



Response to Request for Quotation For West Virginia Department of Education and the Arts

ARQ #0431 EAA15-1 Strategic Planning for a
Childhood Data System

Organization Name:	Deloitte Consulting LLP
Organization Address:	1012 Kanawha Boulevard East, Charleston, WV 25301
Organization's Contract Manager	Tim Perkins
Contact information for the organization's Contract Manager	Telephone Number - 919-522-4766 Fax Number - 919-323-4635 Email Address - tiperkins@deloitte.com



01/12/16 10:02:22
WV Purchasing Division

January 12, 2016

Table of Contents

1. Our Firm Experience and Qualifications	4
2. Our Staff Qualifications	10
3. Approach and Methodology	12
4. Proposed Project Plan.....	17
5. Pricing Page	18
6. Assumptions	19
7. Miscellaneous Items	20
Appendix A: Proposed Staff Resumes	23
Appendix B: Exhibit B - References	36

1. Our Firm Experience and Qualifications

Deloitte brings to West Virginia leading practices and lessons learned from planning large-scale systems statewide and is committed to the Department's efforts to improve the delivery of early care and education services for West Virginia's children and families. Our team's extensive experience with human service agencies in dozens of states combined with Deloitte's leading edge strategy practice provides West Virginia with a thought leader and collaborative partner to address the myriad elements of planning that the Department and the ECAC will need to be successful with its Early Childhood Coordinated Data System.

As a national leader serving public sector clients for close to 50 years, Deloitte has successfully worked alongside nearly every state on strategic large-scale projects. As a result of our breadth and depth of capabilities in helping our clients achieve successful transformative outcomes, Kennedy has named us the leader in U.S. State and Local Government consulting. The report notes that *"Deloitte is substantially immersed in the state and local government market, giving it a thorough understanding of client's needs through previous experiences in the same state, or taking best practices from consulting services applied in other states."*

Not only does Deloitte help clients develop a realistic proven strategy, we also focus on helping clients use data to manage the execution of that strategy, improve decision making, and generate lasting impact. This experience distinguishes Deloitte from our competitors and allows us to offer an approach to strategic planning that is tailored to your specific needs.

A significant focus of our public sector practice involves working on State Health and Human Services (HHS) projects. Our state government practice has delivered health and human services projects in partnership with over 40 state governments, half of which have addressed Child Care and Early Learning needs. Deloitte's state government consulting work has increased collaboration and enhanced communication among state government agencies in Oregon, Pennsylvania, Virginia, Rhode Island, Michigan, New Mexico and New Hampshire, among many others, as illustrated in the figure 1. Our experience across states and programs means that our team understands both the most effective and efficient process to develop a strategic plan that is realistic and bought into by stakeholders and results in a system for West Virginia that will have the right design, governance, architecture and other key elements that are necessary to be successful.



- Deloitte has been named the leader in U.S. State and Local Government consulting based on breadth and depth of capabilities by Kennedy
- The Deloitte team proposed has over 100 years of relevant combined experience
- Gartner named Deloitte as the global leader in Business Operations Consulting Services based on ability to execute and completeness of vision

Deloitte's National Health and Human Services Experience

HHS Experience

44 States, the District of Columbia, and Puerto Rico



AK, AL, AR, AZ, CA, CO, CT, DC, DE, FL, GA, IL, IN, KS, KY, LA, MA, MD, ME, MI, MN, MO, MT, NH, NC, ND, NJ, NM, NV, NY, OH, OK, OR, PA, PR, RI, SC, SD, TN, TX, UT, VA, WA, WI, WV, WY

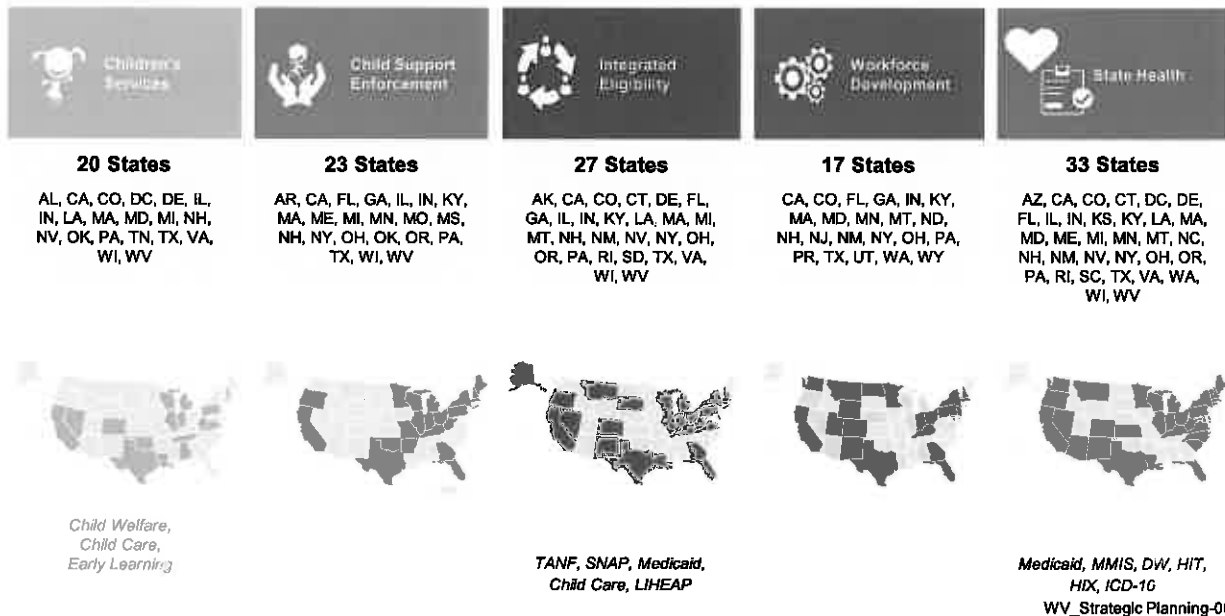


Figure 1. Deloitte's National Health and Human Services Experience.

Deloitte's Strategic Planning Practice

Deloitte's Strategy & Operations Consulting practice consists of over 5,100 practitioners who work with state government executives to help them solve their most challenging and complex problems. Additionally, in 2013, Deloitte acquired Monitor Group, one of the world's leading strategy firms. The combination of Deloitte's Strategy & Operations practice with the Monitor Group brings an unparalleled set of tools and expertise in developing and executing enterprise and business unit strategies across the public and private sectors. The new Monitor Deloitte (referred to henceforth in this document under the umbrella "Deloitte") combines the strengths of both practices, including thought leadership, talent, resources and global reach to further solidify Deloitte as the global leader in management consulting.

Deloitte Brings the Right Experience to West Virginia

The early learning market includes a number of vendors with varying levels of size and experience across transformation efforts. What differentiates Deloitte from our competitors is our demonstrated ability to deliver complex engagements across the public sector practice that requires a combination of best practices, program knowledge and breakthrough thinking. Our work includes projects of similar size and scale in early childhood education, as well as similar reforms in state government and health and human services. The knowledge that we have acquired through these engagements is directly relevant to West Virginia, because with each project we bring the refinement of our methods and lessons learned to deliver a successful engagement. The figure below summarizes a few of the recent projects that demonstrate that the Deloitte team brings the experience needed to help the Department and ECAC be successful.

Recent Deloitte Project	3.1 System Planning for Statewide Data System	3.2 Strategic Planning at the State Level	3.3 Production of Strategic Plan Document for State Agency
New York Justice Center Planning	✓	✓	✓
Texas TOTS (The On-Track System) Strategic Plan	✓	✓	✓
Florida DCF Systems Modernization Planning	✓	✓	✓
Pennsylvania PELICAN Systems Transformation	✓	✓	✓

Table 1. Deloitte's recent experience in strategic planning and system design.

Our Experience with Systems Planning for Large-scale Data Systems

Our practitioners understand state government – its policies, its programs – and the challenges facing their workforce and leaders. We plan for and build data systems, design business processes, and help our state partners rethink and revamp their programs and services. We pride ourselves on working closely and collaboratively alongside our clients to develop data systems that are practical and address the client's needs.

As part of an effort to 'stand-up' a new agency, the New York Justice Center for the Protection of People with Special Needs, within 1 year from the time the Governor signed the Executive Order to the time the doors opened, Deloitte was engaged in all aspects of planning around technology, processes and organization. The technology implementation for the Justice Center and 6 oversight agencies involved complex system design and implementation planning with leaders and staff from multiple state agencies. The Deloitte team began by conducting executive visioning sessions and assessing the current environment. With an understanding of the current process, the team then worked with multiple stakeholders and agencies to develop a plan that allowed the client to achieve a successful implementation within a period of 10 months.

For the State of Florida, Deloitte was engaged to work with Department of Children and Families (DCF) business and IT stakeholders to develop a strategic plan and roadmap for its statewide Medicaid Eligibility System (MES). The strategic choices and prioritization of strategic initiatives were based on the Department's need to consolidate and streamline systems, reduce costs and improve the cost effectiveness and efficiency of operations.

Another relevant example is our work with The Children's Learning Institute (CLI), a part of University of Texas Health Science Center – Houston. CLI identified the need for assistance with analyzing and planning for the development of an integrated early childhood information exchange system named TOTS, The On-Track System. The Deloitte team began by hosting analysis meetings, visioning sessions, and a stakeholder summit

and undertook a deep-dive review of existing literature. Through this research, a set of recommendations for TOTS was delivered for a number of early childhood data systems from different Texas state agencies to interface. The final product was an implementation roadmap for all early childhood stakeholders such as Head Start, the University of Texas Health Child’s Learning institute, and other local programs to consolidate the early childhood data in order to answer key questions about coordination of early learning services.

Deloitte’s Experience with Strategic Planning at the State Level

We pride ourselves on offering our state government clients relevant, practical, system-level recommendations that support reform goals. For example, in New Hampshire, Deloitte is using its service delivery transformation method to help the Department of Health and Human Services develop a more integrated “whole person” approach to service delivery, by cutting across traditional program boundaries and designing a new agency operating model. The effort includes partnering closely with staff to conduct an assessment of current practices and procedures, then developing a “to-be” model for the new organization to support the transition of their Medicaid program to a managed care model.

The work we performed with the Commonwealth of Pennsylvania to plan, design and implement Pennsylvania’s Early Learning Network has given us hand-on experience with designing game-changing recommendations and executing an early childhood transformation plan. As a part of the process, Deloitte helped design a program to provide children at risk of school failure with a high quality pre-kindergarten experience that could prepare them for success in school and in life. Before implementation, a comprehensive assessment was completed and a future state recommendation was made based on years of research. These components of this program meet or exceed nearly every quality benchmark set by the National Institute for Early Education Research (NIEER) for quality pre-kindergarten. This program helped bring PA Pre-K grants and Early Learning Programs including STAR, Head Start and Accountability Block Grants into one program.

Other recent state HHS projects have included developing a 5-year strategic plan and implementation roadmap for the Rhode Island Executive Office of Health and Human Services; creating strategic planning materials for the Virginia Secretariat of Health and Human Resources and the 11 agencies, boards and foundations administered by it; and assisting the Texas Health and Human Services Commission Office of Social Services in the development of a strategic plan in response to Affordable Care Act (ACA) requirements.

References for our strategic planning experience in Rhode Island, Virginia and Pennsylvania are detailed in the client references provided in Appendix B.

Deloitte’s Experience In Producing Strategic Plans For State Agencies

We have facilitated the development of numerous strategic plans for state agencies, each tailored to the needs of the respective agency. The plans in the table below represent but a very small sampling of the types of documents produced during these planning engagements.

Sample Strategic Planning Document	Brief Description
Commonwealth of Pennsylvania IT Strategic Plan	A strategic framework to guide the activities of the Commonwealth of Pennsylvania Office of Information Technology for 2013 through 2016.
Reimagining Higher Education Strategic Plan	Documentation relating to the strategic planning process for the Department of Education.
Kentucky Healthcare Workforce Capacity Report	Planning efforts related to healthcare workforce capacity of the Kentucky Health Benefit Exchange.

Table 2. Sample Strategic Planning Documents Produced by Deloitte

Deloitte's Commitment to West Virginia

Deloitte has a 20-year history of serving the State of West Virginia. We have provided business advisory services, audit services, and technology integration services in both the public and private sectors. During these 20 years, we have worked together in delivering a range of successful state projects, including implementation and maintenance of West Virginia Financial Information Management System (WVFIMS), RAPIDS and FACTS for DHHR, GAAP conversion project, audit work and workers compensation. As we have in the past, Deloitte will work in a consultative and collaborative way with the State on this project. Select highlights from our collaborations with West Virginia include:

Department of Health and Human Resources

- **RAPIDS.** Various projects over many years, including incremental renewal of legacy Recipient Automated Payment and Information Data System (RAPIDS) to the Web-based eRAPIDS, Information Network for Resident Online Access and Delivery of Services (inROADS), and RAPIDS Analysis and Formatting Tool (RAFT).
- **FACTS.** Child welfare application development and implementation.

In recent years, Deloitte worked with WV on the following key initiatives:

- In June 2013, CMS published guidance describing 5 enrollment strategies that were intended to ease the stress associated with the first Medicaid open enrollment period. Deloitte worked with West Virginia to generate correspondence to clients indicating that based on existing case information, they appeared to be eligible for the new Medicaid category. As a result of this project, more than 62,000 citizens were auto-enrolled in Medicaid, providing more health care coverage for the citizens of WV while reducing the county office workload. This project was delivered under the agency's existing Maintenance and Operations contract and cost less than \$110,000, which is much less than the person effort alone would have cost.
- Due to low Work Participation Rates in 2008, West Virginia was facing a \$6,000,000 sanction. Understanding this challenge, in 2009 Deloitte recommended a "bottoms up" approach to the Department of Health and Human Resources' reporting and business intelligence; Deloitte delivered case level, detailed information to case workers and supervisors, summarized information for supervisors and managers and further summarized information for agency executives. This project allowed the state to effectively manage the Work Participation requirements of the TANF program by making available the right information to the right people in each level of the agency.

Education Commitment

Our commitment to education includes building relationships with academic institutions through funding, sharing industry insights for students' career growth, and providing career opportunities to students. Deloitte invests in West Virginia education, including:

- Designating West Virginia University (WVU) as a recruiting school for our accounting and technology undergraduate recruiting programs
- Participating in career fairs, providing internships to top students and recruiting students through the West Virginia University system for full-time employment

- Employing 52 WVU and Marshall alumni full time within our organization; among the 52 employees, 13 alumni serve in leadership roles in the organization (10 partner/principals and three directors)
- Serving on the board of advisors for the WVU College of Business and Economics (Glen Feinberg)

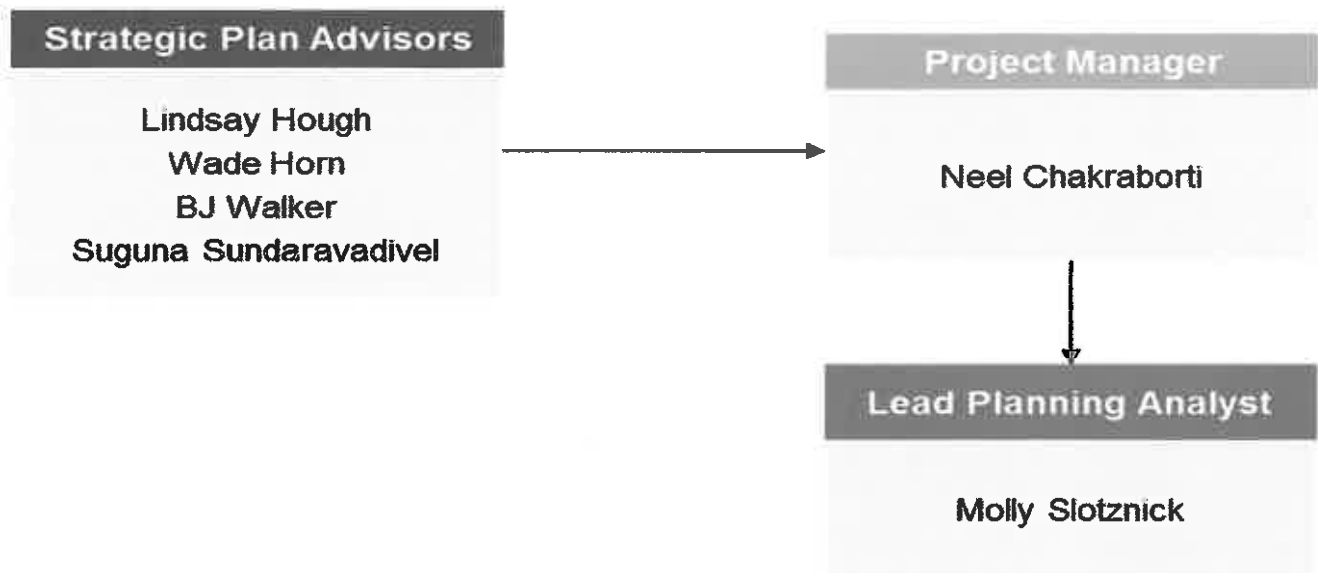
Social Accountability

Social accountability begins with a volunteer-based effort targeted toward serving the community. Our community involvement demonstrates our commitment to not only the success of our clients, but also to the citizens of the State of West Virginia. Through our Global IMPACT Day program, Deloitte employees volunteer at any number of worthy community organizations, schools and health care institutions in lieu of their normal work responsibilities for one day a year. Through the years we have dedicated our time to local organizations, such as Holz Elementary School, Ronald McDonald House, American Diabetes Association, Kanawha County Humane Society and Gabriel Project.

In addition to IMPACT Day programs, our organization has made significant contributions to some of the local organizations, such as Presley Ridge Schools, MDA, Make a Wish foundation, Gabriel Project and United Way.

2. Our Staff Qualifications

To support the Department in achieving the ambitious goals set for this project, Deloitte has carefully assembled a team that includes national expertise in early childhood systems, knowledge of West Virginia state government and stakeholders, and experience assessing and planning for large scale state system reforms. Our team will work collaboratively with project leadership and interdepartmental stakeholders to develop the agreed upon deliverables. Below are summary profiles of our proposed team. Detailed resumes of Strategic Plan Advisors, Project Manager and Lead Analyst are provided in Appendix A.



Brief Biographical Summaries of the Deloitte Team

Lindsay Hough is a seasoned health and human services leader with experience implementing program model changes and working with complex stakeholder groups at the local, county, state and federal levels. She serves as one of the senior advisors. Lindsay brings hands-on experience working with Medicaid and human services improvement projects in Pennsylvania, Rhode Island, Michigan, Virginia and New Hampshire. Her record of accomplishment includes driving innovation for results in health and human services agencies. She frequently presents at national conferences; for example, she recently presented at the APHSA Policy Conference on the topic of HHS integration. Her project experience includes assisting agencies such as the Pennsylvania Department of Public Welfare, Pennsylvania Department of Education, Pennsylvania Department of Labor, U.S. Transportation Security Administration, U.S. Federal Aviation Administration and the U.S. Capitol Police. Lindsay is a Certified Government Financial Manager (CGFM) and a Project Management Professional (PMP). Lindsay has been with Deloitte for 11 years.



Dr. Wade F. Horn, Ph.D. is a director in our Public Sector practice, focused on helping state governments provide effective, efficient and client-focused health and human services. Before coming to Deloitte, Dr. Horn served six years as the Assistant Secretary for Children and Families within the U.S. Department of Health and Human Services (HHS), where he oversaw over 60 federal programs with a total annual budget of \$47 billion aimed at improving the well-being of children and helping families achieve self-sufficiency. In this role, Dr. Horn oversaw the development and implementation of numerous business and technology solutions, and he was a champion for integrated service delivery, including solutions for eligibility determination and coordinated health and human service delivery systems.



Beverly Walker offers leadership and management experience from over 25 years of work in human services and education. An accomplished administrator, advisor, and thought leader, Beverly has successfully led reform efforts in state and local government and played key roles in promoting and supporting change and innovation in both the private and not for profit sectors. A public official since 1995, she served in the administrations of two Governors and the Mayor of the City of Chicago. Her deep knowledge of the inner workings of the public sector industry will make her a strong asset in the development of screening tool technology.



Suguna Sundaravadivel offers leadership and management experience from over 18 years of experience in business development, strategic planning and project management. Through her previous project experiences, Suguna has become proficient in understanding the business processes, adept at building client relationships, as well as team development and motivation. Her project experience includes assisting agencies such as the Pennsylvania Department of Public Welfare and Pennsylvania's Enterprise to Link Information for Children Across Networks (PELICAN). She has technical expertise in Client Server systems (Object Oriented methodologies, Microsoft DNA architecture, SQL Navigator, Visual Source safe, Crystal reports, Visual basic, Visual Interdev), Mainframe Systems (COBOL, CICS, TELON, IMS/DC, DB2 Stored Procedures) and other project management tools.



Neel Chakraborti is the proposed Project Manager with over eight years of public sector operations management and information technology experience. Neel has worked with multiple States to identify, analyze and implement opportunities for effective and efficient processing and systems planning. He possesses broad expertise in the areas of strategic planning, business process re-engineering (BPR) and project management. He has managed a variety of projects with health and human service agencies that have resulted improved processing and client outcomes, including strategic planning for the statewide Florida Medicaid Eligibility system, strategic planning for the Commonwealth of Pennsylvania CIO, the planning, design, piloting and department-wide implementation of a new operating model for Clark County Social Service, and an assessment of eligibility processing and new integrated eligibility system for the Georgia Department of Community Health.



Molly Slotznick is the Lead Analyst proposed for this engagement, and a Strategy & Operations Consultant in the State & Local Government practice. Molly has more than five years of experience working with state and city governments, international organizations, and non-governmental organizations governments on strategic planning, corporate communications, and business operations. She has worked across a variety of sectors, including health and human services, food security and nutrition, disaster preparedness and management, public-private partnerships, city planning, and sustainable development. Molly has extensive project experience in policy analysis, data management and analysis, and professional writing. Molly has lived and worked in Senegal, Italy, and India and is passionate about improving service delivery for marginalized communities.



3. Approach and Methodology

A Proven, Strategic Approach to Planning, Tailored for West Virginia

Deloitte’s four-phased approach is a proven framework that has been successfully used on a number of strategic planning projects with State HHS agencies, and we have tailored this approach to meet West Virginia’s needs for an Early Childhood Data System.



Figure 2. A tailored approach to help meet West Virginia’s needs.

Ongoing project coordination and clear communication are critical success factors to a successful planning effort and will ensure that project stakeholders understand the process by which strategic choices are made, that risks and issues are identified and addressed proactively and that the project moves forward in a productive, timely fashion. The second phase involves preliminary research and analysis to identify the primary data points pertinent to the strategic planning process. Subsequently, in the third phase of the project, the Deloitte team will facilitate strategic planning bi-monthly meetings to guide stakeholders through a discussion on the development of an interdepartmental strategic plan for an Early Childhood Coordinated State System. During the fourth and final phase of planning, the team will document the output of these sessions in a plan that addresses how strategic goals will be met by the system and the design, governance, timeline, budget, technology needs, policy directives and other policy needs for ECAC. Deloitte’s methods,

tools, and accelerators will support the execution of these tasks to offer ECAC structure, transparency, and efficient use of resources.

Phase 1: Project Coordination



Figure 3. Project Coordination.

Deloitte understands that effective communications and stakeholder engagement are critical success factors in projects where there are multiple stakeholders involved. From strategic concepts to plan metrics and evaluation criteria, Deloitte will work closely with both leadership team and on-the-ground staff members to determine seamless project coordination.

We will begin with our project kickoff to determine alignment around the contents and boundaries of the work. Throughout the project we will conduct an hour long weekly check-in meeting with the Early Childhood Advisory Council’s Executive Manager and other key team members during which we will review weekly progress and respond to any questions. This will help guarantee alignment on the quarterly reports that will be provided to ECAC.

For this phase, Deloitte proposes the following key activities:

Activity	Activity Description
1.1 Conduct project kick-off	<ul style="list-style-type: none"> Identify project stakeholders, discuss roles and responsibilities and review a high-level project plan in order to set expectations for the project (ECAC staff, Data Committee Chairs, and Executive Manager) Finalize the scope of data review Designate a project communications champion and engage key stakeholders throughout the project
1.2 Conduct weekly check-in meetings	<ul style="list-style-type: none"> Conduct weekly check-in meetings to review progress against the project plan Discuss upcoming activities, risks and issues with identified project stakeholders
1.3 Conduct quarterly project reports	<ul style="list-style-type: none"> Conduct quarterly reports to review progress against the project plan Discuss upcoming activities, risks and issues with identified project stakeholders


Tool/Accelerator	How It Benefits ECAC
 Enterprise Value Delivery (EVD) Methodology for Project Management – Documents processes, templates and other collateral to deliver high quality project and quality management services	<ul style="list-style-type: none"> Provides standard materials such as status reports, dashboards and risk/issue management tools for project coordination across Deloitte and ECAC stakeholders

Table 2. Key Activities for Project Coordination.

Phase 2: Preliminary Research and Analysis



Figure 4. Preliminary Research and Analysis

A project of this type requires deep contextual understanding of the internal and external environment within which the system is expected to reside and of the strategic goals that ECAC stakeholders are expecting to achieve through its implementation. We have proposed the following key activities and deliverables during this phase:

Activity	Activity Description
2.1 Review existing documentation related to the planning effort	<ul style="list-style-type: none"> Review existing work to date of the ECAC and the Early Childhood Data System Planning and Governance Workgroup Review internal and external MOUs and planning documents to gain an understanding of the current environment and potential gaps, as well as analyze the recommendations and findings from the <i>Technical Architecture & System Report</i>, as a building block for planning activities.
2.2 Conduct targeted interviews with key leaders	<ul style="list-style-type: none"> Work with project leadership to identify appropriate stakeholders from major entities involved to participate in the one-on-one interviews to understand strategic goals and objectives, change readiness and key considerations as we move forward with planning
2.3 Develop and disseminate a pre-meeting planning survey for meeting participants	<ul style="list-style-type: none"> Confirm participants in the strategic planning meetings, and develop content in conjunction with project leadership using Deloitte Survey tool Disseminate survey and analyze results to gain a broad understanding of the current (policy, technology, process and organization) environment, stakeholder expectations, priorities, obstacles and constraints that could impact the success of the Early Childhood Data System


Tool/Accelerator	How It Benefits ECAC
 Deloitte Survey Tool SRC – Supports the development of customizable online surveys and reporting to enable analysis of survey results	<ul style="list-style-type: none"> Allows ECAC leadership to quickly gauge inputs and feedback from executives, staff and representative stakeholders to confirm baseline understanding of the “current state” of the organization and identify of strengths, “pain points” and opportunities for improvement

Table 3. Key Activities for Preliminary Research and Analysis.

Phase 3: Strategic Planning Meeting Facilitation



Figure 7. Strategic Planning Meeting Facilitation

During this phase we will work together with appropriate ECAC staff and stakeholders to articulate the strategic plan for ECAC's coordinated data system. The workshops will include the following activities:

- Review the data from one-one interviews and surveys
- Review the strategic planning process and the role of Workgroup members
- Identify and articulate the strategic choices ECAC is facing with the Early Learning Childhood Data System including those related to system design, governance, timeline, budget, technology needs, policy directives and other important considerations that have arisen during the preliminary research and analysis phase

The Deloitte team will facilitate these meetings by reviewing the information that has been analyzed to date posing insightful questions and helping to elicit answers in a structured fashion and reviewing outstanding items from prior meetings. While the process is designed to help the group reach agreement on key planning considerations, it will also provide ECAC Executive Manager, Data Committee Chairs and Staff with transparency and confidence about how decisions were reached, and ownership and accountability for key action items and strategic choices. Of course, Deloitte agrees to adhere to all relevant state and federal privacy laws, regulations, policies and guidance.

Activity	Activity Description
3.1 Prepare for Strategic Planning Sessions	<ul style="list-style-type: none"> - Utilize the findings from preliminary research to develop the objectives and agenda - Review basic strategic planning framework and develop planning worksheets with key questions/topics that will guide the discussion - Review planning worksheets and other documentation with ECAC project team prior to session and assign roles if needed
3.2 Facilitate Strategic Planning Bi-monthly sessions (or as needed)	<ul style="list-style-type: none"> - Facilitate sessions to collaborate and align on a strategic plan design that encompasses: system design, governance, timeline, budget, technology needs, policy directives and other key areas of focus identified by the survey
3.3 Develop Strategic Planning Meeting Notes	<ul style="list-style-type: none"> - Document decisions reached, outstanding issues and action items during the meeting(s) for the purpose of capturing and synthesizing key themes and recommendations - Present these as a part of the wrap up and next steps discussion at each meeting


Tool/Accelerator	How It Benefits ECAC
 StrategyByDesign™ – A comprehensive, configurable approach to strategy design and execution	<ul style="list-style-type: none"> • Provides ECAC with strategic choices that are aligned and sustainable by an approach that promotes informed choice and timely action

Table 4. Key Activities for Strategic Planning Meeting Facilitation.

Phase 4: Strategic Plan Development



Figure 5. Strategic Plan Development

Equipped with a clear sense of the strategic direction and planning decisions reached during the planning workshops, Deloitte will work collaboratively with ECAC to oversee the development of the interdepartmental strategic plan, develop the needed governance agreements and MOUs and document the actions needed to execute the strategy. Realizing a plan successfully requires that systems, processes and people move in step with one another, and a key distinguishing factor of our team is the ability to translate a new strategy into a discrete set of high impact, executable initiatives.

The following are the high-level tasks for this phase include the following:

Activity	Activity Description
4.1 Oversees development of the draft strategic plan	<ul style="list-style-type: none"> Oversee development of the interdepartmental strategic plan based on the collaborative exercises undertaken with key stakeholders during the planning process Identify and sequence needed actions, strategic initiatives and performance measures needed to realize the strategic plan
4.2 Develop and coordinate governance agreements and MOUs	<ul style="list-style-type: none"> Develop draft governance agreements and MOUs indicated as necessary during the planning process Coordinate with stakeholders and confirm language, to be included as part of the final strategic plan
4.3 Submit the initial working draft of the strategic plan	<ul style="list-style-type: none"> Review deliverable review process and expectations established as part of project coordination Submit initial working draft to ECAC Executive Manager
4.4 Finalize the strategic plan	<ul style="list-style-type: none"> Incorporate feedback received within agreed-upon timeframes into final version of the strategic plan Submit final strategic plan to ECAC Executive Manager via electronic/Word-compatible format


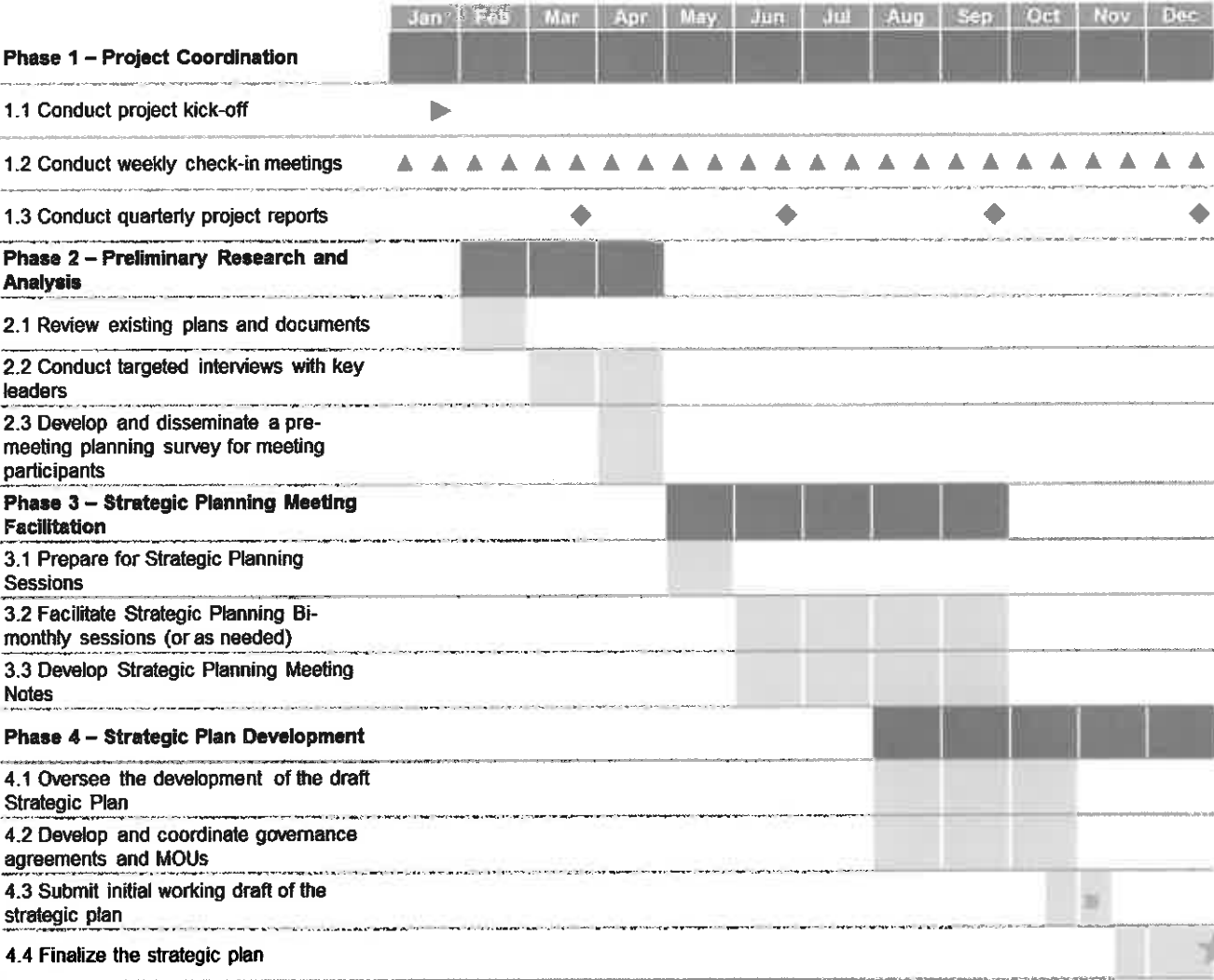
Tool/Accelerator	How It Benefits ECAC
 Key Performance Indicator (KPI) Development Methodology – Tailored procedure of identification, selection, development and implementation of Key Performance Indicators (KPI)	Facilitates development of performance measures that support decision-making and communicate the right information to stakeholders

Table 6. Key Activities for Strategic Planning Meeting Facilitation.

4. Proposed Project Plan

Deloitte understands that at the heart of any successful project there is a clearly defined project plan. The project plan below addresses the major milestones and deliverables described in RFQ at a high level. Our team will actively solicit input from the project leadership when validating the plan during project initiation.



- ▶ - Project kick off
- ▲ - Weekly check-in meetings
- ◆ - Quarterly project reports
- - Initial working draft submission (Nov 15)
- ★ - Final strategic plan submission (Dec 31)

Figure 2: Proposed Project Plan

Pricing Page/Exhibit A

5. Pricing Page

Item No.	Description	Qty.	
1	Early Childhood Coordinated Data System Strategic Planning and Coordination Meets all qualifications listed in section 3 and includes mandatory requirements specified in Section 4.	1	
TOTAL LUMP SUM BID AMOUNT (Includes Shipping Costs)			\$24,000.00

6. Assumptions

Deloitte will bring its breadth of capabilities as well as its holistic approach to working with the Department and ECAC to help the organization create a strategic plan for the future system, and the final plan will be the result of a collaborative process undertaken with ECAC staff and stakeholders, resulting in ongoing knowledge transfer and a strong sense of ownership by all State stakeholders.

We have documented the following assumptions below in response to RFQ 1600000001 for Strategic Planning for a Childhood Data System

- In connection with RFQ Section 6, we assume our pricing and staffing are provided based on the proposed schedule, so any adjustments in the schedule could impact staffing and costs.
- We assume the security protocols and procedures referenced in RFQ Section 9.4 will be shared during contract negotiations.
- In connection with 4.1.6, we assume we will validate the referenced laws regulations, polices and ordinances that apply as part of contract negotiations.
- We assume we will be able to arrive upon a mutually agreed-upon number of days for the State to provide feedback on the draft Strategic Plan due 11/15. For example, on many of our projects there is typically a 10 day turnaround expected for comments to be submitted to the project team.

7. Miscellaneous Items

As requested by the RFQ, during its performance of this Contract, Deloitte will designate and maintain a primary contract manager responsible for overseeing our responsibilities under this Contract. The Contract Manager will be available during normal business hours to address any customer service or other issues related to this Contract. Our contract manager contact info follows below:

Contract Manager - Timothy Perkins

Telephone Number - 919-522-4766

Fax Number - 919-323-4635

Email Address - tiperkins@deloitte.com

In accordance with RFQ Section 11, we have identified items that we would seek to discuss and clarify/modify. Deloitte Consulting is proud of its history of working successfully with the State of West Virginia and our experience has indicated that almost without exception we have been able to reach agreement with each of our clients that has awarded us an engagement. In the vast majority of these cases, we have had some concerns over the proposed terms and conditions included in the RFP. We believe that the basis for this success lies in the benefit of the negotiation process which allows each party to understand the other's reasonable concerns. We are proud of record in West Virginia, from the perspective of both reaching agreement on terms and performance under those contracts, and are confident that if selected for awarded, we can move quickly to reach final agreement.

The items we would seek to discuss and clarify/adjust are as follows:

General Terms and Conditions: Section 8, Required Documents, we will want to confirm insurance requirements in the final contract; Section 11, Liquidated Damages, we understand this provision not to be applicable (as it was not completed in the RFQ); Section 16, Cancellation, we would like to reconcile this section and RFQ Section 10(Vendor Default, pdf pg. 25/75) to the effect that termination/cancellation of the contract for default/breach will be for material breaches that go uncured following written notice identifying the alleged noncompliance (and we suggest a cure period of 15 business days) and in connection with terminations for convenience, given the payment structure, we request the provision be clarified to provide that the contractor will be paid for work in progress as of the effective date of the cancellation; Section 17, Time is of the Essence, we request this be deleted; Section 27, Warranty, we request this be modified to be a services warranty that is more appropriate for the services (performed in a professional and workman like manner with all other warranted disclaimed); Section 35, Vendor Relationship, and Section 36, Indemnification, we would like to discuss and modify these consistent with the indemnity set out below; and, Section 41, Background Checks, we would like to clarify when and to whom this provision applies.

Sample Provisions: The indemnity that is referenced in the discussion around Sections 35 and 36 is set out below. We would also seek to discuss and add the supplemental provisions addressing a mutually agreeable limitation of liability, provisions that address acceptance of the quarterly and final report, and a provision that addresses the State's responsibilities. We have included samples of those provisions below:

Sample Indemnification. Deloitte Consulting shall indemnify, defend and hold harmless Client and its personnel from all Claims attributable to claims of third parties solely for bodily injury, death or damage to real or tangible personal property, to the extent directly and proximately caused by the negligence or intentional misconduct of Deloitte Consulting while engaged in the performance of the Services; provided, however, that if there also is fault on the part of any entity or individual indemnified

hereunder or any entity or individual acting on Client's behalf, the foregoing indemnification shall be on a comparative fault basis. As a condition to the indemnity obligations contained herein, the indemnified party shall provide the indemnifying party with prompt notice of any Claim for which indemnification shall be sought hereunder and shall cooperate in all reasonable respects with the indemnifying party in connection with any such Claim. The indemnifying party shall be entitled to control the handling of any such Claim and to defend or settle any such Claim, in its sole discretion, with counsel of its own choosing.

Sample Client Responsibilities. Client shall cooperate with Deloitte Consulting hereunder, including, (i) providing Deloitte Consulting with reasonable facilities and timely access to data, information and personnel of Client; (ii) providing experienced and qualified personnel having appropriate skills to perform their assigned tasks and duties in a competent and timely fashion; (iii) providing a stable, fully functional system infrastructure environment which will support the Services and allow Deloitte Consulting and Client to work productively; and (iv) promptly notifying Deloitte Consulting of any issues, concerns or disputes with respect to the Services. With respect to the data and information provided by Client to Deloitte Consulting or its subcontractors for the performance of the Services, Client shall have the rights required to provide such data and information, and shall do so only in accordance with applicable law and with any procedures agreed upon in writing. Client shall be solely responsible for, among other things (a) the performance of its personnel and agents; (b) the accuracy and completeness of all data and information provided to Deloitte Consulting for purposes of the performance of the Services; (c) making all management decisions, performing all management functions and assuming all management responsibilities; (d) designating a competent management member to oversee the Services; (e) evaluating the adequacy and results of the Services; and (f) establishing and maintaining internal controls, including monitoring ongoing activities. Deloitte Consulting's performance is dependent upon the timely and effective satisfaction of Client's responsibilities hereunder and timely decisions and approvals of Client in connection with the Services. Deloitte Consulting shall be entitled to rely on all decisions and approvals of Client.

Sample Approval of Deliverables. Client shall approve each Deliverable that conforms in all material respects with the specifications therefor set forth in the Contract or as otherwise agreed by the parties in writing ("Specifications"). Within ten (10) days (or such other period agreed upon in the Contract) from its receipt of a Deliverable, Client shall provide Deloitte Consulting with (i) written approval of such Deliverable or (ii) a written statement which identifies in reasonable detail, with references to the applicable Specifications, all of the deficiencies preventing approval (the "Deficiencies").


Sample Limitation of Liability. Each party, its subsidiaries, subcontractors, and their respective personnel shall not be liable for any claims, liabilities, or expenses relating to this engagement ("Claims") for an aggregate amount in excess of (i) in the case of Deloitte Consulting, the fees paid by Client to Deloitte Consulting pursuant to this engagement, or (ii) in the case of Client, the fees paid and payable by Client to Deloitte Consulting pursuant to this engagement, except to the extent resulting from their recklessness, bad faith or intentional misconduct. In no event shall either party, its subsidiaries, subcontractors, or their respective personnel be liable for any loss of use, data, goodwill, revenues or profits (whether or not deemed to constitute a direct Claim), or any consequential, special, indirect, incidental, punitive or exemplary loss, damage, or expense relating to this engagement. The provisions of this Section shall not apply to any Claim for which one party has an express obligation to indemnify the other. In circumstances where any limitation on damages or indemnification provision hereunder is unavailable, the aggregate liability of each party, its subsidiaries, subcontractors, and their respective personnel for any Claim shall not exceed an amount that is proportional to the relative fault that their conduct bears to all other conduct giving rise to such Claim.

Deloitte Consulting reserves the right to negotiate clarifications, exceptions and additional provisions to meet the circumstances of the engagement as finally awarded. Our proposal is made subject to the parties reaching mutual written agreement on scope, price and the applicable terms and conditions.

Appendix A: Proposed Staff Resumes

Lindsay Hough

Resume of Lindsay Hough	
Proposed Project Role	Senior Advisor
Length of Time with Deloitte	11 years
Relationship to Deloitte	Principal



Summary of Experience and Qualifications

Lindsay's focus is on helping state health and human services agencies improve their business operations and program models. She has led recent cost avoidance projects in Pennsylvania and Rhode Island. Lindsay is also a regular speaker at conferences on the topic of innovations in health and human services delivery and data analytics. Her past experience includes having designed and co-facilitated strategic planning workshops and assessment meetings with various executive staff.

Project Experience

Project Name	Rhode Island Exec Office of Health and Human Services	Employer	Deloitte
Project Role	Project Principal	Duration	11 months

Responsibilities: Guided the leadership of Rhode Island's Health and Human Services agencies through the development a 5 year strategic plan. Currently leading the Reinventing Medicaid support team.

Project Name	Virginia Department of Health and Human Resources	Employer	Deloitte
Project Role	Project Principal	Duration	11 months

Responsibilities: Conducted interviews and working sessions with the leaders of all health and human resources agencies in Virginia – including Medicaid and Public Health. Collaborated with the Secretary to develop a vision for integration of services across all agencies.

Project Name	Commonwealth of Pennsylvania, Department of Public Welfare Senior Staff Onboarding	Employer	Deloitte
Project Role	Project Manager	Duration	3 months

Deloitte was asked to prepare background briefings for incoming Senior Staff on the history of and current issues faced by DPW. The intent of the briefings was to reduce ramp-up time for new Senior Staff and encourage cross-office collaboration in addressing DPW's most pressing challenges.

Responsibilities: Lindsay was responsible for all team activities, meeting deadlines and ensuring quality deliverables. Key activities included conducting interviews with DPW staff, collecting, reviewing and summarizing documentation and presenting the briefings to DPW Senior Staff.

Project Name	Commonwealth of Pennsylvania, Department of Insurance Essential Health Benefits	Employer	Deloitte
Project Role	Advisor	Duration	2 months

Resume of Lindsay Hough

Deloitte was asked to prepare a report exploring possible EHB packages to be offered in Pennsylvania in anticipation of the enactment of the Affordable Care Act (ACA) in 2014.

Responsibilities: Lindsay was responsible for the overall quality of the report on this high profile and complex topic. She also advised on issues specific to Pennsylvania's Medical Assistance programs.

Project Name	Commonwealth of Pennsylvania, Department of Labor JobGateway	Employer	Deloitte
Project Role	Implementation Advisor	Duration	1 year

PA was experiencing rising unemployment as well as significant debt and structural insolvency with the UC trust fund; PA DLI mandated work search requirements for UC claimants effective January 1, 2012. Deloitte developed a new web portal named JobGateway for PA job seekers. As part of the implementation we identified a number of best practices and provided numerous functional improvements to job seekers.

Responsibilities: Lindsay led the team's efforts to identify process improvements, conduct numerous stakeholder meetings and develop a comprehensive communications effort.

Project Name	Commonwealth of Pennsylvania, Department of Public Welfare Home and Community Services Information System (HCSIS)	Employer	Deloitte
Project Role	Application Support Services Manager	Duration	3 years

Lindsay re-joined the HCSIS Project in July 2009 as the implementation lead for the Office of Developmental Programs which was undergoing a significant business process shift as they transitioned to a fee-for-service model for home and community services.

Responsibilities: Lindsay coordinated the implementation of HCSIS in fifty different administrative entities (counties) with over 10,000 users. She is also the HCSIS implementation lead for the DPW Bureau of Autism Services and supported the initial rollout of the system to support two new programs to serve adults with autism. Lindsay also took on the role of implementation manager for the rollout of PELICAN Early Intervention to all of Pennsylvania's Early Intervention Preschool Programs.

Project Name	Pennsylvania Office of the Budget Finance Transformation Project	Employer	Deloitte
Project Role	Organization and Change Management Lead and Deployment Manager	Duration	11 months

The Office of Comptroller Operations processes 600,000 paper invoices per year from Commonwealth vendors. Through the implementation of technology enhancements including imaging, as well as process redesign and organizing by functions instead of customer groups, the Office of Comptroller Operations is transforming the Commonwealth of Pennsylvania's finance functions.

Responsibilities: Lindsay joined the team to manage the organizational design for the Office of Comptroller Operations and manage communication, training (Train-the-Trainer), change management and knowledge transfer activities for the engagement. After the completion of the first phase of the organizational redesign, Lindsay also took on the role of Deployment Manager, where she coordinated the technology, process, training and organizational changes to support a successful implementation in May 2009.

Project Name	Pennsylvania Department of State	Employer	Deloitte
Project Role	Communication Lead	Duration	3 months

Statewide Quality Assurance Assessment of All County Elections Systems Infrastructure and Preparedness.


Responsibilities: Developed communication materials clarifying State and Federal election law to share with election directors and county commissioners statewide. Used "plain language" techniques and examples to make complex election law more understandable in an effort to work diligently toward county readiness for the 2004 General Election. Conducted training for county election workers.

Education and Professional Certifications

- Gettysburg College, B.A., Psychology and Music
- American University, M.A., Public Administration with a concentration in Public Policy

Wade Horn

Resume of Wade Horn

Proposed Project Role	Senior Advisor	
Length of Time with Deloitte	5 years	
Relationship to Deloitte	Employee	

Summary of Experience and Qualifications

Dr. Wade F. Horn, Ph.D. is a director in our Public Sector practice focused on helping state governments provide effective, efficient and client-focused health and human services.

Before coming to Deloitte, Dr. Horn served six years as the Assistant Secretary for Children and Families within the U.S. Department of Health and Human Services (HHS), where he oversaw over 60 federal programs with a total annual budget of \$47 billion aimed at improving the well-being of children and helping families achieve self-sufficiency. In this role, Dr. Horn oversaw the development and implementation of numerous business and technology solutions, and he was a champion for integrated service delivery, including solutions for eligibility determination and coordinated health and human service delivery systems.

Project Experience

Project Name	State of Kansas, Department of Health and Environment. Public Input and Stakeholder Consult Process	Employer	Deloitte
Project Role	Engagement Director	Duration	4 months

Deloitte Consulting LLP (Deloitte) supported the State of Kansas by organizing and facilitating a public input and stakeholder consult process to collect ideas to reform the state's Medicaid program. Deloitte worked directly with the Governor's Working Group which included executive management from the Departments of Health and Environment, Aging and Social and Rehabilitation Services.

Responsibilities: Dr. Horn assisted the state with planning and implementing a statewide stakeholder input process and provided insights into the stakeholder process and Medicaid transformation strategy. Served as the overall Engagement Director across all Deloitte services provided to Kansas.

Project Name	State of New Mexico, Human Services Department Automated System Program and Eligibility Network (ASPEN)	Employer	Deloitte
Project Role	Health and Human Services Advisor	Duration	27 months

ASPEN is a large, statewide, modernized solution for public assistance programs operated through the State of New Mexico – Human Services Department (HSD)

Responsibilities: As Health and Human Services Advisor, Dr. Horn provided subject matter expertise around eligibility and self-service solutions. In addition, he injected valuable national perspective to the integrated project team as they pioneered a state-of-the-art solution for integrated services.

Project Name	Virginia Department of Social Services: Child Care Project, Customer Portal Project, and Eligibility Modernization Project.	Employer	Deloitte
Project Role	Engagement Director	Duration	3 years

Child Care Project – Deloitte's work included the design, development, and implementation of a Web-enabled integrated child care system to administer subsidized child care by state and locality (county and city) workers.

Resume of Wade Horn

Customer Portal Project - Deloitte successfully implemented an integrated self-service portal that allows citizens to pre-screen, apply, check their benefit status, renew their applications, and report any changes for programs like TANF, Medicaid, SNAP, Child Care and Home Energy Assistance.

Eligibility Modernization Project - Deloitte is working with the VA Department of Social Services to replace their legacy Application Benefit Delivery Automation Project (ADAPT) system. The current system functionality in ADAPT includes eligibility determination, benefit calculation, and case management for the following programs: Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), and Families and Children Medicaid. The scope of the work includes Project Management, requirements, design, development, testing, conversion and training.


Responsibilities: As Project Executive, Dr. Horn had responsibility for all account management functions, including addressing project risk and contractual issues, and establishing and maintaining executive level client relationships. He provided subject matter expertise around eligibility and self-service solutions, as well as input on managing risk in the delivery of the Virginia projects.

Education

- The American University, B.A., Psychology, magna cum laude
- Southern Illinois University, M.A., Clinical-Child Psychology
- Southern Illinois University, Ph.D., Clinical-Child Psychology
- Pepperdine University, Doctor of Laws (Honorary)

Beverly Walker

Resume of Beverly Walker

Proposed Project Role	Senior Advisor	
Length of Time with Deloitte	3 years 8 months	
Relationship to Deloitte	Employee	

Summary of Experience and Qualifications

Beverly offers leadership and management experience from over 25 years of work in human services and education. An accomplished administrator, advisor, and thought leader, Beverly has successfully led reform efforts in state and local government and played key roles in promoting and supporting change and innovation in both the private and not for profit sectors. A public official since 1995, she served in the administrations of two Governors and the Mayor of the City of Chicago. Her deep knowledge of the inner workings of the public sector industry will make her a strong asset in the development of screening tool technology.

Project Experience

Project Name	Government Operations	Employer	Deloitte
Project Role	Director	Duration	3 years 7 months

Responsibilities: Since joining Deloitte, Beverly has served on this project by successfully advising clients on reform efforts in state and local government as well as promoting and supporting change and innovation in both the private and not for profit sectors.

Project Name	State Government Department of Human Resources and Department of Human Services	Employer	Department of Human Services
Project Role	Commissioner	Duration	7 years

Beverly managed a significant sector of the state's human services in this role.

Responsibilities: Governed a combined federal/state budget of \$3.4 billion and 20,000 staff, which included child welfare, public health, mental health, developmental disabilities, addictive disease, TANF, child care, food stamps, Medicaid eligibility, aging, child support and regulatory services. Governed a combined federal/state budget of \$1.8 billion and over 9,000 DHS staff, including child support, child welfare, TANF, food stamps, Medicaid eligibility, aging and residential child care regulation.

Project Name	Office of the Mayor	Employer	City of Chicago
Project Role	Chief of Human Infrastructure/Deputy Chief of Staff	Duration	5 years

Responsibilities: Served in the administration of the city mayor as the city's chief mayoral aide for city agencies and departments serving the human service needs of Chicago's residents of all ages. Responsible for leading cross-departmental human capital initiatives and coordinating the efforts of city agencies and departments to promote and support the well-being of the city's children and families.

Project Name	Government Operations, State Department of Human Services	Employer	State of Illinois
Project Role	Director, Community Operations	Duration	2 years

Responsibilities: Responsible for leadership and management of the state's welfare reform effort and for oversight of 135 local and regional public aid offices and 5400 administrative and casework staff. Ensured the state's delivery of Temporary Assistance for Needy Families (TANF), Food Stamps, and Medicaid to over three million clients. Additionally, she helped the state achieve national recognition

Resume of Beverly Walker

as a leader in welfare reform with the state earning over \$38 million in high performance bonuses from the Federal Government in 1999 and 2000.

Project Name	Government Operations, State Department of Human Services	Employer	State of Illinois
Project Role	Assistant to the Governor for Human Services Reform	Duration	2 years


Responsibilities: Managed a statewide human services reform effort, which resulted in the Governor's call for the unprecedented reorganization of the state's human services agencies and the establishment of a new Department of Human Services. Additionally, she governed a \$3 million grant received by the state and recruited and coordinated the involvement of local communities across the state in the Governor's human services reform efforts.

Education and Professional Certifications

- Mount Holyoke College: Bachelor of Arts (Religion)
- Northwestern University: Masters of Arts (History)
- Northwestern University: PhD Candidate/ABD (American History)

Suguna Sundaravadivel

Resume of Suguna Sundaravadivel

Proposed Project Role	Project Manager	
Length of Time with Deloitte	13 years 10 months	
Relationship to Deloitte	Employee	

Summary of Experience and Qualifications

Suguna Sundaravadivel offers leadership and management experience from over 18 years of experience in business development, strategic planning and project management. Through her previous project experiences, Suguna has become proficient in understanding the business processes, adept at building client relationships, as well as team development and motivation. Her project experience includes assisting agencies such as the Pennsylvania Department of Public Welfare and Pennsylvania's Enterprise to Link Information for Children Across Networks (PELICAN). She has technical expertise in Client Server systems (Object Oriented methodologies, Microsoft DNA architecture, SQL Navigator, Visual Source safe, Crystal reports, Visual basic, Visual Interdev), Mainframe Systems (COBOL, CICS, TELON, IMS/DC, DB2 Stored Procedures) and other project management tools.

Project Experience

Project Name	Pennsylvania's Enterprise to Link Information for Children Across Networks (PELICAN)	Employer	Deloitte
Project Role	Project Manager	Duration	7 years 9 months

Responsibilities: As a Project Manager, Suguna leads a team of 30 consultants/analysts and is responsible for the management of multiple subsystems, including Enrollment, Funds and Case Management and PA Pre-K Counts. Suguna's responsibilities as Project Manager include:

- Coordinate and execute new processes and organizational structure associated with the new project
- Responsible for overall project coordination across program areas, IT and other stakeholders
- Responsible to manage overall communication across project stakeholders and implementing project governance and status reports – Steering Team, Project Team, Development team, Logistics team and User Education Team
- Responsible to identify, review, and resolve project risks. Escalate unresolved issues and risks to project partner and client steering teams
- Responsible for day to day management of project resources across the PELICAN application, monitor performance and recommend remedial actions. Work closely with DPW staff to manage day to day resource work
- Responsible for day to day project administration, planning work plans, estimations, timelines and overall schedules

Project Name	Pennsylvania's Enterprise to Link Information for Children Across Networks (PELICAN)	Employer	Deloitte
Project Role	Deputy Project Manager	Duration	10 months

Responsibilities: As Deputy Project Manager, Suguna leads a team of 30 consultants/analysts and is responsible for the management of multiple subsystems, including Enrollment, Funds and Case Management. Suguna's responsibilities as Deputy Project Manager include:

- Coordinate and execute new processes and organizational structure associated with the new project
- Responsible for overall project coordination across program areas, IT and other stakeholders
- Responsible to manage overall communication across project stakeholders and implementing project governance and status reports – Steering Team, Project Team, Development team, Logistics team and User Education Team
- Responsible for identifying, reviewing, and resolving project risks. Escalate unresolved issues and risks to project partner and client steering teams

Resume of Suguna Sundaravadivel

- Responsible for day to day management of project resources across the PELICAN application, monitor performance and recommend remedial actions. Work closely with DPW staff to manage day to day resource work
- Responsible for day to day project administration, planning work plans, estimations, timelines and overall schedules
- Establishes a structure for project deliverable and work product review. Helps confirm deliverable quality before submission to client
- Responsible for timely submission of deliverables, work products, timesheets, and project invoicing

Project Name	Commonwealth of Pennsylvania Department of Public Works Child Care Management Information System (CCMIS)	Employer	Deloitte
Project Role	Application Manager	Duration	5 months

Responsibilities: As Application Manager, Suguna leads a team of 21 consultants/analysts and is responsible for the management of multiple subsystems, including Enrollment, Funds and Case Management. Suguna's responsibilities as Application Manager include:

- Responsible for managing aspects of application maintenance and development across these systems
- Serve as the point contact to DPW across these systems
- Manage aspects of SDLC in the development of components in the application systems
- Manage interfaces from these systems to other systems within the CCMIS application and other DPW areas
- Lead business requirements, design, and help in overall issue resolution
- Develop impact analysis as a result of program and policy changes for the systems
- Work to help confirm adequate documentation in the development of these systems
- Coordinate with the Change Control Manager to finalize change resolution and implementation schedule
- Develop system design and develop SDM based deliverable products
- Manage development and unit testing of impacted components
- Manage the activities and resources of the team

Project Name	Commonwealth of Pennsylvania Department of Public Works Child Care Management Information System (CCMIS)	Employer	Deloitte
Project Role	Release Manager	Duration	1 year 8 months

Responsibilities: As Release Manager, Suguna leads a team of 21 consultants/analysts and is responsible for the management of multiple subsystems, including Enrollment, Funds and Case Management. Suguna's responsibilities as Release Manager include:

- Preparing work plans and estimates
- Validating requirements with client staff
- General and detailed design
- Supervising progress
- Tracking subsystem and functional area issues
- Preparing status reports to multiple levels of higher management
- Management of priorities between different business areas involved client communication, establishing work priorities, discussing business requirements

Project Name	Commonwealth of Pennsylvania Department of Public Works Child Care Management Information System (CCMIS)	Employer	Deloitte
Project Role	Function Lead	Duration	8 months

Responsibilities: As Functional Lead, Suguna leads a team of 12 consultants/analysts and is responsible for the management of multiple subsystems, including Enrollment, Funds and Case Management. Suguna's responsibilities as Functional Lead include:

Resume of Suguna Sundaravade

- Preparing work plans and estimates
- Validating requirements with client staff
- General and detailed design
- Setting subsystem and functional area goals
- Supervising progress
- Tracking subsystem and functional area issues
- Preparing status reports to multiple levels of higher management
- Management of priorities between different business areas involved client communication, establishing work priorities, discussing business requirements and co-coordinating the system changes in the subsystems

Education and Professional Certifications

- Bharathiar University: Master of Business Administration
- Bharathiar University: Bachelor of Physics

Neel Chakraborti

Resume of Neel Chakraborti

Proposed Project Role	Project Manager
Length of Time with Deloitte	4 years
Relationship to Deloitte	Employee



Summary of Experience and Qualifications

As a Manager with over eight years of public sector operations management and information technology experience, Neel has worked with multiple States to identify, analyze and implement opportunities for effective and efficient processing and systems planning. He possesses broad expertise in the areas of strategic planning, business process re-engineering (BPR) and project management. He has managed a variety of projects with health and human service agencies that have resulted improved processing and client outcomes, including strategic planning for the statewide Florida Medicaid Eligibility system, strategic planning for the Commonwealth of Pennsylvania CIO, the planning, design, piloting and department-wide implementation of a new operating model for Clark County Social Service, and an assessment of eligibility processing and new integrated eligibility system for the Georgia Department of Community Health.

Project Experience

Project Name	Georgia Integrated Eligibility BPR	Employer	Deloitte
Project Role	Business Process Lead	Duration	4 months

Responsibilities: Led as-is assessment for the State of Georgia's Health and Human Service (HHS) operations and redesign, and provide recommendations to HHS leadership to increase automation, expedite processing and improve customer service.

Project Name	Florida Department of Children and Families (DCF) IT Strategic Planning	Employer	Deloitte
Project Role	Initiative Lead	Duration	4 months

Responsibilities: Led development of strategic plan and roadmap of prioritized initiatives needed to modernize integrated eligibility system for Florida DCF. Recommended incremental renewal approach to consolidated and streamlined systems and leverage new architecture based on interviews and discussion with business and IT stakeholders.

Project Name	Pennsylvania Information Technology Strategic Refresh	Employer	Deloitte
Project Role	Initiative Lead	Duration	2 months

Responsibilities: Led strategic planning efforts for the Office of Information Technology (OIT) for the Commonwealth of Pennsylvania to oversee the development of a strategic plan that will guide OIT activities over the next three years. Led current state assessment, interviewed organizational leaders and facilitated strategic planning session.

Project Name	TANF Work Compliance	Employer	Deloitte
Project Role	Initiative Lead	Duration	6 months

Responsibilities: Leading initiative to define requirements and, develop, test and deploy system enhancements which will enable applicants for TANF benefits to more easily search for jobs and document work search activity, and allow CAO workers to monitor compliance with TANF work search requirements. Facilitated collaboration between DPW and DLI (Department of Labor & Industry) stakeholders to encourage use of JobGateway jobs portal by TANF applicants.

Project Name	New Hampshire FFM Integration Analysis	Employer	Deloitte
Project Role	Initiative Lead	Duration	1 months

Responsibilities: Led planning for integration with the Federally Facilitated Marketplace (FFM) and Federal Data Sharing Hub (FDSH) and related impacts to NH Easy (the citizen self-service portal) and New HEIGHTS (the integrated eligibility system).

Resume of Neel Chakraborti

Project Name	CWDS Job Match Initiative Visioning	Employer	Deloitte
Project Role	To Be Process Map Lead	Duration	2 months

Responsibilities: Led the development of visioning materials for the Department of Labor & Industry which are being used to drive the planning of improvements to the Commonwealth's Workforce Development System and jobs portal (JobGateway).

Project Name	Program Integrity Assessment	Employer	Deloitte
Project Role	Initiative Lead	Duration	4 months

Responsibilities: Led assessment of enterprise-wide recipient management processes, controls, organization and technology to strengthen program integrity. Identified risks and mitigation strategies to deter potential fraud, waste and abuse.

Project Name	Clark County Social Service (CCSS) BPR Pilot and Agency-wide Implementation	Employer	Deloitte
Project Role	Project Manager	Duration	40 months

Responsibilities: Managed piloting of organizational improvements and subsequent agency-wide implementation of new business model, through leadership of a committee with a cross-section of staff at all levels to implement and monitor organizational change. Assessed readiness for adoption of redesigned processes, organization and technology, and developed change management plans and measurement systems to track organizational adoption, utilization and change proficiency. Developed and implemented training, workforce development, transition and change management plans in collaboration with agency executives, HR and social service managers.

Project Name	District of Columbia Retirement Board (DCRB) BPR	Employer	Deloitte
Project Role	Initiative Lead	Duration	8 months

Responsibilities: Led effort to evaluate and streamline DCRB's core business processes prior to the procurement of a new pension system. Redesign included delineation of future document management, benefits administration and retirement processes that incorporate industry best practices and improve organizational efficiency and effectiveness, identification of system requirements, and development of change management and implementation plans around new processes and technology.

Project Name	Hennepin County Human Services and Public Health Department (HSPHD) Project Delta	Employer	MTG Management Consultants
Project Role	Project Manager	Duration	12 months

Responsibilities: Managed assessment of case management organization and effectiveness across the department, including financial analysis, business process assessment, and survey of best practices. Recommended changes to organizational structure, reporting relationships, performance measures that produced significant cost savings.

Project Name	Clark County Public Administrator and Public Guardian (PAPG) Business Process Assessment	Employer	MTG Management Consultants
Project Role	Project Manager	Duration	6 months


Responsibilities: Managed business process assessment and implementation planning for an information system to support client intake, case management, inventory management and financial management.

Education

- Ohio State University, Bachelor of Science, Psychology
- University of Arizona, MBA, Finance and Entrepreneurship
- Project Management Professional (PMP) Certification

Molly Slotznick

Resume of Molly Slotznick	
Proposed Project Role	Lead Planning Analyst
Length of Time with Deloitte	3 months
Relationship to Deloitte	Employee



Summary of Experience and Qualifications

Molly is a Strategy & Operations Consultant in the State & Local Government practice. Molly has more than five years of experience working with state and city governments, international organizations, and non-governmental organizations governments on strategic planning, corporate communications, and business operations. She has worked across a variety of sectors, including health and human services, food security and nutrition, disaster preparedness and management, public-private partnerships, city planning, and sustainable development. Molly has extensive project experience in policy analysis, data management and analysis, and professional writing. Molly has lived and worked in Senegal, Italy, and India and is passionate about improving service delivery for marginalized communities.

Project Experience

Project Name	State Government Department of Human Resources and Department of Human Services	Employer	Deloitte
Project Role	Consultant	Duration	3 weeks

Deloitte engaged in a policy review project for a state Department of Human Service. DHS requested that Deloitte prepare a detailed strategic implementation plan for the transition of Medicaid consumers out of a Medicaid Waiver program.

Responsibilities: Developed considerations for and potential risks to implementation of the Waiver transition plan, including policy, budgetary, operational, and technological issues and task interdependencies, to facilitate a DHS work group discussion with more than 15 people. Drafted high-level Waiver transition implementation plan and supported development of detailed implementation plan.

Project Name	State Government Department of Human Resources and Department of Human Services	Employer	Deloitte
Project Role	Consultant	Duration	2 months

Deloitte engaged in a technical assistance project for a state Department of Human Service. DHS requested that Deloitte prepare a response to the Centers for Medicare & Medicaid Services to demonstrate compliance with fiscal regulations that would enable the state to reclaim more than \$75 million in deferred reimbursements for county programs.

Responsibilities: Led discussions with high-level DHS budget, audit, and program office staff about CMS concerns, relevant policies or regulations, and matching DHS fiscal and operational practices and processes to determine current compliance. Compiled all documentation, with supporting guides and visuals, into a single binder for presentation to CMS by DHS. Final binder facilitated successful and significant DHS discussion with CMS about future corrective actions.

Project Name	New York City Department of Parks and Recreation (DPR)	Employer	Columbia University School of International and Public Affairs
Project Role	Consultant	Duration	4 months

The Forestry, Horticulture, & Natural Resources Group of DPR oversees urban forestry initiatives throughout the city, including the planting and maintenance of street trees. The project team examined quantitative and qualitative data from several major city-wide street

Resume of Molly Slotznick

tree surveys to determine the social, biological, and urban design factors associated with the health and longevity of street trees.

Responsibilities: Led the team's data management and data cleaning efforts, including a comprehensive review of the Forestry Group's own information management practices. Undertook data analysis, policy analysis, and client interviews to inform final recommendations. Facilitated internal team workplan and task management.

Project Name	Assam State Disaster Management Authority (ASDMA)	Employer	Columbia University, Earth Institute
Project Role	Consultant	Duration	3 months

The Earth Institute advised the Assam State Disaster Management Authority (ASDMA) in Northeast India on how best to strategically manage localized urban flooding in the state capital of Guwahati. The project engaged with city, district, and state level officials.

Responsibilities: Reported on geographic, socioeconomic, and institutional risk factors for seasonal urban flooding. Conducted extensive stakeholder interviews to map relevant government decisions and processes. Interviewed community members and government officials to understand the impact of major flood events as well as gaps in preparedness and response; contributed to report on the subject from ASDMA to state government. Drafted initial recommendations for city, district, and state government to mitigate urban flooding.

Project Name	Communications and Private Sector Partnerships	Employer	UN World Food Programme (WFP)
Project Role	Public Information Officer	Duration	3 years, 1 month

WFP is the world's largest humanitarian organization fighting hunger, with programs in 75 countries. The Communications Division is the corporate communications arm of WFP, and the Private Sector Partnerships team cultivates financial, technical advisory, and consumer-facing relationships with major companies to raise awareness of and funds for WFP's work. The West Africa region comprises 19 countries that face regular environmental challenges to food security, such as drought and flooding, as well as periodic economic and political challenges.

Responsibilities: Oversaw creation and implementation of communications strategies for multi-million dollar private sector partnerships; oversaw development of public messaging for WFP's nutrition programming for HIV and Tuberculosis. Developed and implemented WFP's communications strategy for 2012 International AIDS Conference and 2013 Davos World Economic Forum. Developed and implemented WFP's communications strategy for a regional pandemic crisis simulation. Supported communications activities in 19 countries to raise awareness of local WFP programs.

Education and Professional Certifications

- Princeton University: Bachelor of Arts, Public Policy & Environmental Studies
- Columbia University: Masters of Public Administration

Appendix B: Exhibit B - References

1. Rhode Island Executive Office of Health and Human Services			
Duration of project:	3 months	Dates:	8/2014 to 11/2014
Type of Services Provided:	Strategic Planning		

The Rhode Island Executive Office of Health and Human Services (EOHHS) is a \$2.1B cabinet-level agency which coordinates health and human services enterprise in the state that includes four departments: the Department of Health, the Department of Human Services, the Department of Children, Youth and Families and the Department of Behavioral Healthcare, Developmental Disabilities and Hospitals.

EOHHS partnered with Deloitte to develop a 5-year strategic plan to improve health and human services delivery in RI and to set EOHHS' direction for Fiscal Years 2015-2020. The scope of the project included an assessment of the health and human services landscape including internal and external improvement opportunities, development of the EOHHS five year strategic plan, and the creation of an implementation roadmap to help EOHHS execute its strategy.

Our Strategic Planning activities included **researching and analyzing agency's budgetary and policy landscape**; reviewing prior materials and documentation; holding executive interviews with agency leadership; developing goals and objectives through **strategic visioning sessions** using various facilitation tools and methods to engage agency leadership as a group and elicit participation; defining desired outcomes and various initiatives aligned to the goals and objectives; and development of an **implementation roadmap** that included initiative details, activities, risks, considerations and performance measures.

Through the development of strategic goals and objectives, EOHHS was able to define initiatives that focused on its internal infrastructure and operational support, talent programs, development of new capabilities in data analytics and evidence-based practices to drive programmatic decision making; and overall positioning of EOHHS as the center for HHS innovation in the State. Through the development of the implementation roadmap, EOHHS was able to map actionable steps and establish go-forward guidance to execute its strategy and measure the performance and impact of the initiatives against desired outcomes.

Project Reference:	Matthew Harvey Rhode Island Executive Office of Health & Human Services Louis Pasteur Building 57 Howard Avenue Cranston, RI 02920	Project Reference (Continued)	Email address: matthew.harvey@ohhs.ri.gov Phone Number: (401) 462-6373
---------------------------	--	--------------------------------------	---

Table 1. Client Reference for Rhode Island Executive Office of Health and Human Services.

Commonwealth of Virginia Secretariat of Health and Human Resources			
Duration of project:	2.5 months	Dates:	11/2014 to present
Type of Services Provided:	Strategic Planning		

The Commonwealth of Virginia Health and Human Resources (HHR) Secretariat administers 11 agencies, boards and foundations that collectively administer and manage the delivery of HHS programs in Virginia. Deloitte was tasked with helping the HHR Secretariat facilitate executive visioning sessions, define its strategic goals, hold executive interviews with leadership of all the agencies, boards and foundations, perform analysis on the current population served by various programs and define the key challenges for the enterprise.

Our Strategic Planning activities have included holding a brainstorming strategy session to define the future service delivery model of HHS in Virginia; holding executive interviews with leadership of all the 11 agencies, boards and foundations and performing budgetary analysis on their funding; defining the key constituents served, issues addressed and services delivered by the enterprise; analysis of populations served and costs associated with various HHS programs in the state; identifying program and population costs overlap between different HHS programs; defining the top priorities for the Secretariat and each of the 11 agencies, boards and foundations; documenting the relationships between the enterprise and external stakeholders and federal agencies.

Deloitte's ongoing work focuses on creating marketing materials to publicize work performed, defining the IT vision, roadmap and future initiatives of the enterprise.

Project Reference:	Pamela Kestner, MSW Virginia Office of the Secretary of Health and Human Resources 1111 East Broad St. Richmond, Virginia 23219	Project Reference (Continued)	Email address: Pamela.Kestner@governor.virginia.gov Phone Number: (804) 225-3048
---------------------------	---	--------------------------------------	---

Table 2. Client Reference for Virginia Secretariat of Health and Human Resources.

Pennsylvania's Enterprise to Link Information for Children Across Networks (PELICAN)			
Duration of project:	14+ years	Dates:	10/2000 to present
Type of Services Provided:	Project management, Facilitation of decision-making, Fiscal analysis, Analysis of regulations, legislation, and data, Staffing, Operations, or Management assessments Survey and focus group implementation		

Deloitte has provided a number of strategic services that have helped Pennsylvania better support its needs and provide better services to its citizens. As a part of the PELICAN (Pennsylvania's Enterprise to Link Information for Children Across Networks) project, Deloitte provides varying levels of project management, assessment and evaluation, testing, application design, change management, communications, training, development, process design, developing future state recommendations and strategic planning. These services have helped the Commonwealth incrementally renew how it does

Pennsylvania's Enterprise to Link Information for Children Across Networks (PELICAN)

business in times of tight budgetary pressures.

As a part of PELICAN, Deloitte helped design a program to provide children at risk of school failure with a high quality pre-kindergarten experience that could prepare them for success in school and in life. Before implementation, a comprehensive assessment was completed and a future state recommendation was made based on years of research. These components of this program meet or exceed nearly every quality benchmark set by the National Institute for Early Education Research (NIEER) for quality pre-kindergarten. This program helped bring PA Pre-K grants and Early Learning Programs including STARS, Head Start, and Accountability Block Grants into one system. In addition to quality design, a comprehensive monitoring and accountability process was designed. The Pennsylvania Pre-K Counts program provides 3 to 4 year old children access to high quality prekindergarten, to help them prepare for success during school.

As a result of the project, Pennsylvania has aligned child care policy across the Commonwealth through the use of an integrated system; integrated the various fractions of the program administration and operations into a single system to provide better controls and management reporting; provided a technical foundation for the utilization of other advanced technologies to simplify program administration; simplified program operations by providing more efficient automation tools; and provided a centralized provider database and child information repository.

Project Reference:	Marci Walters Lead Business Analyst Office of Child Development and Early Learning 333 Market Street, 6th Floor Harrisburg, PA 17126	Project Reference (Continued)	Email address: mwalters@pa.gov Phone Number: (717).346-9322
---------------------------	---	--------------------------------------	---

Table 3. Client Reference for the Commonwealth of Pennsylvania PELICAN.

WV-10
Approved / Revised
12/16/15

State of West Virginia

VENDOR PREFERENCE CERTIFICATE

Certification and application is hereby made for Preference in accordance with *West Virginia Code*, §5A-3-37. (Does not apply to construction contracts). *West Virginia Code*, §5A-3-37, provides an opportunity for qualifying vendors to request (at the time of bid) preference for their residency status. Such preference is an evaluation method only and will be applied only to the cost bid in accordance with the *West Virginia Code*. This certificate for application is to be used to request such preference. The Purchasing Division will make the determination of the Vendor Preference, if applicable.

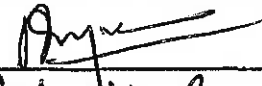
1. **Application is made for 2.5% vendor preference for the reason checked:**
 Bidder is an individual resident vendor and has resided continuously in West Virginia for four (4) years immediately preceding the date of this certification; or,
 Bidder is a partnership, association or corporation resident vendor and has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification;
 Bidder is a resident vendor partnership, association, or corporation with at least eighty percent of ownership interest of bidder held by another entity that meets the applicable four year residency requirement; or,
 Bidder is a nonresident vendor which has an affiliate or subsidiary which employs a minimum of one hundred state residents and which has maintained its headquarters or principal place of business within West Virginia continuously for the four (4) years immediately preceding the date of this certification; or,
2. **Application is made for 2.5% vendor preference for the reason checked:**
 Bidder is a resident vendor who certifies that, during the life of the contract, on average at least 75% of the employees working on the project being bid are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
3. **Application is made for 2.5% vendor preference for the reason checked:**
 Bidder is a nonresident vendor that employs a minimum of one hundred state residents, or a nonresident vendor which has an affiliate or subsidiary which maintains its headquarters or principal place of business within West Virginia and employs a minimum of one hundred state residents, and for purposes of producing or distributing the commodities or completing the project which is the subject of the bidder's bid and continuously over the entire term of the project, on average at least seventy-five percent of the bidder's employees or the bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years and the vendor's bid; or,
4. **Application is made for 5% vendor preference for the reason checked:**
 Bidder meets either the requirement of both subdivisions (1) and (2) or subdivision (1) and (3) as stated above; or,
5. **Application is made for 3.5% vendor preference who is a veteran for the reason checked:**
 Bidder is an individual resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard and has resided in West Virginia continuously for the four years immediately preceding the date on which the bid is submitted; or,
6. **Application is made for 3.5% vendor preference who is a veteran for the reason checked:**
 Bidder is a resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard, if, for purposes of producing or distributing the commodities or completing the project which is the subject of the vendor's bid and continuously over the entire term of the project, on average at least seventy-five percent of the vendor's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years.
7. **Application is made for preference as a non-resident small, women- and minority-owned business, in accordance with *West Virginia Code* §5A-3-59 and *West Virginia Code of State Rules*.**
 Bidder has been or expects to be approved prior to contract award by the Purchasing Division as a certified small, women- and minority-owned business.

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) rescind the contract or purchase order; or (b) assess a penalty against such Bidder in an amount not to exceed 5% of the bid amount and that such penalty will be paid to the contracting agency or deducted from any unpaid balance on the contract or purchase order.

By submission of this certificate, Bidder agrees to disclose any reasonably requested information to the Purchasing Division and authorizes the Department of Revenue to disclose to the Director of Purchasing appropriate information verifying that Bidder has paid the required business taxes, provided that such information does not contain the amounts of taxes paid nor any other information deemed by the Tax Commissioner to be confidential.

Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.

Bidder: Deloitte Consulting LLP

Signed: 

Date: 1/11/16

Title: Principal

*Check any combination of preference consideration(s) indicated above, which you are entitled to receive.

STATE OF WEST VIRGINIA
Purchasing Division
PURCHASING AFFIDAVIT

MANDATE: Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

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

DEFINITIONS:

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

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

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

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

WITNESS THE FOLLOWING SIGNATURE:

Vendor's Name: Deloitte Consulting, LLP

Authorized Signature: [Signature] Date: 11/11/16

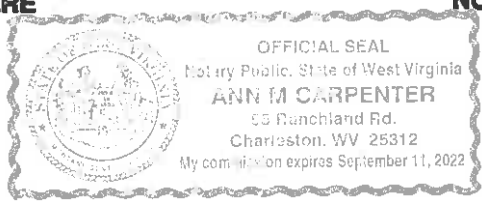
State of West Virginia

County of Kanawha, to-wit:

Taken, subscribed, and sworn to before me this 11th day of January, 2016

My Commission expires September 11, 2022


AFFIX SEAL HERE NOTARY PUBLIC Ann M Carpenter



CERTIFICATION AND SIGNATURE PAGE

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

Deloitte Consulting LLP
(Company)

 Sundaravadivel Suresh, Principal
(Authorized Signature) (Representative Name, Title)

804-697-1534 1/11/16
(Phone Number) (Fax Number) (Date)



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

State of West Virginia
 Request for Quotation
 10 - Consulting

Proc Folder: 162509

Doc Description: STRATEGIC PLANNING FOR A CHILDHOOD DATA SYSTEM

Proc Type: Central Purchase Order

Date Issued	Solicitation Closes	Solicitation No	Version
2015-12-22	2016-01-12 13:30:00	CRFQ 0431 EAA1600000001	1

BID RECEIVING LOCATION

BID CLERK
 DEPARTMENT OF ADMINISTRATION
 PURCHASING DIVISION
 2019 WASHINGTON ST E
 CHARLESTON WV 25305
 US

VENDOR

Vendor Name, Address and Telephone Number:

FOR INFORMATION CONTACT THE BUYER

Michelle L Childers
 (304) 558-2063
 michelle.l.childers@wv.gov

Signature X

FEIN #

DATE

1/11/16

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

ADDITIONAL INFORMATION:

The West Virginia Purchasing Division is soliciting bids on behalf of West Virginia Department of Education and the Arts to establish a One-Time contract for the Strategic Planning and Consulting for Early Childhood Coordinated Data System per the attached specifications, bid requirements and terms and conditions.

INVOICE TO		SHIP TO	
SECRETARY'S OFFICE EDUCATION AND THE ARTS BLDG 5 RM 205 1900 KANAWHA BLVD E CHARLESTON WV25305 US		SECRETARYS OFFICE EDUCATION AND THE ARTS BLDG 5 RM 205 1900 KANAWHA BLVD E CHARLESTON WV 25305 US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	STRATEGIC PLANNING FOR A CHILDHOOD DATA SYSTEM				

Comm Code	Manufacturer	Specification	Model #
30101504			

Extended Description :
Early Childhood Coordinated Data System Strategic Planning and Coordination

EAA160000001	Document Phase Final	Document Description STRATEGIC PLANNING FOR A CHILD HOOD DATA SYSTEM	Page 3 of 3
--------------	--------------------------------	---	------------------------------

ADDITIONAL TERMS AND CONDITIONS

See attached document(s) for additional Terms and Conditions



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

State of West Virginia
 Request for Quotation
 10 - Consulting

Proc Folder: 162509

Doc Description: ADDENDUM 1 - STRATEGIC PLANNING FOR A CHILDHOOD DATA SYSTEM

Proc Type: Central Purchase Order

Date Issued	Solicitation Closes	Solicitation No	Version
2015-12-31	2016-01-12 13:30:00	CRFQ 0431 EAA160000001	2

BID RECEIVING LOCATION:
 BID CLERK
 DEPARTMENT OF ADMINISTRATION
 PURCHASING DIVISION
 2019 WASHINGTON ST E
 CHARLESTON WV 25305
 US

VENDOR
 Vendor Name, Address and Telephone Number:

FOR INFORMATION CONTACT THE BUYER
 Michelle L Childers
 (304) 558-2063
 michelle.l.childers@wv.gov

Signature X  FEIN # DATE 1/11/16

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

ADDITIONAL INFORMATION:

Addendum

Addendum 1 issued to publish and distribute the attached information to the vendor community.

Request for Quotation

The West Virginia Purchasing Division is soliciting bids on behalf of West Virginia Department of Education and the Arts to establish a One-Time contract for the Strategic Planning and Consulting for Early Childhood Coordinated Data System per the attached specifications, bid requirements, and terms and conditions.

INVOICE TO		SHIP TO	
SECRETARY'S OFFICE EDUCATION AND THE ARTS BLDG 5 RM 205 1900 KANAWHA BLVD E CHARLESTON WV25305 US		SECRETARYS OFFICE EDUCATION AND THE ARTS BLDG 5 RM 205 1900 KANAWHA BLVD E CHARLESTON WV 25305 US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	STRATEGIC PLANNING FOR A CHILDHOOD DATA SYSTEM	0.00000			

Comm Code	Manufacturer	Specification	Model #
80101504			

Extended Description :
Early Childhood Coordinated Data System Strategic Planning and Coordination

EAA1600000001	Document Phase Draft	Document Description ADDENDUM 1 - STRATEGIC PLANNING FOR A CHILDHOOD DATA SYSTEM	Page 3
---------------	--------------------------------	---	---------------

ADDITIONAL TERMS AND CONDITIONS

See attached document(s) for additional Terms and Conditions

SOLICITATION NUMBER: CRFQ EAA1600000001
Addendum Number: 01

The purpose of this addendum is to modify the solicitation identified as (“Solicitation”) to reflect the change(s) identified and described below.

Applicable Addendum Category:

- Modify bid opening date and time
- Modify specifications of product or service being sought
- Attachment of vendor questions and responses
- Attachment of pre-bid sign-in sheet
- Correction of error
- Other

Description of Modification to Solicitation:

This addendum is issued to modify the solicitation per the attached documentation and the following:

1. To publish and distribute the attached information to the vendor community.

No other changes.

Additional Documentation: Documentation related to this Addendum (if any) has been included herewith as Attachment A and is specifically incorporated herein by reference.

Terms and Conditions:

1. All provisions of the Solicitation and other addenda not modified herein shall remain in full force and effect.
2. Vendor should acknowledge receipt of all addenda issued for this Solicitation by completing an Addendum Acknowledgment, a copy of which is included herewith. Failure to acknowledge addenda may result in bid disqualification. The addendum acknowledgement should be submitted with the bid to expedite document processing.

ATTACHMENT A

Vendor Questions**CRFQ EAA1600000001 – Strategic Planning for a Childhood Data System****December 30, 2015**

- Q.1 Is this considered a new requirement, or is there an existing contract for this requirement?
- A.1 No existing contract.
- Q.2 Is there a plan to develop a new early childhood data system once the strategic planning has concluded? If so, will a solicitation be released for that phase?
- A.2 The intent is to eventually use the strategic plan to develop an early childhood coordinated data system however that is not a part of this solicitation. A new solicitation will be released for any development services when the funds have been obtained to do so.
- Q.3 Will the vendor awarded the strategic planning consultant contract be excluded from bidding on any subsequent phases?
- A.3 No.
- Q.4 Will the early childhood data system integrate with the P-20 longitudinal data system?
- A. 4 That will be determined as a part of the strategic planning discussions.
- Q.5 Please confirm that the following documents should be included with our proposal:
CRFQ form (pages 1-3)
- Exhibit A
 - Exhibit B
 - Addendum Acknowledgement Form
 - Vendor Preference Certificate
 - Purchasing Affidavit
 - Certification and Signature Page
- A.5 Vendor should thoroughly read the solicitation and follow instructions to bid.
- Q.6 Please confirm that Section 8 should not have any required documents checked off.
- A.6 Vendor should thoroughly read the solicitation and follow instructions to bid.

- Q.7 Are there any other documents or information that should be included? Do you require a work plan or staffing plan to be submitted?
- A.7 No additional documents are required. Please submit any information that explains how you will meet the requirements.
- Q.8 Should Technical and Cost be separate documents?
- A.8 This is a CRFQ. Award will be made the lowest bidder meeting mandatory specifications.
- Q.9 May we upload our Technical and Cost proposal documents in PDF?
- A.9 This is a CRFQ. Award will be made the lowest bidder meeting mandatory specifications. Documents can be submitted as PDF.
- Q.10 Is there flexibility in the way the payment terms are defined in Section 5.1?
- A.10 No,
- Q.11 Should we include page 26, Section 11.1 in our proposal or include the information from that section somewhere in our proposal instead?
- A.11 Please include this page.
- Q.12 Is there an anticipated cost or maximum budget for this project that can be shared with bidders?
- A.12 No. It is against State rules for any agency to discuss the budget of any solicitation.
- Q.13 Is the consultant who wrote the Technical Architecture and System Design document eligible to propose on this project?
- A.13 Yes.

**ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.:**

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

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

Addendum Numbers Received:

(Check the box next to each addendum received)

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

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

Deloitte Consulting LLP
Company


Authorized Signature

1/11/16
Date

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