data, before conducting individual data mapping sessions to map to CEDS. As described above, PCG has performed this exercise several times and is familiar with working with state agencies and stakeholders to identify the appropriate offices and data collections necessary to participate in this data mapping process.

A key example of this work was on the National Education Data Model, in collaboration with the National Forum on Education Statistics. PCG provided an analysis of questions identified and submitted by forum members, and decomposed these questions to the key elements necessary to collect the appropriate data. We have also worked with Washington’s Office of the Superintendent of Public Instruction and Massachusetts’s Department of Early Education and Care.

The next page is a sample of this initial data mapping effort that we conducted on behalf of the Massachusetts Department of Early Education and Care.

Sample of Key Policy Question Analysis from the Massachusetts Early Childhood Information System (ECIS) Planning Project

Priority Question #1: What opportunities are available in the Commonwealth or local communities that support healthy child growth and development? A) Do they exist? B) Do families have access to them both in terms of proximity and capacity? C) Are they quality opportunities? [Secondary Sub-Question] D) Are families aware of these opportunities? [Secondary Sub-Question]							
Five Domains of Child Development	Shonkoff Area of Development	Indicator	Data Elements Required	Data Source	ISA Needed	Parental Consent Needed	
Availability of Resources that Support Cognitive Development	Biological Adaptations or Disruptions	Public Schools	Child address, School name, School address	DOE	X	X	
		Early education and care programs	Child address, Program name, Program address, Waitlist (Y/N)	EEC		X	
Availability of Resources that support Social/Emotional Development	Caregiver and Community Capacities	Family Resource Centers	Child address, Center name, Center address	Currently Unknown		X	
		Home-visiting Programs	Child address, Program name, Program address, Waitlist (Y/N)	DMH	X	X	
		Farmer's Markets	Child address, Farmer's market name, Farmer's market address	Department of Agricultural Resources Federation of Mass Farmers Markets	X	X	
		Playgrounds	Child address, Playground name, Playground address	Department of Conservation and Recreation MA Recreation and Park Association	X	X	
		Parenting Education Programs	Child address, Program name, Program address, Waitlist (Y/N)	Currently Unknown		X	
		Grocery Stores	Child address, grocery store name, grocery store address	Currently Unknown		X	
		Parks and Recreation Facilities	Child address, Facility name, Facility address	Department of Conservation and Recreation MA Recreation and Park Association	X	X	
		Public Transportation	Child address, Public Transit Location address	MBTA		X	
		Child and Parent Mental Health Supports	Child address, Center name, Center address, Waitlist (Y/N)	DMH	X	X	
Availability of Resources that support Physical Development	Biological Adaptations or Disruptions	Pediatrician/Family Physician Offices	Child address, Pediatrician name, Pediatrician address	DPH	X	X	
		Dentist Offices	Child address, Dentist name, Dentist address	DPH	X	X	
		Neighborhood Health Centers	Child address, Center name, Center address	DPH	X	X	
Availability of Resources that support Language and Literacy	Foundations of Healthy Development	Libraries	Child address, Library name, Library address	MA Libraries/MA Board of Library Commissioners	X	X	
		Book Programs	Parent name, Book program name, Book program address	MA Libraries/MA Board of Library Commissioners	X	X	

Data Mapping to CEDS

PCG's expertise in data mapping to CEDS stems from PCG's partnership in developing the CEDS Data Model v2.0.

The model includes three separate documents:

- (1) Operational Data Store (ODS), a normalized (3NF) structure optimized for managing Person-Organization relationships with a conforming time dimension;
- (2) Entity-Attribute-Value (EAV), a normalized structure that serves as a change log to the ODS;
- (3) Reporting Data Store (RDS) is documented extensively in a comprehensive data dictionary mapped to all 625 federal collection file types.

Because of our experience developing the model, we are able to rapidly adapt it to any state's particular context. PCG also has **extensive experience in stakeholder engagement**, including hosting regular stakeholder webinars.

Accurately representing metadata is a key step towards assuring data quality. This is why, in addition to the data models, PCG has created the Data Mapping Workbook. Highlights of the workbook include a data dictionary, maps to numerous federal reports, and maps to the ODS. Each state that we work with on mapping or modeling receives its own copy of the Data Mapping Workbook, in which we map that state's metadata to CEDS.

PCG has developed a mature methodology for managing metadata and data modeling, based on experience with mapping over 15 states to the State Core Model and Common Education Data Standards model. Our methodology has three parallel processes:

- (1) Discovery (identifying people, sources, and artifacts);
- (2) Source detail documentation;
- (3) Mapping, gap analysis, and extract transform load (ETL).

PCG uses Microsoft Excel 2010 to capture and maintain metadata, and Windows SharePoint Services (WSS) to publish and maintain mature metadata. The Excel metadata workbook provides a generalized framework for the data audit process that can be adapted to suit the priorities of West Virginia. The ultimate goal is to produce a normative list of data elements, or data dictionary, which can be used to perform multiple analyses.

Through the **Discovery** process, PCG will work closely with the ECAC's stakeholders to conduct a program by program analysis of data collections. PCG will interview stakeholders to identify appropriate data source experts, meet with source experts to determine the correct artifacts to analyze, and identify any supporting or proposed data collections.

PCG will then proceed to **Source Detail Documentation**, closely interviewing data source experts to collect data dictionaries, ETLs, or other data documentation. This will be the guiding documentation for data mapping, and PCG has thorough processes for collecting this documentation.

With the appropriate documentation for each source, PCG will begin to **Map Data**, working exhaustively to analyze data source documentation and align it with the appropriate CEDS element. PCG's Data Mapping team is adept at mapping data from multiple sources, and works with Word and Excel based data dictionaries as well as database schemas or database outputs. The PCG team was part of the development of the CEDS Align tool, and knows the right fields to capture and document to develop a detailed data mapping.

Based on the nature of the Excel-based mapping, PCG will perform a **Gap Analysis**, identifying data element gaps between CEDS and the state's sources. PCG will use this analysis to draft recommendations for additional data elements to be collected to create a comprehensive early childhood data system. As part of this analysis, PCG will address duplicate data collections and the authoritative source for data elements.

Early Childhood Data System Recommendations

Following the data mapping phase, PCG will draft recommendations for ECAC. Beginning with the current data collections, we will develop a list of gaps and priorities, with a focus on elements that are needed for identity and federal reporting. PCG will present these recommendations in our final report, organized by agency.

As part of the mapping and gap analysis, PCG will identify any duplication of collection in an effort to streamline data collections. We will note where elements are used as primary keys or identify the student within the system. We will also highlight collections that are and are not able to share data and provide recommendations on how these systems could connect more efficiently.

We will present at a high level how ECAC could best organize an Early Childhood Data System, to align with CEDS and answer the state's key policy questions. PCG has background in data warehouse development, and can recommend best practices for this new data system. Our final report will incorporate and present the work and recommendations. It will include the decomposition of the policy questions and identification of necessary elements, the mapping and gap analysis, and the recommendations for data element inclusion and conflicting data.

Project Management Capacity

PCG has experience managing hundreds of projects at the provider/school, district, state, and federal levels. Because of our depth and breadth of experience, we are able to tailor our project management approach to suit the individual needs of the projects we work on.

PCG's Project Manager on this effort, Carole Hussey, is a PMI certified Project Management Professional (PMP) and will apply the standard PMI project plans and controls, such as communications, risk, scope, schedule, and quality management.

PCG has four basic project management objectives that we believe are the foundation of any sound project management methodology. Without them being in place, control methods, procedures, and other project management best practices will not be effective. Our specific objectives are:

- **High-Quality Work:** Deliver high quality end products that address business objectives, and meet end user requirements
- **On-Time Delivery:** Complete deliverables on schedule and within budget
- **Effective Communication:** Timely and accurate communication to project participants and stakeholders throughout the entire project
- **Proactive Management:** Identify potential problems before they develop, and initiate appropriate corrective action

Project Management Tools

PCG proposes using the following software tools in managing activities and producing deliverables:

- **Microsoft Office Suite:** Microsoft Office will be used to develop contract deliverables such as Plans, Status Reports, meeting minutes, presentations, and issue analysis
- **Microsoft Project:** Microsoft Project will be used to develop and maintain the Project Work Plan
- **Document Templates:** PCG has a library of successfully used project planning documents and will utilize these to maximize our efficiency and leverage our lessons learned on previous, similar engagements

PCG utilizes industry standards and best practices in performing its tasks, leveraging IEEE standards for assessment of systems engineering and application development, Project Management Body of Knowledge (PMBOK) for project management practices, and other industry standards from entities such as Carnegie Mellon University and its Software Engineering Institute. In order to accomplish the project's objectives, PCG will implement a project management approach, based on industry standards and best practices that are tailored to the specific needs of the State.

Project Management Body of Knowledge

The PMBOK is widely accepted as a standard for the project management profession. The PMBOK provides a framework encompassing all aspects of project management and represents generally accepted best practices. However, the entire body of knowledge associated with project management is much larger than the printed PMBOK guide is. The guide is a great starting point for facilitating the use of a common project management language and the development of a customized methodology for any organization. It provides the underlying structure of our project management approach.

Deliverable Generation Process

For each required deliverable, PCG will use a 4-step deliverable approach:

- **Deliverable Expectation Discussion:** Prior to beginning work on any documents that PCG will be directly producing, PCG will meet with the designated state Project Manager to

discuss their format and content. The goal of this discussion is to ensure that a common understanding exists between the state and PCG regarding the scope and content (depth and breadth) of the deliverable prior to PCG beginning work.

- **Interim Work Products:** The results of group work sessions will be incorporated into Interim Work Products for internal Project Team reviews. This process ensures early warning should a misunderstanding occur.
- **Baseline Draft Deliverable:** PCG will produce a baseline draft deliverable for formal project review/comment prior to submission of the final deliverable.
- **Final Deliverable:** The submission of the final deliverable will incorporate input from the Baseline Draft Deliverable review.

All baseline draft and final deliverable work products are subject to PCG's internal Quality Control (QC) process.

Communication Plan

The purpose of the Communication Plan is to identify the methods of exchanging information between PCG and other project stakeholders. Good communication policies encompass information exchange and dissemination both internally to all project participants and externally to all parties with a vested interest in project progress. The Communication Plan identifies the formal communication approach and protocols that will be employed to keep all stakeholders informed throughout the duration of the project.

There are several key factors that significantly contribute to the effectiveness of communication:

- **Awareness.** Communication about the project's scope, roles and responsibilities, and status must occur. Stakeholder communication efforts should focus on information that contributes to the success of the project, or addresses the lack of communication that can lead to failure. If stakeholders are not properly informed of the project's objectives, issues, outcomes, and progress, they will not be prepared for the changes transition will bring, nor will they adequately understand or support those changes.
- **Timeliness.** Information must be shared in a timely manner to allow stakeholders the opportunity to understand the information and have the opportunity to respond.
- **Content.** Communication content must be relevant, meaningful, timely, and at an appropriate level of detail for the intended audience. Expectations should be clearly communicated to ensure the proper feedback is received. Communication strategies should also be based on stakeholders' needs and feedback.
- **Format.** All communications must be developed and delivered in a format that is efficient, understandable and easily accessible.
- **Consistency.** Project communications should be developed and delivered in such a way that promotes continuity to stakeholders and external agencies.

Communication Partners

The PCG Team's primary communication partner will be the State of West Virginia. Day to day work activities will also engage the PCG Team with other project stakeholders. As part of the Communication Plan PCG will work with the State to develop a detailed communication matrix that describes the formal internal and external documents that will be produced by the PCG Team for communication purposes. The matrix will identify the intended audience and the staff responsible for originating the item, as well as the frequency, format and method of delivery. Standard formats will be applied to all documents to ensure a consistent look and feel. It is recognized that the PCG Team will also utilize other communication items not identified in the communication matrix, which are more informal in nature, such as E-mail and memorandums. In addition to documentation, the PCG Team will attend and participate in various meetings with other project stakeholders. The PCG Team will utilize established meetings when face-to-face communication is required, whenever possible.

Communication Format

Specific project document templates will be established and utilized to ensure a consistent look and feel for all project documentation. The templates allow stakeholders to easily recognize communications as being project related. The project templates include standards such as the project name, original document date or date of revision, standard headers and footers as well as the project logo as appropriate. Additionally, contact information including phone and e-mail addresses are provided with all communication distributions.

Timeline

The following proposed project schedule provides a high-level view of each key activity of the work plan. A snapshot of the plan follows.

	Month 1	Month 2	Month 3	Month 4
Project Management				
Confirm project goals and objectives				
Gather & document initial requirements				
Create project Roadmap				
Develop and document quality control protocols				
Categorize Data				
Acquire metadata				
Map WV data to CEDS				
Identify missing data				
Gap analysis based on maps to CEDS				
Additional input from researchers				
For each subsystem:				
Designate most efficient unique identifier				
Develop & document rules & procedures for data normalization				
Determine relations among data				
Design & document rules for resolving data anomalies/conflicts				
Organize data subsystem with priority on research & analysis				
Develop & document integrity rules for data				
Create & document business rules for subsystem access & use				
Final Report				
Develop Final Report				
Walkthrough final report				
Edit final report				
Submit final report				

Budget

We are confident that this work will enable ECAC and partners to access proper technical expertise, thus enabling you to create a well-crafted design that will put the current project and subsequent downstream efforts on solid footing. PCG will complete this project within 120 days of contract award at a price of \$126,920.

Our assumptions are as follows:

- All work will be completed within the defined 120 day timeframe.
- ECAC will assign a single point of contact to this project to work with PCG's project manager to coordinate meetings and deliverable reviews.
- At least 50% of the required meetings and interviews can be completed by telephone and web conference.
- Required interviews and meetings can be completed on average within 2 hours each.
- Key ECAC staff will be available for one in-person kick-off meeting and at least one detailed presentation and walkthrough of the final report before submission.

After PCG submits the interim draft of the final report, ECAC will provide written comments within 5 business days.

Qualifications

About Public Consulting Group
Education Consulting Services and Products
Early Childhood Specific Experience
Similar Projects that PCG has Participated In
Team Bios
Team Resumes
References

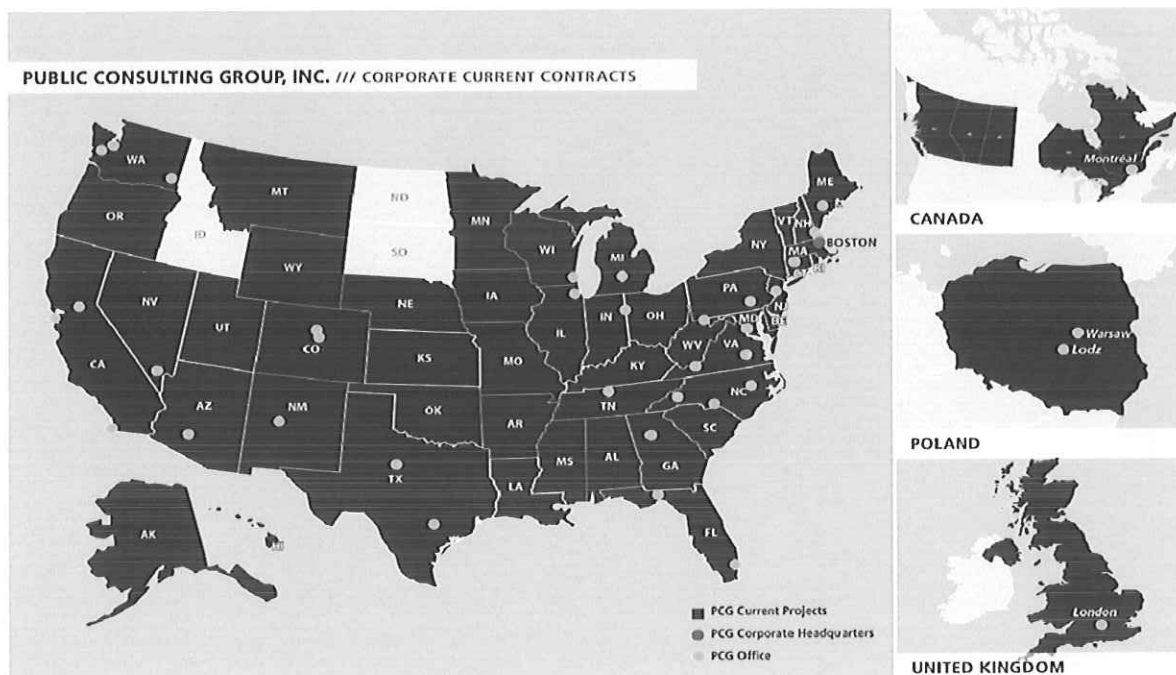


Qualifications

About Public Consulting Group

Established in Massachusetts in 1986, Public Consulting Group, Inc. (PCG) is a management consulting firm that offers strategic planning and implementation, operations improvement, policy development, financial management, systems development, rate setting, revenue maximization, and other management advisory services to government and private health and human services providers. As a privately held company, PCG has the flexibility to properly serve our public sector clients with the highest level of customer service. More than 95% of PCG's clients are public sector agencies or agency providers such as school districts, county offices of education, state departments of education, state and county departments of mental health, developmental disabilities, Medicaid, social services, public welfare, county governments and multicounty entities, cities, and municipalities.

PCG is comprised of four divisions: Education, Health and Human Services, Technology Consulting, and Consumer Direction of Care. This structure allows PCG to address a broad range of public sector needs. It also allows the firm to assemble multidisciplinary teams when required, taking advantage of the specialized expertise and experience of each practice area to address the multidimensional objectives of public sector agencies. The firm currently employs over 1,000 full-time staff in 35 office locations. We have the financial stability, resource depth, and strategic expertise to ensure the quality and applicability of our services to WV.



Education Consulting Services and Products

PCG Education offers full service consulting integrated with innovative and scalable technology solutions to address the changing needs of the education community. Our expertise spans across various education administrative and instructional functions, and our objective is to provide our clients with the resources they need to accomplish their goals.

Working with school districts and state departments of education ranging in size from 500 to 1.5 million students, PCG Education has the knowledge and expertise to provide a full spectrum of data-based services informed by research and the practical experience of our staff. PCG Education currently has over 1,588 contracts in 42 states plus the District of Columbia, the US Virgin Islands, New Zealand, Pakistan, Poland and the Canadian provinces of Ontario, Quebec, Alberta, Saskatchewan, British Columbia. In addition, PCG Education currently serves 13 state departments of education (Delaware, Florida, Hawaii, Illinois, Indiana, Kentucky, Massachusetts, Maine, New Hampshire, New Jersey, New York, Pennsylvania and Tennessee) and 16 of the top 25 largest school districts in the nation.

PCG Education has a service line entirely devoted to data mapping, data modeling, and data quality assurance. Moreover, we provide project management, ETL assistance, data quality assurance, and other services to education agencies at national, state, and local levels. Our expertise in those areas can be combined with our core competencies in strategic planning, data integration, analysis and evaluation, action planning, professional development, and coaching. We apply this combination of content expertise and core competency to clients at the national level, such as the U.S. Department of Education, foundations, and national educational organizations; to clients at the state level, such as state departments of education and regional educational organizations; and to district and school clients. We work directly with decision makers and educators to help them make the most effective use of their data and the resources available to them to improve student outcomes.

As a result of vast experience in the marketplace and a highly knowledgeable staff, PCG Education has a near perfect client retention rate—this is largely due to understanding clients' needs, efficiently fulfilling our contractual obligations, and continually exceeding client expectations. PCG Education's track record demonstrates the ability to improve outcomes for clients resulting in long-term relationships, contract extensions, and re-awards.

Early Childhood Specific Experience

Our firm is a national leader in conducting early childhood consulting for a variety of clients across the country, including Florida, Massachusetts, Michigan, Connecticut, North Carolina, South Carolina, Texas, New York, California, Colorado, and Pennsylvania. Our program experience ranges from child care subsidy and licensing operations, early childhood workforce management, early intervention (Part C and Part B Section 619), nurse-home visiting programs, Head Start, and others. Our related services range from IT consulting services, privatized child care subsidy operations, market rate surveys, program evaluation projects, fiscal management, and needs assessments. PCG understands the full scope of early childhood programs on a first-hand basis, which makes us uniquely suited to perform this gap analysis for West Virginia.

Similar Projects that PCG has Participated In

The Common Education Data Standards (CEDS) Data Model 2.0, for the Applied Engineering Management Corporation on behalf of the National Center for Education Statistics (NCES), October 2011-March 2012

On January 31, 2012, the US Education Department (USED) National Center for Education Statistics (NCES) published version 2.0 of the Common Education Data Standards (CEDs) at <http://ceds.ed.gov/>. CEDs 2.0 includes standard names and definitions for key terms, education domains, entities, attribute categories, data elements, and option sets as well as a fully documented logical data model. PCG built upon its prior work with the State Core Model to lead the effort to create CEDs 2.0.

*The State Core Model, for the Council of Chief State School Officers (CCSSO),
July 2010-September 2011*

The State Core Model was chartered by CCSSO to bring a coherent state education agency perspective to national standards movements. CCSSO selected PCG to lead development of the Model. v1.0 was published March 3, 2010, as part of the National Education Data Model, and v2.0 was completed on December 1, 2010. v2.0 includes early childhood (EC), elementary and secondary (K12), post-secondary (PS), and workforce (WF) elements, known collectively as "P20," and establishes comparability between sectors and between states. We have already begun mapping 16 states, including Washington, to the model. We also run regular webinars for stakeholders, which Washington frequently joins.

*State of Washington, Office of the Superintendent of Public Instruction, Data Systems Gap
Analysis, December 2009 – June 2010*

PCG worked with State of Washington Office of Superintendent of Public Instruction (OSPI) to carry out several complementary analyses. First, in consultation with OSPI, PCG developed an in-person and internet based survey of statewide education stakeholders including State Legislators, the Governor's Office, State Board of Education, superintendents, teachers, parents, and other statewide education advocacy groups to determine their priorities for research and policy questions to be addressed by the state longitudinal data system, CEDARS. Using the National Education Data Model as a guiding framework, PCG audited and documented OSPI's data systems. The output of this audit guided a data system gap analysis that determined Washington's ability to answer the prioritized list of research and policy questions, as well as their capacity to fulfill legislative requirements and position them for funding opportunities under ARRA. PCG conducted a statewide survey to help OSPI determine the extent to which stakeholders at the school-level can access the information through a technical capabilities analysis.

*The Illinois Longitudinal Data System Data Architecture (ILDS), for the Illinois State Board
of Education (ISBE), July 2010-April 2011*

ISBE, a recipient of three State Longitudinal Data System grants funded by the National Center for Education Statistics, contracted with PCG to develop an enterprise-wide data architecture. The project connected ISBE staff with PCG Education consultants to create a data dictionary, conduct a data gap analysis, and provide metadata maintenance. PCG used an Excel-based data audit system to identify people involved in different source systems; conduct interviews and document data sources; and document data items, indicators and gaps. PCG was awarded a subsequent contract to manage and participate in the building of the data warehouse; that project is currently underway.

The Utah Data Alliance Data Share (UDADS), for the Utah Education Network (UEN) on behalf of the Utah Data Alliance (UDA), August 2011-present

The Utah Education Network, a recipient of a State Longitudinal Data System grant, initially contracted with PCG to gather requirements; conduct a source inventory; perform an options analysis; create an initial project plan; and conduct a skills assessment and gap analysis prior to the creation of UDADS. PCG completed these deliverables on time and on budget, and was awarded a contract extension to provide a variety of services such as data mapping, ETL design, and project facilitation. Activities pertaining to the contract extension are currently underway.

NJ SMART State Longitudinal Data Warehouse, Reporting and Analysis Tools, and Local Education Agency Data Mart Implementation, for the New Jersey Department of Education, August 2005-present

PCG was awarded a contract by the State of New Jersey's Department of the Treasury to assist with Medicaid claiming for direct medical services in schools in February 2005. In August 2005 the contract was amended to include a statewide data warehouse, unique student identifier assignment and management, and LEA data mart implementation. The State of New Jersey sought a statewide longitudinal data system that would provide a central storage location for student-level data, improve data quality, help the State meet federal reporting requirements, and streamline processes to create efficiencies and reduce costs. PCG is also creating local data marts such that LEAs can bring their own varied data sources together in an integrated warehouse, allowing access to linked student data.

Commonwealth of Pennsylvania, Department of Public Welfare, IT Planning and Consulting Services, April 2012 – Present

PCG recently began a multi-year large scale project to support the Office of Child Development and Early Learning (OCDEL) and several other program agencies to support Pennsylvania's early childhood information system, PELICAN, and its home and community based services management information system, HCSIS. PCG's services include strategic planning, project management, requirements collection, user testing coordination, training, communications management, and help desk services.

State of Connecticut, Early Childhood Education Cabinet, Data Driven Decision Making Consulting, March 2007 – August 2009

PCG helped to facilitate cross-agency data analysis and reporting across multiple agencies within the State of Connecticut. This project was designed to close the gap between data sets held on different agency data systems, and allow for efficient data collection, assessment and reporting.

Team Bios

Gregory Nadeau, a manager in PCG Education, will be the Technical Advisor for this project and provide subject matter expertise as needed. Mr. Nadeau has more than 16 years of experience leading state longitudinal data systems, including six years as Chief Technology Officer at the Massachusetts Department of Education and 10 years in the private sector, consulting with states, education organizations, and private companies.

Mr. Nadeau has directed statewide data projects in Washington, Utah, Illinois, Pennsylvania, South Carolina, New Jersey, Maine, Rhode Island, and Massachusetts and has led several high profile national efforts, including the US Open e-Learning Consortium, CCSSO's State Core Model, and USED's CEDS Data Model. He is widely considered to be one of the nation's premier thought leaders in the emerging field of digital-enabled, personalized learning utilities.

Nathan Grossman, PMP will serve as the Contract Manager and will oversee the project and provide experienced support and assistance to the project manager and the team to ensure success. Nathan, an associate manager at PCG, has expertise in federal revenue maximization and management in multiple areas of federal funding (Titles II, IV-D, IV-E, XIX, XXI and SSI/SSA, TANF and Food Stamps) and he has expertise in implementing information technology systems for public agencies. He currently acts as the Project Director of PCG's IT consulting project for PA Dept. of Public Welfare, overseeing 20+ project staff, to enhance and maintain the state's enterprise IT systems supporting early childhood services and home and community based services (PELICAN and HCSIS). Previously, he led large scale IT planning projects for various early childhood, child welfare, and juvenile justice systems in DC, MA, NC, and PA. He has also led various financial and programmatic evaluations for foster care, child care, behavioral health, and early intervention services in CO, CT, IL, MA, MO, MT, NJ, NY, RI, WI and WV. Previously, Nathan managed operations to claim \$250 million in Targeted Case Management and Rehabilitative Services Medicaid funds for all child welfare and juvenile justice services in the Commonwealth of Massachusetts. He has a Bachelor's of Arts in Economics from Bucknell University, a Master's in Business Administration from Clark University, and his Project Management Professional (PMP) Certification.

Carole Hussey, PMP, is an IT Delivery Manager with PCG and will serve as the Project Manager for this engagement. She leads the information technology consulting projects in the delivery of technology solutions for Human Services clients ensuring that they are delivered on time, within budget, and meeting the defined client expectations. Currently, she acts as the Project Manager of PCG's IT consulting project for PA Dept. of Public Welfare, overseeing 8+ project staff, to enhance and maintain the state's enterprise IT systems supporting home and community based services (HCSIS). Previous projects included software development project management for many health-based systems including Random Moment Time Studies, Cost Allocation Plans, Rate Setting, and Medicaid Cost Reporting. These systems were used by thousands of users nationally. Deployments included the following states: MA, PA, NC, WI, AZ, IL, IN, DE, GA, CO, and NJ. Prior to her work at PCG, Carole was an Enterprise Project Manager for the Commonwealth of Pennsylvania's Office of Administration, Office for Information Technology. Her projects covered various technologies including feasibility studies, software development, business process re-engineering, data mapping, document management

systems, fiscal reporting and claiming systems, and case management systems. Carole also spent over ten years working as an IT project manager for Citibank's North America Bankcards Division leading projects in web-development, document management systems, automated test tools, and SEI Capability and Maturity Model (CMM initiatives). She has a Bachelor's of Science in Business Management from Duquesne University, and her Project Management Professional (PMP) Certification.

Michael Sage, a Business Analyst in Public Consulting Group's (PCG) Chicago office, is experienced working with clients to develop and implement systems processes. He acted as the project manager for the (ILDS) Illinois Longitudinal Data Warehouse project and previously managed the ILDS Architecture project. Mr. Sage managed the overall project including the budget, project plan, and client deliverables. His experience includes identifying data sources, interviewing technical/business resources, and documenting data elements and processes. In addition, he processes administrative claims for Medicaid for the state of Michigan. Before PCG, Mr. Sage worked for Chicago Public Schools as a business analyst for a database application used by administration and staff to view test score data and online curriculum. Prior, he participated in implementing large-scale projects and infrastructure services for private trade show associations across the country and overseas.

JianYing "Jessica" Huang is a Business Analyst for Public Consulting Group's Education practice area in the Boston office. Jessica is currently working with the Hawaii Department of Education Enterprise Application Integration Solution as Data Analyst and with the Illinois State Board of Education: Illinois Longitudinal Data System Data warehouse. Jessica is experienced with data element mapping from source systems to CEDS Model and SIF Model and CEDS to SIF model. Before joining PCG, Jessica worked as independent contractor for PCG as Data analyst for the Illinois Longitudinal Data System Data Warehouse and worked for TechBoston Academy, which is part of the Boston Public Schools, as assistant to the academic registrar. Jessica holds a Bachelor of Science in Management with a concentration in Management Information System from University of Massachusetts of Boston.

Alisha Wells, has experience in working with both state and local government as well as experience in private sector government relations. In her current role at PCG, Alisha is assisting with a large IT services engagement to support the Commonwealth of Pennsylvania with advanced information technology (IT) consulting, program and project management services, application support services, application maintenance/operations and enhancements, and technical support services for its Strategic Business Systems.

Team Resumes

GREG NADEAU

Manager
Public Consulting Group, Inc.

RELEVANT PROJECT EXPERIENCE

US Education Department

Common Education Data Standards

Team leader and system architect for USED's Common Education Data Standards (CEDS) Data Model published by the National Center for Education Statistics (NCES). Oversaw mapping of 16 states to CEDS and uploads into the NCES Alignment Tool.

Utah Education Network

Utah Data Alliance Data Share (UDADS)

Provided strategic guidance on the development of Utah's P20 data warehouse.

Illinois State Board of Education

Illinois Longitudinal Data System (ILDS)

Data Architecture

Provided daily strategic direction to ISBE regarding ILDS. Oversee the integration of all student-level data collection systems within ISBE; the linkage of early childhood and post-secondary data with existing K-12 ISBE student data; and the connection of student data with data from other parts of the ISBE education enterprise (e.g., staff data, special education, and school district finance). Developed an enterprise-wide data architecture; improved data quality by establishing practices for data stewards and enhanced data audit procedures.

Council of Chief State School Officers

State Core Model

Project Director for CCSSO's State Core Model. The State Core Model is a platform that enables comparability and

interoperability between states, reduced Federal collection burdens, and increased research, analysis, and intervention capabilities.

United States Department of Education and Council of Chief State School Officers National Education Data Model

Team leader and system architect for CCSSO's National Education Data Model (NEDM). NEDM is a U.S. Department of Education project to create a catalogue of data used in education and a description of the relationships among those data. Its mission is to create an open framework based on current standards for education data systems.

New Jersey Department of Education NJ SMART

Provided daily operational leadership and strategic direction to NJ DOE's state longitudinal data system, NJ SMART. Particular areas of focus include project management and documentation maturity, data modeling, and district usage.

Newark Public Schools

Data Audit

Conducted 18 interviews and synthesized findings in a narrative report and extensible workbook documenting Newark's systems, assessments, people, and usage scenarios. The final report of this work is being used by Newark and a growing team of consultants to rationalize data flow and coordinate disparate initiatives.

PROFESSIONAL BACKGROUND

ESP Solutions Group

Chief Operating Officer (2008)

Managed business development, product development, and daily delivery operations

for a \$4-5 million expert consulting and systems integration practice.

ESP Services

Vice President (2005-2007)

Provided management and technology consulting to school districts including Guilford County, NC; Quincy, MA; Lowell, MA; and Philadelphia, PA.

e-Learning Systems Strategies, Inc.

Director, US Open e-Learning Consortium (2001-2005)

Principal investigator leading 14 state-to-state assessment exchange pilots funded by the U.S. Department of Education. The project spurred efforts in standard-setting bodies, states, and the marketplace.

CCSSO Decision Support Architecture Consortium

System Architect (2003-2005)

***US DEPARTMENT OF EDUCATION
PBDMI***

Expert Consultant (2003-2004)

Participated in site visits on behalf of USED to inventory and analyze each state's data quality and status for the initiative that has become EDEN/EDFacts.

***Massachusetts Department of Education
Associate Commissioner, Chief Technology Officer (1995-2001)***

Created and led the department's 100+ person Education Technology group. Overall responsibility for statewide K-12 educational technology resources and

NATHAN J. GROSSMAN, PMP

Associate Manager

Public Consulting Group, Inc.

initiatives including: agency IT environment and IMS operations, software and systems development, telecommunications and networking, and research and development. Created programs such as: MassEd.Net, Virtual Education Space, and Youth Tech Entrepreneurs.

Massachusetts Department of Education

Special Assistant to the Commissioner

(1993-1995)

Primary author of the Massachusetts Department of Education's Education Reform Implementation Plan and Five Year Master Plan.

EDUCATION

Harvard College

Bachelor of Arts in Government

PUBLICATIONS

"D3M Framework, Building a Longitudinal Data System" ESP Optimal Resource Guide 2008

"Why 70% of Government IT Projects Fail" ESP Optimal Resource Guide 2007

"Why MySpace Matters to the K-12 Space" ESP Optimal Resource Guide 2006

"Our Vision for D3M" ESP Optimal Resource Guide 2006

"A Virtual Laptop for Every Kid, Speech Delivered to NCLG" NASBE, 2003

RELEVANT PROJECT EXPERIENCE

Pennsylvania, Department of Public Welfare

Human Services Enterprise IT Consulting Project

Project Director for a 5-year term, \$5M+/annual operation to support enhancement and maintenance of two large-scale statewide enterprise IT system, PELICAN and HCSIS, which support early childhood and home and community based services. The scope of services includes strategic planning, requirements collection and validation, training, user communications, and project management.

SACWIS Feasibility Study

Served as Business Project Manager on project; develop automated system requirements related to intake and investigations, case management, fiscal, and resource management, among other areas. Perform feasibility analysis for attaining federal Statewide Automated Child Welfare Information System (SACWIS) compliance with current systems; identify and evaluate alternatives for achieving compliance and meeting other federal, state, and county requirements while incorporating cost/benefit and risk analyses.

Massachusetts, Early Education and Child Care

Early Childhood Information System

Manager for a project to design and define an enterprise-wide comprehensive Early Child Information System. The project involves three major components: 1) planning for and facilitation of a Strategic Planning Institute with national experts in early education and care and information technology; 2) documentation/mapping of extant and desired data and legacy systems; and 3) development of ECIS reports requirements.

Massachusetts, Department of Transitional Assistance

Best Practices Evaluation of BEACON Policy Guide:

Served as Project Manager in a review of the current state of the agency's policy guidance and methods to manage, maintain and distribute policy guidance to hundreds of BEACON users at 25 different area offices. Provided recommendations and assistance to create a single comprehensive web-based policy guide.

North Carolina, Department of Health and Human Services, Division of Child Development

Child Care Workforce Tracking Systems

Assessment and Requirements Gathering:

Served as the project manager to assess the feasibility and need for a web-based system to collect, report and track child care workforce information. Conducted alternatives analysis by interviewing other states and vendors, and developed proposed solution and systems requirements.

North Carolina, Department of Health and Human Services, Division of Child Development

Child Care Workforce Tracking Systems

Assessment and Requirements Gathering:

Served as the project manager to assess the feasibility and need for a web-based system to collect, report and track child care workforce information. Conducted alternatives analysis by interviewing other states and vendors, and developed proposed solution and systems requirements.

District of Columbia, Department of Youth Rehabilitation Services

Juvenile Case Management System

Served as Business Project Manager to replace the existing case management IT system to support juveniles throughout their lifecycle in the DYRS system of care, including the court system, secure detention, community programs, and intensive supervision. The Process Lead organizes the Joint Application Design (JAD) sessions

and ensures that the new system meets the requirements and expectations of users. This project utilizes Harmony™ as the core case management system for implementation.

New York State, Department of Health, Bureau of Early Intervention
Evaluation and Analysis of Current and Alternative Reimbursement Methodologies for the NYS Early Intervention Program:

Served as the project manager to support the efforts of the Department, with advice and assistance from the Reimbursement Advisory Panel, in completing an assessment of the program's current reimbursement methodology. The outcome of this project will be to recommend possible alternative reimbursement methodologies that meet the Department's objective to provide efficient and economical early intervention services.

San Diego County California, Health and Human Services Agency
Stage One Subsidized Child Care Eligibility and Payment Operations:

Served as the Child Care implementation project manager to establish subsidized child care services for about 2,000 children and operations to make about \$10 million in child care payments annually. PCG currently operates Welfare-to-Work and subsidized child care operations for about half of the County's CalWORKS population. PCG has two offices in San Diego County with over 100 staff total providing these services, including child care case managers, supervisors and payment clerks. Mr. Grossman is currently implementing the KinderTrack system developed by Controltec to enhance the quality, efficiency and child care service outcomes tracking.

Connecticut, Department of Children and Families

Evaluation & Model Efficacy of Level II Therapeutic Group Homes:

Served as the IT lead for the development of a new outcomes measurement system for over 50 Therapeutic Group Home private providers. Assisted in evaluation and monitoring of community-based therapeutic group homes for children and youth. Assisted in the development of a best practices model for therapeutic group homes, as well as a system for program outcomes data collection and analysis to evaluate the programs' efficacy and adherence to the program model on an ongoing basis.

Massachusetts, Department of Youth Services

Project Manager for Medicaid Revenue Management & Enhancement

Optimize Medicaid reimbursement for all youth receiving juvenile justice services. Identify instances of Rehabilitative services and Targeted Case Management activities and claim full reimbursement from Medicaid. Evaluate opportunities for revenue maximization and assist DYS in implementing new procedures to fully access Medicaid funds. Conduct rate setting projects, including developing time study and cost report methods, and determine claiming rates.

Massachusetts Metropolitan Area Planning Council, Northeast Homeland Security Regional Advisory Council

Microsoft SharePoint Implementation

Acted as Project Manager to plan, design, develop and implement a Microsoft SharePoint site for homeland security and emergency responders to use in 85 local communities in Northeast Massachusetts. NERAC represents all public safety disciplines including law enforcement, fire

service, emergency management, local public health, hospitals, emergency medical services (EMS), public works, transportation, corrections, and local government administration. Collected functional and non-functional requirements through structured regional sessions with stakeholders and conducted training for all users.

Massachusetts, Department of Children and Families

Title IV-E Child Care Claiming

Manage preparation of claims to attain Title IV-E federal reimbursement for DCF and the Office for Child Care Services (OCCS) on behalf of children receiving Childcare, Contracted Residential Foster Care services, and Commonworks Residential Foster Care services. Coordinate with daycare providers to collect relevant data for claiming and establish claiming rates.

Team Leader for Medicaid Revenue Management & Enhancement

Optimize Medicaid reimbursement for all children receiving child welfare services. Identify instances of Rehabilitative services and Targeted Case Management activities and claim full reimbursement from Medicaid. Evaluate opportunities for revenue maximization and assist DSS in implementing new procedures to fully access Medicaid funds while also maintaining Title IV-E revenue. Conduct rate setting projects, including developing time study and cost report methods, and determine claiming rates.

TANF Maintenance of Effort Identification

Document DCF allowable expenditures for use as maintenance of effort to support the TANF block grant. The project includes analysis of hundreds of thousands of individual service payments and

reconciliation to TANF federal rules and data matches to validate eligibility requirements.

***Michigan Department of Human Services
Hard to Collect Child Support Cases***

Initiated a pilot project with Muskegon County, Michigan, to identify addresses and employers of court ordered- non-custodial parents who are in child support arrears. Utilize data mining and skip tracing to locate obligors and income sources to assist with the collections from non-custodial parents. Responsible for verifying employer information so that the County can generate income withholding orders and for reporting outcomes to DHS.

Rhode Island, Department of Children, Youth and Families

Rehabilitative Services Revenue Enhancement

Develop Rehabilitative Service rates for claiming child services, which includes reviewing state and federal rules, regulations and plans and conducting provider time studies, staff trainings, cost report development and service and financial reviews.

Massachusetts Department of Public Health

Early Intervention Medicaid Billing

Since 2001, assist in the development and maintain of Medicaid claims systems and procedures for collecting and processing service data from private providers.

***Missouri, Division of Youth Services
Rehabilitative Services Revenue Enhancement***

Project Manager for initiating new Medicaid revenue stream. Prepared and submitted an approved Medicaid state plan amendment to establish a new Rehabilitative Services

program for DYS. Develop Rehabilitative Service rates for claiming child services, which includes reviewing state and federal rules, regulations and plans and conducting provider time studies, staff trainings, cost report development and financial and service reviews. Prepare and submit claims.

Massachusetts, Executive Office of Health and Human Services

Medicaid Case Management Review

Conduct a review of all of the sister agencies under EOHHS which provide Medicaid case management services, including TCM, waiver and administrative case management. Analyze current practices and contrast them to the final interim regulations promulgated by DHHS in November 2007 and prepare recommendations for practice and policy updates.

Wisconsin, Department of Health and Family Services

Targeted Case Management Revenue Operations

Optimize Medicaid reimbursement for Targeted Case Management services by the DHFS Division of Children and Family Services for foster children in their care. Identify instances of allowable TCM activities, verify Medicaid eligibility, convert service data into the HIPAA 837P format to submit the claims, and process the remittance records.

City of Chicago, Chicago Public Schools

TANF MOE Identification

Identify family welfare services for claiming as TANF MOE, and develop indigence testing methods for consumers. Develop systems for reporting MOE expenditures on a quarterly basis for after-school, teen pregnancy, and summer jobs programs.

Grants Development

Prepare grant applications on-behalf of CPS for Leave No Child Behind programs. Investigate grant funds received by comparable school districts as part of grant opportunity identification.

Kidcare (Title XIX and SCHIP) Outreach Tracking System

Develop database systems to identify and track potentially Kidcare eligible students for Kidcare coordinators to direct outreach efforts. Web-based user and administration interface with option to transition to the WWW to expand access district-wide to over a hundred schools.

West Virginia, Department of Health and Human Services

Title IV-D Distribution

Retroactive distribution of child support funds from BCSE, the WV child support agency, to BCF, the WV child welfare agency, to cover the costs of care and maintenance for wards of the

state. Ensure that hierarchy of distribution of child support funds is maintained in accountings, with Title IV-E and other federal programs placed before state care and maintenance costs.

Rehabilitative Services Revenue Enhancement

Develop Rehabilitative Service rates for claiming child services, which includes reviewing state and federal rules, regulations

and plans and conducting provider time studies, staff trainings, and financial reviews.

Behavioral Health Service System Redesign

Provide financial review component of a comprehensive redesign of the Bureau for Behavioral Health and Health Facilities under DHHR. Review funding system for services provided in the community and recommend changes to better support community programs and to maximize federal revenues.

Tennessee, Department of Children's Services

Child Trust Fund Balance Reconciliation

Reconcile current individual child SSA/SSI and Title II trust fund balances to State fund account holdings. Estimate other State fund account holdings, such as Title IV-D, Rail Road, and other child benefits. Establish fund accounting practices and tools for ongoing monthly reconciliations.

Tennessee, Department of Finance and Administration

Title IV-D Fund Distribution Project

Developed a methodology and a systems solution to allow the Child Support Division to make accurate and timely child support distributions. Activities include the development of a study to isolate the impediments to proper distributions at this time; a retroactive clean-up of late distributions that will allow the state to offset the costs of some Medical and Residential costs incurred on behalf of children in state care; and recommendations that the two departments can adopt to improve operations going forward.

State of Colorado, Governor's Office of State Planning and Budgeting

Statewide Revenue Maximization Project

Responsible for the development of a Targeted Case Management claiming program for the Department of Public Health & Environment Nurse Home Visitor Program. This has included: implementing time study, developing rate setting methodology, developing responses to CMS questions regarding state plan amendment.

Illinois, Department of Corrections

Rehabilitative Services Revenue

Enhancement

Identify Medicaid Rehabilitative Services for claiming for youth in residential community treatment centers. Develop, maintain and operate systems for billing services to Medicaid and conduct accounts receivable.

Wayne County, New York, County

Administrator

Revenue Maximization / Cost Savings

Conducted a comprehensive county wide review of potential federal, state and local revenue maximization initiatives and cost savings. This includes social services, elder services, and veteran's services, among other county agencies.

District of Columbia, Child and Family Services Agency

Federal Revenue Operations Review

Redesign Medicaid revenue management operations for CFSA. Review procedures for identifying Rehabilitative services and Targeted Case Management activities and client eligibility determinations for billing Medicaid and review rate setting methodologies. Propose establishing a new business services unit within CFSA to conduct revenue operations. Propose changes to operations to enhance compliance with federal and district rules and regulations and to enhance federal revenue.

***New Jersey, Juvenile Justice Commission
Rehabilitative Services Revenue
Enhancement***

Develop Rehabilitative services rates for claiming child services, which includes conducting provider time studies, staff trainings, and financial reviews. Use approved rates to prepare and submit claims by identifying child services. Track Medicaid claims revenue and develop accounts/receivable systems and procedures.

***Montana, Department of Public Health
Human Services
Medicaid Targeted Case Management Rate
Setting and Claiming***

Analyze Cost Allocation Plan to develop TCM claiming rate and develop systems for TCM service identification, billing and accounts receivable.

***Los Angeles County, Chief Administrative
Office - Probation Department
Title IV-E Waiver and Administrative
Claiming Review***

Review the historical process for determining Title IV-E administrative claims and propose a methodology for allocating the Probation Department a portion of the new Title IV-E waiver amount on an ongoing basis.

OTHER RELEVANT EXPERIENCE

***Deloitte Consulting
New York WIC Statewide Information
System***

Site Preparation Account Manager assisting in the implementation of a multi-million dollar database and information management system for New York WIC. Coordinate the facility and change management preparations for over twenty-five WIC clinics, maintained an implementation tracking database, and produce weekly status reports for NY Division of Nutrition.

***Volunteer Case Management Assistant
AIDS Action Committee, Boston, MA***

Contact AAC clients regularly to assess any need for services, make referrals and update the case management database. Manage an ongoing caseload of intensive needs clients to provide case management support.

Research Grant

Bucknell Education Department

Conduct high level regression analysis using a US Dept. of Education survey of over 30,000 8th graders to access the effectiveness of different tactics schools use to increase parent participation. Present findings at the Northeastern Association of Professional Educators annual conference.

EDUCATION

Clark University
Master of Business Administration

Bucknell University
Bachelor of Arts in Economics and English

Project Management Institute
Project Management Professional Certificate

CAROLE HUSSEY, PMP
IT Delivery Manager
Public Consulting Group, Inc.

RELEVANT PROJECT EXPERIENCE

States of Wisconsin, Colorado, Kansas, Georgia, Michigan, Arizona, Indiana, New Jersey, and North Carolina

Medicaid Cost Reporting System

Plans, executes, and finalizes IT project. Responsible for providing oversight to PCG's Medicaid Cost Reporting System. School-based work that creates quarterly and annual cost reportings, performs audits, validates functions, and submits final reports for federal compliance.

State of North Carolina

Division of Medical Assistance (DMA)

Behavioral Health Post Payment Case Review

Plans, executes, and finalizes IT projects according to strict deadlines and within budget. Ensures that all processes and methodologies are compliant with corporate standards. Responsible for managing the schedule, budget, project objectives, and project quality throughout the project lifecycle from strategy and planning, through acquisition and deployment, and into operational management.

Commonwealth of Pennsylvania

Department of Public Welfare (DPW)

Automated Child Welfare Feasibility Study and Alternatives Analysis

Provided oversight for the SACWIS Feasibility Study project and guidance to ensure the department specific projects were managed in accordance with the strategic direction of the Commonwealth. Responsible for overall Project Management to the year-long study for the Office of Children, Youth, and Families (OCYF).

Ensured compliance with SARGE as a framework.

PROFESSIONAL EXPERIENCE

Technical Impacts

Consulting activities have included Project Management, Account Management, Business Analysis, Test Management, Vendor Management, and Operations Management. Created and delivered a professional development service program offering for non-profit workforce development. Designed and delivered a Child Specific Recruitment video service offering and a case management tracking system for use by adoption and foster care agencies. As SWAN Data Systems Manager, provided technology Project Management, IT vendor management and oversight, and IT operational management for over 70 employees, 72 SWAN Affiliate locations, and 67 Counties across the state. Responsibilities included project management of web-based application development for case management, best practices, and fiscal operation systems.

eVectis Technologies

As IT Project Manager, responsible for providing information technology planning, integration, testing, and overall technical support to the Diakon team that supports the PA Department of Welfare Statewide Adoption Network (SWAN). Managed a team of application developers, database designer, documentation specialists, in the development and maintenance of various software applications, as well as network and desktop support staff which maintains network infrastructure, availability, and enhancements to support project team, comprised of both local and remote users. Also responsible for a system

documentation and analysis project completed for All Health, an association for health care providers in central Pennsylvania. Managed the technical team to identify a timeline and plan for delivery of services to client. Provided ongoing, ad-hoc system support services for their website and portal issues that required additional technical expertise to resolve. Led several focused project initiatives for PennDOT in support of the Commonwealth MySAP system implementation. Tasks included: business analysis, web-based system development, process flow mapping, and the development and delivery of end-user training solutions. Managed a "combined team" of third party developers and PennDOT employees in the completion of these initiatives with a very tight timeline. Project tasks and deliverables needed to be scheduled, completed, and delivered to systems integrators completing the SAP implementation for the Commonwealth.

Provision

As a Solution Architect, served as the liaison between Provision clients, business development staff, and the technical team. Supported the development and completion of project proposals to meet client business requirements and corporate new business development targets. Developed detailed project plans with project milestones, time frames, staff requirements, and areas of risk (as well as, risk mitigation). In Account Management and Project Management for a major online student loan company, established management reporting tools and processes for project teams. Responsible for

establishing and managing the change control process. Working with the Vice President of Business Development, served as client account manager and internal client advocate for projects under contract and being completed by project teams. Mentored and managed other project managers and support staff.

Citicorp Credit Card, Inc.

Planned, directed, and promoted the realization of an Automated Testing Solution for the North American Bankcards Division. Defined strategic and tactical plans with an initial budget of \$800,000. Implemented quality control and budgetary management processes to ensure the successful implementation and ongoing operation of the unit. Utilized SEI's CMM for managing projects under the PMO standards defined for the Bankcards Information Technology group, and participated on the CMM team for continued process improvement. Led a team of multiple business groups, vendors, and personnel. Managed installation and configuration of the infrastructure and managed staff to provide maintenance and support of the system. Managed the construction and opening of new testing lab, handled procurement and upstart of all facets of Automated Test Tools System group. Managed and implemented Domino.doc, a document management project for over 5,000 users, planned and managed the first Citibank Cards' intranet system, and served on the project team for delivery of the first Internet Credit Card Application for Citibank. Developed and delivered an Intranet training program &

May 9, 2013

course curriculum for delivery to the operations managers at the Hagerstown and Sioux Falls locations.

TRAINING/CERTIFICATIONS

Project Management Institute

Project Management Professional (PMP)

EDUCATION

Duquesne University, Pittsburgh, PA
Bachelor of Science in Management

MICHAEL SAGE

Public Consulting Group, Inc.

RELEVANT PROJECT EXPERIENCE

Hawaii Department of Education

Enterprise Application for LDS

Business Analyst for creating SIF-based ODS that integrates current data from multiple sources to single structure

- Gather system requirements and documented relevant source metadata

Illinois State Board of Education

Illinois Longitudinal Data System (ILDS)

Data Architecture

Project Manager developed data architecture for state focusing on identified source systems and reports that provide roadmap for data warehouse

- Managed project plan, timelines, deliverables, and budget
- Identified data sources, interviewed technical/business resources, and documented data elements for data dictionary
- Trained data stewards on practices, maintenance, and updates of data dictionary
- Mapped Illinois data elements to NEDM and identify gaps between the models.

ILDS Data Warehouse

Project Manager for education enterprise data warehouse for the state of IL

- Develops project schedules, monitors budget, determines resource needs, supervise and controls work in progress, facilitates status meetings and ensures that project schedules are met.
- Delegate and supports contractors development effort on ETL processes and report source mappings

- Manages all technical and business documentation across every area of the project

*Council of Chief State School Officers
State Core Model*

Contributed to gap analysis, data mapping, and business documentation of model. The State Core Model is a platform that enables comparability and interoperability between states, reduced 1 Federal collection burdens, and increased research, analysis, and intervention capabilities.

PROFESSIONAL BACKGROUND

Chicago Public Schools

Curriculum & Instructional Management

- Managed project of loading district-wide student test scores to database application
- Supported application on technical issues through troubleshooting and escalating problems plus recommending changes
- Proctored and monitored pilot online testing for elementary students which led to new strategies for web design of online assessment portal

CompuSystems, Inc.

Training Operations Manager

- Setup and monitored relational databases for private trade show associations across the country and occasionally worldwide
- Trained engineers on processes and procedures

EDUCATION

*The University of Iowa,
Iowa City, IA*

Bachelor of Arts, History
Minor Business Administration; Psychology

SOFTWARE PROFICIENCY

- Microsoft Office
- Microsoft Visio
- SQL Server Management Studio

JianYing “Jessica” Huang

Business Analyst

Public Consulting Group, Inc.

RELEVANT PROJECT EXPERIENCE

New York State Education Department

Education Data Portal

Project Manager, QA (April 2013 – Present)

- PM for program’s Quality Assurance project.
- Manages SharePoint site.

Hawaii Department of Education

Enterprise Application Integration Solution (EAIS) SIF Project

Data Analyst (January 2013-Present)

- Data transformation of data source system to SIF Model

Illinois State Board Of Education

Illinois Longitudinal Data System Data Warehouse

Data Analyst (January 2013 - Present)

Independent contractor (November 2011-December 2012)

- Created ETL designs for data transformation of source systems to CEDS Model
- Conduct data profiling of source systems
- Established standard data definitions for reporting and data transaction sets that support interoperability with partner systems.
- Perform data quality assurance for ETL and reporting

PROFESSIONAL BACKGROUND

TechBoston Academy (Boston Public Schools)

Assistant to the Academic Registrar (January 2008 – May 2012)

- Develop custom reports and databases for school administrators
- Assist in the creation and maintenance of student academic schedules
- Design templates to automate production of letters and other correspondence
- Perform accurate and rapid data entry
- Assist in the management of the Main Office

Education

University of Massachusetts Boston
Bachelor of Science in Management
concentration in Management in Information Science

Alisha Wells
Consultant, Public Consulting Group

PROJECT EXPERIENCE

Commonwealth of Pennsylvania/Department of Public Welfare

Information Technology Services Project:
Serving as a Technical Writer to support IT services for HCSIS, an enterprise system supporting those who receive Home and Community Based Services. IT services including aiding the client in developing business requirements, managing Communications to End users, coordinating User Acceptance Testing and other Project Management tasks, as needed.

PROFESIONAL EXPERIENCE

Pennsylvania Chamber of Business and Industry 4/2011 – 9/2012

Manager, Government Affairs

Alisha served as the main point of contact for all issues related to Education policy and worked with Chamber membership to establish policy positions. In addition, she assisted with other issues including Energy, Environment, Privatization and Transportation. Moreover, Wells worked to develop relationships with key members of the Legislature and Committee staff. In addition, she produced communication vehicles to articulate the position and priorities of the business community including: legislative testimony, speeches, talking points, position statements, website language, outreach materials, coalition letters, general correspondence and informational overviews. She also provided legislative updates to a variety of audiences including local Radio and TV appearances on NPR and Comcast Newsmakers.

Commonwealth of Pennsylvania 1/2009 – 4/2011

Legislative Aide, State Representative Mike Gerber

Analyzed legislation and prepared briefings for the representative on various policy issues. Alisha also worked directly with constituents and handled many politically sensitive constituent issues within the legislative district.

Forest City Enterprises 9/2006 – 9/2008

PAC Coordinator

Built and maintained an Access database to track political contributions. Also, served as the primary advocate in presenting to Executive Leadership the need for a Political Action Committee and subsequently managed the process to create and run the PAC.

City of Cleveland 6/2005 – 7/2006

Special Assistant, Office of the Mayor

Served as Mayor's Office representative for various public safety initiatives and developed relationships with community stakeholders. Wells also handled all public safety related constituent complaints and correspondence. In addition, she organized press conferences, wrote talking points and prepared briefings for the Mayor and other executive staff members.

EDUCATION

University of Pennsylvania,
Masters of Public Administration

University of Pittsburgh,
Bachelors of Science, Political Science and Psychology
Minor, Legal Studies

References

National Education Data Model (NEDM) State Core Data Validation Team	
Project Name	National Education Data Model (NEDM) State Core Data Validation Team, Council of Chief State School Officers (CCSSO)
Contact Name	Maureen Wentworth
Contact Title	Strategic Initiative Director for Comprehensive Information Systems and Policy Research
Contact Phone Number	(202) 336-7023
Contact E-Mail Address	maureenw@ccsso.org
Contact Address	Council of Chief State School Officers One Mass Ave NW, Suite 700 Washington DC 20001
Project Start and End Dates	September 2009 – September 2011
Project Description, Outcomes and Deliverables Achieved	<p>Applicable Statistics:</p> <p>The Council of Chief State School Officers (CCSSO) is a nonpartisan, nationwide, nonprofit organization of public officials who head departments of elementary and secondary education in the states, the District of Columbia, the Department of Defense Education Activity, and five U.S. extra-state jurisdictions. CCSSO provides leadership, advocacy, and technical assistance on major educational issues. The Council seeks member consensus on major educational issues and expresses their views to civic and professional organizations, federal agencies, Congress, and the public.</p> <p>CCSSO is leading the Core Academic Standards project to define common academic standards for the 49 states who have agreed to participate in the initiative.</p> <p>CCSSO is leading the National Education Data Model (NEDM). NEDM is a United States Department of Education project to create a catalogue of data used in education and a description of the relationships among those data. Its mission is to create an open framework based on current standards for education data systems.</p> <p>Scope of Work:</p>

	<p>Public Consulting Group was selected by CCSSO to lead its efforts to validate and expand NEDM and identify a State Core Data Set through interviews and data mapping with participating states. Through subsequent funding from the Gates Foundation CCSSO contracted with PCG to create a P20 logical model called the State Core Model</p> <p>Key Achievements:</p> <p>Mapped 34 states initially and then 15 states more deeply</p> <p>Mapped 625 federal data submissions</p> <p>Developed State Core data dictionary and logical data model</p>
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Massachusetts Department of Early Education and Care	
Project Name	Analysis and Design of an Early Childhood Information System (ECIS)
Contact Name	Sarah Harding
Contact Title	Director of Human Resources
Contact Phone Number	617-988-6604
Contact Fax Number	617-988-2451
Contact E-Mail Address	Sarah.Harding@state.ma.us
Contact Address	MA Department of Early Education and Care 51 Sleeper Street Boston, MA 02210
Project Start and End Dates	August 2010 – August 2011
Project Description, Outcomes and Deliverables Achieved	<p>The Massachusetts Department of Early Education and Care (EEC) contracted with PCG to perform the initial analysis and design of an Early Childhood Information System (ECIS). When fully developed and implemented, the Massachusetts ECIS will be able to: 1) track children across ages and over time, 2) include children’s demographic data, 3) include child outcomes across developmental domains that can be linked across sectors, agencies and programs, 4) link to program and fiscal data, 5) support geographic analysis useful to communities engaged in birth through age eight strategic planning, resource management, program improvement, and accountability, and 6) provide internal and external policy makers, EEC staff, researchers, and other stakeholders with EEC data in diverse formats.</p> <p>As part of this engagement, PCG is partnering with Harvard University Graduate School of Education and University of Massachusetts Lowell to hold a three-day Strategic Planning Institute of national, state, and local leaders, community providers, advocates, researchers, and other early childhood stakeholders. In consideration of the results of the Strategic Planning Institute, PCG will perform a gap analysis of required data elements and design a data model for the integration of EEC extant data and external data sources. PCG’s post-Institute work</p>

	<p>steps will include:</p> <p>Analysis of EEC's extant data and current legacy systems, data/reporting tables, data definitions, and interfaces for inclusion in the ECIS and prescription of data cleanup initiatives;</p> <p>Identification of electronic interfaces with external systems;</p> <p>Development of a single reporting data model;</p> <p>Development of an ECIS Vision Statement (with input from data discussions at the ECIS Strategic Planning Institute) and comprehensive list of 'critical' data elements required for the ECIS;</p> <p>Definition of ECIS specifications; and</p> <p>Development of interagency working group to support the ECIS.</p> <p>Major contract deliverables include:</p> <p>Policy Brief: Legislation Related to ECIS in Other States</p> <p>Facilitation of ECIS Strategic Planning Institute</p> <p>ECIS Strategic Planning Institute Summary Report</p> <p>Development of EEC Interagency Data Working Group</p> <p>ECIS Design Report and Vision Document</p>
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State of Washington, Office of Superintendent of Public Instruction	
Project Name	Data System Gap Analysis
Contact Name	Debbie Spaulding
Contact Title	Director, Project Management, Washington Office of Superintendent of Public Instruction
Contact Phone Number	(360) 725-6142
Contact E-Mail Address	Debbie.Spaulding@k12.wa.us
Contact Address	State of Washington, Office of Superintendent of Public Instruction Old Capitol Building P.O. Box 47200 600 Washington St. S.E. Olympia, WA 98504-7200
Project Start and End Dates	December 2009 – June 2010
Description of Services	PCG was awarded a contract by the State of Washington Office of Superintendent of Public Instruction (OSPI) to carry out several complementary analyses. First, in consultation with OSPI, PCG developed an in-person and internet based survey of statewide education stakeholders including State Legislators, the Governor’s Office, State Board of Education, superintendents, teachers, parents, and other statewide education advocacy groups to determine their priorities for research and policy questions to be addressed by the state longitudinal data system, CEDARS. Using the National Education Data Model as a guiding framework, PCG audited and documented OSPI’s data systems. The output of this audit guided a data system gap analysis that determined Washington’s ability to answer the prioritized list of research and policy questions, as well as their capacity to fulfill legislative requirements and position them for funding opportunities under ARRA. PCG conducted a statewide survey to help OSPI determine the extent to which stakeholders at the school-level can access the information through a technical capabilities analysis.

Forms

1. Solicitation Page
2. Purchasing Affidavit
3. Pricing Page
4. Contract Manager Page
5. Certification and Signature page
6. Addendum





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

Solicitation

NUMBER
 E&A201301

PAGE
 1

ADDRESS CORRESPONDENCE TO ATTENTION OF:
 CONNIE OSWALD
 304-558-2157

VENDOR

RFQ COPY
 TYPE NAME/ADDRESS HERE

SHIP TO

EDUCATION AND THE ARTS
 BUILDING 5 ROOM 205
 1900 KANAWHA BLVD EAST
 CHARLESTON, WV

25305

304-558-2440

DATE PRINTED:
 04/22/2013

BID OPENING DATE:

05/09/2013

BID OPENING TIME 1:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
THE STATE OF WEST VIRGINIA AND ITS AGENCY THE WEST VIRGINIA DEPARTMENT OF EDUCATION AND THE ARTS REQUEST A QUOTE TO ESTABLISH A CONTRACT FOR A EARLY CHILDHOOD DATA SYSTEM ANALYSIS AND RECOMMENDATION DEVELOPMENT PER THE ATTACHED SPECIFICATIONS AND INSTRUCTIONS TO BIDDERS.						
BID OPENING: MAY 9, 2013 AT 1:30 PM (SEE ATTACHED INSTRUCTIONS TO BIDDERS)						
0001	1	JB		956-70		
EARLY CHILDHOOD DATA SYSTEM ANALYSIS & DEVELOPMENT						
EARLY CHILDHOOD DATA SYSTEM ANALYSIS & RECOMMENDATION DEVELOPMENT PER THE ATTACHED SPECIFICATIONS AND INSTRUCTIONS TO BIDDERS.						
***** THIS IS THE END OF RFQ E&A201301 *****						TOTAL: \$126,920

SIGNATURE

TELEPHONE

617-717-1274

DATE

05/03/2013

TITLE

HS Practitioner Area Director

FEN

04-2942913

ADDRESS CHANGES TO BE NOTED ABOVE

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

RFQ No. E&A201301

STATE OF WEST VIRGINIA
Purchasing Division
PURCHASING AFFIDAVIT

MANDATE: Under W. Va. Code §5A-3-10a, 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: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

EXCEPTION: The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Employer default" means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

"Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

AFFIRMATION: By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §61-5-3) that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

WITNESS THE FOLLOWING SIGNATURE:

Vendor's Name: Public Consulting Group, Inc.

Authorized Signature: [Signature] Date: 5/3/2013

State of Massachusetts

County of Suffolk, to-wit:

Taken, subscribed, and sworn to before me this 2nd day of May, 2013.

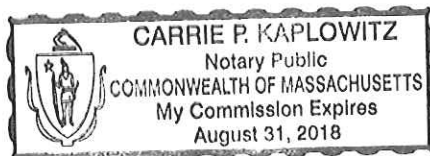
My Commission expires August 31, 2018.

AFFIX SEAL HERE

NOTARY PUBLIC

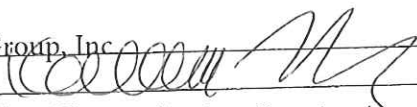
Carrie P. Kaplowitz

Purchasing Affidavit (Revised 07/01/2012)



Pricing Page
 E&A201301 Early Childhood Data System Analysis and Recommendation Development

Description	Quantity
Early Childhood Data System Analysis and Recommendation Development including: participation in finalization of policy questions, development of list of comprehensive data elements, program by program analysis, data mapping, recommendation development, and drafting of final report.	1
Total	\$126,920
GRAND TOTAL	\$126,920

Company Name Public Consulting Group, Inc
 Authorized Signature 
 Representative Name, Title Kathy Fallon, Human Services Practice Area Director
 Address 148 State Street, 10th Floor, Boston, MA 02109
 Phone 617-717 - 1274
 Fax 617-426- 4632
 Date 5/3/2013

REQUEST FOR QUOTATION

E&A201301 Early Childhood Data System Analysis and Recommendation Development

Contract Manager: Nathan Grossman
Telephone Number: 617-717-1189
Fax Number: 617-426-4632
Email Address: ngrossman@pcgus.com

CERTIFICATION AND SIGNATURE PAGE

By signing below, I certify that I have reviewed this Solicitation in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this bid or proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.

Public Consulting Group, Inc.

(Company)

Kathy Fallon

(Authorized Signature)

Kathy Fallon, Human Services Practice Area Director

(Representative Name, Title)

617-717-1274

(Phone Number)

617-426 - 4632

(Fax Number)

05/03/2013

(Date)

