



# West Virginia Purchasing Division

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The following documentation is an electronically-submitted vendor response to an advertised solicitation from the *West Virginia Purchasing Bulletin* within the Vendor Self-Service portal at ***wvOASIS.gov***. As part of the State of West Virginia's procurement process, and to maintain the transparency of the bid-opening process, this documentation submitted online is publicly posted by the West Virginia Purchasing Division at ***WVPurchasing.gov*** with any other vendor responses to this solicitation submitted to the Purchasing Division in hard copy format.

Header @ 1

List View

General Information | Contact | Default Values | Discount | Document Information

Procurement Folder: 192035

SO Doc Code: CRFQ

Procurement Type: Central Master Agreement

SO Dept: 0606

Vendor ID: 00000104432

SO Doc ID: HSE1600000006

Legal Name: DELOITTE & TOUCHE LLP

Published Date: 10/12/16

Alias/DBA:

Close Date: 10/20/16

Total Bid: \$99,000.00

Close Time: 13:30

Response Date: 10/16/2016

Status: Closed

Response Time: 16:32

Solicitation Description: ADDENDUM 4 GRANT MONITORING AND AUDITING

Total of Header Attachments: 1

Total of All Attachments: 1



Purchasing Division  
 2019 Washington Street East  
 Post Office Box 50130  
 Charleston, WV 25305-0130

State of West Virginia  
 Solicitation Response

Proc Folder : 192035

Solicitation Description : ADDENDUM 4 GRANT MONITORING AND AUDITING SERVICES

Proc Type : Central Master Agreement

Date issued	Solicitation Closes	Solicitation Response	Version
	2016-10-20 13:30:00	SR 0606 ESR10161600000001701	1

**VENDOR**

000000104432

DELOITTE & TOUCHE LLP

Solicitation Number: CRFQ 0606 HSE1600000006

Total Bid : \$99,000.00

Response Date: 2016-10-16

Response Time: 16:32:30

Comments: The Proposal is submitted as one file. You should should need the attachments as a separate file, please contact Greg Eaton at (616) 201-9106 or geaton@deloitte.com.

**FOR INFORMATION CONTACT THE BUYER**

Crystal Rink  
 (304) 558-2402  
 crystal.g.rink@wv.gov

Signature on File

FEIN #

DATE

All offers subject to all terms and conditions contained in this solicitation

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
1	MANAGER (SENIOR)	240.00000	HOUR	\$230.000000	\$55,200.00

Comm Code	Manufacturer	Specification	Model #
80000000			

Extended Description : MANAGER (SENIOR)

**Comments:** Delivery days of 30 days submitted based on the requested hours of 240. However, the actual delievery days will be based on the actual request of services from WVDHSEM.

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
2	SUPERVISOR	160.00000	HOUR	\$190.000000	\$30,400.00

Comm Code	Manufacturer	Specification	Model #
80000000			

Extended Description : SUPERVISOR

**Comments:** Delivery days of 20 days submitted based on the requested hours of 160. However, the actual delievery days will be based on the actual request of services from WVDHSEM.

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
3	ACCOUNTANT/AUDITOR	40.00000	HOUR	\$155.000000	\$6,200.00

Comm Code	Manufacturer	Specification	Model #
80000000			

Extended Description : ACCOUNTANT/AUDITOR (TEAM LEAD)

**Comments:** Delivery days of 5 days submitted based on the requested hours of 40. However, the actual delievery days will be based on the actual request of services from WVDHSEM.

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
4	ACCOUNT TECHNICIAN	40.00000	HOUR	\$115.000000	\$4,600.00

Comm Code	Manufacturer	Specification	Model #
80000000			

Extended Description :	ACCOUNT TECHNICIAN
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**Comments:** Delivery days of 5 days submitted based on the requested hours of 40. However, the actual delievery days will be based on the actual request of services from WVDHSEM.

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
5	ADMINISTRATIVE ASSISTANTS	40.00000	HOUR	\$65.000000	\$2,600.00

Comm Code	Manufacturer	Specification	Model #
80000000			

Extended Description :	ADMINISTRATIVE ASSISTANTS
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**Comments:** Delivery days of 5 days submitted based on the requested hours of 40. However, the actual delievery days will be based on the actual request of services from WVDHSEM.



## State of West Virginia

### Disaster Grant Monitoring Program

West Virginia Division of Homeland Security and Emergency Services

State of West Virginia Purchasing Division - CRFQ HSE160000006

October 20, 2016 | 13:30 CDT

Deloitte & Touche LLP | 901 East Byrd Street, Suite 820 | Richmond, VA 23219-4052



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October 14, 2016

Crystal Rink  
Department of Administration  
Procurement Division  
2019 Washington Street East  
Charleston, WV 25305-0130

Ms. Rink,

Deloitte<sup>1</sup> is pleased to respond to the State of West Virginia's (the State) Request for Quotation (RFQ) to provide Disaster Grant Monitoring Auditing Program services. Before you proceed with reviewing our qualifications, we would like to share with you how much we appreciate the opportunity to propose our services. To that end, we are prepared to go above and beyond to earn your confidence in the performance of the scope of work defined in the request for proposal.

The State of West Virginia ("State") has our commitment that we will provide you with an exceptional team, featuring high-quality service delivered with integrity, objectivity, and experience. To accomplish this:

- ▶ **We will provide a highly-skilled team**, with extensive knowledge and experience in technical disaster grant administration and in grant management functions to effectively perform this project. We commit to you that we will bring team members with the appropriate knowledge to allow us to efficiently team with you in delivering quality and sustainable results. The lead Engagement Partner and Advisory Panel have extensive disaster grant experience in the States of Colorado and Louisiana and the City of Joplin. Our project manager, Greg Eaton, recently led the Recovery Division for FEMA Region 6 prior to joining Deloitte where he was responsible for the implementation of Recovery programs across the five state region. He was also designated the Senior Federal Official for several presidentially declared disasters across the nation including DR-1838-WV which was declared for severe storms and flash flooding in West Virginia. He has extensive experience in Recovery programs and familiarity with recovery stakeholders. Our team understands and has demonstrated performance in recovery, disaster assistance, and grants management.
- ▶ **We will build on our experience** in serving other recipients, such as the Colorado and Louisiana in similar recovery and grant management functions. Our team is committed to assisting the State with meeting its federal compliance requirements in accordance with applicable law, regulation, and policy.

To this end, Deloitte has developed a robust methodology for customizing and deploying consolidated Subrecipient Monitoring (SRM) Programs at the State and Local level. Our SRM methodology and tools have been built utilizing guidance from the GAO Greenbook's internal control framework as outlined in Title 2 of the Code of Federal Regulations Uniform Grant Guidance and Part 6 (Internal Control) in the OMB A133 compliance supplement. Additionally, our program implements all four aspects of monitoring as defined in 2 CFR including: performance of a risk assessment to determine applicability of monitoring activities to subrecipients, review of single audit results and issuance of management decision letters, execution of on-site monitoring programs and technical assistance, and on-going communication of programmatic requirements and grant training programs.

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<sup>1</sup> As used in this document, "Deloitte" and "Deloitte Advisory" mean Deloitte & Touche LLP, and Deloitte Financial Advisory Services LLP. These entities are separate subsidiaries of Deloitte LLP. Deloitte & Touche LLP will be responsible for the services and the other subsidiaries may act as subcontractors. Please see [www.deloitte.com/us/about](http://www.deloitte.com/us/about) for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

# Deloitte.

Deloitte will demonstrate our commitment to you by providing high quality services as requested in this RFQ. Our experience as an organization and individually greatly exceeds the State's five year experience requirement.

- ▶ **We will provide state government and program insight**, drawing on our strong knowledge of the specific functions relating to disaster recovery and mitigation. We will share risks, trends, and thought leadership gleaned from serving other grantees in disaster situations, as appropriate to the scope of this implementation.
- ▶ **We will strive to be a genuine advisory partner** by understanding your expectations and making them our priority. We will provide a timely, high-quality, implementation approach with achievable milestones in a straight-forward fashion.

We are excited to provide services to the State that begin with the end in mind. The goal of our work is to bring forward strong and self-sustaining program implementation and grants management practices to assist the State with their disaster grant monitoring/auditing program both in the present and with the skills to face future challenges. The team we have proposed has personal experience in West Virginia. Coupled with the knowledge and experience of our team to provide the services the State has requested, we have the ability to uniquely assist the State in their Recovery efforts. We look forward to the opportunity to discuss our qualifications and proposal with you further. Please reach out to me at (512) 695-6292 or [kschwerdtfeger@deloitte.com](mailto:kschwerdtfeger@deloitte.com) or Greg Eaton at (616) 201-9106 or [geaton@deloitte.com](mailto:geaton@deloitte.com).

Sincerely,



**Kathryn Schwerdtfeger**  
Partner





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# Our Understanding

To provide professional services for grant administration activities related to federally funded disaster grant programs.

The State of West Virginia (the State) has been impacted by six major disaster declarations and one Emergency declaration in the past three years. These events were predominately generated from the effects of severe storms and flooding. In evaluating the frequency of presidential disaster declarations nationwide over the past ten years, West Virginia is one of the top states in declared disaster declarations. The seven declarations in the past three years has resulted in \$88,280,599 in federal disaster grants.<sup>2</sup>

As specified in the RFQ, the State is seeking a partner experienced in providing professional services to perform complex grant coordination, financial and programmatic compliance, technical assistance, and administration work to plan, organize, and monitor disaster grant funding. The vendor entrusted with providing services to the West Virginia Division of Homeland Security and Emergency Management (WVDHSEM) will conduct applicant briefings to subrecipients as well conducting outreach and training activities to determine a successful implementation of federal grant programs. Successful implementation is broad reaching as defined as maximizing federal grant funding while ensuring that grants are in compliance with law, regulation, and policy in programmatic and financial aspects of the awarded projects.

The progress reports will detail the project worksheet status, payment activity, adequately document problem resolution status, and pending action items. Progress reports will also need to depict the overall status of the projects encompass project formulation through project close out once the scope of work has been completed in accordance with the federal disaster grant guidance, including tracking time extensions.

We understand that the overall implementation of federal disaster grants, in compliance with programmatic and financial guidelines, is of utmost concern. We also understand that the implementation of the program needs to provide the utmost customer service to ensure that the subrecipients receive the support needed from the applicant briefing through close out. We are committed to providing this level of support with the expertise, experience, and professionalism of our team.



## Section Highlights

- Maximizing federal disaster funding while ensuring programmatic compliance with the Stafford Act, 44 CFR, and other program guidance
- Assist the state in implementing the Federal guidance at 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards (Uniform Guidance);
- Increase accountability and transparency through progress reporting;
- Strive to maintain a uniform process throughout the entire grant life cycle by leveraging the Uniform Guidance; and
- Provide training and technical assistance current and future program implementation.

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<sup>2</sup> [www.fema.gov](http://www.fema.gov) as of Sept 6, 2016

# The Deloitte Difference

We will provide the level of coordinated service that you expect through our end-to-end emergency management and disaster recovery experience, and we believe no professional services organization is in a better position to do so.

## Personalized commitment to the State of West Virginia

Our Project Manager, Greg Eaton, was the Federal Coordinating Officer for DR-1838-WV, declared in 2009, and has personal experience in working with WVDHSEM, the State of West Virginia, and FEMA Region 3. For DR-1838-WV, over \$13 million of disaster assistance was provided to the State through the Individual Assistance Program and over \$21 million in Public Assistance to the State and local jurisdictions as well as some private non-profits. Our Project Manager understands the impact of the severe weather throughout the state and has first-hand experience in leading the disaster recovery process.

## Culture, chemistry and a service approach to which you can relate

Disaster recovery and mitigation is a team effort that your organization takes great pride in. We feel the same way about the professional services we provide. High-quality service begins and ends with the team members who serve you. Our approach includes up-front and regular communication, making sure that our people bring the applicable style and personality that works well with WVDHSEM and your federal, state and local stakeholders. Through this approach, we provide innovative, efficient, informed, and quality services. We have selected a team for WVDHSEM that reflects what is important to you. Our team of professionals will engage you in productive conversations, know what is important and what isn't, and have the experience to know when to call on subject matter specialists in order to get to an answer timely and efficiently.

## Proactive and regular communication is the foundation of our relationship approach

A strong professional relationship results in better service. As the Project Director of the WVDHSEM engagement team,



## Section Highlights

- **Committed**—we are dedicated to the ongoing recovery and resilience of the State of West Virginia and have personal experience in the State.
- **Accessible**—we will be right there with you, working through critical matters, risks and issues throughout the engagement.
- **Responsive**—we are not in the business of keeping you waiting for answers. You'll have our cell phone numbers and we will be available.
- **Informative**—we will consistently share our perspective on emergency management, disaster recovery, compliance, risk management, and technical hot topics.
- **Transparent**—we will keep you updated on the progress of the services, identified findings, and target dates for completion of deliverables and include you in the discussion of complex matters. No part of our process is a “black box.”
- **Innovative**—execution that leverages tested tools, technologies, and methodologies to deliver efficient, effective, and ever-evolving professional services.

**Kathie Schwerdtfeger** will establish processes to facilitate valuable communication among the Deloitte team and WVDHSEM. The former Special Assistant State Auditor of Texas and Deloitte's leader of our National Crisis Recovery practice with over 29 years' experience in disaster planning and recovery operations across Texas, Louisiana, Colorado and Missouri. She brings the applicable fit to WVDHSEM, she is collaborative and straightforward, always looking for sustainable ways to connect clients and the work that we do. The project manager, also has extensive experience in recovery programs having led the FEMA Region 6 Recovery Division. He brings relationships with recovery stakeholders and has personal experience of working in West Virginia. Our team is committed to conducting regular and predictable periodic status meetings with WVDHSEM which creates a platform for management, the engagement team and your external stakeholders to share information with a high-quality level of efficiency and effectiveness.

## Collaborative and effective service approach

Our service approach is based on detailed planning with your management team and ongoing communication to maximize efficiency. We aim for minimal disruption to WVDHSEM, and believe our approach is a benchmark for our profession. This means that you can depend on Deloitte to hit the ground running on day one. We will provide a high professional standard of service and are committed to doing things the right way, with quality and integrity, and without shortcuts.

## The right answer to your pressing issues and concerns

When you have complex emergency management questions, Kathie, Greg and the rest of our recovery team will provide guidance and see that regulatory and technical matters are resolved promptly. Our project team will consist of subject matter resources in the areas of strategic planning, business continuity, engineering, construction, financial management, grants management, compliance and risk management.

WVDHSEM will be actively involved in the consultation process. When a new regulatory development is on the horizon, we will work proactively to discuss and review compliance matters impacting WVDHSEM well before they are in effect. We will provide shared insights on how peer organizations are addressing similar issues. Our overall approach is to avoid surprises, allowing you to manage your recovery effectively and efficiently.

## Quality is our number one priority

A critical input to your evaluation of our ability to provide the required consulting and technical assistance is what our current and past clients have to say about us. Recent references from our clients speak to our ability to help them navigate the complex journey of disaster recovery and mitigation. Each project has reflected our willingness to work with our clients diligently to make sure that services are implemented with minimal disruption, while also fully meeting expectations for quality.

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"The Current and future success of the Division is directly tied to the efforts of Deloitte... The quality of work product produced for each assigned task and deliverable in the scope of work is exceptional."

**Dave Hard**

Deputy Division Director  
State of Colorado Division of  
Homeland Security and Emergency  
Management (DHSEM)

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"In large part, the success of State of Louisiana in its execution of the Stafford Act programs in support of its recovery has been due to the efforts of Deloitte & Touche."

**Mark Riley**

Deputy Director, Disaster  
Recovery  
State of Louisiana Governor's  
Office of Homeland Security and  
Emergency Preparedness  
(GOHSEP)

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"Deloitte's team performed above the requirements of FEMA which exceeded all expectations... [we have] received accolades and respect for Deloitte's work from State and Federal auditors"

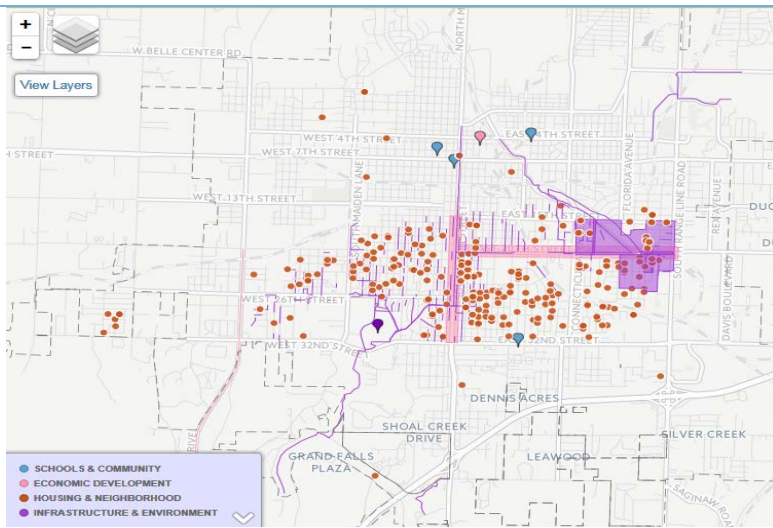
**Vicki Ward**

Assistant Vice President of Finance  
Lamar University

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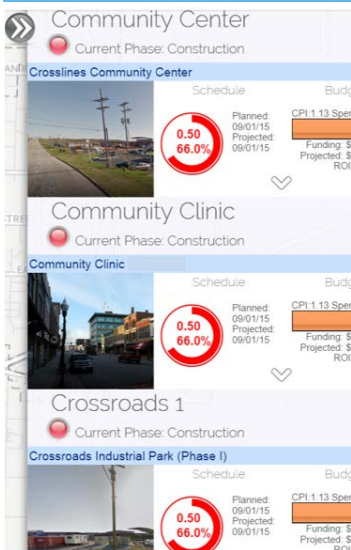
## Innovation

Innovation is a true differentiator for Deloitte. Our methodologies and technologies are time-tested and have stood up to scrutiny from regulators. Deloitte’s proprietary tools and technology enhance how we drive emergency management innovation. As technology has continued to progress and mobile applications have provided new capabilities, the Deloitte team has been able to successfully leverage these capabilities for scoping projects and managing recovery efforts. For example, Deloitte has developed the Capital Project Executive Dashboard, a geospatial-based project portfolio management solution that can assist the State in managing recovery project scoping, tasks, and resources. This dashboard has been successfully deployed in other recovery efforts and we have included a preview of the technology below. This dashboard is a customizable web-based platform that is optimized for mobile viewing, and can utilize data gathering from third parties to build a more holistic picture of recovery efforts during project scoping.



The Dashboard Map View will consist of a reference map of a specified geography, streets, and boundaries overlaid with Project points, lines and polygons (regions). Project data will be symbolized to represent various projects & project types located across the landscape.

Dashboard users will be able to zoom in/out using the zoom controls at the top left and pan the map using the mouse or keyboard arrow keys. As the map view changes, the dashboard sidebar portfolio (shown below) will be updated to include the projects that are visible within the map view.



**Project Name:** Project name will be displayed at the top of the project section in the sidebar. An optional image will also be displayed showing the type of project at that location.

**Project Status:** Current overall project formulation status is denoted by a color coded circular image below the project name.

**Project Performance:** CPI and SPI (Cost Performance Index and Schedule Performance Index, respectively) information will display the current status of each project using a graphical representation.

**Project Tasks:** A project tasks pane can be customized and used to track performance and start dates for Project Worksheet (PW) formulation, design, construction, grant administration, and project closeout.

We can work with WVDHSEM to customize the dashboard to fit the needs of your recovery efforts.

# Approach and Methodology

Our method of performance is specifically designed to help address your current state challenges and anticipate future needs while delivering on the tenets of proactive collaboration, holistic perspectives, data analytics, innovation, and quality outcomes.

## Programmatic Expertise, Grants Management, and Compliance Reviews

At Deloitte, we take pride in our knowledge and experience delivering expertise in recovery programs and grant management compliance. We strive to consistently deliver on the expectations of our clients, and their clients, through effective and successful delivery of services. In the areas of interest related to program expertise and grants management expressed in the Request of Quotation:

- ▶ Greg, our project manager has presented at applicant briefings across the nation. He has been able to assist State Emergency Management Agencies to improve the overall presentation as well as delivering comments during countless applicant briefings across the nation. He understands the importance of a quality briefing to begin the overall Public Assistance process.
- ▶ Deloitte's program management tools greatly assist ensure compliance with deadlines, program requirements, payment tracking, and progress reporting. This includes project formulation, budget monitoring, and problem resolution all the way to project and grant closeout. These tools enhance our ability to assist you in ensuring close out requirements are met in accordance with regulation and guidance contained in the FEMA-State Agreement.
- ▶ Our team has the ability to work with local jurisdictions to assist in the complexities of disaster assistance programs. Our experience with Colorado, Louisiana, and the project manager's experience highlight our customer service aptitude in working directly with local jurisdictions to guide, mentor, and assistance them from project formulation, compliance with time extensions, project versions, and project close out.
- ▶ Our experience in grants management comes with the ability to ensure compliance with law and regulation to identify and remediate potential duplication, contracting issues, and ensuring sub grant expenditure are in compliance with the appropriate scope of work.

In addition, our project manager has experience in navigating problem resolution issues with proven performance in FEMA Regions 3, 5, and 6. From a relationship with FEMA Regional Offices and Headquarters, to knowing and understanding the appeals process for project worksheets, to working the Department of Homeland Security – Office of Inspector General (DHS-OIG), our team can deliver the full spectrum of programmatic expertise and grant management skills.

## Audits and other Administrative Tasks

Our team has the expertise and track record highlighted in our experience to monitor and make recommendations on processes and project specific issues to build capacity within the State. This includes the ability for peer reviews, subrecipient monitoring, and overall process improvement.

Deloitte has been engaged to design, manage, and execute the end-to-end the subrecipient monitoring program for over \$800 million dollars of Federal grants for the State of Colorado and \$11 billion dollars for Louisiana. For these engagements, Deloitte has designed internal processes, documented policies and procedures, and implemented an online grant management system. This included developing the tools and templates and the risk assessment methodology in addition to performing on-site monitoring activities. For the engagement in Colorado, specific scopes of work include:

**State of West Virginia | Approach and Methodology**

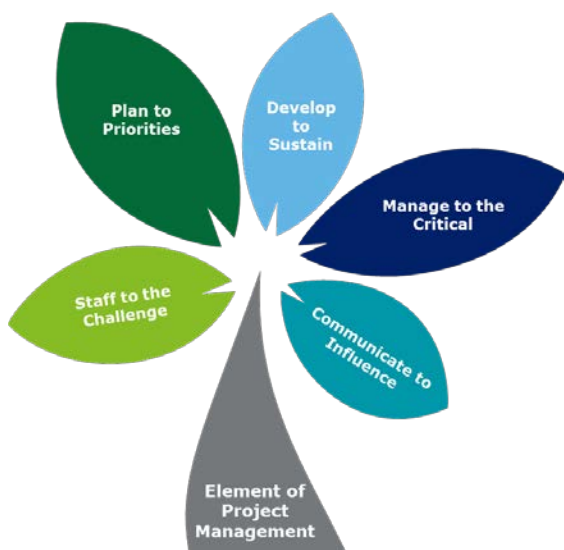
- ▶ Establishing and executing a risk-based grant monitoring program covering a 394 subrecipients and across all 14 grant programs (disaster and non-disaster).
- ▶ Managing issue resolution for observations and non-compliance activities identified during the monitoring process.
- ▶ Preparing State files for FEMA project closeout and future audit. Providing resources and technical assistance to support audit readiness and regulatory inquiries from FEMA and state auditors.

With the skillset of our team, we have conducted training and education in recovery programs. The importance of training and building capacity is critical to be in place before severe weather or other catastrophic events. A trained emergency management community increases the overall capacity of the State in order to expedite recovery and mitigation programs.

## Project Management

At Deloitte, we take pride in our ability to consistently deliver on the expectations of our clients through effective and successful service delivery. Based on our history serving a wide range of clients, we recognize that effective project management is a critical factor to help proactively identify, escalate and mitigate project risk and optimize engagement success.

Our project management approach is robust and customizable to fit the parameters of any SOW that may be awarded to Deloitte. Most importantly, it consists of robust elements that facilitate collaboration and allow us to better plan and manage scope, cost, and time.



### Staff to the Challenge

Staff the team with personnel that have the experience and capability to manage the complexity of analysis and execution of each SOW. Build a core team to serve the State of West Virginia. Have access to a deep bench of subject matter specialists.

### Plan to Priorities

Select applicable tools, processes and resources for the tasks to be undertaken. Stager tasks to manage simultaneous changes in a short time period. Avoid overwhelming the resources of your organization(s).

### Develop to Sustain

Recognize that aspects of action plans may change. Plan, organize, and manage change using proven approaches from projects with similar size and complexity. Provide tools and training that will be need to sustain the change. Establish accountability of the collective State and Deloitte team.

### Manage to the Critical

Set ambitious but realistic goals. Establish clear expectations and priorities to manage stakeholders. Focus resources on efforts that have significant outcomes and impacts, and those on which significant changes are dependent.

### Communicate to Influence

Communicate proactively, frequently and effectively. Seek early input from State stakeholders to influence a sense of ownership and increase probability of success and effective transitions at projects' end.

Deloitte understands and acknowledges the importance of timely and thorough project planning, including your expectation for submission of a detailed project plan within five business days. In planning each project we will solicit your points of view, share our experience, and communicate and document a detailed project plan that will include an outline of scope, timeline, service levels, required personnel and responsibilities, project



management process, specific tasks and activities to be performed, expected project deliverables, risk identification and issue management protocols, change management protocols, and other requirements and assumptions that may be needed for the specific SOW being executed. Each project plan will consider the right approach and procedures to address the project objectives and will be mutually agreed to in advance of commencing project execution. Upon executing on the project plan, continued emphasis on clear, continuous communication throughout all project and reporting activities is also a key tenet to our approach.

Upon prequalification and subsequent award of a requested SOW, we will work with the State Project Manager upfront to determine and tailor an amenable format for the project plan. Our Deloitte teams have successfully worked with other State stakeholders on such project plans.

While the actual project plan for a specific SOW will be developed in collaboration with the State and customized to fit the specific scope, timing and nature of the approved SOW, each will consist of the following components:

## Joint Planning

Upon the award of any SOW, we will begin a collaborative planning effort that leverages existing protocols at the State that you'd like the specific SOW to take into consideration. Our primary objective is to understand the goals, objectives and expectations of the specific SOW, and align the team towards one common goal: serving the State in the most effective manner. Our planning efforts include the following as key action steps:

- ▶ Refine our understanding of your expectations, timing of service delivery as well as desired outcomes and deliverables
- ▶ Based on the revised understanding of expectations, revise the proposed project resource plan to outline the specific skillsets needed to execute the project define the specialized resources to use, if any; develop the governance structure of the team and the State to include definition of specific roles and responsibilities for each individual involved in the project; determine who will be responsible for receiving or reacting to requests for information for both the State and the project team and how those requests will be communicated; prepare a project organizational chart; and prepare onboarding documentation to communicate project expectations
- ▶ Define the protocol for providing the project services—including communication to and from the State and the project team; communications across organization(s) involved in the project, periodic and final project reports, measuring quality of performance, etc.
- ▶ Conduct a project orientation and, if applicable, specialized training for any unique aspects of the project
- ▶ Launch customized processes and tools to effect project management
- ▶ Develop or refine specific project tasks and activities to align with clarified expectations and refine the detailed project plan as necessary
- ▶ Schedule project resources including specialists and align each project with the right level of management and leadership oversight
- ▶ Assist you in communicating the plan to stakeholders, and defining and communicating roles, responsibilities, and success measures for the joint State and Deloitte team members



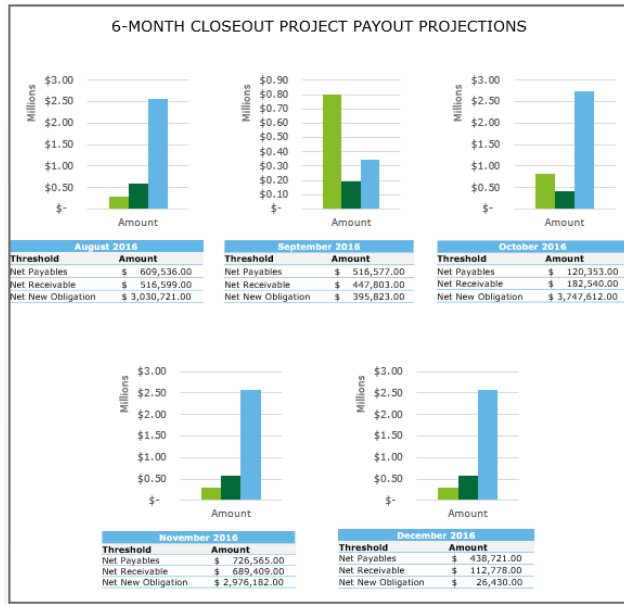
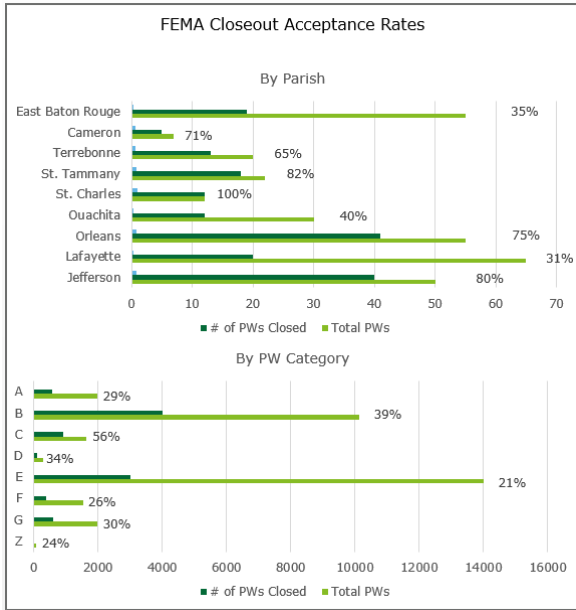
## Project Management and Execution

The execution of individual projects will involve application of proven methodologies and approaches that fit your objectives and operating environment. Our management team will interact weekly with each project team to confirm the status of the engagement and the progress made according to the agreed upon timeline. We will employ a set of metrics to measure the timeliness by which we complete each step of the project to evaluate our performance and we will establish action steps to continuously deliver on your expectations. Additionally, we will proactively identify potential issues or risks facing the project and escalate them to your attention. Ongoing monitoring will, via an issues tracker, be performed to confirm active resolution and communicate risk mitigation efforts underway.

## Service Measurement, Evaluation, and Recalibration

We are committed to delivering high-quality service to the State of West Virginia. During the course of executing and managing each project, we will work jointly with you to measure and evaluate the engagement processes and recalibrate these, as needed. The primary step in this phase is to implement key performance metrics, which will be defined during planning and deliver continuous improvements to meet and exceed your service expectations.

As requested in the RFP, below is a sample project plan that outlines potential project activities and performance management protocols that may be used in a specific project. We recognize the nature of each project may change with some being assessment related such as internal or performance audits of programs and activities, controls and compliance assessments, or forensic investigations while others may be more consultative in nature and relate to us performing certain financial or other analyses, conducting research and providing guidance to the State, or help planning for, responding to, or recovering from high impact catastrophic events such as cyber-attacks, severe weather, or man-made crisis events or wide scale financial management events.



These reports will include information that the Deloitte team and WVDHSEM can leverage to make decisions or suggestions regarding changes to keep the project on track, within scope, and on budget. We also understand the importance of tailoring these status reports to their intended audiences. We have the required experience and staff to tailor reports for the each audience.

We will use formal periodic meetings to provide:

- A high level view of completed and forecasted tasks, broken down by each thread of work
- A summary of risks and issues, including proposed resolutions
- An opportunity for open discussion to address general topics or concerns from WVDHSEM's management

State of West Virginia | Approach and Methodology

In addition, we have a variety of technology to help with planning, tracking, and status reporting (e.g., Skype for Business, conference call centers, email, and Deloitte SharePoint). Deloitte SharePoint is a Deloitte collaboration site that provides repository and version controlling on project-related documents. This project site is accessible by WVDHSEM without purchasing licenses.

Project Phase and Activities	PROGRESS REPORT					SCHEDULE								
	Point of Contact	Status	Level of Completion	Due Date	Comments	Month 1				Month 1				
						Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	
<b>Project Planning</b>														
Confirm project objectives and timelines	TBD	Completed	100%	MM/DD/YY		█								
Identify initial project scope	TBD	Completed	100%	MM/DD/YY		█								
Confirm initial project scope	TBD	Completed	100%	MM/DD/YY		█								
Develop detailed project plan and schedule	TBD	Completed	100%	MM/DD/YY		█								
Obtain project plan review and approval	TBD	Completed	100%	MM/DD/YY		█								
Identify key stakeholders to support project execution	TBD	In Progress	80%	MM/DD/YY		█	█							
Formulate strategy for stakeholder communication	TBD	Not Started	0%	MM/DD/YY										
Confirmation of stakeholder involvement with business leaders	TBD	Not Started	0%	MM/DD/YY										
Develop agreed-upon performance indicators and service delivery metrics	TBD	Not Started	0%	MM/DD/YY										
Establish project management status reporting templates and schedule	TBD	Not Started	0%	MM/DD/YY										
Develop project kick-off presentation	TBD	Not Started	0%	MM/DD/YY										
Facilitate project kick-off meeting	TBD	Not Started	0%	MM/DD/YY										
<b>Deliverable: Detailed project plan</b>	TBD	Not Started	0%	MM/DD/YY										
<b>Deliverable: Project communication strategy, kick-off presentation, project management reporting templates</b>	TBD	Not Started	0%	MM/DD/YY										
<b>Project Staffing</b>														
Identify and schedule core resources needed to execute project plan activities	TBD	Not Started	0%	MM/DD/YY		█								
Identify need for and schedule subject matter resources to support core project team	TBD	Not Started	0%	MM/DD/YY		█								
Define specific roles and responsibilities for each project staff and subject matter resources	TBD	Not Started	0%	MM/DD/YY		█								
Obtain State approval for selected project team	TBD	Not Started	0%	MM/DD/YY		█								
Facilitate onboarding of new resources to project	TBD	Not Started	0%	MM/DD/YY		█								
Perform ongoing evaluation of project staffing to identify needs for additional resources	TBD	Not Started	0%	MM/DD/YY		█								
<b>Deliverable: Project staffing plan and organizational chart</b>	TBD	Not Started	0%	MM/DD/YY										
<b>Current State Assessment</b>														
Request and obtain current policies, processes and procedures related to SOW	TBD	Not Started	0%	MM/DD/YY										
Review and assess existing policies, processes and procedures	TBD	Not Started	0%	MM/DD/YY										
Facilitate stakeholder interviews with process owners to enhance current state understanding	TBD	Not Started	0%	MM/DD/YY										
Research and compile leading practice standards for applicable process areas	TBD	Not Started	0%	MM/DD/YY										
Perform benchmarking against leading practice standards	TBD	Not Started	0%	MM/DD/YY										
Identify potential gaps and opportunities for enhancements	TBD	Not Started	0%	MM/DD/YY										
Develop recommendations for enhancement of policies, processes and procedures	TBD	Not Started	0%	MM/DD/YY										
Confirm recommendations for potential changes to policies, processes and procedures	TBD	Not Started	0%	MM/DD/YY										
<b>Deliverable: Benchmark standards</b>	TBD	Not Started	0%	MM/DD/YY										
<b>Deliverable: Current State Assessment Report and Recommendations</b>	TBD	Not Started	0%	MM/DD/YY										
<b>Future State Visioning</b>														
Facilitate pre-interview planning meeting	TBD	Not Started	0%	MM/DD/YY										
Conduct stakeholder interviews with applicable business process owners	TBD	Not Started	0%	MM/DD/YY										
Facilitate post-interview de-brief and follow-up meetings (if needed)	TBD	Not Started	0%	MM/DD/YY										
Develop and socialize meeting summary documentation	TBD	Not Started	0%	MM/DD/YY										
Develop draft of future state expectations	TBD	Not Started	0%	MM/DD/YY										
Socialize future state expectations with stakeholder interviewees and project sponsor for validation	TBD	Not Started	0%	MM/DD/YY										
Obtain final approval of future state vision	TBD	Not Started	0%	MM/DD/YY										
<b>Deliverable: Future State Vision Summary</b>	TBD	Not Started	0%	MM/DD/YY										
<b>Recommendations &amp; Roadmap</b>														
Develop draft recommendations to achieve future state vision	TBD	Not Started	0%	MM/DD/YY										
Socialize with project stakeholders, business process owners and project sponsor for validation	TBD	Not Started	0%	MM/DD/YY										
Obtain approval of recommendations	TBD	Not Started	0%	MM/DD/YY										
Identify prioritized initiatives to achieve recommendations and develop roadmap	TBD	Not Started	0%	MM/DD/YY										
Determine Maximum Tolerable Periods of Disruptions (MTPDs) for future state business processes	TBD	Not Started	0%	MM/DD/YY										
Identify interdependencies and potential organizational impacts to business functions and processes	TBD	Not Started	0%	MM/DD/YY										
Develop change management plan to effect implementation plan and manage risks	TBD	Not Started	0%	MM/DD/YY										
<b>Deliverable: Future State Recommendations</b>	TBD	Not Started	0%	MM/DD/YY										
<b>Deliverable: Future State Implementation Plan</b>	TBD	Not Started	0%	MM/DD/YY										
<b>Deliverable: Change Management Plan</b>	TBD	Not Started	0%	MM/DD/YY										
<b>Final Reporting</b>														
Develop draft deliverable and pre-read for stakeholders and business process owners	TBD	Not Started	0%	MM/DD/YY										
Facilitate discussion meeting with client stakeholder team for feedback	TBD	Not Started	0%	MM/DD/YY										
Update final deliverables with stakeholder feedback and insights	TBD	Not Started	0%	MM/DD/YY										
Document and present final reports and deliverables	TBD	Not Started	0%	MM/DD/YY										
<b>Deliverable: Final Report and Project Deliverables</b>	TBD	Not Started	0%	MM/DD/YY										
<b>Quality Assurance and Status Reporting</b>														
Facilitate weekly status update	TBD	Not Started	0%	MM/DD/YY		█	█	█	█	█	█	█	█	█
Identify potential issues and risks affecting project	TBD	Not Started	0%	MM/DD/YY		█	█	█	█	█	█	█	█	█
Report and escalate issues identified to project leadership applicable State stakeholders	TBD	Not Started	0%	MM/DD/YY		█	█	█	█	█	█	█	█	█
Develop action items to address noted issues/risks and monitor resolution	TBD	Not Started	0%	MM/DD/YY		█	█	█	█	█	█	█	█	█
Perform deliverables review with project stakeholders	TBD	Not Started	0%	MM/DD/YY		█	█	█	█	█	█	█	█	█
Perform project quality assurance reviews to update understanding and resolution of risks	TBD	Not Started	0%	MM/DD/YY		█	█	█	█	█	█	█	█	█
<b>Deliverable: Periodic status update reports and issues tracker</b>	TBD	Not Started	0%	MM/DD/YY		█	█	█	█	█	█	█	█	█

# Our Experience

You can confidently navigate the emergency management and disaster recovery journey with a team that understand what it takes – from not only an operational perspective, but also from a compliance, risk management and performance management perspective.

"Deloitte" is the brand under which tens of thousands of dedicated professionals in independent firms throughout the world collaborate to provide audit, consulting, financial advisory, risk management and tax services to selected clients. These firms are members of Deloitte Touche Tohmatsu Limited (DTTL), a UK private company limited by guarantee. Each member firm provides services in a particular geographic area and is subject to the laws and professional regulations of the particular country or countries in which it operates.

DTTL does not itself provide services to clients. DTTL and each DTTL member firm are separate and distinct legal entities, which cannot obligate each other. DTTL and each DTTL member firm are liable only for their own acts or omissions and not those of each other. Each DTTL member firm is structured differently in accordance with national laws, regulations, customary practice, and other factors, and may secure the provision of professional services in its territory through subsidiaries, affiliates and/or other entities.

Although the predecessor organization of the Deloitte member firms date back 170 years, Deloitte & Touche LLP (a subsidiary of Deloitte LLP) was reorganized as a limited liability partnership in 1997 and incorporated in the State of Delaware.

The leaders of Deloitte LLP include Cathy Engelbert, chief executive officer, and Mike Fucci, chairman of the board. Joe Ucuzoglu is Chairman and CEO, Deloitte & Touche LLP. Both entities have separate boards of directors which maintain general authority and supervision over the management, practice, and affairs and establishes its various policies.

## Worldwide - DTTL Organization

- A globally connected network of 47 member firms in more than 150 countries and territories
- More than 225,000 employees
- More than \$35.2 billion in revenues in FY15
- Offer audit, tax, consulting, and financial advisory services

## Deloitte in the United States

- Largest professional services firm in the U.S. in terms of revenue and headcount
- More than 70,000 people, including 5,000 partners, principals and directors
- 108 offices in 91 cities
- More than \$16 billion in revenue in FY15
- Offer audit, tax, advisory and consulting services

We understand that a long history of accomplishments is a critical factor when looking at vendors. It is also important that the vendor has recent successes that demonstrate knowledge of up-to-date regulations, processes, technologies, perspectives, trends, and issues.

### Experience serving clients

Deloitte maintains a leading presence in the emergency management and disaster recovery marketplace industry, serving clients across the federal, state local government and commercial sectors. As such, our proposed WVDHSEM engagement team bring decades of knowledge and experience. As WVDHSEM evolves and grows we can interchange experienced professionals to meet your expanding needs. Our team is flexible and nimble because we have a deep bench of professionals have relevant current and prior experience.

The strong endorsement of our clients is a source of special pride to Deloitte. We encourage you to contact the following client references to learn more about the high quality service they receive or have received from Deloitte:

<b>Vendor Name or Subcontractor Name</b>	<b>Deloitte</b>
<b>Reference Information (Current/Prior Services Performed For)</b>	
<b>Name of Reference Company</b>	State of Louisiana Governor’s Office of Homeland Security and Emergency Preparedness
<b>Address of Reference Company</b> ✓ Street Address ✓ City, State, Zip	7667 Independence Blvd. Baton Rouge, LA 70806
<b>Reference Contact Person Information:</b> ✓ Name ✓ Phone Number ✓ E-Mail Address	Mark Riley Deputy Director +1 225 925 7500 Mark.Riley@la.gov
<b>Date of Services</b>	2006 -2014
<b>If service / contract has terminated, specify reason:</b>	End of contract term.
<b>Description of Services Performed</b>	<p>In 2006, Deloitte was engaged to assist GOHSEP with assessing their disaster recovery processes for administering the public assistance program and supporting the State in making the required enhancements to improve the effectiveness and efficiency of public assistance grant management, improve internal controls and financial reporting, enhance the use of technology, effectively close out applicants, and monitor sub-recipients. In addition, Deloitte was asked to provide technical advice and assistance to public assistance grantees regarding maintenance of auditable documentation and support with respect to their public assistance applications.</p> <p>Deloitte assessed the State’s administration of the FEMA Public Assistance Grant Program and identified numerous opportunities to enhance the efficiency and effectiveness of the program, improve compliance with federal regulations, and accountability and reporting of program funds. While many existing processes and technologies were enhanced, a number of new processes and technologies were established to include an express payment system, an expense review tool, a sub-recipient monitoring program, and a close out audit process.</p> <p>As of October 2013, GOHSEP had 12 open grants with a total federal obligation of over \$13.2 billion. GOHSEP has a closeout process in place that was approved by</p>

FEMA in their State Administrative Plan; however, there were competing priorities with conflicting deadlines from multiple stakeholders and compounded by issues that were inadequately documented and tracked. Deloitte performed an operational review of the activities, processes and policy adherence for the Closeout Section. The review involved documenting and aligning priority initiatives proposed by key stakeholders, identifying information gaps to better document and communicate progress, and providing recommendations/an implementation guidance to resolve gaps or issues identified. This enabled GOHSEP to develop a way to manage closeout priorities and increase transparency and accountability to resolve issues at closeout. Over the course of six years Deloitte provided end to end grants management services to the state which include but are not limited to the following:

- Developed integrated closeout process and assisted applicants in compiling closeout supporting documentation
- Assisted the State of Louisiana in the management and administration of more than \$12 billion in Public Assistance funds through the transformation of its governance, people, process, and technology capabilities
- Assessed the State's administration approach to identify opportunities to enhance the efficiency and effectiveness of the program, improve compliance with federal regulations, and improve accountability and reporting of program funds
- Developed and documented standard operating procedures spanning the recovery process cycle
- Supported organizational design of the Recovery Division including workforce training
- Assisted in the implementation, configuration, and administration of a grants management systems including designing interfaces with FEMA systems (NEMIS and EMMIE) and state accounting systems
- Facilitated requirements gathering, technical documentation, testing, and validation of enhancements to grants information system
- Designed and implemented process accelerators and template solutions to streamline processes, expedite payment disbursements, establish of controls and performance metrics, develop management reports, and establish standard operating procedures
- Developed an applicant monitoring program to include A-133 desk reviews, quarterly report reviews, and risk-based applicant site visits
- Provided technical assistance to applicants on regulatory and programmatic requirements of grant programs
- Created policies and procedures governing the PA grant management and financial accounting processes and trained staff on the consistent application across the organization
- Established and implemented financial reporting requirements to include reconciliation of grant funds in excess of \$10 billion, computation of year-end accruals, and documentation of financial disclosures for quarterly and yearly PA program activity
- Executed a process for preparing and submitting the State's administrative cost and management fees to FEMA, capturing costs since 2006, and subsequently developed a process for forecasting the State's administrative costs and management fees
- Developed a comprehensive sanctions program to hold the State's applicants accountable for complying with federal and state program regulations to include compliance with A-133 requirements and reimbursement of disallowed costs
- Developed a mechanism to track overpayments and systematic way of reaching out to applicants to facilitate repayment to the State
- Assisted applicants in determining approaches to recovering direct administrative costs
- Assisted the State and various applicants in the remediation of audit findings

<b>Vendor Name or Subcontractor Name</b>	<b>Deloitte</b>
<b>Reference Information (Current/Prior Services Performed For)</b>	
<b>Name of Reference Company</b>	State of Colorado Department of Public Safety Division of Homeland Security and Emergency Management (DHSEM)
<b>Address of Reference Company</b> ✓ Street Address ✓ City, State, Zip	9195 E Mineral Ave. Centennial, CO 80112
<b>Reference Contact Person Information:</b> ✓ Name ✓ Phone Number ✓ E-Mail Address	Kevin Klein Division Director +1 720 852 6600 Kevin.klein@state.co.us
<b>Date of Services</b>	2014 - Present
<b>If service/contract has terminated, specify reason:</b>	Ongoing
<b>Description of Services Performed</b>	<p>Deloitte has been engaged to manage the end-to-end Public Assistance program to effectively stand up the Division by assisting in the disaster response and recovery, establishing sound internal processes, creating policies and procedures, implementing a Grants Management technology system, and assisting the State with reporting, monitoring, and compliance driven requirements. Specific scopes of work include:</p> <ul style="list-style-type: none"> <li>• Preparing state files for FEMA project closeout and future audit and providing technical assistance to support audit readiness and regulatory inquiries from FEMA and state auditors</li> <li>• Attending and facilitating meetings with DHSEM management, Finance, SCO, GAR, and FEMA Public Assistance staff to review Colorado process, procedures, and logistics</li> <li>• Setting up and maintaining electronic databases and hard copy filing system for the State at OEM that includes applicant information and associated project management files</li> <li>• Implementation, configuration and administration of grants management and project tracking system compatible with EMMIE</li> <li>• Facilitating meetings with FEMA, representing the state's and applicant's interests</li> <li>• Coordinating with the applicant and FEMA to supply required documentation to each party</li> <li>• Assisting in the development and review of project worksheets;</li> <li>• Providing technical assistance to applicants on special considerations such as potential "404 and 406 mitigation" projects, and improved and alternate project opportunities</li> <li>• Facilitating applicants' learning and understanding of regulatory and programmatic requirement such as procurement and contracting process to facilitate compliance</li> <li>• Attending exit briefings and reviewing and approving project worksheets as the State PAC</li> <li>• Maintaining currency in EMMIE and using EMMIE to review project worksheets</li> <li>• Developing and using grant agreement quality assurance/quality control to determine grant agreement and contracts are properly executed</li> <li>• Performing internal controls and compliance reviews including disbarment checks and compliance with Federal Funding Accountability and Transparency Act (FFATA) requirements</li> <li>• Reviewing applicant project activities and related supporting documentation for compliance with regulatory and programmatic requirements including force account labor, force account equipment, donated resources, mutual aid, contracted services, procurement, NEPA, and historical preservation</li> </ul>



- Conducting site visits to applicable projects at least quarterly and reporting on site visits in the grantee quarterly report

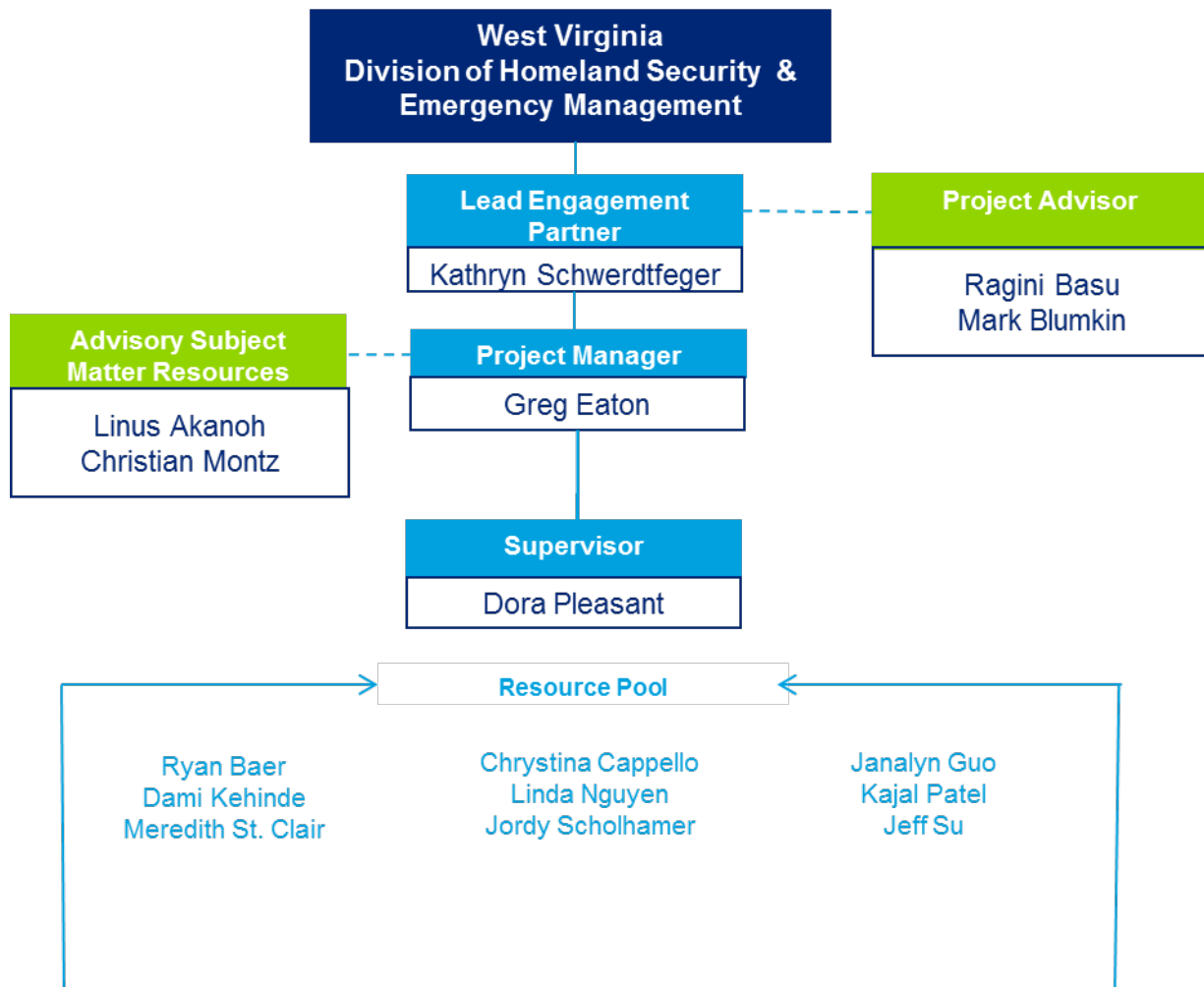
<b>Vendor Name or Subcontractor Name</b>	<b>Deloitte</b>
<b>Reference Information (Current/Prior Services Performed For)</b>	
<b>Name of Reference Company</b>	City of Joplin, Missouri
<b>Address of Reference Company</b> ✓ Street Address ✓ City, State, Zip	602 S. Main St. Joplin, MO 64801.
<b>Reference Contact Person Information:</b> ✓ Name ✓ Phone Number ✓ E-Mail Address	Troy Bolander, Director, Planning and Development +1 417 624 0820 x510 tbolande@joplinmo.org
<b>Date of Services</b>	2010 - Present
<b>If service/contract has terminated, specify reason:</b>	Ongoing
<b>Description of Services Performed</b>	<p>Deloitte was hired as the administrator for the City of Joplin’s Community Development Block Grant – Disaster Recovery (CDBG-DR) funds received following the EF-5 strength tornado that devastated the City on May 21, 2011.</p> <ul style="list-style-type: none"> <li>• Develops a broad design and implementation strategy to manage the proposed projects over the life of the grant. This strategy proved effective, largely from leveraging the Team’s collateral in servicing other disaster recovery zones and extensive HUD experience, both through its long-term relationships and executing projects, to engage local Stakeholders, navigate compliance requirements, and efficiently begin administration assistance.</li> <li>• Develops technical trainings, strategy workshops, and standards development to strengthen the City’s capacity to more effectively manage future funds.</li> <li>• Provides compliance oversight on the City’s infrastructure projects throughout the projects lifecycle from planning onward.</li> <li>• Supports the City in defining the scope of each project in terms required to populate the City’s Action Plans.</li> <li>• Reviews the compliance of each project based on the CDBG-DR requirements.</li> <li>• Facilitates the development of environmental assessments and performs reviews of environmental documents related to the National Environmental Policy Act (NEPA) requirements to assess potential environmental hazards and risks, suggest mitigation measures for unavoidable impacts, determine compliance with various State and Federal agency requirements, and evaluate completeness in supporting documentation.</li> <li>• Assists the City with proper procurement protocol for the required design and construction professionals needed to execute each project.</li> <li>• Creates an overall Capital Plan through which the City can manage their infrastructure program related to the CDBG-DR funding, including integrated master schedules, capital budget formulation, and program management tools to better assist the City in managing multiple infrastructure projects across the construction lifecycle phases.</li> <li>• Supports the City through the design and implementation of the Joplin Homebuyer Assistance Program (J-HAP).</li> <li>• Reviews existing J-HAP guidelines and conducted comparative analysis against appropriate grant regulations to confirm that program requirements complied with regulations.</li> <li>• Monitors and oversees the funding recipients and eventual closeout of each project.</li> </ul>

<b>Vendor Name or Subcontractor Name</b>	<b>Deloitte</b>
<b>Reference Information (Current/Prior Services Performed For)</b>	
<b>Name of Reference Company</b>	State of New York Governor’s Office of Storm Recovery (GOSR)
<b>Address of Reference Company</b> ✓ Street Address ✓ City, State, Zip	64 Beaver Street PO BOX 230 New York, NY 10004
<b>Reference Contact Person Information:</b> ✓ Name ✓ Phone Number ✓ E-Mail Address	Mr. Daniel Greene +1 212 480 4644 DanielGreene@stormrecovery.ny.gov
<b>Date of Services</b>	2010 –Present
<b>If service/contract has terminated, specify reason:</b>	Ongoing
<b>Description of Services Performed</b>	<p>In 2014, Deloitte assisted the Governor’s Office of Storm Recovery (GOSR) with assessing the performance of their vendors related to contract, task order, grant compliance and GOSR’s oversight of said vendors.</p> <ul style="list-style-type: none"> <li>• Recommended enhancements to improve the effectiveness and efficiency of vendor programs</li> <li>• Developed a vendor scoring methodology that assessed the full life cycle of the vendor including procurement, scoping, execution and closeout. This scoring methodology was used to evaluate vendors on a weighted scale after which a report was presented along with observations and recommendations</li> <li>• Provided a final process and internal controls analysis and improvement recommendations to the client through weekly status reports and vendor compliance assessment spreadsheets</li> <li>• Provided technical advisory services regarding the FEMA match program which was administered by GOSR</li> <li>• Generated analysis and advisory recommendations for changes to policy, as well as recommendations for GOSR’s strategy to comply with Federal and State regulations</li> <li>• Assisted the GOSR Monitoring and Compliance Department with the preparation for a HUD monitoring visit. This included aiding in the preparation of a 30-day Monitoring Plan, executing assessments of selected vendors and performing onsite monitoring of infrastructure program subrecipients.</li> <li>• Utilized weekly file review reports, corrective action trackers, recommended review checklists, risk assessment matrixes and justification to make sure the Client was ready</li> </ul>

# The Deloitte Team

Experience and expertise in programmatic disaster grants and grants management.

Our team brings a wealth of knowledge and experience to support West Virginia's Division of Homeland Security and Emergency Management.



We highlight our Lead Engagement Partner and Project Manager as well as having included the resumes of the leadership team members on the organizational chart in Appendix 1. The resumes of the resource pool can be provided upon request.



## Kathryn Schwerdtfeger

Lead Engagement Partner

### Experience

Kathie is the leader of our National Grants Management–Disaster Recovery practice and specializes in providing disaster related consulting and advisory-related services to public sector clients throughout the country. In addition to leading our Disaster Recovery practice, she has 29 years of experience providing financial, compliance, and performance audits, internal audits, risk assessments, forensic investigations, and helping our public sector clients administer their federal grant programs in compliance with federal laws and regulations. Prior to joining Deloitte in 2001, Kathie spent 13 years working for the Texas State Auditor’s Office (SAO) where she served as Special Assistant to the State Auditor and the Federal Single Audit Coordinator.



## Greg Eaton

Project Manager

### Experience

Greg has extensive experience with the Federal Emergency Management Agency (FEMA), as well as military and financial services industry experience. Greg’s experience in government, military, and the financial services industry affords a unique skill set to think critically on strategy development and successful execution. This perspective has led to successful leadership as Recovery Division Director assigned to the most active FEMA region in the country. He was designated the Federal Coordinating Officer for DR-1838-WV, which was declared for flooding that impacted 11 counties in Southern West Virginia.

# Pricing

Deloitte has carefully reviewed the requirements of the RFP and understands the importance of this initiative for the State. We propose a team of skilled practitioners with expertise and experience in programmatic knowledge, grants management, auditing, and the public sector. We are confident that these qualified resources in concert with our collaborative approach, commitment to quality, and competitive pricing provide the right combination to successfully deliver the results desired by the State.

We understand that unit pricing will prevail in this proposal in accordance with the RFP. The following table summarizes the table included in Appendix 2.

<b>CRFQ HSE1600000006</b>	<b>Disaster Grant Monitoring and Auditing</b>		
<b>Position Title</b>	<b>Hourly Rate</b>	<b>Estimated Hours Per Project</b>	<b>Extended Amount</b>
<b>Manager (Senior)</b>	\$230.00	240	\$55,200.00
<b>Supervisor</b>	\$190.00	160	\$30,400.00
<b>Accountant/ Auditor (Team Lead)</b>	\$155.00	40	\$6,200.00
<b>Account Technician</b>	\$115.00	40	\$4,600.00
<b>Administrative Assistants</b>	\$65.00	40	\$2,600.00
<b>Total Bid Amount</b>			<b>\$99,000.00</b>

# Appendix 1

Our professionals place a premium on competency, subject matter expertise and personalized collaboration—the type of service that establishes long-lasting and trusted professional relationships

A critical component of successful business relationships is a highly qualified and committed team of professionals who align with your culture, thoroughly understand your business, and can translate that knowledge into a no surprises approach. Kathie Schwerdtfeger and Greg Eaton will lead a team that has the technical and subject matter knowledge, and the firsthand experience needed to serve the State of West Virginia. This team knows how to work together. They have a passion for client service excellence, and they understand how to tailor our services to your changing needs.

We want you to regard each team member as a ready resource for you—someone you can call on at any time to provide insight and answer questions. The team of professionals we have assembled for you is ready to start. They have a history of serving federal, state and local emergency management organizations, and are excited about serving WVDHSEM and the State of West Virginia. This in-depth experience of our team members helps to form the foundation for our advice and recommendations.

Resumes for each professional reflected in our “Resource Pool” are available upon request.

Personnel	Background and Expertise of Personnel and Planned Duties
<p><b>Name:</b> Kathryn Schwerdtfeger  <b>Title:</b> Partner  <b>Proposed Role:</b> Lead Engagement Partner</p>	<p><b>Background:</b>                      Kathie is the leader of our National Grants Management–Disaster Recovery practice and specializes in providing disaster related consulting and advisory-related services to public sector clients throughout the country. In addition to leading our Disaster Recovery practice, she has 29 years of experience providing financial, compliance, and performance audits, internal audits, risk assessments, forensic investigations, and helping our public sector clients administer their federal grant programs in compliance with federal laws and regulations. Prior to joining Deloitte in 2001, Kathie spent 13 years working for the Texas State Auditor’s Office (SAO) where she served as Special Assistant to the State Auditor and the Federal Single Audit Coordinator.</p> <p><b>Relevant Experience:</b></p> <ul style="list-style-type: none"> <li>▪ Kathie led a large multi-year engagement with the Louisiana Governor’s Office of Homeland Security and Disaster Preparedness to help build and execute the grant administration policies, procedures, supporting technologies, and other activities necessary to administer their FEMA Public Assistance Program in the wake of Hurricanes Katrina, Rita, Gustav, and Ike from 2005-2008.</li> <li>▪ Kathie leads our large multi-year engagement with the Colorado Department of Homeland Security and Emergency Management to help build and execute the grant administration policies, procedures, supporting technologies and other activities necessary to administer its FEMA Public Assistance Program in the wake of the 2013 Colorado Floods.</li> <li>▪ Kathie has assisted TSUS with several disaster recovery related projects aimed at evaluating and enhancing their processes to effectively comply with federal and state regulations over the FEMA Public Assistance (PA) Grant program. This work consisted of developing System wide Disaster Recovery Policies and Procedures,</li> </ul>

	<p>evaluating disaster recovery processes at four campuses and the System office, and preparing closeout files for project worksheets for Hurricanes Rita and Ike for Lamar University. We also provided Disaster Recovery Training on the new System wide Policies and Procedures and continue to assist TSUS campuses with Disaster Recovery related questions and support.</p> <ul style="list-style-type: none"> <li>▪ Kathie leads our large multi-year engagement with the City of Joplin, Missouri to help build and execute the grant administration policies and procedures, supporting technologies, and other activities necessary to administer their HUD CDBG Disaster Recovery Program in the wake of the 2011 E5 Tornado.</li> <li>▪ Kathie led a targeted project to assist Lamar University with locating and cataloging documentation to support their PW work. This project enabled the University to overcome OIG audit findings that included questioned costs of over \$28M. The work resulted in the University not having to return any related funding to FEMA and the University was able to maximize its participation in the Public Assistance program.</li> </ul> <p><b>Planned Duties:</b> Overall responsibility for the oversight of project activities and quality of the engagement. Primary point of contact on contract and liaison on engagement matters.</p>
<p><b>Name:</b> Ragini Roy Basu  <b>Title:</b> Principal  <b>Project Role:</b> Project Advisor</p>	<p><b>Background:</b>  Ragini is a Principal within the Strategic Risk-Crisis Management Practice within Deloitte. With over 16 years of experience, she specializes in Grants Management, especially disaster-related grants. She helps lead the Crisis Recovery practice where she serves our largest disaster recovery clients including projects in Texas, Louisiana, and Colorado. Ragini has been involved in helping her clients with multi-billion dollar natural disasters and successfully led and managed disaster recovery projects. She has demonstrated capabilities to help organizations quickly set up and effectively administer large and complex federal programs requiring immediate distribution of funds and monitoring and reporting of program activities in accordance with federal program regulations. Ragini has significant experience in FEMA’s Public Assistance and Hazard Mitigation Programs and helps our clients respond and recover from large-scale disasters and build resiliency into their organizations.</p> <p><b>Relevant Experience:</b></p> <ul style="list-style-type: none"> <li>▪ Ragini is currently serving the State of Colorado’s Division of Homeland Security and Emergency Management as the Lead Engagement Principal and has helped design their strategic plan, design their key business processes over their Public Assistance program for expense reimbursement, payment, reconciliation, subrecipient monitoring, project formulation, closeout and helped implement a disaster grants management system and helped configure and customize the solution to meet the needs of the states. She also advises the state on audit readiness and compliance with federal regulations.</li> <li>▪ Ragini served the State of Louisiana’s Governor’s Office of Homeland Security &amp; Emergency Preparedness (GOHSEP) for over nine years and led a multimillion dollar, multi-functional project for the assessment of the systems of internal control over governmental entity as it is related to the governance of the Federal Emergency Management Agency’s Public Assistance Grant Program for over \$14 billion for Hurricanes Katrina, Rita, Gustav, and Ike as well as other federally declared disasters. Related to Grant Management and Disaster Recovery she has: <ul style="list-style-type: none"> <li>○ Led an agency wide risk-based assessment of the organization related to the people, process, and technology</li> <li>○ Designed and supported all phases of implementation for the creation of a risk assessment to assist the organization in evaluating its sub-grantees and developing a monitoring strategy, created monitoring templates to facilitate desk reviews of A-133 reports and Subrecipient site visits. In</li> </ul> </li> </ul>



	<p>addition, led the design and implementation of a sanctions and appeals program.</p> <ul style="list-style-type: none"> <li>o Designed an expense review tool to automate and enhance the grant manager’s review of over \$14B expense reimbursement requests for claims processing for disaster related claims.</li> <li>o Performed a data analysis exercise to identify data integrity issues and subsequently developed a tool, procedures and a template to facilitate the reconciliation of a \$14B transactions related to federal programs.</li> <li>o Designed an insurance tracking and compliance system to better manage insurance considerations</li> </ul> <ul style="list-style-type: none"> <li>▪ Ragini led two projects to evaluate the client’s processes to effectively comply with federal and state regulations over Public Assistance (PA) funds available to them. She led an analysis of their compliance with various State regulations over their facilities development program and development. She also led the development of Disaster Recovery and Management Policies and Procedures for the Systems offices and campuses to better prepare them for future disasters.</li> <li>▪ Ragini led the ARRA Subrecipient monitoring engagement at the State of Arizona assisting the Governor’s Office of Economic Recovery to develop a subrecipient monitoring program by designing and managing a broad, sustainable subrecipient monitoring program. She consulted the Governor’s Office of Economic Recovery on the phases of Subrecipient monitoring, including Subrecipient risk assessments, on-site monitoring visits, and quarterly reporting.</li> </ul> <p><b>Planned Duties:</b> Provide subject matter and leading practice insights to client and engagement team on disaster recovery, regulatory compliance and reporting</p>
<p><b>Name:</b> Greg Eaton  <b>Title:</b> Senior Manager  <b>Project Role:</b> Senior Manager</p>	<p><b>Background:</b>  Greg has extensive experience with the Federal Emergency Management Agency (FEMA), as well as military and financial services industry experience. Greg’s experience in government, military, and the financial services industry affords a unique skill set to think critically on strategy development and successful execution. This perspective has led to successful leadership as Recovery Division Director assigned to the most active FEMA region in the country.</p> <p><b>Relevant Experience:</b></p> <ul style="list-style-type: none"> <li>▪ At FEMA Region Six: <ul style="list-style-type: none"> <li>o Led the development of regional estimates, validations, and recommendations for emergency and major disaster declaration requests from Governors in preparation for an Agency recommendation to the President.</li> <li>o Responsible for the coordination and implementation of the Individual Assistance and Public Assistance Programs, employment of the Disaster Survivor Assistance Teams, preparing the Region’s validation and recommendation on Declaration Requests, and oversight of Fire Management Assistance Grants.</li> <li>o Responsible for the supervision and oversight of on-site pre-disaster monitoring and preliminary damage assessment activities. Supervised preliminary damage assessments (PDA) in over 600 counties/parishes, in 2015.</li> <li>o Managed over \$1.7 billion of obligations in 2013 and 2014 and over \$800 million in 2015.</li> <li>o Closed over 190 Major Disaster Declarations, Emergency Declarations, or Fire Management Assistance Grants in a division-wide effort to focus on disaster closeouts. Closed over 18,500 projects in CY 2015, which is more than any other FEMA Region and 60% of projects closed nationwide. These efforts on the Disaster Closeout Initiative led to the team’s selection for a 2015 FEMA Administrator’s Award.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>o FEMA Region VI represents 40% of the large projects nationwide but accounts for less than 13% of the second appeals nationwide. The current first appeal rate is 0.88% for project worksheets written in the Region.</li> <li>▪ As a Federal Coordinating Officer:             <ul style="list-style-type: none"> <li>o Coordinated federal efforts in support of thirteen presidentially declared major disasters or emergencies.</li> <li>o Provided leadership and guidance, set objectives, managed large and diverse staff, including providing professional development for future leaders to confirm the implementation of program goals.</li> <li>o Served as the primary federal official in establishing and maintaining a relationship and with senior level state leadership in providing disaster relief and assistance through program implementation. A subject matter specialist in implementing disaster assistance programs under the Stafford Act.</li> <li>o Communicated with senior level state leadership, senior local elected officials, Congressional leadership and the media on areas of disaster relief, program management and FEMA policies</li> <li>o Pre-Designated FCO for Illinois and Indiana for a New Madrid Earthquake, which included being FCO for the National Level Exercise 2011 (New Madrid Event)</li> <li>o FCO for Radiological Exercise Preparedness Program (REPP) training events and leadership roles in several exercise involving planning, response, and recovery to a nuclear blast</li> </ul> </li> <li>▪ DR-1960-IL/DR-1966-WI - FCO for Public Assistance declaration for two states supported by one Joint Field Office.             <ul style="list-style-type: none"> <li>o Outstanding program execution for 75 counties and \$75 million in eligible damages. Generated \$1.2 million in cost savings through management efficiencies and kept administrative costs of both declarations under 6.5%.</li> </ul> </li> <li>▪ DR-1935-IL - FCO for the largest Individual Assistance disaster in Region 5 history.             <ul style="list-style-type: none"> <li>o Responsible for program implementation, which included over \$326 million in Individual Assistance and nearly \$10 million in Public Assistance. Provided outstanding customer service to 146,000 registrants with a 100% satisfied rating in the Disaster Recovery Centers.</li> </ul> </li> </ul> <p><b>Planned Duties:</b> Oversee the design and execution of response and recovery activities and consultations with FEMA.</p>
<p><b>Name:</b> Christian Montz  <b>Title:</b> Senior Manager  <b>Project Role:</b> Advisory Subject Matter Resource</p>	<p><b>Background:</b>            Christian served as the Grants Director for FEMA Region 6 and was responsible for awarding, managing, monitoring, and closing out non-disaster mitigation grants such as Pre-Disaster Mitigation, Severe Repetitive Loss, and Flood Mitigation Assistance. He also served as the Region’s technical advisor on disaster grants including Public Assistance and the Hazard Mitigation Grant Program for which he monitored in Louisiana, Texas, Oklahoma, Arkansas, and New Mexico. As the Region’s audit liaison, he routinely helped resolve and track future audit areas of focus thus helping Region 6 grantees build oversight resiliency. Beyond FEMA, Christian has over 22 years of federal experience in oversight, program management, procurement, and grants, including his role as analyst-in-charge at the U.S. Government Accountability Office where he had an oversight portfolio which included the U.S. Department of Homeland Security and Federal Emergency Management Agency programs.</p> <p><b>Relevant Experience:</b></p> <ul style="list-style-type: none"> <li>▪ Christian serves as Deloitte’s technical advisor for the City of Joplin’s CDBG Disaster Recovery award. Deloitte is currently assisting the City with managing their Community Development Block Grant (CDBG) they received in the amount of \$159 million to recover from a devastating tornado. Deloitte monitors all</li> </ul>

	<p>subrecipients, resolves Single Audit findings when required, provides daily tracking of grant progress related to construction projects, and provides technical assistance in the interpretation of relevant CFRs. To date, the grant is predicted to close ahead of schedule and there have been no questioned costs related to two Inspector General Audits since 2013.</p> <p><b>Planned Duties:</b> Christian will provide technical assistance as he subject matter expertise is needed.</p>
<p><b>Name:</b> Linus Akanoh  <b>Title:</b> Senior Manager  <b>Project Role:</b> Advisory Subject Matter Resource</p>	<p><b>Background:</b>                  Linus is a crisis management professional with more than eight years diversified experience providing technical experience and leadership to large, complex disaster recovery projects for both public sector and private industry. With specialization in enabling automation to reduce dependencies on manual interactions, he helps clients develop and implement strategies to address regulatory, operational, and technology risk resulting from disaster and crisis events. Demonstrated competencies include:</p> <ul style="list-style-type: none"> <li>▪ Project management – Application of defined metrics, technology, and personal interaction to increase communication and facilitate progress reporting</li> <li>▪ Systems analysis – Examination of existing systems and operations to understand client needs and design enhancements.</li> <li>▪ Technology – Use of technological solutions to create standardized processes, tools, and accelerators resulting in efficiencies and streamlined recovery process capabilities.</li> <li>▪ Subject matter insights – Stafford Act/National Flood Insurance Act programs, disaster recovery, grants management, finance transformation, and crisis recovery.</li> </ul> <p><b>Relevant Experience:</b></p> <ul style="list-style-type: none"> <li>▪ As the project lead manager, led the development and implementation of strategies, processes and solutions in response to financial and operational disruptions resulting from Hurricanes Katrina, Rita, Gustav, and Ike. Engagement included:                         <ul style="list-style-type: none"> <li>○ Strategic assessment of enterprise recovery capabilities to identify gaps and enhancement opportunities.</li> <li>○ Developed policies, procedures, and accelerators to facilitate compliance and consistency in recovery operations.</li> <li>○ Designed and implemented executive dashboard to report on recovery performance indicators and programmatic compliance.</li> <li>○ Developed automated processes to streamline finance operations and reduce dependencies on manual interactions.</li> <li>○ Computed project management and administrative costs associated with the use of state and federal recovery funds.</li> <li>○ Facilitated trainings and consultations with client personnel to develop in-house capabilities and facilitate knowledge transfer.</li> </ul> </li> <li>▪ Coordinated federal efforts in support of thirteen presidentially declared major disasters or Linus leads the delivery of disaster recovery managed services to DHSEM in connection with the FEMA Public Assistance for Presidential Declaration 4145-DR-CO. Project activities include:                         <ul style="list-style-type: none"> <li>○ Development of governance program, procedures, and process accelerators to operationalize recovery process</li> <li>○ Oversight of the processing of subrecipient request for reimbursements to expedite the disbursement of recovery funds</li> <li>○ Ongoing evaluation of subrecipient compliance with applicable federal, state, local and programmatic requirements</li> <li>○ Testing, configuration, and administration of grants management information system to enable recovery process automation</li> <li>○ Transformation of finance operations and controls to provide transparency and accountability on the use of federal fund</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>o Liaison with State in the delivery of technical assistance (via trainings and consultations) to subrecipients and recovery stakeholders</li> </ul> <p><b>Planned Duties:</b> Linus will provide technical assistance as he subject matter expertise is needed.</p>
<p><b>Name:</b> Dora Pleasant  <b>Title:</b> Manager:  <b>Project Role:</b> Supervisor</p>	<p><b>Background:</b>  Dora has more than 22 years of comprehensive experience and has managed multimillion dollar projects and has demonstrated capabilities that help grantors and grantees quickly set up and effectively administer large and complex federal programs requiring immediate distribution of funds and monitoring and reporting of program activities in accordance with federal program regulations. Dora has demonstrated capabilities in developing, delivering and supporting grants management education and certification programs.  Dora is a member of the National Grants Management Association (NGMA). She currently serves as the Chair of the NGMA Grants Management Body of Knowledge committee and is a member of NGMA’s education training committee. Dora spoke on the topic of the Uniform Guidance post award requirements at the Illinois CPA Society’s 2015 Government and Non-Profit Conference.</p> <p>Prior to joining Deloitte, Dora gained experience as a Big Four auditor and in industry controllership roles addressing the strategic, financial and operational challenges of various commercial and public sector entities primarily in the wireless communication, health care and life sciences industries.</p> <p><b>Relevant Experience:</b>  Dora managed our engagement with the City of Joplin, Missouri to help build and execute the grant administration policies &amp; procedures, supporting technologies, and other activities necessary to administer their HUD CDBG Disaster Recovery Program in the wake of the 2011 E5 Tornado. Dora assisted the City with drafting action plans and related amendments; developing portfolio management processes and tools for organizing and managing CDBG-DR programs and funds; developing an integrated master schedule to identify all key project and grant activities and milestones; establishing appropriate document control and management and manage day-to-day program operations for all CDBG-DR Housing, Economic Development and Infrastructure Programs. In addition, Dora was responsible for project plan, scope, quality, risk, schedule and deliverables.</p> <p>Dora managed the request for reimbursement process for the Colorado Department of Homeland Security and Emergency Management’s FEMA PA Program for the 2013 Colorado Floods. Dora developed appropriate policies, procedures and internal control to help build and execute the administration, supporting technologies and other activities necessary to administer the request for reimbursement process in accordance with 44 CFR. Processes included performance of compliance procedures related to the eligibility and scope assessments, cost overrun determinations and duplication of funding assessments.</p> <p>Dora managed system enhancements to supporting technologies to improve processes and reporting related to 44 CFR insurance reimbursement and project worksheet review and approval workflows for the Louisiana Governor’s Office of Homeland Security and Disaster Preparedness used to administer their FEMA PA Program in the wake of Hurricanes Katrina, Rita, Gustav, and Ike spanning from 2005-2008.</p>

# Appendix 2

## Exhibit A

Our proposed pricing is submitted on Exhibit A.

Exhibit A			
CRFQHSE160000006	Disaster Grant Monitoring and Auditing		
Position Title	Hourly Rate	Estimated Hours Per Project	Extended Amount
Manager (Senior)	\$220.00	240	\$55,200.00
Supervisor	\$190.00	160	\$30,400.00
Accountant/Auditor (Team lead)	\$155.00	40	\$6,200.00
Account Technician	\$125.00	40	\$4,600.00
Administrative Assistants	\$65.00	40	\$2,600.00
<b>Total Bid Amount</b>			<b>\$99,800.00</b>

Bidder/Vendor	DeKorte B. Youche LLP
Contact Name	Nathryn Schmeckelberger
Address	993 East Byrd Street, Suite 920, Richmond, VA 23220
Phone Number	(512) 693-2939
Fax Number	(512) 363-5951
Email Address	<a href="mailto:nathryn@dekor.com">nathryn@dekor.com</a>
Authorized Signature	<i>Kamie Schwedtfeger</i>

NOTES:

\* Quantities are estimated for bid evaluation purposes only.  
 \*\* Estimated cost for bid evaluation purposes only.

# Appendix 3

## Required Forms

**ADDENDUM ACKNOWLEDGEMENT FORM**  
**SOLICITATION NO.: HSE160000006**

**Instructions:** Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

**Acknowledgment:** I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

**Addendum Numbers Received:**  
(Check the box next to each addendum received)

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6  |
| <input checked="" type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7  |
| <input checked="" type="checkbox"/> Addendum No. 3 | <input type="checkbox"/> Addendum No. 8  |
| <input checked="" type="checkbox"/> Addendum No. 4 | <input type="checkbox"/> Addendum No. 9  |
| <input type="checkbox"/> Addendum No. 5            | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Deloitte and Touche LLP

Company

*Katni Schwandfleiter*

Authorized Signature

October 14, 2016

Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.  
Revised 6/8/2012

**DESIGNATED CONTACT:** Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

*Kathryn Schwerdtfeger* Partner  
(Name, Title)  
Kathryn Schwerdtfeger Partner  
(Printed Name and Title)  
901 East Byrd Street, Suite 820, Richmond, VA 23129-4052  
(Address)  
(512) 691-2333/(512) 363-5951  
(Phone Number) / (Fax Number)  
kschwerdtfeger@deloitte.com  
(email address)

**CERTIFICATION AND SIGNATURE:** By signing below, or submitting documentation through wvOASIS, I certify that I have reviewed this Solicitation in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that I am authorized by the vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

Deloitte and Touche LLP  
(Company)  
*Kathryn Schwerdtfeger* Partner  
(Authorized Signature) (Representative Name, Title)  
Kathryn Schwerdtfeger Partner  
(Printed Name and Title of Authorized Representative)  
October 14, 2016  
(Date)  
(512) 691-2333 (512) 363-5951  
(Phone Number) (Fax Number)

ADDENDUM ACKNOWLEDGEMENT FORM  
SOLICITATION NO.: CRFQ HSE160000006

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:  
(Check the box next to each addendum received)

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6  |
| <input checked="" type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7  |
| <input checked="" type="checkbox"/> Addendum No. 3 | <input type="checkbox"/> Addendum No. 8  |
| <input checked="" type="checkbox"/> Addendum No. 4 | <input type="checkbox"/> Addendum No. 9  |
| <input type="checkbox"/> Addendum No. 5            | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Deloitte and Touche LLP  
\_\_\_\_\_  
Company

*Kathie Schwandt*  
\_\_\_\_\_  
Authorized Signature

October 14, 2016  
\_\_\_\_\_  
Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.



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: Kathryn Schwerdtfeger

Authorized Signature: Kathryn Schwerdtfeger Date: July 20, 2016

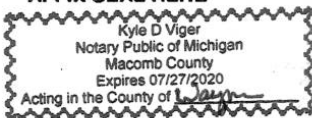
State of Michigan

County of Wayne, to-wit:

Taken, subscribed, and sworn to before me this 28 day of July, 2016.

My Commission expires 07/27/2020, 2020.

**AFFIX SEAL HERE**



NOTARY PUBLIC Kyle D. Viger

*Purchasing Affidavit (Revised 08/01/2015)*



The services will be performed in accordance with the Statement on Standards for Consulting Services issued by the American Institute of Certified Public Accountants (the "AICPA"). However, the performance of the services will not constitute an engagement to provide audit, compilation, review, or attest services as described in the pronouncements on professional standards issued by the AICPA or the U.S. Public Company Accounting Oversight Board and, therefore, Deloitte will not express an opinion or any other form of assurance with respect to any matters (including, without limitation, compliance with U.S. GAAP, IFRS and SEC rules and regulations).

Our proposal is being made subject to the conditions that Deloitte Advisory and State of West Virginia subsequently reach and enter into a) mutually acceptable definitive written agreement for the proposed services and (b) Deloitte Advisory completes, to its satisfaction, its standard client acceptance and continuance procedures with respect to this proposed engagement.