



**PROPOSAL: STATE AGENCY PERFORMANCE AND
PROGRAM REVIEW**

RFQ: SEC960032

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SECTION I: EXPERIENCE AND QUALIFICATIONS

The following information describes **Public Works'** experience and qualifications in the 11 areas required in the RFP. In fact, not only have we conducted performance reviews in several states and for numerous departments and agencies throughout the country, we have an excellent understanding of West Virginia government through our previous work in conducting a Performance Review (2005) and advising the Governor's Office from August 2005 through January 2009 on implementation and other policy issues.

1.1. Experience in Delivery of Performance Reviews (RFP Section 3.1.1)

Public Works has conducted statewide, functional, cross-departmental, single agency, and programmatic Performance Reviews that have touched on every aspect of government operations.

Examples of our work in the delivery of Performance Reviews include:

West Virginia Performance Review. **Public Works** completed a two-phase West Virginia Performance Review, having reviewed agencies and functions in seven areas: Transportation, Health and Human Resources, Motor Vehicles, Purchasing, Corrections, Alcohol and Beverage Commission, and special cross-cutting issues. Over 100 recommendations for reorganization, cost-savings, new revenues and improved customer service were accepted by the governor. Some of the recommended changes were incorporated in the state's operating budget immediately following the completion of the review. Others were implemented by the departments, with some follow-up from **Public Works** after completion of the final phase of the review.

The Performance Review team identified over \$300 million in efficiencies, new non-tax revenue and other savings in the West Virginia Performance Review. The Governor moved to implement the recommendations by having his cabinet members sign contracts agreeing to implement the recommendations. The initial phase of the West Virginia Performance Review was sped up to coincide with the 2006-07 budget cycle so that savings could be realized as soon as possible. **Public Works** successfully managed the team of analysts and the project so that the final issue papers were completed in time for the state to begin realizing savings almost immediately.

Colorado Statewide Performance Review. Completed last year, **Public Works** conducted a statewide Performance Review in Colorado – involving 23 departments. The review followed the basic steps outlined in our model, producing nearly 100 recommendations and generating \$205 million in savings or new non-tax revenues. The Colorado review required close attention to state law (TABOR) that imposed unique restrictions on state spending and involved rigorous financial vetting through both the department affected and the Governor's Budget Office. Recommendations included many common-sense changes that yielded small savings which, added together, equal significant savings to the State. Others involved reviews of federal draw-downs such as for Medicaid and fee structures that highlighted the opportunity for the State to increase revenue. Still others were major savings to the State such as revamping the procurement system (\$12.4m), increasing energy efficiency in State buildings (\$19.7m) and increasing Department of Revenue audits (\$36.9m).



New Mexico Performance Review. Public Works conducted a six-month performance review of the New Mexico state government, involving interactions with nearly every agency in the State. Through a carefully coordinated team of state employees and our consultants, Phase I of the review generated 92 specific suggestions for saving taxpayers \$379 million over a five-year period – \$74 million of that during the first budget period alone – by increasing the efficiency and effectiveness of state government. The second phase generated additional recommendations that brought total projected annual savings to approximately \$100 million – about 5% of the non-education general fund. Public Works team members were responsible for all aspects of the work, including design of the work plan, training, coaching, best practices research, assisting with fiscal analysis, interviews and write-ups of findings and recommendations.

The California Student Aid Commission (CSAC) was directed by the California legislature to conduct a performance review of CSAC's auxiliary institution, EDFUND, which is responsible for student aid processing for institutions in California and other states. Working under severe time constraints and difficult cooperation issues between the two entities, CSAC and EDFUND, Public Works completed a performance review that recommended tightening EDFUND's budgeting and performance compensation practices, as well as closer oversight by the Commission of EDFUND operations. This resulted in the Commission's decision to restructure the EDFUND board of directors and implement the fiscal reforms we recommended.

Arkansas Department of Health. The Arkansas legislature retained Public Works to conduct a performance review of the Arkansas Department of Health (ADH), after the ADH Director announced that a decline in revenue forced him to cut \$5.3 million from the agency's budget, lay off 38 employees and eliminate 69 vacant positions. Public Works developed a new organizational structure that condensed the department's seven existing divisions into three to make clear the lines of accountability and to streamline decision-making. Public Works developed an in-depth implementation plan based upon our review of ADH operations and an identification of national best practices. The work resulted in bi-partisan political support and agency ownership of the report.

New Mexico Public Education Department Performance Review. Public Works was engaged by the New Mexico Department of Public Education to conduct an organizational review. The review identified how well stakeholder needs are being met in the areas of teacher assessment, accountability, and charter school oversight. The purpose of the review was to uncover opportunities for improvement and to provide recommendations for the Department to improve customer services, and thereby respond to stakeholder needs more effectively. This project included surveys of hundreds of New Mexico teachers and school administrators on the workings of various state government education-related functions and resulted in recommendations to streamline operations, respond more quickly to customer requests and improve overall customer service.

1.2. Experience Identifying and Achieving Government Efficiencies (RFP Section 3.1.2)

As noted in Section 1.1 above, the objectives of our Performance Reviews are, not only to find new non-tax revenue, but also to improve customer service, help states identify new demands for services, and to meet those demands without simply adding staff and money to agency budgets, and to identify ways to work more efficiently and effectively.



Our experience in conducting statewide reviews has demonstrated a consistent ability to identify the equivalent of 2 percent of general fund in savings and efficiency gains.

Just as important, however, is our experience in ensuring that such savings and efficiencies are actually implemented. Increasingly, governments want to know that consultants will not just produce potential ideas for savings or efficiencies that may sound fine on paper but cannot or will not actually work in real-world government dynamics. That is why **Public Works**' performance review process – described in Section II of this proposal – focuses at every stage on working with state officials to test every idea for practical and political realities that may ease or impede implementation. Thus, by the time any of our recommendations are included in a public report, both we and the client can be fairly certain that they will in fact be implemented and achieve the savings or efficiency gains contemplated. Our recommendations all come with a complete implementation plan developed with the client and the affected agency or agencies during the review process; we then continue to work with the client as needed to achieve implementation.

The wide range of our recommendations stems from the fact that we listen to the people actually doing the work. At the same time, we work closely with managers and bring to the table the wealth of experience we have accumulated from around the country and decades of public service.

West Virginia Performance Review. Perhaps the clearest example of our ability to identify and achieve savings comes from West Virginia itself. We projected first-year savings of \$67 million from our performance review, but the state found at the end of that year that the savings actually achieved totaled \$77 million. By the end of the second year, the state reported having achieved savings of \$201.7 million – roughly 50 percent higher than what we had projected and two-thirds of the way to the projected five-year savings total of \$318 million. At that point, the state was predicting further savings of \$92 million per year. A fairly typical example of the high rate of implementation is the following report from West Virginia state personnel on implementation progress after the first year in one area:

Health and Human Resources

HHR 1 Medicaid Fraud

This issue is projected for \$16,000,000 in savings per year; 75% is federal. These savings were implemented immediately in last year's budget.

First-year savings: None
This year savings: \$14,370,000
Five-year savings: \$83,902,500

HHR 2 Recover costs through subrogation

Legislation passed during 2006 legislative session.

First-year savings: \$2,500
This year savings: \$2,500
Five-year savings: \$12,500



HHR 3 Centralization of billing for state hospitals

All hospital billing will be centralized by the end of calendar year 2007.

First-year savings: None

This year savings: None

Five-year savings: \$1,134,905

HHR 4 Title IV-E

Four new positions have been filled; there are now 9 positions dedicated to Title IV-E. The future penetration rates should match the projections.

First-year savings: (\$156,853) (net cost)

This year savings: \$2,547,937

Five-year savings: \$10,256,822

HHR 7 Expand prior authorization for medical services

This has been implemented for home health – outpatient surgery – radiological services (MRI, CT, PET scans).

First-year savings: \$24,000,000

This year savings: \$24,000,000

Five-year savings: \$120,000,000

HHR 8 Realign staffing among state hospitals

The goals of this issue will be realized through attrition management. However, there will be no money savings because there are staffing shortages of primary care workers in the hospitals.

First-year savings: None

This year savings: None

Five-year savings: None

HHR 9 Expand disease state management

DHHR is working with providers to manage chronic diseases. They have also put into place programs for smoking cessation, weight management and nutritional counseling.

No fiscal note attached.

First-year savings: None

This year savings: None

Five-year savings: None

HHR 10 Eliminate TRIP

This program was eliminated June, 2006.

First-year savings: \$180,000

This year savings: \$180,000

Five-year savings: \$900,000

HHR 76 Reduce Pre-term births by providing dental services to Medicaid members who are pregnant

This program is currently being implemented by departmental staff and will begin functioning sometime this fiscal year.



First-year savings: None
This year savings: \$2,114,175
Five-year savings: \$25,370,000

Thus, as we reported to the state in a January 2007 update memo, of the 43 recommendations in the original report, "one item and one item only (P-1, the e-procurement partnership with Virginia) . . . **will not be possible to implement** – because Virginia has decided not to partner with West Virginia on its e-procurement system. The savings from this item would have totaled **only \$300,000** over five years, however – and West Virginia is instead moving ahead with its own e-procurement system that will save even more."

In sum, **Public Works** has a well-established record of achieving actual implementation of its recommendations and actual achievement of government efficiencies.

1.3. Experience in Analysis of State Budgets (RFP Section 3.1.3)

A fundamental and critical component of any performance review is the ability to "get the numbers right," and getting them right means having a thorough understanding of the state budget and budget process. **Public Works** has rigorous standards for financial analyses that become the foundation of recommendations, we devote a substantial amount of time gathering the numbers, analyzing them and working with state staff to ensure we are making the correct assumptions. Examples of financial analysis work and analysis of state budgets include:

New Mexico Performance Review. Ninety-two (92) recommendations were identified in Phase I of the New Mexico Performance Review that saved \$74 million when implemented. Almost all the 92 recommendations from the review's first phase were included in the FY2005 budget submission and many were implemented even before that. Phase II of the Review, while focused more heavily on service improvements, identified savings of another roughly 2 percent of the general fund.

A typical budgetary analysis from the New Mexico Performance Review is provided below:

FISCAL IMPLICATIONS (Sample from New Mexico)

This staffing adjustment will make it possible for the state to meet FMCSA and TSA regulation requirements. It will also help New Mexico avoid sanctions that could cost the state \$8.4 million in the first year and \$16.8 million in each subsequent year. Once the program is established, the state will bring in \$204,000 a year (\$163,000 from the MVD finger printing processing charges and \$40,800 from the DPS in-state background checks). The projected five-year total is \$867,000. This is a proactive recommendation designed to prevent the loss of tens of millions of federal dollars that would result from being out of compliance with federal requirements. It would also improve customer service for the state's commercial vehicle drivers.

West Virginia Performance Review. The Performance Review team identified over \$300 million in efficiencies, new non-tax revenue and other savings in the West Virginia Performance Review. The Governor moved to implement the recommendations by



having his cabinet members sign contracts agreeing to implement the recommendations. The initial phase of the West Virginia Performance Review was sped up to coincide with the 2006-07 budget cycle so that savings could be realized as soon as possible. **Public Works** successfully managed the team of analysts and the project so that the final issue papers were completed in time for the state to begin realizing savings almost immediately.

Colorado Statewide Performance Review. **Public Works** conducted a statewide Performance Review in Colorado – involving 23 departments. The review followed the seven basic steps outlined in our model, producing nearly 100 recommendations and generating \$205 million in savings or new non-tax revenues. The Colorado review required close attention to state law (TABOR) that imposed unique restrictions on state spending and involved rigorous financial vetting through both the department affected and the Governor's Budget Office. Recommendations included many common-sense changes that yield small savings that, added together equal significant savings to the State. Others involved reviews of federal draw-downs such as for Medicaid and fee structures that highlighted the opportunity for the State to increase revenue. Still others were major savings to the State such as revamping the procurement system (\$12.4m), increasing energy efficiency in State buildings (\$19.7m) and increasing Department of Revenue audits (\$36.9m).

A typical budgetary analysis and charts provided in the Colorado Performance Review are provided below:

Fiscal Impact (Sample from Colorado)

The fiscal impact is estimated to be realized fully in FY 2009-10.

Savings from the first recommendation will result from the elimination of two program assistant positions, for a total savings of \$40,596 in FY 2008-09, of which \$22,903 will be realized in the General Fund. For FY 2009-10 and beyond, the annual savings will be \$81,192, of which \$45,805 will be realized in the General Fund. Additional cost savings are expected as a result of centralizing food bidding and contracting functions; however those savings have not been estimated.

These savings are expected to occur over time through attrition, beginning in FY 2008-09.

Consolidating the menu planning and food purchasing functions at the two mental health institutes will result in the elimination of duplicative functions. The fiscal impact of this recommendation will result from the elimination of 1.9 FTEs. The Program Assistant II position will be eliminated, the Dietician II position will be reduced from 0.8 FTE to 0.4 FTE, and the 0.5 FTE Administrative Assistant II (Diet Aide) will be eliminated. This will result in annual savings to the General Fund of \$98,794.

These savings are expected to occur over time through attrition, beginning in FY 2008-09.



Estimated Fiscal Impact				
Fiscal Year	General Fund Savings	Federal and Other Fund Savings	Net Savings / Revenue	Change in FTEs
2009	\$121,697	\$17,693	\$139,390	-2.0
2010	\$144,599	\$35,387	\$179,986	-1.9
2011	\$144,599	\$35,387	\$179,986	
2012	\$144,599	\$35,387	\$179,986	
2013	\$144,599	\$35,387	\$179,986	
Total			\$859,334	

Delaware Demographic Study. On behalf of then-State Treasurer (now Governor) Jack Markell, **Public Works** undertook a detailed study of demographic changes taking place in Delaware – overall population growth faster than the national average, the aging of the population, the increasing ethnic and racial diversity of the state (particularly growing percentages of African-Americans and Latinos), and the movement of the state's population in a southerly direction into previously less-populated counties. The effects of these demographic changes were projected out to 2030, including the fiscal effects on the state government operations and budget. Delaware state government does not maintain budget projections decades in advance, so **Public Works** used several methods to project out state spending a quarter-century including historic growth rates in the state budget, Medicaid population projections, and overall population trends. The report then projected the increase in per-capita state government spending and concluded by analyzing numerous recommendations for the state to constrain spending levels and to increase state revenues without raising taxes over the next 25 years.

Development of Administration Policy Agenda. In November 2006, Governor-Elect Chet Culver of Iowa hired **Public Works** to help his Transition Team develop his first state budget, help implement his Iowa Power Fund, and establish the Governor's Director of Renewable Power – a new office that focused on the development of alternative fuels, renewable power, and other clean technologies. In most instances, newly-elected Governors have little or no input into the first budgets they are required to submit to the Legislature, which are generally prepared by the outgoing administration and often are submitted just days after the new governor takes the oath of office. Governor Culver broke this mold by remaking the proposed state budget – rearranging spending priorities, inserting new initiatives, and identifying specific sources of revenue to ensure the budget was balanced. During the transition, **Public Works** helped the governor-elect's staff to develop a number of new and innovative budget and policy proposals on education, health care and energy, including Governor Culver's highest priority proposals on renewable energy and alternative fuels.



Children's Investment Strategy: City of Philadelphia. Public Works oversaw a wide-ranging strategic planning process leading to the City of Philadelphia Children's Investment Strategy. This strategic planning effort included the development of a comprehensive Children's Budget to identify and categorize spending for children by federal, state and local agencies, and to track trends in the public sector's investment in Philadelphia's children; the Children's Budget is developed in conjunction with an annual Children's Report Card measuring key indicators of childhood wellbeing. Together, these spending and outcomes measures form the foundation for the Children's Investment Strategy. Through an array of new and expanded services, combined with a strong focus on performance, accountability and targeting of services, the strategy is targeting spending to where it is needed most, providing a roadmap for attracting \$150 million in state, federal and private sector funding, and ensuring that government is maximizing the dollars it spends.

1.4. Experience with Revenue Maximization for State Medicaid Programs (RFP Section 3.1.4)

Public Works' revenue maximization subcontractor, Strategic Governmental Solutions, (SGS) currently provides services to more regional and statewide schools consortia than any firm in the country, and is dramatically increasing states' and school districts' Medicaid and SCHIP reimbursements. SGS specializes in revenue maximization when revenue maximization projects are requested as part of a performance review. SGS has worked in numerous states – including Alabama, Arkansas, Illinois, Indiana, Louisiana, and New York – and local jurisdictions on issues that offer opportunities for identifying and securing federal funding of vital programs, including for at-risk children, residential care facilities, and other health and human services programs, from adoption and day care to foster care and juvenile justice.

SGS is uniquely qualified to maximize the amount of funding states and local jurisdictions receive from "uncapped" federal funding sources in a variety of program areas, including: Title II/Federal Old-Age, Survivors, and Disability Insurance Benefits; Title IV-E/Foster Care and Adoption Assistance; Title XVI/Supplemental Security Benefits for the Aged, Blind and Disabled; Title XVIII/Medicare; and Title XIX/Medicaid.

SGS has expertise in recovering public funds from third parties — money spent previously that is often federally reimbursable in full or in part. The firm has developed a specialized skills set — boosting the overall impact of available federal funds via the Community Services Block Grant, Low Income Home Energy Assistance, Social Services Block Grant, State Children's Health Insurance, TANF, and other programs — to help states and other jurisdictions optimize the use of federal funds for a variety of programs.

The model for Performance Reviews developed by Public Works includes a revenue review component designed to identify opportunities and strategies to increase revenue from all non-tax sources. Revenue maximization is often a defined project separate and apart from a performance review, involving extremely detailed review and analysis of financial information for the purposes of specifically establishing sufficient documentation to claim federal funds. Whether such a revenue maximization component is included



with our reviews or undertaken separately, all our performance reviews include a comprehensive and detailed review of financial data for particular programs, departments or functions that may yield the opportunities to claim federal, state or other funds. We examine fee structures, the history of increases, and similar fees in other jurisdictions. We look for the availability of discretionary grants that may not provide on-going funding but can be instrumental in funding start-up initiatives or the transition from one way of doing business to another.

This research and analysis can yield valuable information on where a jurisdiction might claim additional revenues, as well as practical, operational suggestions such as raising fees that are not keeping up with growing demand or costs, making a small investment to increase audits that can yield new income, increasing collections through streamlined or automated systems, or increasing penalties as needed. Examples of revenue maximization and revenue review include:

Indiana Family and Social Services Administration. SGS helped maximize Title IV-E funding in FSSA; the agency was receiving approximately \$3.5 million/year in Title IV-E funding. At the end of a five year project, FSSA was successfully claiming approximately \$32.5 million a year in Title IV-E funding. Over the course of this project, the combined value of the enhancements initiated exceeded \$110 million (including some one-time, retroactive recoveries).

New York State Department of Social Services. SGS assisted NYDSS – and the 58 local social services districts administering NYSDSS programs at the County level – to maximize their Title IV-A/EAF and Title IV-E funding. After a Federal audit of New York State's Title IV-E claims for Kinship Care cases in New York City, \$67 million of Federal funds had been disallowed. SGS began by helping NYDSS and the New York City Human Resources Administration to re-claim approximately \$7 million of those disallowed funds – which was a significant accomplishment because all of the related claims were well beyond the normal two-year retroactive claiming period. In addition, the work on those same cases also generated approximately \$2.3 million of new Title IV-A/EAF claims going forward.

Another component of this project resulted in SGS assisting New York State to submit new claims for Upstate out-of-home-care cases that had been improperly categorized as non-Federally reimbursable under the Title IV-E program and/or the Title IV-A/EAF program. This effort developed approximately \$1 million in new Title IV-E claims – and approximately \$3 million of new Title IV-A/EAF claims.

Alabama Department of Human Resources. SGS helped ADHR maximize its Title IV-E funding for administrative costs. ADHR was receiving approximately \$1.5 million/year in Title IV-E funds for administrative costs – whereas, at the end of the project, ADHR's Title IV-E claims for those types of costs were approximately \$5.6 million/year. Over the course of this project, the combined value of the enhancements initiated was approximately \$8 million (including some one-time, retroactive recoveries).

Illinois Department of Public Aid. SGS' primary objective for this project was to help the Illinois Department of Public Aid (DPA) recover Title XIX/Medicaid payments that were made in error – and to reduce future payments to recipients who were not actually eligible for the Title XIX/Medicaid, Title IV-A/AFDC and/or Food Stamp programs. Over



the course of this project, the combined value of recoveries and cost avoidances achieved for DPA exceeded \$25 million.

Medicaid Revenue Maximization. At the present time, SGS is providing Medicaid billing services to more than 1,200 School Districts in 12 States (Collectively, those School Districts have more than 500,000 Special Education students). In addition, the firm is also working with several State-level School Board Associations in order to identify other revenue generating opportunities for their member School Districts.

Public Works has identified millions of dollars of additional federal Medicaid funding available to states through our fiscal reviews that are part of our Performance Review model. Examples include:

Increased Medicaid Fraud Recoveries: In New Mexico, West Virginia and Colorado, we identified ways to improve Medicaid fraud initiatives that would yield over five years: \$47.5 million in Colorado, \$23.8 million in West Virginia and \$10.5 million in New Mexico.

Leverage pharmaceutical purchasing through 340B programs to increase Medicaid funding. By expanding the number of sites eligible for 340B pharmaceutical purchasing, we found in Colorado that the state would be able to draw down \$5.6 million in Medicaid federal funds; New Mexico \$2.7 million.

Increase in eligibility for family planning services. We identified in Colorado that an increase in eligibility to 150% FPL for family planning services would draw an additional \$36 million over five years in federal Medicaid funding.

1.5. Experience with Development and Analysis of Public Policy (RFP Section 3.1.5)

Public Works has conducted a wide range of specific policy development and implementation projects for state governments across the country. In many of **Public Works'** policy development projects, we have been asked to lay out detailed recommendations for how to improve the actual functioning of agencies and implementation of programs which involved our working closely with top state officials to make those recommendations work.

Public Works is a pioneer in high-level public policy and strategic planning for government CEOs in a consulting capacity. Not only are we hired for specific engagements to solve particular problems, we also function as an on-going policy office and strategic planners – for governors, agency heads, and other chief executives.

We bring to bear our nationwide involvement in cutting-edge policy across a wide range of areas, in a way that local policy advisors simply cannot: Individual offices can *research* “best practices” in other jurisdictions – we *design and implement* them.

We respond to policy needs as they arise and we are able to carry out required policy and planning functions in ways that those in government generally cannot, precisely because we *are* “outside consultants”: When the daily crises of governing overwhelm



on-the-ground personnel, we continue with the forward-focused long-term work our clients need but that all too often falls by the wayside.

And not only do we remain focused on the long-term and the “deep thinking” that frequently gets put off until “next week” – permanently – in most governments, but we help ensure that your office as a whole stays focused on the long-term, as well.

For instance, we have overseen long-term planning retreats and developed long-term agendas with a detailed schedule for the development, roll-out, communication, and implementation of major policy initiatives in health care, education, government reform, taxation, economic development, worker safety, and children’s and family services;

We helped to develop and implement performance measures to make sure agencies were implementing the Governor’s agenda; helped tackle and solve inter-agency problems without an organizational home, from workforce development to “social transportation” programs for the aged and disabled; ensured interagency coordination and gubernatorial control; and worked throughout the year to develop the long-term and detailed programs that became the Administration’s lead initiatives for the following year.

The following are examples of some of the policy development projects **Public Works** has undertaken.

West Virginia Governor’s Policy Office. **Public Works** has assisted the state of West Virginia in a policy capacity since Governor Joe Manchin took office. In this capacity we have developed policy and coordinated implementation of plans with cabinet members in energy, environment, health, human services, insurance, education, and regulatory affairs.

Public Works helped implement an ambitious agenda that the governor laid out in his “West Virginia: Open for Business” plan, which we helped to develop for him. Governor Manchin spoke passionately about this plan during his 2005 State of the State address:

“And for guidance, I am looking towards this beat-up old blue binder. For those who followed me on the campaign trail, you should be familiar with this binder because I took it with me everywhere. From Martinsburg to Matewan, Clarksburg to Parkersburg, where I went, it went. It is my job creation plan and as many of you know, it’s called: West Virginia: Open for Business.

“Almost every politician running for office comes out with a set of plans so that they can demonstrate how serious they are about fixing the state’s problems. But once the election is over and the candidate takes his or her oath, you rarely hear a peep about those plans again. They end up on a shelf somewhere gathering dust. Well, not this plan.

“The ideas that I put forth in this plan during the past year and a half played a major role in my being elected and I owe it to the people who voted for me to honor them.

“That is why I am using this plan as a blueprint for our economic development and job creation efforts. I will do everything in my power during the next four years to live up to my ‘Open for Business’ commitments of saving the good jobs with healthcare benefits we already have and looking for ways to create many, many more.”



Two years later, Governor Manchin's 2007 State of the State Speech not only was replete with policy initiatives that **Public Works** helped the State develop in our on-going policy consulting role — but the speech also directly acknowledged our contributions to the State's bottom line:

Governor Manchin also unveiled a number of policy initiatives that **Public Works** had a hand in developing. These included:

- **Making West Virginia the safest mining state in the country** by hiring additional safety inspectors and instructors; increasing mine rescue training time; offering more competitive salaries to mine inspectors and instructors; purchasing additional mine rescue equipment; and continuing an abandoned mine mapping project.
- Seeking the power to allow the Director of the Office of Miners' Health, Safety and Training to shut down mines and **levy appropriate penalties against repeat offenders** where multiple violations continue to exist.
- Placing a **moratorium on the use of alternative seals in underground mines** and closely monitoring and remediating existing sealed off areas.
- Expanding the state's Mine and Industrial Accident Rapid Response System to **identify emergency response information for every mine and every industrial site** in West Virginia. The system will store critical information regarding these work sites, detailing the closest rescue teams and equipment as well as current site maps.
- Enhancing workplace safety by **requiring drug tests** for all new Executive Branch employees.
- **Improving school safety** by supporting the web-based collection of resources that can identify critical information during an emergency, such as school floor plans, locations of hazards, and means of access for emergency responders.
- Establishing a public outreach campaign to **emphasize the value of education** and the importance of pursuing a college degree.
- Establishing a public-private partnership called Student Educational and Economic Development Success (SEEDS) to **transform struggling schools** through well-established business practices, such as goal-setting, time management, and performance measurement.

Public Works also assisted Governor Manchin in establishing a 31 member 21st Century Jobs Cabinet of West Virginia, co-chaired by First Lady Gayle Manchin and the CEO of a multinational company. Since then, **Public Works** has advised the Manchin administration about the Cabinet's makeup, structure, and policy priorities. We were directly involved in the Cabinet's on-the-ground planning and implementation of major activities, including development of the legislative agenda; creation of a public-private enterprise, SEEDS (Student Educational and Economic Development Success), to mentor public school teachers; and inception of the state's new Internet portal to expand on-line education and training statewide.

Arizona Department of Environmental Quality. **Public Works** provided the Department with policy development, long- and short-term planning and management, and research and analysis support for the Department's newly created Office of Children's Environmental Health. The main goals were to develop a streamlined management structure for the Office and provide the Department with policy recommendations to improve existing programs governing the protection of children's environmental health. **Public Works** helped to develop specific policies that the office could pursue, as well as possible legislative proposals.



California Department of Social Services. The Department retained **Public Works** to research welfare sanction policies and recommend whether a stricter policy was needed to encourage compliance and participation. There had been disagreement amongst the legislature, the Department, and the Governor's Office as to how to treat non-compliant TANF participants; **Public Works'** recommendations threaded a difficult policy and political needle between these competing positions. **Public Works** determined that for certain welfare recipients, tougher sanctions, coupled with adequate services, could have a positive effect on recipient behavior and program compliance. We also determined that tougher sanctions were *not* called for as to others – and we found that, in general, the sanctions were pointless unless the state funded efforts to help address the reasons underlying non-willful noncompliance. The proper application of sanctions could reduce state cash payments between \$17 million to \$40 million annually, enabling the state to shift resources spent on noncompliant recipients to increased investment in programs that some recipients needed to boost their compliance.

New Mexico Department of Economic Development – Streamlining Corporate Tax Cuts to Encourage Job Growth. Virtually every state and local government offers tax credits to businesses in an effort to lure and retain jobs and increase tax revenues. The New Mexico Department of Economic Development retained **Public Works** to analyze its portfolio of corporate tax credits and to propose policies that would streamline these tax credits and incentives and effectively attract high wage jobs to New Mexico. The **Public Works** proposals identified incentives that would benefit New Mexico workers by rewarding the creation of jobs with above-average wages and employee benefits in likely high-growth, 21st Century industries.

Louisiana “No Wrong Door” Program. The Louisiana Governor's Office retained **Public Works** to assist the state's Department of Social Services (DSS) in implementing its new “No Wrong Door” initiative, consisting of structural and operational service integration that results in coordinated, client-centered services; co-located office sites; maximizing funds from various funding streams; early intervention and prevention efforts and performance-based accountability. **Public Works** specifically worked with DSS on the design of its “enterprise business unit” – making the policies and practices of its various divisions work together more efficiently and, simultaneously, challenging the status quo to create a more dynamic and innovative agency. A major part of this was creation of a centralized policy team to serve as the change-agents for the department – providing an entity for both “cross-silo” thought and management *and* agency-wide *planning*, in a meaningful sense. **Public Works** prepared a profile of the agency's current functioning, the impediments to realizing the new integrated model, and how they might be overcome, as the first steps in implementing the centralized planning function the Secretary envisions as well as reorganization across the department.

1.6. Experience Directly Advising Governors and State Agency Heads (RFP Section 3.1.6)

Public Works' senior level personnel have all served extensive tours of duty in state government policy-making positions that require the ability to work with governors and high-ranking officials. Senior level staff have successfully served in high-ranking positions that have included the Pennsylvania Secretary of Aging; the New Jersey Director of Family Development; the chief-of-staff and deputy chief-of-staff for governors in Pennsylvania and Iowa; director of the Governor's Policy Office in Indiana and



Wisconsin; senior municipal officials in budget and administration for the cities of Austin and Philadelphia; deputy counsel to the Governor of Pennsylvania; staff to and appointees of the President of the United States; and speechwriter for a former Vice President, several US Senators, and governors in Arizona, Florida and Massachusetts.

All of these positions required the ability to work with high-ranking officials – in most cases, it required *being* a high-ranking official. This demonstrated ability of our staff individually translates into the daily work of **Public Works** as a firm – which consists almost entirely of policy development and implementation on behalf of, and *working directly with*, Governors, top gubernatorial appointees, agency heads, statewide elected officials, and Members of Congress from across the country.

Section 1.5 above (Development and Analysis of Public Policy) also contains examples of our work with governors and agency heads. In the initiatives identified, we worked closely with high level personnel, and sometimes directly with the governor, to develop policy and programs to achieve the administrations' goals. Additional examples of our work with governors' offices and other high-ranking officials include:

Coordinating health care policy in West Virginia. Governor Joe Manchin was concerned that state health agencies were not finding the time to share information about on-going work, set joint priorities, make connections between projects, and identify the gaps that needed to be addressed. The Governor and state health policy officials feared that some efforts were being duplicated or opportunities for improvement were being missed — and they knew that better coordination was critical to addressing West Virginia's health care challenges, which include some of the highest rates of chronic diseases in the nation, more than 300,000 uninsured individuals, and runaway health care costs. To help state health agencies understand the larger context in which to make important policy decisions, Governor Manchin asked **Public Works** to improve communication and coordination among the state's health care agencies to ensure that health care reforms remain on the fast track for implementation.

To begin this process, **Public Works** conducted interviews with key health care leaders to learn about initiatives and priorities within each agency, and created an inventory of ongoing initiatives so that officials could see what other agencies and stakeholder groups were working on and identify gaps and opportunities for collaboration. **Public Works** facilitated a collaborative process to develop a strategic framework for health care reform in West Virginia. This framework established goals and principles to guide future health policy decisions. In addition, **Public Works** helped health officials to work together to identify key targets for improved coordination. For example, the state currently operates multiple wellness programs out of several different agencies, but they are not necessarily working in concert. By agreeing on a common set of desired results and identifying ways to pool fragmented funding streams for these initiatives, agencies can improve the effectiveness of these programs to better prevent chronic diseases among West Virginia's residents. Heads of all state agencies involved in health issues met regularly with **Public Works** staff in a collaborative process that allowed for better and more regular inter-agency communication and coordination — and kept the Governor informed and on top of his entire Administration's progress on health care issues. By doing the legwork to compile information on current initiatives, suggesting strategic areas for collaboration, and facilitating the development of common goals, **Public Works** helped West Virginia's health officials ensure that implementation and planning go hand-in-hand,



and accelerated progress towards achieving their ultimate aim: improving the health of West Virginians.

New Mexico Governor's Policy Office. Public Works was awarded a contract to act as the outsourced policy office for the Governor of New Mexico. As such, we developed both short and long-term policy initiatives across state government and were responsible for overseeing implementation of initiatives. We were charged with a wide range of policy and strategic planning responsibilities to ensure New Mexico was able to meet growing demands for services, that it was positioned for economic growth, and that services were provided efficiently and effectively.

Louisiana Governor's Office. The Louisiana Governor's Office retained Public Works to provide policy advice and recommendations on a wide-ranging series of issues, including the development of policy proposals to reduce poverty and encourage economic self-sufficiency; ensure that recipients of the state's social services could be apprised of all available services for which they were eligible, regardless of which social service agency or programmatic "door" they entered; encourage rural and inner-city economic development in ways that contribute to smarter growth and development; and enhance workforce development in areas that will support statewide economic development. Some of these policy proposals led to the issuance of executive orders and were included in the Governor's legislative agenda.

California State Treasurer's Green Wave Investment Strategy. Public Works assisted the California State Treasurer in the development of an innovative effort to leverage the state's pension and investment funds to push towards a cleaner environment while attracting new jobs and industries into the state. Through its \$328 billion public pension and investment portfolio, California is integrally woven into the fabric of the global capital markets. Responsible management of California's sizable portfolio requires its fiduciaries to identify emerging risks, as well as potential investment opportunities, in all sectors of the portfolio.

Public Works interviewed the Treasurer and his senior staff to understand their fiduciary responsibilities and determine their investment goals and participated in a series of focus groups and interviews with public and private sector investment experts, environmental entrepreneurs, business leaders, and environmental advocates. Public Works then made a series of recommendations on how the Treasurer could leverage the state's pension and investment funds to achieve a "double bottom line" of creating positive financial returns while spurring economic development and environmental responsibility. The result was the State Treasurer's "Green Wave" investment initiative that contained four central investment strategies to accomplish objectives.

Arkansas Department of Health (ADH). ADH illustrates Public Works' ability to work with high-ranking officials across divides of hostility and mistrust. A review of the Department of Health was commissioned by the Democratic-controlled legislature after the Republican Administration cut \$5.3 million from the agency's budget. The Governor publicly accused the legislature of ordering the review in order to embarrass the Administration, and ADH officials themselves viewed the entire exercise as a witch-hunt. By the end of the process, however, the ADH Director, Dr. Fay Boozman, endorsed both the Public Works report and the experience of working with our consultants.

Workforce coordination and oversight in New Mexico. To help New Mexico better understand the challenges posed by the New Economy, plan for urgent changes in educational systems, and produce better outcomes, Governor Bill Richardson ordered a



complete overhaul of the state's workforce development system (an overhaul that **Public Works** helped to design). This required bringing together the resources of the state's economic and workforce development, secondary and post-secondary education, labor, and human and children's services agencies to build a pipeline of skilled workers in New Mexico.

To accomplish this, Governor Richardson established a Workforce Coordination and Oversight Committee and directed it to align the state's education and workforce development programming with the job demands of the state's current and future economy. This Committee included the Cabinet secretaries from all the executive agencies involved — as well as a few select representatives of the business and labor communities as well as the legislature. To make this high-level group work, the Governor required all principals to attend the regular monthly meetings themselves — and brought in **Public Works** to staff the effort, keep it moving forward, and help these diverse leaders to work together to achieve specific results on a tight timeframe.

To meet that challenge, the Committee began work on a blueprint for that new educational and workforce system. This led to the development of the Work in New Mexico Career Clusters initiative, which is designed to produce highly-skilled high school and college graduates who have the right skills to support New Mexico's high demand businesses.

Public Works assisted the Committee by identifying and gathering economic data that was needed to target high growth and high potential industries. **Public Works** staff facilitated focus groups with CEO's and senior managers from businesses across the state to gather input about workforce needs and opportunities in their industries and provided Committee members with research regarding best practices for workforce development from around the country.

The Committee ultimately identified seven broad business sectors that will need a workforce in industries that New Mexico wants to grow. The Work in New Mexico career clusters initiative creates the pipeline that provides highly-qualified workers for New Mexico companies in these industry clusters: Arts and Entertainment, Business Services, Communications and Information, Energy and Environmental Technologies, Engineering, Construction and Manufacturing, Health and Biosciences, and Hospitality and Tourism.

Public Works helped transform committee decisions and input into an 80-page guidebook and website outlining each of these targeted industries and the pathways or education needed to have a career in one of these industries. Governor Richardson unveiled the Work in New Mexico Career Clusters Guidebook. "This guidebook is going to be the bible for job seekers," Governor Richardson said. "This simple guide outlines where the jobs are and what skills are needed to get these jobs. It is our goal to have this in the hands of everyone who wants to work in New Mexico."

1.7. Experience with Coordination of Interdisciplinary and Interagency Projects (RFP Section 3.1.7)

Because most **Public Works'** staff have managed large government organizations, we understand that effective government requires cross-agency and cross-discipline coordination. This is clearly evidenced in the statewide Performance Reviews conducted in New Mexico, West Virginia and Colorado, which involved interactions with



nearly every state agency in those states, as well as policy and planning in several states to improve workforce delivery systems, health care planning, and other examples as identified below. The following is a sample of other projects that have involved coordinated work with two or more agencies to achieve a common purpose:

West Virginia Health Care. As noted above, **Public Works**' efforts to coordinate health care policy involved bringing together all West Virginia agencies that had a hand in health care policy and service delivery. We were able to assist these agencies to develop a more comprehensive approach to health care policy in order to better advise the Governor on what should be done to improve the health of West Virginians. Many of the policy recommendations and initiatives have been included in the Governor's State of the State address over the last several years.

New Mexico Workforce Development Redesign. **Public Works** was hired jointly by the State of New Mexico and the New Mexico Community College Association to develop recommendations for producing a competitive and highly skilled workforce in New Mexico. After working with various New Mexico state agencies to review the status and effectiveness of their efforts to develop, educate, and train its workforce, **Public Works** proposed reforms to improve the delivery of workforce development and education in New Mexico, including a governance structure to integrate education, workforce development, and economic development policies and programs and a series of improvements to make the workforce development system more responsive and accountable to workers, employers and the taxpayers. This project required working with and negotiating between many of the 42 New Mexico state entities charged with some portion of the responsibility for workforce development in the state, including the Department of Labor, EDD, and DHS. Once our report was completed in early 2004, Governor Richardson issued an executive order to begin implementation of the report's recommendations, starting with creation of a Governor's Office of Workforce Development to oversee integration and improvement of the state's workforce development efforts.

Reforming the California School Construction Process. For years, the school construction approval process in California was needlessly complex, with numerous steps involving as many as 40 state agencies. Further, because so many entities controlled their own piece of the overall process, no agency had ever taken responsibility for ascertaining and enumerating in one place the entire process, let alone making it easy for school districts and parents to understand and navigate. The State and Consumer Services Agency – a 12-department Cabinet agency that oversees two of the largest state entities involved in public school construction projects – engaged **Public Works** to sort out the morass of rules and requirements and to make them intelligible and accessible for school officials, concerned parents, and citizens. By working with various entities involved in the public school construction process, **Public Works** developed a step-by-step school construction primer that became the centerpiece of a state school construction-focused website. **Public Works** also offered recommendations on how to reform and improve this complicated process.

California School Violence Initiative – Crisis Response. While serving as public policy consultants for the California Attorney General's Office, **Public Works** coordinated with the Attorney General and the Superintendent of Public Instruction – two separately elected statewide constitutional offices – on the creation and implementation of cutting-edge programs to reduce and prevent violence at schools. **Public Works** conceived,



researched, and oversaw production of a novel “Crisis Response Box” program provided to every school in California to help them take concrete steps to prepare for and respond to critical school incidents including school shootings and disasters. This cross-discipline project, involving criminal justice and education agencies at both the state and local levels, has been replicated in at least three other states. We also conducted a series of meetings around California regarding prevention of violence against children at school, at home, and in the community.

Indiana Family and Social Services Agency. Public Works was asked to recommend how the Agency could restructure the state bureaucracy that delivers family and social services to the public. The effort focused on pilot programs in two counties to coordinate services offered and delivered by multiple agencies of both the state and county governments for families and their children on welfare and to establish a seamless, single-point-of-contact system for beneficiaries.

Public Works created a strategic plan for the Arizona **Departments of Commerce and Department of Economic Security** to maximize **Workforce Investment Act Dislocated Worker/Rapid Response** funds. The resulting recommendations were carefully tailored to enhance Arizona’s uniquely locally-driven Rapid Response system and resulted in the first statewide strategic plan and policy aimed at working with businesses to prevent worker layoffs, targeting growth industry training and workforce development programs, and maximizing re-training efforts to better prepare Arizona workers for jobs of the future. The plan was developed in collaboration with local directors and service providers in county, regional, and Tribal Workforce Investment Boards across the state through a series of focus groups and discussions, as well as by cooperating with the state Commerce and Economic Security departments that did not see eye-to-eye on most issues.

Pennsylvania Pathways to Advancement Leadership Team. Pennsylvania Governor Edward G. Rendell convened a state Leadership Team consisting of representatives from the Departments of Labor & Industry, Public Welfare, and Education, the Office of Planning & Policy, the General Assembly, the business community, higher education, and the workforce development system to develop a long-term agenda for increasing adult participation in postsecondary education. Public Works not only conducted research and analysis for this Team, but also oversaw and compiled the final report agreed to by these multifarious entities.

1.8. Experience and Knowledge of Working with State Government (RFP Section 3.1.8)

Following are examples of the work we have done in recent years in 18 different states for 47 different departments or legislative entities.



State	Services	Department/Agency
Arizona	Strategic Planning Multi-agency Interaction Policy Development	Department of Commerce Department of Environmental Quality
Arkansas	Department Performance Review Financial Analysis Policy Development Interactive Review	Department of Commerce Department of Environmental Quality General Assembly
California	Governor's Office Policy Development and Implementation Strategic Planning Financial Analysis Multi-agency Interaction Policy Development	Department of Justice Environmental Protection Agency Treasurer's Office Department of Education Com. on Children & Families State & Consumer Service Agency Department of Social Services Department of Industrial Relations California State University Student Aid Commission Department of Corporations
Connecticut	Strategic Planning	Secretary of the State
Delaware	Strategic Planning Policy Development and Implementation Financial Analysis	Department of Insurance Treasurer's Office Legislative & Citizens Commission on Nursing Home Reform
Florida	Strategic Planning Financial Analysis Communications Planning	Department of Financial Services
Georgia	Department Performance Review Strategic Planning Multi-agency Interaction	Division of Mental Health, Mental Retardation and Substance Abuse Department of Corrections Department of Community Health
Indiana	Strategic Planning Interactive Review Policy Development	Family & Social Service Agency
Iowa	Strategic Planning Policy Development Financial Analysis	Governor's Office
Louisiana	Performance Review Disaster Recovery Policy Governor's Office Policy Financial Analysis	Governor's Office LA Recovery Authority
Maryland	Strategic Planning	Department of Environment
New Mexico	Performance Review Policy Development Implementation Strategic Planning	Governor's Office Economic Development Department Public Education Department Department of Labor
New York	Strategic Planning	State Comptroller's Office



Ohio	Strategic Planning Financial Analysis	Cuyahoga County
Oklahoma	Strategic Planning Policy Development and Implementation	Department of Commerce Two Local Workforce Boards
Oregon	Policy Development and Implementation	Department of Education Community Colleges & Workforce Development Workforce Development
Pennsylvania	Strategic Planning Multi-agency Interaction Financial Analysis	Department of Labor & Industry Department of Health
West Virginia	Statewide Performance Review Policy Development and Implementation Strategic Planning	Governor's Office Treasurer's Office Auditor's Office

1.9. Experience with Development of Legislative Recommendations and Reports (RFP Section 3.1.9)

Having held high-level positions in government, we understand the role the legislature plays in appropriating funds and providing their own agenda for policy and programs the state should pursue. We also understand the need for the Executive Branch to work with the legislature in order to advance the governor's agenda. Many of our reports are presented to the legislature; some have been done specifically for a legislative audience. Following are some examples of reports developed for legislative involvement.

Arkansas Legislature: Review of the Department of Health. Public Works was engaged by the Arkansas Legislature for an ambitious project to conduct an organizational assessment of the Arkansas Department of Health (ADH). The project was essentially a department-wide performance review in that it was designed to determine if the ADH's structure helped or hampered the agencies ability to achieve its stated mission. As part of the project, Public Works examined agency funding sources, funding mix, and impact these had on agency operations. Public Works also compared ADH to other state health departments across the country to develop an improved operational structure. The final report to the legislature contained recommendations to improve operations of the department and both the report and the process was endorsed by the department and legislature.

New Mexico Governor's Office. Public Works regularly develops legislative recommendations for all of the Governor's Offices with which we work. The longest-standing such relationship is with the New Mexico Governor's Office. The administration considered 38 recommendations from Public Works for inclusion in the 2006 legislative session, with Governor Richardson touting six of those ideas in his 2006 state of the state address. Those proposals included: creating a revolving loan fund to convert dairy waste to energy; a new grant program to increase parental involvement in schools; new before-and-after school anti-obesity programs; and targeting certain substance abusers for probation and treatment rather than prison terms. And during his 2007 State of the State address, Governor Richardson announced a number of additional policy initiatives that Public Works helped develop for him, including:

- Augmenting the state's Renewable Energy Portfolio standard to **require utilities to produce 15 percent of their energy from renewable resources** by 2015 and 25 percent by 2020.
- Becoming the first state in the country to **require state facilities to use 100 percent renewable energy**.
- Giving consumers a one-month **tax holiday to purchase energy efficient appliances**.
- **Enhancing water conservation** by river ecosystem restoration and mandating water efficiency standards in building codes.
- **Raising teacher salaries** but tying those increases to tougher accountability standards.
- **Investing in afterschool enrichment programs** to tutor and mentor students.
- Making it harder for students to drop out by **raising the drop out age** from 17 to 18.
- **Tripling the funding for substance abuse treatment** in New Mexico.

Louisiana Governor's Office. In 2005, the Louisiana Governor's Office retained **Public Works** to provide policy advice and recommendations on a wide-ranging series of issues, including the development of policy proposals to reduce poverty and encourage economic self-sufficiency; ensure that recipients of the state's social services could be apprised of all available services for which they were eligible, regardless of which social service agency or programmatic "door" they entered; encourage rural and inner-city economic development in ways that contribute to smarter growth and development; and enhance workforce development in areas that will support statewide economic development. Some of these policy proposals led to the issuance of executive orders and were included in the Governor's legislative agenda. We also worked extensively with the Blanco Administration to develop the federal legislation in the wake of Hurricanes Katrina and Rita, the Governor's state recovery legislation, and the Louisiana Recovery Authority's housing redevelopment plan.

California Environmental Protection Agency. The Secretary of the California Environmental Protection Agency asked **Public Works** to design and implement a brownfields redevelopment program. Previous efforts to enact brownfields legislation in California had floundered on an intractable debate over a technical issue. **Public Works** not only cut this Gordian Knot with a solution hailed in the press as "novel" and "ground-breaking" - but also directed an inter-departmental working group in crafting the program, drafting the legislation, and shepherding it through the legislature, working directly with the Secretary and the Governor's Office to create a signature initiative for the Governor.

We worked closely with agency staff for two years in the role of "chief policy deputy," bringing personnel together across internal and external boundaries, developing concepts and turning them into specifics, keeping the process moving, helping develop legislative strategy, and seeing the effort through until the Governor signed the measure into law. And then we went out and did it again the next year: We devised a strategy to make funding available for a new cleanup program that would target the funds to a largely unfunded area – paying the premium on the private insurance needed to cover cleanup projects against the downside risk of uncovering additional, previously-undiscovered pollutants. This also produced maximum financial leverage for enabling projects to proceed for the minimal funding available from the legislature.

We also proposed creation of a revolving fund to be paid back through Tax Increment Financing by successful projects – which made it possible to stretch a small initial public



capitalization of the program into years of additional cleanups. And we kept the proposal narrowly focused on these aspects and away from addressing the larger issue of the cleanup standards for such converted brownfields, on which prior efforts to renew the cleanup law had foundered.

It took breaking the two major pieces into separate bills and pushing through separate, successive legislative sessions, but the strategy worked: At the end of the day, California had a new brownfields law hailed by the nationwide *Superfund Report* as “novel,” “unique,” and “precedent-setting.” And this made funding available for businesses to turn profits by converting polluted properties in clean, new developments, and pleased environmentalists by making sure more cleanups occurred. This created a better environment (so to speak) for both sides to reach agreement on the intractable issue of clean-up standards, because there were now both higher profits and greater environmental progress possible for all.

TANF Reform: California Department of Social Services. The Department retained **Public Works** to research welfare sanction policies and recommend whether a stricter policy was needed to encourage compliance and participation. There had been disagreement amongst the legislature, the Department, and the Governor’s Office as to how to treat non-compliant TANF participants; **Public Works’** recommendations threaded a difficult policy and political needle between these competing positions. **Public Works** determined that for certain welfare recipients, tougher sanctions, coupled with adequate services, could have a positive effect on recipient behavior and program compliance. We also determined that tougher sanctions were not called for as to others - and we found that, in general, the sanctions were pointless unless the state funded efforts to help address the reasons underlying non-willful noncompliance. The proper application of sanctions could reduce state cash payments between \$17 million to \$40 million annually, enabling the state to shift resources spent on noncompliant recipients to increased investment in programs that some recipients needed to boost their compliance.

Southern University: State Energy Independence Plan. Southern University in Louisiana recently commissioned **Public Works** to develop a report for the state legislature on steps that Louisiana state government should take right now to re-focus existing state and federal resources on clean energy, energy efficiency and clean technology products, by developing a clean technology economic development program to achieve Energy Independence. Resolutions embodying **Public Works’** recommendations are currently moving through both houses of the Louisiana legislature,

1.10. Experience Researching and Comparing Policies and Programs Across Different States (RFP Section 3.1.10)

Every project undertaken by **Public Works** on behalf of government clients includes researching and comparing policies and programs across different states – identifying best practices and analyzing how they might “fit” into the unique history, policy approach and operations of a particular state. This certainly was the case for all of the projects identified in Sections 1.1, 1.5 and 1.6 above. Following are a few more examples of projects in which we were specifically asked to research best practices in other states and provide recommendations for how to implement those best practices in our client state.



Southern University: State Energy Independence Plan. The Louisiana Energy Independence Plan that we developed, discussed in the prior section, is based on a study we conducted of the Public Benefit Funds created for this purpose in 19 other states.

Energy Innovations in Iowa – Leading By Example. In November 2007, the Iowa Governor's Office asked **Public Works** to help update and revise its "Lead by Example" policies and programs. The Governor's Office asked **Public Works** to build on the successes of former Governor Tom Vilsack's Executive Order 41 and suggested that they wanted to move forward aggressively on a number of energy-related topics, bring more Executive State Agencies into planning and execution of "Lead by Example" programs, and take advantage of the new leadership and resources of the Iowa Office of Energy Independence.

Public Works conducted a "best practices" review of "Lead by Example" programs in other states and conducted stakeholder interviews with all Iowa state agencies involved with implementing Executive Order 41 as well as other potential agencies and offices. **Public Works** helped identify six potential areas for "Lead by Example" initiatives in Iowa: 1) Green Buildings; 2) Sustainable Materials and Procurement; 3) Biofuels Consumption and Distribution; 4) State Action Smart Growth Principles; 5) Climate Change Policy Development; and 6) Green Collar Workforce Development.

Based upon experience working with other states on Lead by Example initiatives, **Public Works** strongly suggested that Iowa develop a centralized Steering Committee with the resources and authority to fully implement any new "Lead by Example" requirements for state government. **Public Works** also recommended that the Office of Energy Independence be given the authority to "chair" or lead implementation efforts.

New Mexico Workforce Development. Our work on redesigning New Mexico's workforce system – discussed at greater length, above, in Sections 1.6 and 1.7 -- began with a report entitled, "Help Wanted," that laid out a wide range of recommendations for how New Mexico could improve its system in three main "focus" areas: the internal structure of such programs with the state government, the relationship between the state government and the private sector, and the relationship of state government and the private sector with the higher education community. For all of these, but particularly for the recommendations on how to structure the workforce development function within state government, **Public Works** studied and summarized the approaches of cutting-edge workforce states across the country. As our work with New Mexico continued over several years, we helped the state to create a new career pathways program modeled after a similar effort in Maryland, and we were eventually called on to study models in several other states to recommend to the Governor and the chair of the State Workforce Investment Board how best to restructure that board. In short, as with most of our work, our multi-year effort in New Mexico on workforce restructuring involved constant researching and comparing of policies and programs across different states.

Ethics Reform and Lobbying Disclosure. In January 2008, the Iowa Governor's Office asked **Public Works** to prepare an overview of some potential policy ideas to address concerns regarding political corruption, public ethics, lobbying and open records. The Iowa Governor's Office asked **Public Works** to look at best practices in other states and provide policy recommendations. On February 8, 2008 **Public Works** submitted a series of policy recommendations on ethics reforms and lobbyist disclosures pointing out several successful state programs as well as potential ideas to press beyond those programs.



Strategic Analysis of Iowa's Housing Programs. In November, 2007, the Iowa Governor's Office asked **Public Works** to provide recommendations on the best course to move ahead on reforms to Iowa's policy and program development related to housing and community development. **Public Works** was asked to consider how best to organize the affordable housing finance programs available in Iowa as if they were all being established anew in 2008. **Public Works** was also asked to identify a rational approach considering a variety of possibilities before recommending changes in the current housing programs.

To approach this question, **Public Works** identified best practices in housing programs in other states across the country, reviewed documents provided by the Iowa Department of Economic Development (IDED) and the Iowa Finance Authority (IFA), interviewed local and regional consumers and stakeholders of affordable housing programs in Iowa, and spoke with staff at both IDED and IFA.

Best Practices Review on the Housing Crisis. In November 2007, the Iowa Governor's Office asked **Public Works** to provide recommendations on how best to address the subprime mortgage crisis through immediate and affordable policy approaches. In February 2008, **Public Works** presented IGOV with several policy options for managing sub-prime mortgage problems. These options included:

- Creating A Governor's Task Force on Sub-Prime Mortgage Issues
- Promoting Iowa's role in Nationwide Mortgage Licensing System (NMLS)
- Promoting/Improving Iowa's Statewide Hotline Through
- Dedicated Funding for the Hotline
- Funding for Housing Counselors
- Working with NeighborWorks America and the Ad Council
- Increasing Mortgage Broker Responsibility
- Stopping Foreclosure Scams
- Supporting a \$5 Fee on Every Mortgage for Enforcement and Consumer Education

Planned Parenthood of Greater Iowa. PPGI engaged **Public Works** to help in the design and presentation of options to state leaders for a Family Planning Program in Iowa modeled after a program in Minnesota. We conducted key informant interviews with Minnesota and Iowa (Public Health, DHHS and Medicaid) government policymakers and program directors, collected and analyzed relevant family planning program documents and budget information to determine funding and operational and regulatory specifics that are relevant to creating a program in Iowa like the one in Minnesota. We assessed both opportunities and obstacles and presented options for the structure, organizational placement and initial implementation that would best serve low income women in Iowa.

1.11. Experience Developing, Coordinating, and Implementing Communications Plans (RFP Section 3.1.11)

We have worked closely with governors' offices and agency communications staff to ensure a clear, consistent message is presented to state employees, the legislature, advocates, key stakeholders, the taxpayer and any other audience who is interested in or needs to know how public funds are being spent. Our Performance Reviews always include working on a communications strategy to ensure these goals are met. Following are examples of communications plans we have helped develop.



West Virginia Performance Review. Public Works advised the Governor's Director of Communications on a communications strategy for the performance review. A key element of this strategy included the Governor conducting approximately six Editorial Board interviews around the state to describe the results of the performance review. Public Works attended all of these meetings with the Governor and was able to contribute details about the process and outcomes.

Colorado Performance Review. Public Works developed and helped implement a communications plan for the Performance Review that included identifying key times for the Governor to make public statements about the review, as well as helping to craft the public statements so that the message was consistent and on-point. We were able to have the Governor conduct a "kick-off" meeting with the state workers who were designated as contacts for each department and who were charged with helping to make the review a success. Immediately following this meeting, the Governor held a press conference to introduce the staff. Meetings and press releases took place throughout the review and a press conference was held to announce the publication of the final report. All of these activities helped to keep the public, as well as state employees, informed about the purpose, progress and results of the review.

New Mexico Performance Review. For the New Mexico performance review, Public Works was responsible for developing the communications plan that included the Governor's announcement of the review, periodic news reports of progress, and press conferences at the release of the final report. Public Works also worked with the Governor's Office to modify the Governor's web site to include easy access for the public to the report.

Arkansas Department of Health Review. Public Works was responsible for public meetings with the Legislature to present the findings and recommendations of the review.



SECTION II: DELIVERABLES

The following sections outline our approach to the 15 deliverables presented in the RFP. Because of our work in West Virginia and nationally, **Public Works**, more than any other vendor, understands West Virginia's goals and objectives for this engagement and is able to establish an approach that is at once targeted, flexible and adaptable. Our Performance Review in West Virginia was conducted in two phases over the course of one year. As requested by the Governor's Office, we reviewed seven departments/functional areas: Transportation, health and Human Resources, Motor Vehicles, Corrections, Alcohol and Beverage Commission, purchasing and other cross-cutting issues. Time and resources did not permit a review of other departments or functional areas, nor the pursuit of all of the issues identified in the targeted departments/areas. We, therefore, can build on this previous work and revisit these departments for more in-depth reviews, pursue issues that were found but not completed during the initial review or move to other departments/functional areas not addressed in the initial review. In any of these instances, **Public Works** begins with a thorough understanding of state operations and previous performance review initiatives.

As we have done since 2005, we are prepared to work with the Governor's Office, Department of Administration and other state leaders to identify opportunities for improved operations, as well as assist in the implementation of recommendations and advise the administration on policy.

Our model for Performance Reviews and our approach to managing policy and implementation work is adaptable and scalable – we understand the demands placed on governors and high-level officials and know that priorities can change. That is why we are able to stay focused on what needs to get done yet flexible to change direction as needed.

2.1 Establish Criteria for Evaluating Services (RFP Section 3.2.1.1)

As noted throughout this proposal, we have used our Performance Review model numerous times to achieve considerable savings, including in West Virginia. Our model is adaptable to the unique history, politics and requirements of a state. For this engagement, we know that the evaluation of services needs to be a two-part process. First, as described below we will work with the Governor's Office and Department of Administration to identify the best places to conduct a review in order to achieve efficiencies and savings. Once these decisions are made we work with individual departments or cross-departments to conduct a thorough review that produces realistic, practical recommendations. This detailed process is outlined in Section 2.10.

West Virginia's plan for on-going performance review initiatives ideally will build on the work of the first review completed by **Public Works** in 2005-2006 and our on-going policy work conducted up until January 2009.

The world is not static; it is a very dynamic place, and so are state government operations. In just one or two year's time, many things can change. Labor-saving



technology progresses to become less expensive and more user-friendly. Management research unearths new insights into making organizations more effective. Breathtaking budget deficits make previously unattractive ideas much more attractive. The improved availability of performance data for trend analysis provides a more objective and realistic indication of what is working and what is not.

The public's priorities change based on external events, such as natural disasters or frightening crime sprees or new information pointing to an unprepared workforce and uncompetitive economic base. Policymakers respond by shifting their attention to the government operations that can have an impact on responding to the problems of the day, usually resulting in changing the organization of government operations or shifting resources from a lower priority to a higher priority program. The result is that state employees are faced with making their changed operations work effectively while managing change and having to respond to immediate and increasing demands.

To assist in the identification of criteria for what departments, services or functions to review, we look at:

- **Prior Efficiency Studies.** *Public Works* aims to avoid reinventing the wheel or repeating recent in-depth reviews on specific operations. Because we conducted the Performance Review for West Virginia completed in 2006, we are in a unique position to review the status of those recommendations – we will identify, not only what needs to be done to implement those recommendations not yet operational, but also identify what may have changed to modify the recommendations and to move beyond those recommendations so as not to repeat what has already been done.
- **Follow the Money.** Identify which programs or agencies are responsible for the largest non-pass-through expenditures. We will review the most recent West Virginia State Budget to develop a ranked list of programs and departments.
- **Critical Policy Priorities.** The Governor maintains a set of policy priorities, which, to have an impact in improving the lives of West Virginians, must be implemented. Sometimes, ineffective or expensive changes hinder policy priorities from becoming a reality. *Public Works* will identify the Governor's priorities and then use that information to form a list of possible priorities for the performance review.
- **Topical Studies.** On occasion, an in-depth legislative or executive study is conducted on a particular issue or operation. These studies often reveal opportunities to improve operations and save money, providing plentiful data making the case for change. Unfortunately, the recommendations are not always implemented. The fact that the study exists is an indication that the program or operation was of wide enough concern for policymakers or executive leaders to invest time and money investigating the issue. *Public Works* will identify any such studies and the obstacles to implementing cost-saving recommendations.

- **Interdependent Functions.** One of the strengths of a Performance Review is that it is not limited by the boundaries of a single agency when it comes to identifying ways to improve programmatic operations. For example, Medicaid program policies may be overseen by one agency but implemented by another. This is why it often makes sense to review departments that have a lot of interaction at the same time.
- **Cross-functional operations.** Some functions are present in multiple agencies yet they are not aggregated in the State Budget into a single line item. For example, different agencies use laboratory services. By better coordination of such services, the state could save money and improve operations.
- **Leadership.** A Performance Review means changing the way programs operate. Departmental leaders who are open to change are critical to successful implementation of Performance Review recommendations and the savings that result. While this should not be a deciding factor for determining where to focus the Performance Review, it does need to be taken into consideration.

Investigation of these variables will be completed quickly and then used as the basis for discussion to decide where to focus initial Performance Review activities; they will be reviewed periodically throughout the year to adjust focus as needed.

2.2 Conduct Surveys and Public Hearings (RFP Section 3.2.1.2)

While tapping into the expertise of employees is a fundamental aspect of a Performance Review, we are sensitive to the demands that this may impose on state workers who have a job to do. We gather information in many formats, including employee and management interviews, focus groups, e-surveys, meetings with key stakeholders and public hearings. Any of these methods can be used depending on the direction the state would like to take.

Some of the techniques, most notably interviews, focus groups and meetings, are an integral part of any Performance Review initiative. Others, such as e-surveys and public hearings are discretionary. We will work with the Governor's Office and Department of Administration to determine if and when an e-survey or public hearing might be appropriate. Following is some additional information on surveys and public hearings in particular.

A. E-Survey Capability

We have found that an online electronic survey – or “e-survey” – is an excellent tool for soliciting broad employee input. We conduct an e-survey that is open to *all* state employees. This method of collecting employee input maximizes the number of employees who feel that their opinions and ideas are valued, and generally increases the number of ideas received.

E-surveys can reach a large number of respondents -- frontline workers, supervisors, managers, or field workers – to solicit feedback on their experience. An e-survey



enables employees across the state to easily access the survey from a link on the Governor's website and gives them the ability to electronically submit responses anonymously, quickly and simply.

While most of the e-survey questions will be structured so that responses are based on a Likert scale, the e-survey can accommodate open-ended questions, if needed. Survey questions will be designed by **Public Works** in conjunction with the State Project Manager and will not be released until approved. Once approved, channels for distribution will be identified in order to notify employees of the availability of the survey. An email, preferably from the Governor himself and from department heads, is sent to all employees advising them of the availability of the survey and encouraging them to respond. After approximately 10 days, a follow-up email is sent to employees reminding them to complete the survey.

Employees are given approximately three weeks to complete the surveys. Response rates will be monitored closely to ensure an adequate number of respondents complete the survey. If response rates are not sufficient, we will work with the State Project Manager to identify additional mechanisms that might be used to increase rates. We have experienced extremely high response rates on e-surveys in the past.

Public Works has the capability and software needed to create e-surveys and has used e-surveys successfully in previous performance reviews. It has been our experience that e-surveys offer an effective means to reach the broadest input from employees. Moreover, an e-survey provides an anonymous, hassle-free way for employees to supply valuable input about their experiences. For examples of what our e-surveys yield, please see Chapter 7 (p. 75 to 100) of the New Mexico Public Education Review, Chapter 4 (p. 36 to 47) of our Arkansas Department of Health report, or Chapter 8 (p. 251 to 262) of the Colorado GEM Report – all available online at www.public-works.org/perfrev.htm.

B. Public Hearings

If public hearings are requested, **Public Works** will work closely with the Governor's Office, Department of Administration and/or a particular agency (if the request is about a particular agency or program) to plan and hold the hearings. We will:

- Assist in the development of the agenda and format for the meeting to ensure the purpose for holding the meeting is accomplished. This might be a more informal meeting that allows for a give-and-take discussion of policy and/or issues or a more formal hearing format where attendees are invited to provide testimony for public record.
- Assist in the identification of the targeted audience to ensure participation will include all key stakeholders.
- Participate in the meeting – playing whatever role the state would like such as moderator, note-taker, presenter, etc.



- Produce a written summary of the meeting that includes attendees and highlights of discussion or presentations.

2.3 Identify and Suggest Alternative Service Delivery Mechanisms (RFP Section 3.2.1.3)

Our Performance Review model is highly adaptable so that whether we are reviewing major cross-department functions such as administrative services, fleet management or procurement, or an individual program, many of the same tasks are involved.

First and foremost, we engage the leaders, the managers, and the people who do the work and have the hands-on experience *in West Virginia* – to ensure that we fully understand the historical context of each function or program under review – while bringing to bear *our* experience from around the country in identifying leading benchmarks and best practices. We conduct rigorous financial analyses that we think must be “bullet proof” in support of any findings and recommendations. Finally, we produce final reports that are understandable to the people affected by the recommendations and to the public.

During a Performance Review we establish a unique approach to reviewing service delivery mechanisms and improving government operations. We use an array of techniques to identify issues, research problems and possible solutions, determine best practices, and develop recommendations. These standard research and analysis techniques are, in our model, combined with a focused, highly interactive process. Key stakeholders are involved at critical decision points and employees assist in the research and analysis in order to learn the techniques.

Most importantly, in our Performance Reviews we challenge assumptions about *why* a program or service exists, as well as *how* business is conducted. We do not conduct an audit that checks to ensure money is spent according to acceptable accounting practices; rather we look to define how services are provided, how business is conducted, what emerging demands are being placed on government agencies and departments – and how effectively and efficiently are the processes, procedures, policies, technology, and organizations responsible for the services operating. We produce recommendations: to reduce inefficiency and ineffectiveness; to improve services and the way business is conducted; to identify new technology to support operations; to establish ways an organization must change to meet changing demands; and to establish organizational structures, policies and procedures to most effectively and efficiently deliver services to citizens.

We design our approach to answer questions important for the continued viability of an organization or program. We look beyond simple budget cuts to:

- Rethink how the agency, program, or activity in question does things;
- Determine whether any agencies, programs or activities are failing to carry out their duties in the most efficient and effective manner possible—and whether some activities no longer serve a useful purpose;
- Identify duplication in procedures, programs, or staffing, and eliminate waste;



- Assess optimal staffing levels and efficiencies;
- Determine the quality of customer service;
- Assess status of communication between staff and management and recommend improvements; and
- Review and correct any problems that have been subject to public or legislative scrutiny.

2.4 Benchmarking and Comparative Analysis for Productivity (RFP Section 3.2.1.4)

Public Works will work closely with the Governor's Office and Department of Administration to review the information collected to form the basis for determining benchmarking requirements. Once this is determined, our extensive knowledge of national best-practices (in part from conducting similar reviews around the country), our experience implementing such best-practices, our understanding of professional standards, as well as our ability to research specific areas as needed, all will inform our thinking and will become part of the preliminary formation of issues and possible solutions.

Public Works will:

- Identify appropriate national and other recognized benchmarks, standards and best practices for measuring the programs/functions being reviewed.
- Examine the organizational and management structure of agencies elsewhere of similar mandate, size, and to the degree possible, with similar potential near-term growth/caseloads.
- Assess the applicability of practices in other jurisdictions to West Virginia's situation and identify those practices that would be effective if adapted to the state.
- Develop draft findings and preliminary recommendations concerning core operations of the targeted functions based on benchmarking, best practices analysis, and cost-benefits analysis.

2.5 Review Major Systems and Policies (RFP Section 3.2.1.5)

As noted throughout this proposal, Public Works' Performance Review model is designed, not as an audit, but as a scalable approach to review a single program, a major department or cross-departmental functional areas. We challenge fundamental assumptions and question every aspect of policy and program operations to help state leaders make critical decisions about what services continue to be provided and how they are provided.

Throughout this Section II, we identify the techniques used in our Performance Review model to review major systems and policies. We conduct Performance Reviews to identify better ways to provide services and save money.



We believe operations and policy are inextricably linked. The best ideas for solving a significant state problem are meaningless unless they can be translated into effective action by state employees. That is why we believe strongly that performance reviews and advising the Governor on policy are intimately connected, and have much to do with the success of the implementation of changes in operations. Through our experience in West Virginia, New Mexico and Colorado, and over 18 different states we clearly see the connection between performance reviews and initiatives the Governor may want to launch. For this reason, our work includes extensive involvement in implementation of initiatives both directly found as outcomes of the performance review, as well as initiatives that are possible because of the savings achieved through the performance review.

Each step of our review provides information on major systems, programs or operations and how policies might be applied in West Virginia. Specifically, we look to:

- Research the history of a program or operation to develop needed background, changes over the years, levels of services, and if the program is meeting demands.
- Develop a process map to capture all of the steps in an operation.
- Conduct best practices and benchmarking to determine how a program is operating against standards.
- Conduct a highly interactive interview process to ensure we have employee input not only on a problem, but also what the solution is.
- Review findings and recommendations with key state leaders both in the Governor's Office and department under review.
- Write up findings and recommendations in a clear, concise way to serve as the blueprint for implementation.

2.6 Conduct Interviews and Collect Employee Suggestions (RFP Section 3.2.1.6)

Public Works will work closely with the Governor's Office and Department of Administration to tap into the expertise and knowledge of staff and management in departments and programs, including gathering information on legislative and regulatory histories, operations, and program modifications in recent years. We also recommend that a point-of-contact be identified for each department under review. This point-of-contact can help to ensure that key staff and managers are identified for the interview schedule in order to allow for a wide range of stakeholder input.

We conduct interviews with department heads, middle managers and line staff with relevant knowledge about the program or issue being examined. Depending on the



interviewee and purpose, we conduct one-on-one interviews, small group meetings or focus groups in order to obtain the broadest input into the area of operations being reviewed. This combination of individual and small group interviews and focus groups gives us an across-the-board view of a department, program or function. We find time and again that this broad input always provides information that is relevant and important for the formulation of the most realistic analysis of issues and possible solutions. These interviews provide many and varied opportunities to gather insights and ideas from employees.

As noted above, an e-survey can also be a valuable tool to collect employee suggestions and encourage employee involvement in a Performance Review.

2.7 Formulate Recommendations (RFP Section 3.2.1.7)

The end result of any performance review is a series of realistic recommendations that can be implemented to save money, improve efficiency or increase non-tax revenue. It is important, therefore, that recommendations are based on a thorough review of operations, financials, history, and precedent. We go through an interactive seven step process to collect information and analyze data in order to produce recommendations that address real problems and real solutions.

Ideas are gathered from a variety of sources including the background research, constituent information, issues that have been in the press, or an understanding of what other jurisdictions may be doing. A "docket" is developed that is basically a list of every idea gathered during the research phase. Often briefing sheets are developed for each issue that identifies: background information, statement of the problem, and expected result or benefit.

As issues are identified, decisions are made about what is open for consideration as well as time requirements, resources, and expertise needed to fully investigate an issue. Most importantly, the team determines whether significant information on the issue is available from existing sources or whether original research is required. The topic also is re-examined to determine whether the real problem is what it was originally thought to be. It is important to focus on the right issue, making sure that looking too narrowly at an issue does not miss a broader question. At this stage, it is also common for an analysis to uncover opportunities not originally anticipated. These new ideas are factored into the scope of the review.

Finally, it is important to consider the political climate in which the review is taking place. No matter how valid a recommendation or how thorough the analysis, some approaches may not be politically possible or may require a degree of public education before they are made public. Decisions on which issues to finally pursue are made based on many factors including their potential for success. At the same time, ideas are not discarded simply because they failed in the past. Understanding the history of related efforts may provide the information the team needs to reframe proposals in a way that may ensure their success.



The goal of this phase is to identify recommendations for review that offer opportunities for improvement. Sufficient analysis is conducted to make informed decisions about going forward with the idea or eliminating it from further review. Often brainstorming sessions are used at this stage to allow for a free exchange of ideas and opinions.

2.8 Present Detailed Implementation Plans (RFP Section 3.2.1.8)

The Public Works Performance Review team has extensive experience developing implementation plans and timelines to achieve desired results. Developing implementation plans to accompany report recommendations requires an understanding of the fiscal and personnel constraints relevant to the issue being addressed and an ability to prioritize the steps necessary to accomplish the end goal.

When developing recommendations Public Works always keeps the end in mind – that is, what will it take to realize the estimated savings, improved customer service or greater efficiency. As part of our diagnostic assessment, the Public Works team asks questions, not only about how a process currently works, but also what would happen if the process were to change and further, if a change were to occur who should be responsible for the revised process.

All recommendations include a clear statement of anticipated outcomes and include major milestones and schedule for implementation. This usually includes:

- What underlying authority is needed? Can the recommendation be implemented by change of procedures, regulations, Executive Order or legislation?
- Who is responsible for carrying out the plan?
- What are the major steps required?
- What is the timeframe for major milestones and complete implementation?

We believe so strongly in the need to ensure recommendations are actually implemented, and not just collecting dust in a report, that we structure five distinct opportunities to “get it right.” To ensure recommendations become reality we:

- **Involve key department leaders in the discussion of findings and recommendations during the research phase of the review.** We want to, not only collect information, but also ensure the “buy-in” of key managers and staff so that they have ownership of the issue and recommendations when formulated.
- **Conduct a formal “tollgate” that provides the opportunity for the department head and other key state leaders to question findings and recommendations, and fully vet the results.** Findings and recommendations must not only be understood, but also fully supported by state leadership in order to ensure success. Most times, department heads cannot do it alone – everyone needs to be on board to agree to the needed change and to implement it.
- **Meet with department heads once recommendations are finalized to provide another opportunity for them to understand what is being**



recommended. This provides department leadership with an opportunity to refine information for the final recommendation and to begin to formulate plans for implementation.

- **Establish a “contract” between the Governor’s Office and the department head as the commitment to implement the recommendations.** As we learned in West Virginia and have used ever since, putting the expected change in operations, desired outcome, and timeframe for implementation in writing removes any ambiguity about what is to happen and who is responsible. This level of commitment in writing has proven to be a useful tool to keep the focus on critical activities and milestones.
- **Assist departments as needed after the performance review itself is complete in order to ensure recommendations are implemented.** As was the case in West Virginia, Public Works has often been called upon to assist with the implementation of recommendations. We have gone beyond the initial steps developed for the implementation plan and developed outcomes measures, tracking systems and additional detailed process mapping. Most importantly, we have been engaged to bring together multiple agencies charged with implementing cross-departmental recommendations to assist them in focusing on required outcomes.

2.9 Obtain Input from Stakeholders (RFP Section 3.2.1.9)

We define stakeholder in a very broad sense – employees have as much “stake” in what happens in a program or department in which they work as does advocates, the legislature or other group. Our activities, therefore, to obtain stakeholder input are varied. As described more fully in Sections 2.2 and 2.6 above, we obtain stakeholder input through: individual and small group interviews with agency heads, managers and line-staff; focus groups; e-surveys; public hearings; and interviews with advocates and other interested parties. We will work closely with the Governor’s Office and Department of Administration to decide whom to involve and how to gather input to ensure we are sensitive to any issues that might arise in conducting such a broad outreach.

2.10 Conduct Evaluations of Spending Units, Departments and Systems (RFP Section 3.2.1.10)

The Performance Review model developed by Public Works is a flexible, scalable model designed to adapt to any circumstance – reviewing a program, single unit of government, department, cross-department initiatives, and functional areas. As described throughout this proposal, we have used the model in every one of these circumstances, including West Virginia. It is a highly interactive model that relies on our partnership with the Governor’s Office and Department of Administration in helping first to focus on what should be reviewed and then identifying issues and recommendations throughout the review process.

Once a focus for review is established, the Public Works consulting team first develops a thorough understanding of the service, program, department(s) or function being



reviewed. The first step after project kick-off is to collect department, program or functional area specific data and documents. It is critical for the team to establish a baseline understanding of the size, structure, and purpose of the programs or functions being reviewed. During this component of data collection, **Public Works** will review the data and findings of previous Performance Reviews conducted in West Virginia and build upon the recommendations implemented in those efforts. During this step of **Public Works'** data review, our team will focus on areas not present during previous reviews – political and financial trends (e.g., the new presidential administration and pending state stimulus package) as elements not incorporated into previous reviews in West Virginia.

Public Works will:

- Prepare and distribute requests for documentation and data for the project team to understand the structures, responsibilities, operations, personnel, funding, management systems, facilities, and assets of the department(s) or functions chosen for review.
- Review and analyze materials submitted.
- Prepare a brief summary profile of each program, department or function under review including, as appropriate, such items as:
 - Stated responsibilities,
 - Performance and workload measures,
 - Operational policies, procedures, and processes,
 - Automated systems,
 - Staffing levels,
 - Budgeted expenditure levels,
 - Interactions with “customers”, both internal and external,
 - Interactions with other governmental agencies, and
 - Issues and recommendations identified in previous studies.
- Isolate areas such as performance indicators, expenditures, staffing levels, etc., that will constitute the foundation of best practices and benchmarking research.

We then conduct on-site visits of agencies and programs, and interview key managers, supervisors and employees both in individual and small group meetings. We will work with the state Project Manager to identify the appropriate people to interview. From our work experience in West Virginia, we know that State employees will want to be fully engaged in Performance Review effort. We will work closely with the Governor's Office and the state Project Manager to ensure that State employees play a key role in our work as we build upon their historical insights and welcome their ideas for improved service delivery. As part of our interview process, we will identify existing State practices, legislative history, and legal, regulatory, and budgetary constraints faced by departments or programs over recent years.

The following types of issues will be considered, as appropriate:



- Organizational structure, layers of management, and functional alignment;
- Span of control, supervisor-to-staff ratio, staffing allocation, and staffing patterns;
- Management of workload and efficiency of workflow;
- Identification of processing backlogs;
- Progress at meeting goals and objectives in statute, regulations and agency strategic plans;
- Identification of operational duplications, gaps, or other inefficiencies;
- Adequacy and use of information technology; and
- Timeliness and quality of work products and services.

Based on this information, **Public Works** will identify the core work processes in the department or functional area and develop high-level process maps. For each department/function, we will:

- Determine where inadequate performance exists, identify the causes for inadequate performance and identify service gaps and/or duplication. The causes may include but not be limited to:
 - Inappropriate or inefficient organizational structure or alignment;
 - Lack of meaningful performance or accountability measures;
 - Lack of automation or use of technology; or
 - Inefficient or ineffective business practices, including faulty internal controls, inconsistent or poorly documented procedures, inadequate internal communications, problems with employee morale or motivation, or lack of flexibility to meet customers' needs.
- Determine the degree to which each department/functional area is meeting its objectives and goals. Identify activities that add value and those that do not add value.
- Consider whether agencies and activities are in compliance with appropriate laws and regulations and the degree to which managers and staff are held accountable.

2.11 Recommend Plans to Implement Changes (RFP Section 3.2.1.11)

As described in detail in Section 2.8 above and further in Section 2.12 below, we believe developing realistic implementation plans is one of the most significant elements in producing recommendations. We work with agency heads, managers and staff to make sure we "get it right" and fully vet findings and recommendations to ensure we have sufficient "buy-in" to carry out the plans. To achieve these goals, we pay close attention to the steps outlined in Section 2.8 and 2.12.

2.12 Provide Technical Support for Implementation of Recommendations (RFP Section 3.2.1.12)

As noted in Section 2.8 above, **Public Works** structures the process of finalizing recommendations with an eye toward what it will take to implement the



recommendations. Through the review process we begin to work with departments on implementation plans and can provide whatever assistance is needed to realize results.

As noted earlier, we understand the world changes, and sometimes rapidly, and change is hard. We have experienced this in all of our reviews, including in West Virginia. By one year out, some recommendations are not being implemented, new information becomes available, new demands are placed on agencies that were not present just months before, departments think numbers used in the analysis of findings are faulty, or resources were not committed as originally planned. When this becomes the situation, as it did in West Virginia, we take the following actions.

- **Revisit information and analysis.** Because we maintain detailed working papers and source documentation, we were able to reconstruct our analysis at a very detailed level and identify the source of information and numbers used.
- **Assess changes or requirements needed for implementation.** With our original documentation in hand, we were also able to identify the steps originally cited as required to implement each recommendation. We reviewed each of the steps to determine if they are still viable or if new resources were needed, were they provided. For instance, if we recommend hiring additional auditors to increase collections, and auditors are not hired, the department cannot be held responsible for not achieving increased collections. Often, however, we find that departments simply have not taken necessary steps to implement a change in operations and we can examine required steps to assist them in doing so.
- **Review status with agency heads and Governor's Office.** As we did in West Virginia, we conduct meetings with each agency head and the Governor's representative to discuss reasons for delays in implementation and address each obstacle identified. This sometimes requires a renewed commitment to make changes; sometimes slight modifications to the implementation plan. In either case, we work with the department to take necessary action. The result in West Virginia as described in Section 1.2 was that only one of 43 recommendations had to be abandoned (partnering with Virginia procurement).

2.13 Provide Training for Key Employees (RFP Section 3.2.1.13)

Public Works is committed to improving the quality of government operations to the benefit of taxpayers and the customers of government services. One of the ways we demonstrate that commitment, and provide additional value to our clients, is by teaching the government's employees how to do what we do so that when our engagement is complete, our process expertise, and not just our product, remains.

Public Works' Performance Review training is the result of our team's over two decades of experience in developing, conducting, facilitating and leading performance reviews. **Public Works'** training method is designed to provide instruction on every phase of a performance review from idea generation to defense of the final recommendations.



Sidney Hacker – who will serve as Project Leader – served as the lead Education and Employee Benefits budget analyst for the Texas House Appropriations Committee during the first Texas Performance Review (TPR). She was in the position to evaluate and challenge the various recommendations from a legislative and budget perspective. Later, she served as an analyst with the Texas Performance Review and not only managed teams of analysts but served as the Assistant Manager of TPR, helping oversee every aspect of a performance review. In addition, Ms. Hacker’s tenure as a municipal Deputy Budget Officer for the City of Austin, as well as with the Texas House Appropriations Committee, provides her with the extensive experience needed to conduct in-depth fiscal analyses critical to crafting robust fiscal impact methodologies. In other words, she knows what the analysts are up against and how to coach them for success. Ms. Hacker recently oversaw the training and coaching of state employees in Colorado as part of our Colorado statewide performance review.

Training is accomplished in two ways:

- First, the department point-of-contact or any other employee designated by the Governor’s Office or Department of Administration “shadows” the **Public Works** consultant as much as possible in order to be part of each step of the analysis. This allows the employee to be a full participant in the collection of data, analysis of information and development of recommendations. Most importantly, it provides the employee with hands-on experience in performing the range of tasks required in a Performance Review as well as to experience the process required to conduct a review.
- Second, group meetings are held throughout the process to bring together all points-of-contact and others designated by the Governor’s Office or Department of Administration in order to share experiences, ask questions, and learn from the experience. These training sessions cover:
 - Methodology:
 - Discussion of what a Performance Review is and is not.
 - How teamwork can contribute to a review.
 - How to establish a realistic project timeline.
 - How to conduct the various phases of a review:
 - Plan
 - Research and Analysis
 - Issue Development
 - Reporting Recommendations
 - Fiscal Impact Statement
 - Work Papers
 - Report Production
 - Issues Presentation: A detailed review of issues dockets, data analysis, development of findings and recommendations and how to present information in meaningful ways. This includes effective oral presentation in order to help trainees present with confidence and clarity.

- Fiscal Impact: For recommendations to have the best possible chance of implementation, they must include clearly quantified savings or benefits that will result from their adoption. In other words, there must be a compelling case as to why the recommended change should be embraced – one of the most compelling cases being that the recommended change will save money without harming service. The methodology for calculating the savings must be certifiable by the appropriate fiscal authority, and be able to withstand internal and external scrutiny so that any reasonable person could agree that the projections are realistic. Our training focuses on strategies to understand the timing of expenditures and the budget cycle, to identify cost elements and units of cost, to ensure costs are documented, and to calculate the impact of the recommended change on cost of operation. We discuss what can and cannot serve as appropriate proxy data and what is and is not certifiable savings or revenue enhancement.

2.14 Provide Written Reports (RFP Section 3.2.1.14)

Performance Review reports eventually become public documents used to enhance citizen awareness of the issues and recommendations and to help decision makers view the issues analytically and understand what may be required to implement recommendations. The process for writing and disseminating the report requires attention and planning. Reports go through several iterations and reviews before they are ready for publication.

A well-written report is persuasive and clear and presents issues and recommendations in an objective manner that can be easily followed by any reader. In order to accomplish these objectives, we ensure reports are written:

- Using simple and direct language, as free from jargon and acronyms as possible;
- Recognizing that the audience may be people who are not familiar with the issue and the report needs to persuade them that the recommendations will improve the situation being addressed;
- Using a more informal style and tone than those typical of a formal audit; and
- Presenting issues as risks and opportunities, not as shortcomings of the agency or staff.

The typical Performance Review report presents information on each of the recommendations developed during the course of the review. Each recommendation is presented in only about two to four pages of text and tables and is designed for a wide audience, including citizens. This concise format not only focuses the presentation on the relevant information; it also lends itself to a simple format that can more easily keep a reader's attention. For government managers and others who want more detailed information or background, the facts and assertions in the report are well documented with either footnotes or endnotes.



2.15 Assist with Public Understanding of Findings (RFP Section 3.2.1.15)

Communicating the purpose, process and results of the Performance Review is critical to its success. It lets the public know that their tax dollars have been invested in a worthwhile effort; it prevents the recommendations from being “swept under the rug” and it builds a constituency for change. And good communication is two-way -- sometimes, it produces good ideas for the review. That is why **Public Works** integrates a two-prong communications strategy into the overall project plan – one to ensure employees understand what is being done and one to assist the state in addressing the public.

The Communications Strategy starts with a representative from the Governor’s Communications Office being part of the initial planning for the Performance Review, where final decisions are made about the performance review and how it is done. The next step is for the appropriate Communications staff to attend the tollgate meeting, where every draft issue paper is discussed. The tollgate is a preliminary screening of all the ideas for potential issue papers that are generated during the review. It is highly recommended that communications staff participate in this part of the process to help them build a solid background on the issues, some of which can be very complex, and to point out areas of research that may be needed to address the challenge of communicating the issue later on.

The long-term success of the West Virginia Performance Review depends in large measure on gaining support for the overall process among employees, taxpayers and interest groups, then leveraging that support to persuade lawmakers to approve the specific recommendations that result. A strategic communications plan that addresses employee participation and concerns and keeps the performance review in the public eye is an integral part of its ultimate effectiveness.

We will also work closely with the Governor’s Communications Director to plan public events throughout the review. As described in our experience in Colorado, New Mexico and West Virginia, press conferences and Editorial Board meetings allowed these Governors to have a forum to get their message out about saving taxpayer money and ensuring all funds entrusted to the state are spent efficiently. Press clips can be viewed at www.public-works.org/perfrev.htm.



SECTION III: STAFFING

The **Public Works** team includes former top-ranking employees from all levels of government who have worked on several performance reviews both in their capacity as government employees and in private consulting practices. They bring to the State of West Virginia extensive experience in both specific program and department operations, as well as functional areas such as finance, organizational design and staffing, process mapping, revenue review, best practice research and development of findings and recommendations based on best practice and industry standards

The team covers a wide range of areas of expertise so that any aspect of government can be investigated by experienced people. Resumes of proposed team members can be found in Attachment A. The **Public Works** team includes:

Sidney Hacker

Sidney Hacker holds a Masters Degree from the LBJ School of Public Affairs at the University of Texas at Austin and has twenty years' experience working with state governments from within the legislative and executive branches as well as the private sector. Ms. Hacker spent six years with the Texas Performance Review, conducting performance reviews of everything from individual programs, such as the Women, Infants and Children nutrition program, to state agencies, such as the Public Utilities Commission, to state functions, such as workforce development. For the latter, in addition to specific performance review recommendations, Ms. Hacker oversaw the creation of a blueprint for consolidating 26 workforce development programs across 11 state agencies into the newly created Texas Workforce Commission.

Ms. Hacker was involved in the development, publication, and defense of three statewide performance reviews, each of which offered ideas and recommendations for improving state operations by at least a billion dollars. In addition to her experience with the Texas Performance Review, Ms. Hacker has conducted performance reviews of the Texas Parks and Wildlife Commission, the Finance Division of the California Student Aid Commission and their auxiliary EDFUND. She was a key member of the team for the West Virginia statewide review and project manager for the recently completed Colorado statewide review.

As Project Leader for any Performance Review activities, Sidney will be responsible for oversight of the **Public Works**' team and ensuring that client expectations are met and the project is completed on time.

Marion Reitz

Marion Reitz, with a Masters Degree in Social Work Administration from the University of Pennsylvania, has over twenty-five years of experience managing and leading



government agencies, as well as for-profit and not-for-profit organizations. Her work and experience has covered a wide-range of programs and government services, especially in the areas of health and human services, government contracting and procurement. Ms. Reitz's direct experience in managing public sector programs is coupled with her recent years of consulting work in the area of performance reviews, program design, operational analysis, fiscal operations reviews, government contracting and procurement processing. One of her most recent assignments was as a project leader for the New Mexico Performance Review, where she participated in both phases of this far-reaching initiative.

Before consulting, Ms. Reitz served for nine years as the Director of the Division of Family Development in New Jersey, responsible for all public assistance and child support programs for the state, managing a budget of \$1.2 billion and over 500 staff. She has been responsible for programs at the local level, working in Philadelphia as an Assistant Managing Director with the specific mission of creating interdisciplinary and interdepartmental solutions to health and human service needs not responding to categorical approaches.

Ms. Reitz's background in key areas such as health, human services, contracting and procurement, coupled with her hands-on experience in how governments operate, make her an important asset in performance review consulting. Most recently, Marion served as project manager for the West Virginia effort to develop health care reforms presented in the Governor's State of the State address.

Dawn Wilson

Dawn Wilson served five years as a senior advisor to the West Virginia Governor and Lt. Governor, five years as Deputy Chief of Staff. Throughout her tenure, Ms. Wilson provided legal counsel and served as a lead budget, policy, and communications advisor to the administration. In conjunction with the Chief of Staff, Ms. Wilson managed the operations for 27 state agencies and a \$5 billion state annual budget. In addition, Ms. Wilson served as the governor's primary advisor in the areas of homeland security, emergency management, public safety, labor/workforce development, and youth development issues, with direct oversight of all state agencies in these areas. Ms. Wilson also served on the Governor's Leadership Team for Budgeting and Reinventing Government.

Ms. Wilson has served in a variety of roles in state and federal government, including work in the offices of US Senator Sam Nunn (D-GA), the Georgia Governor's Office of Consumer Affairs, and the Assistant Chief Counsel's Office of the Federal Aviation Administration. Ms. Wilson has a Juris Doctorate from the University of Georgia, School of Law.

Eric B. Schnurer

Eric Schnurer, president of **Public Works**, has been helping governors and other high-level government decision-makers realize budgetary savings since 1993, when he served as chief-of-staff to the Acting Governor of Pennsylvania, and has since then helped make **Public Works** one of the leading firms in the country offering structured performance reviews of government agencies. As chief-of-staff, Mr. Schnurer personally oversaw design of the Acting Governor's budget proposal, including detailed savings across state government to pay for a large business tax cut. Since then, Schnurer has identified similar areas for budgetary savings for the current governors of Arizona, New Mexico, and Maine.

Mr. Schnurer founded **Public Works** in 1995 and since 1997 has overseen **Public Works'** provision of performance review-related services to government agencies across the country. Most recently, Mr. Schnurer has served as partner-in-charge of the **Public Works** performance review in New Mexico, West Virginia and Colorado – which resulted in the firm's being asked to conduct a similar review of the New Mexico Public Education Department. He also was the responsible corporate manager for the Arkansas Department of Health on behalf of the Arkansas legislature and the "EdFund" of the California Student Aid Commission review. Eric will be the corporate Officer-in-Charge for this engagement.

Gloria Homer

Gloria Homer is a graduate of the University of North Carolina with over 25 years of experience in government finance and administration. She served as the Cabinet Secretary for the Delaware Division of Administration during which time she was responsible for all aspects of state procurement, contracting, fleet management, capital programs, state printing, strategic planning, and other state administrative responsibilities. Overseeing a budget of over \$100 million, she has received numerous awards for leadership and management, including having created the first Delaware Office of Minority and Women Business Enterprise.

While responsible for the Division of Administration, Ms. Homer conducted several performance reviews of agency operations and services, resulting in several improvements. Most notably, she consolidated fleet management, saving the state \$7 million in the first two years of operation, and restructured the Printing and Publishing Unit resulting in a positive cash flow. She also identified growing demands for services and was able to position the division to meet those demands.

Gloria was a key member of the Colorado Performance Review; responsible for administrative functions, fleet management review and procurement review.

Shari Holland

Shari Holland has extensive experience reviewing public programs and making recommendations to public officials, leading organizations through the process of evaluating their internal processes and structures as well as the impact they have on their clients and customers. With a focus on the allocation of public funds, Ms. Holland works with clients to identify how funds are being used and whether the allocation of resources reflects the needs and priorities of the organization.

Ms. Holland has twenty years of experience evaluating public programs and their funding and presenting policy findings and recommendations to elected officials and public audiences. Ms. Holland served as an assistant to the Director of the Austin/Travis County Health and Human Services Department. In that position, she evaluated changes in administrative policies and organizational procedures, recommended improved management practices, facilitated staff work teams, and coordinated a large departmental reorganization. Before working in the City of Austin, Ms. Holland served as an analyst in the State of Texas Legislative Budget Office and later as a senior analyst at the Travis County Planning and Budget Office. Assigned to health and human services agencies in both offices, her responsibilities included monitoring revenues and expenditures, assisting departments in the preparation of their annual budgets, evaluating budget requests, coordinating and preparing bond issuances, developing a debt policy model, analyzing the fiscal impact of proposed legislation, and evaluating and monitoring programs and performance.

Ms. Holland has a Master's degree in Public Affairs from the LBJ School of Public Affairs in Austin, Texas, in addition to a Bachelor's degree in Urban Affairs from the American University in Washington, D.C.

Robin Herskowitz

Robin Herskowitz, a graduate of the University of Texas at Austin, brings almost 20 years experience in the area of public health policy, and has a well-earned reputation for her innovative approaches to performance reviews. Prior to joining the private sector, Ms. Herskowitz worked as a Senior Policy Analyst with the Texas State Comptroller, where she led the groundbreaking performance reviews of state health programs. These reviews included specific recommendations to improve efficiency and save state taxpayers billions of dollars.

Ms. Herskowitz' project experience includes performance reviews of numerous state governments, health departments and health programs, as well as program evaluations, cost-benefit analyses, and health policy related research studies. She participated on the team to conduct the Colorado and West Virginia Performance Reviews, participated in Phase I of the New Mexico review, and co-directed the second phase of the New Mexico Performance



Ms. Herskowitz directed our study examining the organizational performance of the Arkansas Department of Health and co-directed the West Virginia Performance Review.

Felice Trirogoff

Felice Trirogoff, with Masters Degrees in Public Affairs and Advertising from the LBJ School of Public Affairs and the University of Texas at Austin, joins the **Public Works** team as a policy research analyst. In this role, Ms. Trirogoff has worked in transportation policy and highway finance, education, workforce development, and unemployment insurance. Ms. Trirogoff's most recent projects include working with Oklahoma's East Central Workforce Investment Board, Pennsylvania's Workforce Investment Board and the Governor's Office of West Virginia. Before joining Public Works, Ms. Trirogoff taught high school English in Philadelphia, Pennsylvania. As a graduate research assistant, she's worked for the University of Texas at Austin, the Texas Higher Education Coordinating Board and Sherry Matthews Advocacy Marketing Agency.

Joseph J. O'Hara (Subcontractor Strategic Government Solutions)

Joe O'Hara began his governmental career as a Counsel to the New York State Senate's Social Services Committee. In that capacity, his primary work assignments involved the development of the Department of Social Services' (DSS) annual budget -- and analyses of DSS-related legislation. Other positions held include: a private sector consultant for the Massachusetts Department of Social Services, where he designed -- and implemented -- that State's first Statewide Child Abuse Hotline; as the Director of Washington, DC Council on Family Planning, he oversaw the District of Columbia's Family Planning program; and as the Director of the Division of Family Services in the Missouri Department of Social Services, he oversaw, among other things, that State's Medicaid program, Public Assistance program, and Child Welfare program. Mr. O'Hara also served as the Director of cabinet-level Missouri Department of Social Services, which included the Division of Aging, Division of Family Services, the Division of Health (which is now a separate cabinet-level agency), the Division of Manpower Development, and the Division of Youth Services.

Since 1986, Mr. O'Hara has operated his own private sector consulting company. Through his public and private sector experience, he brings a wealth of knowledge and experience in several areas of performance reviews, most notably revenue maximization, third party liability, and cost recovery and cost avoidance. Combined with his years of experience as a high ranking manager in state government, Mr. O'Hara extensive financial experience and expertise with respect to the Title XIX/Medicaid Program make him an expert in areas vital to state governments looking for budget savings.

Recent projects Mr. O'Hara has worked on include: assisting the Illinois Department of Public Aid (DPA) in recovering Title XIX/Medicaid payments that were paid in error -- and in reducing future payments with respect to recipients who were actually not eligible for



Title XIX/Medicaid benefits; working with the Arkansas Department of Human Services (DHS) in maximizing its Title IV-E funding and its Title XIX/Medicaid funding, and the design and implementation of initiatives that have enabled local school districts in several states to claim Title XIX/Medicaid funds for some of their special education Programs. His efforts have generated over \$850 million of additional funds for the company's clients.

Joe holds a Masters Degree in Public Administration from the Cornell University Graduate School of Business and Public Administration, as well as a Juris Doctor from Cornell Law School.



ATTACHMENT A: RESUMES

Sidney Bailey Hacker

PROFESSIONAL EXPERIENCE

Public Works, LLC

2004-Present

Senior Consultant

Craft solutions, and manage projects to provide solutions, for public-sector clients at the state and local level.

- Project Manager for Colorado and West Virginia Performance Reviews.
- Conduct performance review of the financial operations of California Student Aid Commission's Federal Family Education Loan guaranty entity, EdFund.
- Craft budget solutions for mayoral candidate in a major city with multi-billion dollar deficit.
- Present best practices in workforce development to Louisiana Governor's Task Force on Workforce Competitiveness
- Solve Charter School customer service issues for New Mexico Public Education Department.
- Lead team to create strategic plan for Arizona's workforce Rapid Response program.

City of Austin, Austin, TX

2004

Deputy Budget Officer

Responsible for assisting and supporting the Budget Officer in the direction of the 25-member budget office of the City with annual budget covering nearly \$2 billion in expenditures for over 10,000 FTEs.

- Supervise development of revenue estimates, budget review and tracking, performance reports and analysis, and budget production

SBH Consulting, Austin, TX

2002 –2004

Owner

Independent consultant delivering recommendations to improve budget, organization, management, and strategic operations of government agencies.

- Develop practical solutions for operational problems at Texas Parks and Wildlife Department following unfavorable State Auditor's report. Impact was restoration of agency's credibility and legislative confidence in agency's budget presentations.
- Provided objectively verifiable assessment to Texas Natural Resources Conservation Commission regarding the need for an increase in the air-permitting fee. Resulted in improved understanding by commissioners, staff, and affected industries of how the fee revenue is projected and spent.
- Analyzed pending Texas Congressional races for Dell, Inc. to inform PAC contribution decisions.

Dell, Round Rock, TX

2002 – 2003

Manager, State and Local Government Relations

Manage multi-state government relations operation for Texas-based Fortune 100 company. Create and execute strategies to shape state policies to the benefit of Dell.

- Created and executed multi-pronged strategy to prevent costly changes in Texas franchise tax laws.
- Implemented informational meetings and materials for targeted Legislators in advance of Legislative Session, resulting in legislative staff and member-initiated

contacts during session to alert Dell to adversarial activities and controversial legislation.

- Created new internal budget format providing strategic focus and enhancing timeliness and accuracy of budget projections, while preserving technical and accounting detail required by Dell.

Tony Sanchez for Governor, Austin, TX
Policy Director

2000 –2001

Policy Director for gubernatorial candidate, responsible for developing position papers, providing research on broad policy areas as well as specific public issues.

- Carefully crafted and executed a policy development strategy for candidate who had limited government experience. Resulted in candidate having a solid grounding in the basics of state government functions and issues, as well as an extended network of trusted policy experts and carefully documented, yet readable, reference tools for the duration of the campaign.

Texas Comptroller of Public Accounts, Austin, TX
Texas Performance Review

1995- 2000

Served in capacity of analyst, team leader, and assistant manager to create recommendations to help Texas government programs operate more efficiently and effectively. Provided expert testimony and talking points on legislation to improve state government programs.

- Managed performance review of Smart Jobs program with annual appropriations of \$75 million.
- Led project to craft the blueprint for reorganizing the state's 28 workforce programs, located in 11 different agencies, into the newly created Texas Workforce Commission. Presented numerous speeches, conducted legislative briefings and defended report recommendations before the three Texas Workforce commissioners, resulting in the report's recommended courses of action being adopted by the Commission.
- Recommended improvements on developing the workforce for the Texas-Mexico border region, resulting in legislative proposals to implement changes.
- Coordinated performance review of the Public Utility Commission on the cusp of state and federal electric utility deregulation, resulting in recommendations to transform the agency for its new role.
- Led project to outline finance options for sports facilities, resulting in legislative proposal to provide flexible public/private funding options for communities in Texas.
- Conducted a performance review of the Women, Infants and Children food assistance program, resulting in concrete recommendations for improving effectiveness and efficiency of the program.
- Developed recommendations to improve the state's criminal justice system. Tracked legislative committees, analyzed legislation, prepared fiscal notes and followed up on Texas Performance Review criminal justice issues during the legislative session, resulting in public consideration (and in some cases, adoption) of the recommendations by the Legislature.

Office of State-Federal Relations, Austin, TX

1993- 1994

Director, Austin Office

Functioned as deputy director in charge of internal operations of agency with annual operating budget of \$1.4 million, whose mission is to maximize federal dollars coming to Texas.

- Secured appropriation for, and oversaw creation and implementation of, new \$10 million State Match Pool resulting in an additional \$8.7 million to the State.
- Successfully negotiated four interagency contracts to place policy experts in agency's Washington office, resulting in improved state agency coordination of federal policy.
- Represented agency through testimony and speeches before legislative oversight and budget committees, business community meetings, and other public forums. Presentations resulted in increased public awareness of the ability of the State to affect federal policy.
- Edited and produced first annual reports on agency activities. Re-engineered, edited and produced second annual report, resulting in improved tool for public and legislative understanding of agency's accomplishments.

Texas House of Representatives, Austin, TX

1988-1993

Committee Staff Assistant, Committee on Appropriations

Policy and budget expert to House budget committee for the state's K-12 and higher education systems as well as all state employee benefits, which accounted for a third of all state expenditures in biennial budget of over \$50 billion.

- Analyzed and negotiated public school finance legislation during regular and special sessions following State Supreme Court rulings declaring state's system unconstitutional, resulting in progress towards constitutional school finance system.
- Analyzed and negotiated legislation moving higher education health insurance under Employees Retirement System resulting in successful transition.
- Aided in development and implementation of new state performance budgeting system, replacing the structure established in the 1970s, resulting in budget document with greater strategic impact.

EDUCATION

University of Texas at Austin, Lyndon B. Johnson School of Public Affairs

Master of Public Affairs

University of Texas at Austin

Bachelor of Social Work

Marion E. Reitz

PROFESSIONAL EXPERIENCE

Public Works, LLC

2002-Present

Chief Operating Officer

Working with a diverse group of clients in both the public and non-profit sector on policy and program planning, organizational design, operational analyses, process improvement initiatives, grant and proposal writing, performance reviews, and strategic planning.

- Managing team of consultants charged with identifying and implementing improved management policies and procedures in urban school district.
- Participating with team of consultants to conduct performance reviews to advise state government on best practices, recommendations for savings, improved performance, and reduction in duplication of services.
- Working with non-profit organization to design best practices to assist state agencies in addressing health issues for recipients of public assistance.
- Working with non-profit organization to identify lessons learned from key states in designing and implementing Medicaid managed care for people with disabilities.
- Assisting public sector client to prepare grant applications for federal and state funding.
- Conducting organizational review and establishing recommendations for improved performance for financial operations of large state IT agency.
- Participating with team of consultants to identify needs and establish professional development plan for urban school district.

MAXIMUS, Inc, Reston, VA

1994-2002

Vice President, Health Management Services Group

Responsible for the implementation and oversight of state contracts of approximately \$50 million per year and over 500 employees. Contracts include Medicaid Managed Care and Children's Health Insurance Programs that provide services to 1.6 million Medicaid and low-income children and adults.

- Directed the overall operations of programs, including customer service call centers, eligibility determination, application processing, renewals, and premium collections, meeting and exceeding contract requirements.
- Coordinated corporate resources, including systems, telecommunications, operations, financial reporting, analysis, budgeting and forecasting for on-going support of all contracts.
- Managed contact with state and local political leadership to ensure cooperative partnerships are maintained; achieved 5.8 on scale of six customer satisfaction; negotiates with State executives for current contract work and new business development.
- Developed and maintains support for programs from advocates and community based organizations, ensuring their cooperation in meeting contract goals.
- Successfully managed all start-ups within contracted requirements, including a program needing 300 staff in three months start-up.
- Achieved significant bonuses in initial contract, and successfully developed new business, including negotiated renewals in two states and extensive add-ons.

State of New Jersey, Trenton, NJ

1987-1994

Director, Division of Family Development

Responsible for managing the agency's staff of 500 employees and a budget of \$1.2 billion. Provided benefits to 130,000 families, secured employment for over 10,000 people per year, and collected child support for 400,000 families per year.

- Prepared yearly budgets involving several funding sources, with detailed categorical regulations.
- Directed, controlled and monitored spending to further the goals of the division and remain within appropriations.
- Oversaw the collection and distribution of \$440 million per year in child support, the fourth highest such program in the nation.
- Supervised the development and operation of major management information systems: the Automated Child Support Enforcement System (ACSES), the Family Assistance Management Information System (FAMIS), and additional systems with a combined operating budget of \$21 million.
- Provided technical assistance to the Federal Department of Health and Human Services and other state governments on the implementation and operation of New Jersey's nationally recognized welfare reform program.

City of Philadelphia, Philadelphia, PA

1984-1987

Assistant Managing Director

Senior Analyst

1980-1984

Personal staff member in daily contact with the city's Chief Operating Officer, with exposure to a full range of policy and operational issues. Promoted to appointed position by the Mayor with the specific mission of creating interdisciplinary and interdepartmental solutions to human service needs that had not responded to categorical approaches. Developed comprehensive programs for emergency and long-term services for the homeless that established Philadelphia's national leadership. Streamlined \$15 million of existing programs, freeing \$1.2 million for new initiatives. Administered \$4.8 million in contracts and block grants for service coordination between the Department of Health and the Department of Human Services. Participated in and chaired several national and local advisory groups on health and human services issues.

EDUCATION

University of Pennsylvania, Philadelphia, Pennsylvania

Master of Social Work

Concentration on health and human services administration

Indiana University, Gary, Indiana

Bachelor of Arts

Psychology

COMMUNITY SERVICE

Chair, Board of Trustees, Family Service

Team Leader, Race for the Cure

N. Dawn Wilson

Professional Experience

Public Works

2007 – Present

Senior Consultant

Responsible for policy consulting with emphasis on public safety, homeland security, workforce development and economic development. Participates in all aspects of firm work including performance reviews, budget analysis, policy consulting.

Naval Postgraduate School-Center for Homeland Defense & Security

2005-Present

Homeland Security Consultant

Member of subject matter expert team conducting seminars and training sessions on topics of homeland security and emergency management for governors and their cabinets; municipal and state elected leaders; governmental and professional associations. This program, sponsored by the U.S. Department of Homeland Security, is designed to build intergovernmental, interagency, and civil-military cooperation to address homeland security and emergency management concerns.

Tom Vilsack for President

2007

National Policy Director

Directed all aspects of presidential campaign policy department, including planning and execution of all candidate policy briefings; direct oversight in development of all campaign policy positions and publications; outreach to national opinion leaders, elected officials, issue advocacy groups, and subject matter experts to develop candidate's policy platform; management of national campaign policy staff; coordination with national media on policy topics.

Office of Iowa Governor Tom Vilsack & Lt. Governor Sally Pederson

1999-2007

Deputy Chief of Staff

2002-2007

Oversight of all aspects of State government, including 27 state agencies; Primary responsibilities included supervision of Governor's Office staff and coordination of policy development and public message; Served as policy and legal advisor to Governor and Lt. Governor on issues of homeland security and public safety

Senior Advisor to LT. Governor

Policy Advisor to Governor

1999-2007

Advisor to Lt. Governor in all policy and political areas; Policy and legal advisor to Governor and Lt. Governor in areas of public safety, homeland security, and labor/workforce development issues, including administrative oversight for related State agencies; Drafted legislation on crime, homeland security, and workforce issues; Managed establishment of non-profit organization to reduce high school drop-out rates

Latham & Watkins, LLP

1997-1998

Project Contract Attorney

Conducted evidentiary document review (legal affidavits, court filings, client budgeting documentation) in government contract, administrative and regulatory cases; Organized interrogatory responses in administrative law cases

Elder Legal Assistance Program **1996-1997**
Project Director

Administered program in conjunction with federal grant to provide legal services to senior citizens in five counties; Prepared and maintained all project case and litigation materials; Represented clients in administrative hearings; Conducted community education seminars on elder law issues; Managed all grant compliance and administration

Western Judicial Circuit - Office of District Attorney **1996-1997**
Prosecutor

Served as lead prosecutor and second-chair to Assistant District Attorneys in felony cases under Georgia Third-Year Law Student Practice Act; Responsible for court appearances (felony trials, arraignments, probation revocations, bond hearings); Drafted State's motions and briefs to the Georgia Court of Appeals and Georgia Supreme Court

Federal Aviation Administration - Office of Asst. Chief Counsel **1995-1995**
Law Clerk

Conducted legal research for agency enforcement cases; Assisted in hearing and settlement preparation involving personnel, government contract & property procurement issues; Appeared with agency counsel in EEOC & MSPB administrative hearings

United States Senate - Office of Senator Sam Nunn **March 1994-June 1994**
Legislative Fellow

Conducted research for senator's federal judicial appointment recommendations; Provided constituent services for education, governmental affairs, and environmental issues; Conducted legal research for Legislative Director and aides

Governor's Office of Consumer Affairs **June-Sept. & Dec. 1993**
Governor's Fellowship

Drafted and published State consumer education brochures, requiring research and interpretation of state consumer laws and judicial proceedings; Utilized desktop publishing to produce materials for statewide distribution

Education

University of Georgia School of Law
Juris Doctor

University of Georgia
Bachelor Arts, Political Science – Cum Laude with High Honors
Bachelor of Arts, Sociology – Cum Laude with High Honors

Oxford University
Study in British Political Systems

Professional Memberships
Georgia Bar Association
American Council of Young Political Leaders
Rotary International Group Study Exchange

Eric B. Schnurer

Professional Experience

Public Works LLC

1995-Present

President

Founder and Chief Executive Officer of consulting firm providing public policy analysis, program development, and management consulting services to state and local governments across the country. Clients have included:

- Arizona Department of Commerce
- Arizona Department of Environmental Quality
- Arkansas Office of Legislative Counsel
- California Commission on Families & Children
- California Department of Justice
- California Department of Corporations
- California Department of Corrections
- California Department of Education
- California Department of Forestry & Fire Prevention
- California Department of Industrial Relations
- California Department of Social Services
- California Environmental Protection Agency
- California Office of Planning & Research
- California State & Consumer Services Agency
- California State Treasurer's Office
- California State University, Office of the Chancellor
- California Student Aid Commission
- Colorado Office of the Governor
- Connecticut Office of the Secretary of the State
- Delaware Information Technology Initiative
- Delaware State Insurance Commissioner's Office
- Delaware State Treasurer's Office
- Florida Department of Financial Services
- Georgia Department of Community Health
- Georgia Department of Corrections
- Georgia Division of Mental Health, Mental Retardation & Substance Abuse
- Georgia Governor's Office
- Indiana Family & Social Services Agency
- Iowa Office of the Governor
- Louisiana Office of the Governor
- Louisiana Workforce Commission
- Mississippi Office of the Governor
- New Castle County, Delaware
- New Mexico Office of the Governor
- New Mexico Office of Workforce Training & Development
- New Mexico Public Education Department
- New Jersey Office of Information Technology
- New Orleans Recovery School District
- New York City Council Finance Division
- New York Office of the State Comptroller
- Oregon Department of Community Colleges & Workforce Development
- Pennsylvania Department of Labor & Industry
- Washington State Department of Early Learning
- West Virginia Governor's Office
- West Virginia Securities Commissioner
- West Virginia State Treasurer's Office

**Commission on Crime & Delinquency, Commonwealth of Pennsylvania
Commissioner** **1996 - 2001**

Served by appointment of Governor Tom Ridge, a Republican, on independent state commission with oversight of responsibility for criminal justice policy and allocation of all federal money provided to state for anti-crime and delinquency programs.

**Delaware River Port Authority, States of Pennsylvania & New Jersey
Commissioner** **1993 - 1996**

Served by appointment of Acting Governor Mark Singel, a Democrat, as member of interstate compact commission responsible for ports of Philadelphia and Camden, interstate bridges and high-speed rail line, and economic development. Drafted procedural reform measure to increase commission oversight and end waste of public money.

**Fels Center of Government, University of Pennsylvania
Adjunct professor of policy** **1992 -1997**

**Eric B. Schnurer, Attorney-at-Law, Harrisburg, Pennsylvania
Attorney** **1995 – 1997**

Litigation in civil rights and constitutional law, including:

- Landmark victory in state Supreme Court declaring entire Pennsylvania state budget unconstitutional, establishing precedent for scrutiny of process by which all legislation is now enacted in the state, and permanently ending the process by which legislative pork projects were secretly handed out.
- Obtained hundreds of thousands of dollars in price reductions for school children in constitutional challenge to state milk price-fixing statute.

Clients included Pennsylvania Common Cause, Pennsylvania League of Women Voters, Pennsylvania Coalition of Injured Workers, and the School District of Philadelphia.

**Office of the Lt. Governor, Commonwealth of Pennsylvania
Chief of Staff & Chief Counsel** **1993 -1995**

Oversaw personal staff of 14, as well as Pennsylvania Energy Office, Pennsylvania Emergency Management Agency and Pennsylvania Heritage Affairs Commission. Chief advisor to the lieutenant governor on matters of policy, law, and government administration.

**Office of the Governor (Acting)
Chief of Staff** **June - December 1993**

During this period, governor was incapacitated for 6-1/2 months and all gubernatorial powers and responsibilities for operation of state government devolved upon the office of lieutenant governor.

**Office of the Independent Counsel, United States Government
Associate Independent Counsel** **1990**

First associate counsel hired to join Independent Counsel Arlin M. Adams' special federal criminal investigation into corruption in the US Department of Housing & Urban Development.

**Eric B. Schnurer, Attorney-at-Law, Philadelphia, Pennsylvania
Attorney & Consultant** **1989 – 1992**

Litigation in civil rights and constitutional law, consulting to elected officials and non-profit organizations on public policy. Clients included US Senator Bob Graham of Florida, Governor James J. Florio of New Jersey, US Representatives Marjorie Margolies-Mezvinsky and Paul McHale of Pennsylvania, Philadelphia Mayor W. Wilson Goode, Philadelphia Mayor Edward G. Rendell and Philadelphia District Attorney Lynne Abraham.

Office of General Counsel, Commonwealth of Pennsylvania **1987 -1989**
Deputy General Counsel

Responsibilities included advising governor on constitutionality of governmental actions, formulating and drafting legislation, and oversight of legal matters within several executive branch agencies.

American Civil Liberties Union, New York City, New York **1987**
National Legal Counsel

Oversaw drafting of five US Supreme Court briefs in five months for nation's leading civil liberties organization.

Chambers of Hon. Arlin M. Adams,
US Court of Appeals for the Third Circuit, Philadelphia, Pennsylvania **1986**
Judicial Law Clerk

Researched and drafted memoranda and opinions.

Presidential campaign of Vice President Walter F. Mondale **1984**
Speechwriter

Office of the United States Attorney, District of Massachusetts **1984**
Boston, Massachusetts
Summer Associate, Drug Task Force

Democratic Steering & Policy Committee, **1983**
United States House of Representatives, Washington, DC
Policy Analyst

Office of US Senator John H. Glenn, Washington, DC **1982**
Special Assistant/Speechwriter

Office of the Governor, State of Florida, Tallahassee, Florida **1981**
Deputy Press Secretary/Speechwriter

EDUCATION

Columbia University School of Law, New York City, New York
Juris Doctor

James Kent Scholar (top six, first-year class)
Harlan Fiske Stone Scholar (top third, second- and third-year classes)
Member, *Columbia Law Review* Scholar

Harvard University, John F. Kennedy School of Government, Cambridge,
Massachusetts

Master in Public Policy

Editor-in-Chief, GOVERNANCE, student public policy journal

Brown University, Providence, Rhode Island
Bachelor of Arts
Honors in Political Science

Publications

Two wrongs don't make a right, *Aspenia* (2006)

Pick a party, any party, *Aspenia* (2004)

Early Child Care and Education: The Need for a National Policy (Center for National Policy 2004)

The carrot & the stick, *Blueprint* (2001)

What's your plan?, *Blueprint* (2000)

A Health-Care Plan Most of Us Could Buy, *The Washington Monthly* (April 1998)

Saving Medicare, *The Washington Monthly* (May 1997)

Gingrich slipped judgment once before, *Harrisburg Patriot-News* (1997)

A Truly Independent Counsel, *New York Times* (1994)

A constitutional basis for abortion, *Philadelphia Inquirer* (1992)

The Sorry Phenomenon of "Legal Constitutional Evasion": The Lesson of State Constitutional Debt Limits, *Emerging Issues in State Constitutional Law* (Nat'l Assn. Of Attorneys General 1991)

Memo to Gov. Casey: Here's what you need to do in the next four years, *Pittsburgh Post-Gazette* (1991)

Letter From Hungary: Life after communism, *Pittsburgh Post-Gazette* (1990)

Trade Solution Should Avoid Extremes, *St. Louis Post-Dispatch* (1989)

Why not "edfare" instead of workfare?, *Philadelphia Inquirer* (1988)

Economic liberalism + Cultural conservatism = Victory, *Philadelphia Inquirer* (1988)

It is a Constitution We Are Expanding: An Essay on Constitutional Past, Present and Future, *Emerging Issues in State Constitutional Law* (Nat'l Assn. Of Attorneys General 1988)

A Loyal and Loving Fan, "My Turn," *Newsweek* (1988)

Can the New Deal Come Again?, *Los Angeles Times Book Review* (1987)

On the trail of the Ninth Amendment, *Philadelphia Inquirer* (1987)

Medicare suffers its own catastrophic illness, *Baltimore Sun* (1987)

Free Market Can Use Uncle Sam's Help, *St. Louis Post-Dispatch* (1987)

Democrats Must Preach the Positive, *Los Angeles Times* (1986)

More Than an Intuition, Less Than a Theory: Toward a Coherent Doctrine of Standing, *Columbia Law Review* (1986)

A Slight Oversight: Congress' Space Probe, *The Washington Monthly* (1979)

Death of the Devil's Advocate, *The Washington Monthly* (1979)

COMMUNITY SERVICE

Pennsylvania Institute on Public Policy
1989-2000
Member, Board of Directors

Pennsylvania Common Cause
Member, State Governing Board
Chair, Legal Advisory Committee

1993, 1995-2003

2003-present

Public Interest Law Foundation at Columbia University
Board Member

1990-1998

Homeless Advocacy Project, Philadelphia Bar Association
Member, Board of Directors

1992-1997

Philadelphia Futures
Volunteer Mentor for At-Risk Youths

1992-1997

Visions Youth Works
Volunteer Instructor for At-Risk Youths

1995

Philadelphia Center for Literacy
Volunteer Tutor

1990-1992

National Constitutional Center
Director, "Constitutional Briefs" program

1989-1992

Habitat for Humanity, West Philadelphia, PA
Member and Counsel, Board of Directors

1989-1991

Gloria Wernicki Homer

Professional Experience

Public Works LLC **2006 – Present**

Management Consultant

Participated as team member on Performance Reviews. Responsible for cross-department functional areas of review such as procurement and fleet management, as well as individual departments/programs including purchasing, transportation, telecommunications services, regulatory affairs and other administrative responsibilities in various departments.

State of Delaware, State Treasurer's Office **2005 - 2006**
Director of Special Projects

State of Delaware, Department of Administrative Services **2001 - 2005**
Cabinet Secretary

- Led Delaware State government in a unique state-of-the-art contracting program, resulting in annual savings of at least 10% on commodities negotiated by a consultant and savings of approximately 3% negotiated by DAS staff. Five national organizations recognized the program's accomplishments;
- Created the first Delaware Office of Minority and Women Business Enterprise for minorities and women desiring to do business with the state;
- Transformed the Printing and Publishing Unit's cash flow from negative to positive by restructuring the organization, its work flow and its product line;
- Created the first statewide coordinated motor fleet in the nation, saving the state at least \$7 million during its first 2 years of operation;
- Created the Delaware Helpline, a toll-free, statewide telephone system that connects Delawareans to state programs and services.
- Lobbied and negotiated regularly for over 20 years with the General Assembly for passage of the state's Capital Budget and other Department of Administrative Services' laws, authored or co-authored numerous bills;
- Led the marketing campaign to minority and women business owners for the Office of Women and Business Enterprise;
- Led the marketing plan and execution of Delaware's 529 college savings plan;
- Managed a diverse 283 person department while increasing morale significantly, as measured by the Gallop Organization;
- Rated 3.8 out of 4.0 for leadership abilities while cabinet secretary, by direct reports, as measured by the Gallup Organization.
- Prepared and defended Department of Administrative Services' operating and capital budgets – total FY2005 budgets were over \$66 million and \$50.6 million, respectively;
- Developed, wrote and managed the State of Delaware's Annual Capital Budget (\$366.3 million in 1989);
- Managed the completion of various capital projects for four years – value of almost \$255 million in Fiscal Year 2004 alone.

Department of Administrative Services **1990 - 2001**
Director, Division of Administration

- Authored the Department of Administrative Services' annual strategic plan for 13 years, and managed the plan's implementation for 5 years;

Delaware Development Office 1984 - 1990
Director, State Capital Budget

Business Finance Specialist 1982 - 1984

Delaware, Department of Natural Resources and Environmental Control, Division of Environmental Control 1981 - 1982
Planner I and Planner II

Campus Community (charter) School 1996
Founder

Founded the Campus Community School, a 600-student, grade 1-12 charter school in Dover, DE, authored the charter application, the budget pro formas, the student and staff handbooks, the human resources, facility and operational plans. Fundraised over \$4.5 million while securing a \$6 million bank loan for new building construction to add the high school in 2001.

Education

The Ohio State University, Columbus, Ohio
47 credit quarter hours toward a Masters in City and Regional Planning
Faculty Award

University of North Carolina at Chapel Hill
Bachelor of Arts with Honors in Sociology

Community Involvement

Campus Community Charter School
Board President 1996 – 2003
Board Member 2005 – Present

Delaware Helpline
Board Member 2000 – Present

National Association of State Chief Administrators
Eastern Regional Director 2000-2005

Awards

Delaware Women's Hall of Fame Inductee, 2003
Campus Community School named its high school gymnasium "The Gloria W. Homer Gymnasium" in 2004
Recipient of awards for new state contracting program in 2003 and 2004 from the following organizations: National Institute of Governmental Purchasing, the National Association of State Chief Administrators, the Pioneer Institute for Public Policy Research and the Eastern Regional Conference of the Council of State Government

SHARI L. HOLLAND

EMPLOYMENT

President, Morningside Research and Consulting, Inc. 1999 to present

Directs the research and consulting activities of Morningside Research and Consulting and leads the implementation of each project. Based on extensive experience reviewing public programs and their funding and making recommendations to public officials, leads organizations through the process of evaluating their internal structures and processes as well as the impact they have on their clients and customers. With a focus on the allocation of public resources, Morningside Research and Consulting works with clients to identify how funds are being used and how reflective the allocation of resources is in meeting the needs and priorities of the organization. A list of specific projects can be found on www.morningsideresearch.com.

Executive Assistant, Austin/Travis County Health and Human Services Department, Office of the Director 1997 – 1999

Served as Executive Assistant to Department Director and Deputy Director. Conducted policy analysis and analytical, programmatic, and managerial research on various projects. Advised the Director on major departmental reorganization. Supervised customer service activities. Determined the feasibility of initiating new programs and expanding existing services. Evaluated recommended changes in administrative policies and organizational procedures. Facilitated staff work teams and recommended improved management practices. Coordinated analysis of the impact of state legislation on agency programs and operations.

Senior Planning and Budget Analyst, Travis County Planning and Budget Office 1993 – 1997

Assigned to several departments, including health and human services and transportation and natural resources. Monitored revenues and expenditures, assisted departments in the preparation of annual budget, evaluated departments' budget requests, and presented budget recommendations to the Commissioners' Court. Coordinated and tracked the budgeting and monitoring of grants received county-wide. Coordinated the preparation of bond issuances and development of the debt policy model. Helped develop strategic planning model and worked with departments to develop and implement strategic plans. Responded to inquiries from Commissioners' Court, county departments, and the public.

Program Analyst, Legislative Budget Office, Texas State Legislature 1991- 1993

Evaluated programs and monitored the performance of nine state agencies. Made recommendations to the legislature about agency programs and activities related to juvenile justice, labor programs, and child abuse and neglect prevention programs. Analyzed fiscal impact of proposed legislation. Worked with legislative staff to successfully pass child labor legislation in 73rd Legislative session. Responded to legislative inquiries. Assisted in implementing a new performance-based budgeting system, which required working with agencies to create strategic plans, develop performance measures, and monitor quarterly attainment of the measures. Other projects included a study of maternal and infant health care, an evaluation of health licensing agencies, and updating the LBO program evaluation manual.

Instructor, Austin Community College, Northridge Campus, Austin, Texas 1995 - 1996

Taught two sections of a course entitled "Texas State and Local Government". Provided instruction on the environment and institutional structures that define Texas state and local government as well as the political processes in Texas and how public policy is developed. Students analyzed current political topics and actual primary electoral contests at the state and local level in order to understand how public policy and public decision-making occur and how the public participates in the political process.

Intern, The Ministry of Labor, Budapest, Hungary Summer 1990

Researched the topic of unemployment as it emerged under the new economic system in Hungary and evaluated the effectiveness of governmental policies implemented to address the problem. Interviewed academicians and governmental policy makers. Results of research submitted as Professional Report entitled "Unemployment in Hungary: Developing Policies to Meet the Needs of a New Class of Hungarian Workers" in fulfillment of Master of Public Affairs graduation requirement. First Reader: Professor James Galbraith.

Research Assistant, The American Society for Training and Development, Alexandria, Virginia September 1987 - July 1989

Researched and wrote for a project underwritten by the U.S. Department of Labor looking at employment, training, and education policy within the context of employer institutions. Worked with a team of researchers to coordinate research activities and produce three books and a training manual. Reviewed current literature and interviewed training practitioners to gather information for case studies.

EDUCATION

Lyndon B. Johnson School of Public Affairs, The University of Texas at Austin
Master of Public Affairs

The American University, Washington, DC
Bachelor of Arts in Urban Affairs, Cum Laude

ROBIN HERSKOWITZ

Professional Experience

Public Works LLC Consultant

2004-Present

Responsible for development and oversight of several PW projects since 2004.

- Participated on team for the Colorado Performance Review
- Co-directed state-wide performance review in West Virginia, team member for Colorado Performance Review
- Directed organizational assessment of the Arkansas Department of Health (ADH) to determine if its structure helped or hampered the agency's ability to achieve its stated mission. Examined agency funding sources, funding mix and impacts these had on agency operations. Compared ADH to other state health departments to develop an improved operational structure.
- Co-directed comprehensive performance review of New Mexico state government. Wrote training and delivered training materials to New Mexico state employees.

RH2 Consulting, Inc., Austin, Texas President

2003- Present

Directs the research and consulting activities of RH2 Consulting and leads the implementation of each project. She places emphasis on personal attention to each client to ensure that the client's needs are met and projects are delivered on time and within budget.

- Lead researcher on the report commissioned by the Mental Health Association of Texas, *Turning the Corner: Toward Balance and Reform in Texas' Mental Health Services* documenting the economic and human costs of failing to prioritize mental health care. The report proposes a comprehensive agenda for improving the lives of the 4.2 million Texans who live with mental illness, the families who care for them, and the taxpayers who foot the bill.
- Assisted with a project contracted by the Dallas County Commissioners Court to undertake a thorough assessment of the clinical, operational, financial and governance issues that should be addressed to ensure that the Parkland Health and Hospital System functions most effectively in meeting the current and future demands generated by low-income residents of the community
- Directed a study to assess the technical compatibility of pharmacy assistance software with web-based eligibility determination software used by a community-based health care collaboration.
- Directed a project to evaluate the effectiveness of drop out prevention programs in a Central Texas Independent School District.

MGT of America, Inc., Austin, Texas Senior Associate

1999 - 2003

Directed and supervised complex projects, many with multiple teams plus sub-contractors. Conducted interviews, focus groups, and developed and administered survey instruments. Had day-to-day interaction with clients. Identified new business opportunities. Wrote proposals (RFPs), developed project budgets and work plans.

- Directed a national study that estimated the cost of providing emergency medical services to undocumented immigrants in border counties in Texas, New Mexico, Arizona and California. The study resulted in federal legislation to provide over \$1 billion in fiscal relief for hospitals treating large numbers of undocumented immigrants.

- Directed a comprehensive performance review of El Paso's City-County Health District for the *Community Voices* of El Paso;
- Directed Nueces County Health District assessment and feasibility study to determine best organizational structure and financial strategy to maximize resources;
- Directed cost-benefit analysis of chiropractic services for workers compensation beneficiaries for the Texas Chiropractic Association.

Texas Comptroller of Public Accounts, Austin, Texas

1994-1999

Senior Policy Analyst

Oversaw team of analysts; identified and shaped issues team pursued as part of the Texas Performance Review, a statewide effort making Texas government more efficient and effective. Organized activities, assignments and priorities for team research and analysis.

- Senate Floor Manager Texas welfare reform legislation.
- Directed pilot study to determine feasibility of applying advanced neural network technology to fraud and abuse reduction in state Medicaid programs
- Designed the first Medicaid and State Workers Compensation payment accuracy study completed in the country. Oversaw all staff and consultant activities. Wrote the report summarizing findings related to payment accuracy

Educare Community Living, Austin, Texas

1989 -1994

Director of Governmental Affairs

Developed and implemented the company's legislative plans for Texas and New Mexico. Provided written and verbal testimony before executive and legislative committees and boards. Monitored Texas and Federal Registers for regulatory changes relevant to the company's interests; commented as necessary. Identified new business opportunities. Worked with a company team that maintained or increased reimbursement rates every year.

Senate Committee on Public Health, Austin, Texas

1989- 1987

Senior Policy Analyst/Committee Clerk

Analyzed legislation, agency policies, technical and legislative reports and summarized them for the senator or his chief of staff. Represented Senator's office on staff committees evaluating health and human services agency budgets resulting in recommendations regarding agencies' funding levels. Drafted legislation based on analysis and research. All related legislation passed.

- Researched and wrote report on the state's Intermediate Care Facilities for persons with Mental Retardation (ICF/MR) resulting in an overhaul of the state's funding of those services to bring millions of new federal money to the state

Education

University of Texas at Austin, Austin, Texas

Bachelors of Arts

University of Texas, Houston, Texas

Post Graduate Studies, School of Public Health,

FELICE M. TRIROGOFF

PROFESSIONAL EXPERIENCE

PUBLIC WORKS LLC

May 2007-Present

Research Analyst

Working under the Chief Operating Officer on assignments that originate from various Project Managers. Conducting research on wide range of topics to support project projects including investigation of published studies, reports, internet information and other sources of data and relevant information. Identifying key state and federal information, including investigating current legislation, legislative history, design and/or implementation of policies and programs in various subject areas.

- Identified potential state agency partners for the Louisiana Workforce Commission
- Interviewed key experts located in potential state agency partners
- Identified additional private foundation monies for the Louisiana Workforce Commission
- Evaluated budget and financial data to support recommendations for the Louisiana Workforce Commission
- Synthesizing and organizing findings for a comprehensive resource map for Louisiana Workforce Commission

SHERRY MATTHEWS ADVOCACY MARKETING, Austin, Texas

January 2007-May 2007

Account Service Intern

Maintained mutual beneficial relationships between the agency and clients. Assisted account executives with programmatic research and implementation on behalf of the client. Analyzed current environment to determine relevance of programs and identified best practices as related to clients' needs. Followed legislation during session to find applicability to programs on behalf of the clients.

- Developed Texas specific curriculum over methamphetamine addiction to be distributed in Texas schools
- Assisted in the development and media distribution of public service announcements on behalf of Partnership for a Drug-Free Texas
- Assisted in the distribution of consumer information on behalf of the Public Utility Commission of Texas

LBJ SCHOOL OF PUBLIC AFFAIRS, Austin, Texas

January 2006-May 2007

Graduate Research Assistant

Researched Universal Primary Education in Sub-Saharan Africa, specifically Malawi, Nigeria, Uganda and Zambia. Examined literature on educational issues and best practices in Sub Saharan Africa, India and Indonesia. Conducted statistical analysis on educational data sets from Sub Saharan Africa

- Produced graphic representation of statistical findings on educational issues in Sub Saharan Africa
- Wrote literature reviews over educational policies and issues
- Prepared findings for both written and oral presentations

UT-AUSTIN, DEAN OF STUDENTS, Austin, Texas

August 2005-May 2006

Graduate Teaching Assistant

Responsible for teaching and administrative tasks working with a grant-funded research project in Intergroup Dialogue. Worked with a diverse group of students and staff on exploration of social justice issues.

- Trained students to become facilitators for small group learning environments housed in the Educational Psychology Department at The University of Texas at Austin.
- Complied qualitative research to be submitted to grant-making institution
- Prepared yearly report of research for local University stakeholders
- Reviewed current publications on the topic of social justice and wrote reviews when necessary
- Conducted statistical analysis on data from participants and compiled quantitative findings for distribution to grant making institutions and local stakeholders

SCHOOL DISTRICT OF PHILADELPHIA, Philadelphia, Pennsylvania

August 2003-June 2005

Educator, Germantown High School

Responsible for approximately 80 students per academic year. Created lesson plans to prepare students for standardized test at the end of the academic year. Collaborated with colleagues to create learning villages to best reach students. Researched past and present pedagogical practices to help students achieve

- Developed and successfully implemented a Women's Studies and SAT vocabulary elective curriculum for high school students
- Collaborated with educators on school policy and provided recommendations to improve academic culture

EDUCATION

LBJ School of Public Affairs, Austin, Texas

Master of Public Affairs

The University of Texas at Austin, Austin, Texas

Master of Advertising

The University of Texas at Austin, Austin, Texas

Bachelor of Science

Public Relations

Concentration: Women and Gender Studies

Related Experience

Associate Editor, LBJ School of Public Affairs Journal

Community Activities

Volunteer, Atticus Circle



ATTACHMENT B: REQUIRED FORMS

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

VENDOR OWING A DEBT TO THE STATE:

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

PUBLIC IMPROVEMENT CONTRACTS & DRUG-FREE WORKPLACE ACT:

If this is a solicitation for a public improvement construction contract, the vendor, by its signature below, affirms that it has a written plan for a drug-free workplace policy in compliance with Article 1D, Chapter 21 of the *West Virginia Code*. The vendor **must** make said affirmation with its bid submission. Further, public improvement construction contract may not be awarded to a vendor who does not have a written plan for a drug-free workplace policy in compliance with Article 1D, Chapter 21 of the *West Virginia Code* and who has not submitted that plan to the appropriate contracting authority in timely fashion. For a vendor who is a subcontractor, compliance with Section 5, Article 1D, Chapter 21 of the *West Virginia Code* may take place before their work on the public improvement is begun.

ANTITRUST:

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

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

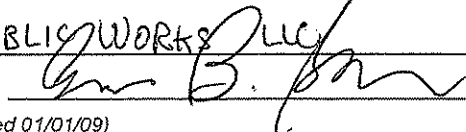
LICENSING:

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

CONFIDENTIALITY:

The vendor agrees that he or she will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the agency's policies, procedures and rules. Vendor further agrees to comply with the Confidentiality Policies and Information Security Accountability Requirements, set forth in <http://www.state.wv.us/admin/purchase/privacy/noticeConfidentiality.pdf>.

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

Vendor's Name: PUBLICWORKS INC
Authorized Signature:  Date: 5/12/2009



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

Request for Quotation

RFQ NUMBER
 SEC960032

PAGE
 1

ADDRESS CORRESPONDENCE TO ATTENTION OF
 KRISTA FERRELL
 304-558-2596

VENDOR

*512151833 610-296-9443
 PUBLIC WORKS LLC
 1690 E STRASBURG RD
 WEST CHESTER PA 19380

SHIP TO

DEPARTMENT OF ADMINISTRATION
 OFFICE OF THE SECRETARY
 BUILDING 1, ROOM E119
 1900 KANAWHA BOULEVARD, EAST
 CHARLESTON, WV
 25305-0120 558-2300

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
04/06/2009				

BID OPENING DATE: 05/14/2009 BID OPENING TIME: 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	LS		961-20		
STATE AGENCY PERFORMANCE AND PROGRAM REVIEW REQUEST FOR PROPOSAL (RFP) THE WEST VIRGINIA STATE PURCHASING DIVISION FOR THE AGENCY, THE WEST VIRGINIA DEPARTMENT OF ADMINISTRATION'S OFFICE OF THE CABINET SECRETARY, IS SOLICITING PROPOSAL TO PROVIDE PERFORMANCE AND PROGRAM REVIEW FOR STATE AGENCIES WITH THE EXECUTIVE BRANCH OF GOVERNMENT PER THE ATTACHED SPECIFICATIONS. A MANDATORY PRE-BID MEETING WILL BE HELD ON WEDNESDAY, APRIL 22, 2009 AT 10:00 AM IN BUILDING #17 LOCATED AT 2101 WASHINGTON STREET, EAST IN CHARLESTON, WEST VIRGINIA IN THE DIRECTOR'S CONFERENCE ROOM. VENDORS ARE ASKED TO SIGN IN WITH THE RECEPTIONIST. ALL VENDORS WISHING TO SUBMIT A PROPOSAL FOR THIS PROJECT MUST ATTEND THIS MEETING. NO ONE PERSON MAY REPRESENT MORE THAN ONE VENDOR. TECHNICAL QUESTIONS CONCERNING THIS PROJECT MUST BE SUBMITTED IN WRITING TO KRISTA FERRELL IN THE WEST VIRGINIA STATE PURCHASING DIVISION VIA FAX AT 304-558-4115 OR VIA EMAIL AT KRISTA.S.FERRELL@WV.GOV. DEADLINE FOR TECHNICAL QUESTIONS IS WEDNESDAY APRIL 29, 2009 AT THE CLOSE OF BUSINESS. ALL TECHNICAL QUESTIONS RECEIVED, IF ANY, WILL BE ANSWERED BY ADDENDUM AFTER THE DEADLINE.						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE: *[Signature]* TELEPHONE: 610.296.9443 DATE: 5/12/2009

TITLE: PRESIDENT FEIN: 03-0447140 ADDRESS CHANGES TO BE NOTED ABOVE

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



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

Request for Quotation

RFQ NUMBER
 SEC960032

PAGE
 2

ADDRESS: CORRESPONDENCE TO ATTENTION OF:
 KRISTA FERRELL
 304-558-2596

RODNEY

*512151833 610-296-9443
 PUBLIC WORKS LLC
 1690 E STRASBURG RD
 WEST CHESTER PA 19380

SHIP TO

DEPARTMENT OF ADMINISTRATION
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DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
04/06/2009				

BID OPENING DATE: 05/14/2009 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>QUESTIONS CONCERNING THE PROCESS BY WHICH A VENDOR MAY SUBMIT A PROPOSAL TO THE STATE OF WEST VIRGINIA ARE NOT CONSIDERED TO BE TECHNICAL QUESTIONS AND MAY BE SUBMITTED AT ANY TIME PRIOR TO THE TECHNICAL OPENING DATE AND IN ANY FORMAT.</p> <p>EXHIBIT 10</p> <p>REQUISITION NO.:</p> <p>ADDENDUM ACKNOWLEDGEMENT</p> <p>I HEREBY ACKNOWLEDGE RECEIPT OF THE FOLLOWING CHECKED ADDENDUM(S) AND HAVE MADE THE NECESSARY REVISIONS TO MY PROPOSAL, PLANS AND/OR SPECIFICATION, ETC.</p> <p>ADDENDUM NO.'S:</p> <p>NO. 1 <i>Received</i></p> <p>NO. 2 <i>Received</i></p> <p>NO. 3</p> <p>NO. 4</p> <p>NO. 5</p> <p>I UNDERSTAND THAT FAILURE TO CONFIRM THE RECEIPT OF THE ADDENDUM(S) MAY BE CAUSE FOR REJECTION OF BIDS.</p> <p>VENDOR MUST CLEARLY UNDERSTAND THAT ANY VERBAL REPRESENTATION MADE OR ASSUMED TO BE MADE DURING ANY ORAL DISCUSSION HELD BETWEEN VENDOR'S REPRESENTATIVES AND ANY STATE PERSONNEL IS NOT BINDING. ONLY THE INFORMATION ISSUED IN WRITING AND ADDED TO THE</p>						

SIGNATURE <i>[Signature]</i>				TELEPHONE 610.296.9443		DATE 5/12/2009
TITLE PRESIDENT		FEIN 03-0447140		ADDRESS CHANGES TO BE NOTED ABOVE		

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



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 304-558-2596

VENDOR

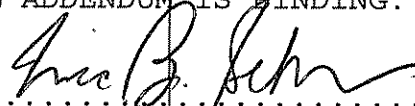
*512151833 610-296-9443
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LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>SPECIFICATIONS BY AN OFFICIAL ADDENDUM IS BINDING.</p> <p style="text-align: center;">  SIGNATURE PUBLIC WORKS LLC COMPANY May 12, 2009 DATE </p> <p>REV. 11/96</p> <p>EXHIBIT 3</p> <p>LIFE OF CONTRACT: THIS CONTRACT BECOMES EFFECTIVE ON AWARD AND EXTENDS FOR A PERIOD OF ONE (1) YEAR OR UNTIL SUCH "REASONABLE TIME" THEREAFTER AS IS NECESSARY TO OBTAIN A NEW CONTRACT OR RENEW THE ORIGINAL CONTRACT. THE "REASONABLE TIME" PERIOD SHALL NOT EXCEED TWELVE (12) MONTHS. DURING THIS "REASONABLE TIME" THE VENDOR MAY TERMINATE THIS CONTRACT FOR ANY REASON UPON GIVING THE DIRECTOR OF PURCHASING 30 DAYS WRITTEN NOTICE.</p> <p>UNLESS SPECIFIC PROVISIONS ARE STIPULATED ELSEWHERE IN THIS CONTRACT DOCUMENT, THE TERMS, CONDITIONS AND PRICING SET HEREIN ARE FIRM FOR THE LIFE OF THE CONTRACT.</p> <p>RENEWAL: THIS CONTRACT MAY BE RENEWED UPON THE MUTUAL WRITTEN CONSENT OF THE SPENDING UNIT AND VENDOR, SUBMITTED TO THE DIRECTOR OF PURCHASING THIRTY (30) DAYS PRIOR TO THE EXPIRATION DATE. SUCH RENEWAL SHALL</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE 	TELEPHONE 610-296-9443	DATE 5/12/2009
TITLE PRESIDENT	FEIN 03-0447140	ADDRESS CHANGES TO BE NOTED ABOVE

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Request for Quotation

RFQ NUMBER:
 SEC960032

PAGE:
 4

ADDRESS CORRESPONDENCE TO ATTENTION OF:
 KRISTA FERRELL
 304-558-2596

RECEIVED

*512151833 610-296-9443
 PUBLIC WORKS LLC
 1690 E STRASBURG RD
 WEST CHESTER PA 19380

SHIP TO

DEPARTMENT OF ADMINISTRATION
 OFFICE OF THE SECRETARY
 BUILDING 1, ROOM E119
 1900 KANAWHA BOULEVARD, EAST
 CHARLESTON, WV
 25305-0120 558-2300

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
04/06/2009				

BID OPENING DATE: 05/14/2009 BID OPENING TIME: 01:30PM

LINE	QUANTITY	UQP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>BE IN ACCORDANCE WITH THE TERMS AND CONDITIONS OF THE ORIGINAL CONTRACT AND SHALL BE LIMITED TO TWO (2) ONE (1) YEAR PERIODS.</p> <p>CANCELLATION: THE DIRECTOR OF PURCHASING RESERVES THE RIGHT TO CANCEL THIS CONTRACT IMMEDIATELY UPON WRITTEN NOTICE TO THE VENDOR IF THE COMMODITIES AND/OR SERVICES SUPPLIED ARE OF AN INFERIOR QUALITY OR DO NOT CONFORM TO THE SPECIFICATIONS OF THE BID AND CONTRACT HEREIN.</p> <p>OPEN MARKET CLAUSE: THE DIRECTOR OF PURCHASING MAY AUTHORIZE A SPENDING UNIT TO PURCHASE ON THE OPEN MARKET, WITHOUT THE FILING OF A REQUISITION OR COST ESTIMATE, ITEMS SPECIFIED ON THIS CONTRACT FOR IMMEDIATE DELIVERY IN EMERGENCIES DUE TO UNFORESEEN CAUSES (INCLUDING BUT NOT LIMITED TO DELAYS IN TRANSPORTATION OR AN UNANTICIPATED INCREASE IN THE VOLUME OF WORK.)</p> <p>ORDERING PROCEDURE: SPENDING UNIT(S) SHALL ISSUE A WRITTEN STATE CONTRACT ORDER (FORM NUMBER WV-39) TO THE VENDOR FOR COMMODITIES COVERED BY THIS CONTRACT. THE ORIGINAL COPY OF THE WV-39 SHALL BE MAILED TO THE VENDOR AS AUTHORIZATION FOR SHIPMENT, A SECOND COPY MAILED TO THE PURCHASING DIVISION, AND A THIRD COPY RETAINED BY THE SPENDING UNIT.</p> <p>BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THIS CONTRACT IS AUTOMATICALLY NULL AND VOID, AND IS TERMINATED WITHOUT FURTHER ORDER.</p> <p>THE TERMS AND CONDITIONS CONTAINED IN THIS CONTRACT SHALL SUPERSEDE ANY AND ALL SUBSEQUENT TERMS AND CONDITIONS WHICH MAY APPEAR ON ANY ATTACHED PRINTED DOCUMENTS SUCH AS PRICE LISTS, ORDER FORMS, SALES</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE 610.296.9443	DATE 5/12/2009
TITLE PRESIDENT	FEIN 03-0447140	ADDRESS CHANGES TO BE NOTED ABOVE

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



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

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VENDOR

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LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
AGREEMENTS OR MAINTENANCE AGREEMENTS, INCLUDING ANY ELECTRONIC MEDIUM SUCH AS CD-ROM. REV. 04/11/2001 NOTICE A SIGNED PROPOSAL MUST BE SUBMITTED TO: DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130 THE PROPOSAL SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OF THE PROPOSAL MAY NOT BE CONSIDERED. COST PROPOSALS SHOULD BE INCLUDED IN A SEPARATE ENVELOPE AND CLEARLY MARKED "COST PROPOSAL". SEALED PROPOSAL BUYER: KRISTA FERRELL-FILE 21 RFP. NO.: SEC960032 RFP OPENING DATE: 05/14/2009 RFP OPENING TIME: 1:30 PM PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR PROPOSAL.						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE <i>Krista Ferrell</i>	TELEPHONE 610.296.9443	DATE 5/12/2009
TITLE PRESIDENT	FEIN 03-0447140	ADDRESS CHANGES TO BE NOTED ABOVE

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