

July 23, 2025

Toby L. Welch
Department of Administration
Purchasing Division
2019 Washington Street East
Charleston, WV 25305-0130

**Subject: Performance Evaluation Auditing Services | Solicitation # CRFP GOV260000001
Technical Proposal**

Dear Toby L. Welch:

Guidehouse Inc. (Guidehouse) is excited about the opportunity to continue our partnership with the State of West Virginia by conducting a comprehensive Performance Evaluation Audit and providing recommendations to enhance the performance of key departments and promote accountability and transparency. We applaud Governor Morrisey's leadership on this important effort and are proud to be the nation's leader in providing these services, supporting other Governors across the country in similar initiatives. We understand the importance of blending best-in-class expertise with a deep understanding of West Virginia and its peers in achieving the Governor's goals in an accelerated timeline with maximum impact.

Our proposal includes a **Technical Proposal** and a **Cost Proposal**. We believe you will find our proposal compelling and a strong value for the citizens of West Virginia:

- **Our team is the nation's undisputed trusted advisor to Governor's offices on performance evaluation and operational improvement initiatives.** Born from PwC's Public Sector practice and strengthened by the acquisition of Grant Thornton's public sector advisory business, Guidehouse brings Big Four heritage with the agility and focus of a mission-driven firm dedicated to partnering with our public sector clients to achieve significant cost savings and improved organizational outcome. We offer West Virginia a tested, results-driven solution to performance evaluation and operational audits, informed by successful engagements in states with comparable demographics, fiscal environments, and governance structures. Examples include:
 - In Oklahoma, under the leadership of Governor Kevin Stitt, we conducted a statewide Executive Branch assessment, identifying actionable opportunities to improve efficiency, collaboration, and mission delivery.
 - In Louisiana, Governor Jeff Landry appointed Guidehouse to lead the Fiscal Responsibility Program and reorganize the state's largest agency, the Department of Health.
 - In Iowa, under Governor Kim Reynolds, we supported the strategic restructuring of state government, reducing 37 cabinet-level agencies to 16 and generating more than \$300 million in taxpayer savings.

Our work has not only delivered impact and received recognition at the state level, but it has also been recognized nationally. In February 2025, Guidehouse's efforts were highlighted during testimony before the U.S. House Oversight Hearings on Government Efficiency as a national exemplar in public sector reform. With deep experience, proven success, and a track record of working at the highest levels of state government, Guidehouse stands ready to deliver the results West Virginia deserves.

- **We hand-picked the most experienced staff to be dedicated to West Virginia's success.** Guidehouse has hand-selected a team of senior professionals who bring deep experience, national perspective, and a track record of successful partnerships with Governor's Offices across the country.



Each member of this team was chosen not only for their subject matter expertise, but also for their understanding of the goals and aspirations of Governor Morrisey's administration.

- Your Guidehouse team is led by Partner **Jeff Bankowski**, who brings over 30 years of experience leading enterprise performance improvement and financial transformation in the public, private, and nonprofit sectors. Jeff has directly supported the Governor's Offices of Iowa, Louisiana, Oklahoma, South Carolina, and South Dakota on performance evaluation services. Previously, Jeff was the Chief Internal Auditor and the Chief Performance Officer for Governor Rick Snyder of Michigan where he was awarded AGA's national award for his work on performance evaluation auditing services. Jeff also has been named to the distinguished Consulting Report's Top 25 List of Government Consultants for the last two years.
 - **Lance Robertson**, Partner, will oversee the work with the West Virginia Department of Human Services. Lance has over 30 years of experience and was the former Health and Human Services Assistant Secretary for Aging in President Trump's first administration. Lance has supported human services departments across the country including Alabama, Arkansas, Louisiana, Ohio, and Oklahoma on similar work.
 - **Matt Davis** is a Guidehouse partner with over 20 years of experience and is a recognized thought leader in Homeland Security consulting. Matt is a former Marine Corps officer and has advised the Governor's offices of Iowa, Georgia, North Dakota, and Michigan on public safety and emergency preparedness.
 - **Naveen Lamba** is a director and transportation expert with over 25 years of experience who will oversee the work with the Department of Transportation. Naveen has supported transportation projects all over the world and holds 5 patents in areas related to decision-making and fee setting in the transportation industry.
 - **Colin Hood** and **Mitch Lindstrom** will lead the core team, each with experience supporting West Virginia and working with your agencies on critical initiatives.
- **We bring a next-generation approach to performance evaluation, powered by artificial intelligence, proprietary accelerators, and real-time process intelligence.** Our integrated delivery model combines deep domain expertise with advanced technology to uncover root causes, reduce time-to-insight, and accelerate implementation. At the core of this offering are two of our most powerful AI-enabled solutions:
 - **Vital Audit®** – Guidehouse's proprietary data enrichment and verification solution designed to help organizations prevent millions of dollars in improper payments to their benefits programs by rapidly identifying deceased or duplicate enrollees. We use proprietary data that no one else has access to, which has already helped state agencies save millions by catching deaths before Medicaid-related MCO payments go out. And unlike other tools, VitalAudit can be fully integrated into your internal systems, meaning no need to send sensitive data to a third party.
 - **Celonis Process Mining** – As Celonis's 2024 Public Sector Partner of the Year, Guidehouse leverages the world's leading process mining platform to capture and analyze system-level transaction data in real time. This enables unparalleled visibility into how government operations perform, pinpointing inefficiencies, bottlenecks, and compliance gaps with data-backed confidence. This solution, embedded in our proposed approach, will position West Virginia on the forefront of best-in-class operations.

Our AI-enabled approach will aim to achieve faster, deeper diagnostic results through real-time process mining and AI-accelerated audit tools.

- **We are proud partners of West Virginia, and our understanding of the state's current assets, challenges, and needs will position you for success.** To truly succeed in this effort, a firm must genuinely understand how West Virginia operates with relevant experience in states with similar profiles. From our experience, frameworks and solutions deployed in larger, resource-rich states do



not adequately apply in states with more nuanced needs. For example, we have recently served the Department of Human Services by leading a statewide listening tour to analyze pain points and strengths of the West Virginia Welfare System. Additionally, we have supported the Department of Energy in the design of their Home Energy Rebates program to maximize impact for West Virginia citizens. Our ability to seamlessly operate in this state will be a catalyst for impact. We understand how West Virginia agencies operate and how to effectively partner with agency leaders to conduct the necessary discoveries.

- **This engagement will require specific domain expertise within the selected state agencies and Guidehouse is a leader in the areas of Human Services, Transportation, and Homeland Security.** We have supported state and federal agencies in modernizing human services delivery, optimizing transportation operations, and enhancing homeland security preparedness and resilience. Our multidisciplinary teams understand the regulatory, operational, and stakeholder complexities of these domains, and we bring proven methodologies to assess performance, identify improvement opportunities, and implement sustainable change. As a firm who prioritizes state government services, we are confident among our bench of 18,000 practitioners, we can embed in subject matter expertise for any nuance we uncover.

Guidehouse appreciates the opportunity to be considered for this important project. If you have any questions about our proposal, please contact me at 734-644-0595 or JBankowski@guidehouse.com.

Sincerely,

Jeff Bankowski
Partner, State & Local Government

Table of Contents

1.0 Executive Summary.....	1
1.1 About Guidehouse	1
2.0 Project Goals and Proposed Approach (RFP Requirement 4.2-4.3)	3
2.1 Our Understanding	3
2.2 Our Approach and Methodology	4
2.2.1 Step 1. Project Kick-Off (RFP Requirements 4.3.1, 4.3.9, 4.3.10, 4.4.1, 4.4.4, 4.4.6, 4.4.7) ..	5
2.2.2 Step 2. Analyze Current State (RFP Requirements 4.2.1, 4.2.2, 4.3.2, 4.3.6, 4.3.7, 4.4.1, 4.4.3, 4.4.4, 4.4.5).....	8
2.2.3 Step 3. Deep Dive Evaluations (RFP Requirements 4.3.1, 4.3.3, 4.3.4, 4.3.5, 4.3.8, 4.3.10, 4.4.2, 4.4.10)	16
2.2.4 Step 4. Develop Strategic Recommendations (RFP Requirements 4.3.5, 4.3.8, 4.4.9, 4.4.10)	20
2.2.5 Step 5. Final Reporting and Transition Support (RFP Requirements 4.4.8, 4.4.8.1, 4.4.9, 4.4.10)	23
2.3 Project Schedule (RFP Requirement 4.3.9).....	25
2.4 Additional/Optional Services (RFP Requirement 4.3.11)	26
3.0 Qualifications and Experience (RFP Requirement 4.5).....	28
3.1 Our Team (RFP Requirement 4.5.1).....	28
3.1.1 Firm Organization, Management and Staff History, and Company Structure (RFP Requirement 4.5.1.3)	28
3.1.1.1 Firm’s Organizational Structure	28
3.1.1.2 Firm’s History.....	29
3.1.2 Project Team (RFP Requirement 4.5.1.1).....	30
3.2 Experience and Qualifications (RFP Requirements 4.5.1.2, 4.5.1.4, 4.5.1.5)	35
4.0 Mandatory Requirements	42
4.1 Mandatory Project Requirements (RFP Requirement 4.4).....	42
4.2 Mandatory Qualification/Experience Requirements (RFP Requirement 4.5.2).....	46
4.2.1 Structured Methodologies or Frameworks for Performance Optimization (RFP Requirement 4.5.2.1)	46
4.2.2 Disclosure of Potential Conflicts of Interest (RFP Requirement 4.5.2.2)	47
4.2.3 Data Protection Standards and Confidentiality (RFP Requirement 4.5.2.3).....	47
4.2.4 Nondisclosure Agreement (RFP Requirement 4.5.2.4)	47
4.2.5 History of Litigation, Fines or Enforcement Actions (RFP Requirement (4.5.2.5).....	47
5.0 Appendix.....	49
Appendix A. Detailed Qualifications.....	49
A.1 State of Iowa, State Government Alignment	49
A.2 State of Iowa, IT Asset Inventory and Consolidation Roadmap	49
A.3 Louisiana Legislative Auditor, Identification of Efficiencies and Cost Savings	50
A.4 State of North Dakota, Technology Consolidation Cost-Efficiency Analysis	51
A.5 State of Oklahoma, Executive Branch Organizational Assessment.....	51
A.6 Arkansas Transformation Office	51
Appendix B. Required Forms	53
B.1 Guidehouse Authorized Signatory.....	53
B.2 Addendum Acknowledgement Form.....	54
B.3 Cover Page Signature	55
B.4 Nondisclosure Agreement.....	57

List of Figures

Figure 1. Firm Overview	1
Figure 2. Performance Evaluation Audit Experience (Non-Exhaustive)	2
Figure 3. Unique Departmental Challenges	3
Figure 4. Our Six-Dimensional Government Efficiency Assessment Framework	4
Figure 5. Detailed Approach and Workplan.....	5
Figure 6. Sample Value Optimization Questions to Guide Review	10
Figure 7. Sample Guidehouse Research Resources	11
Figure 8. Potential Human Services Leading Practices Benchmarking Targets	12
Figure 9. Potential Homeland Security Leading Practices Benchmarking Targets	12
Figure 10. Potential Transportation Leading Practices Benchmarking Targets	13
Figure 11. Sample Current State Profiles	15
Figure 12. Identifying costs to cut by identifying priorities.....	19
Figure 13. Sample Benchmarking Deliverables	19
Figure 14. Sample Cost-Benefit Analysis Report	20
Figure 15. Sample Strategic Framework	20
Figure 16. Service Delivery Model.....	21
Figure 17. Decision Logic for Identifying and Prioritizing Cost-Reduction Levers.....	22
Figure 18. Sample Prioritization Framework.....	22
Figure 19. Sample Implementation Plan	24
Figure 20. Sample Human Services Review Final Report	25
Figure 21. Project Timeline.....	26
Figure 22. Guidehouse’s Corporate Structure.....	28
Figure 23. Our State and Local Government Practice	29
Figure 24. Over 7 Years of Significant Business Growth	30
Figure 25. Project Team Org Chart.....	31

List of Tables

Table 1. Sample Data Requests	6
Table 2. Sample Best Practice Assessment Areas.....	13
Table 3. Sample Stakeholders & Interview Questions.....	14
Table 4. Common Opportunities for Waste.....	15
Table 5. Sample Policies, Procedures, and Programs for Analysis	17
Table 6. Proposed Guidehouse Project Staff.....	31
Table 7. Relevant Past Performance.....	36
Table 8. Summary of Past Performance.....	37
Table 9. RFP Section 4.4 and Proposal Mapping.....	42

1.0 Executive Summary

1.1 About Guidehouse

Guidehouse is a global, AI-enabled professional services firm that provides integrated advisory, technology, and managed services to commercial and government clients. With more than 18,000 professionals across 50+ locations worldwide, we are purpose-built to help organizations navigate complex challenges and deliver lasting impact. Guidehouse was formed from the combination of PwC’s U.S. Public Sector practice and Grant Thornton’s Public Sector Advisory business, bringing together Big Four heritage with the agility and mission focus of a dedicated government consulting firm.

Our mission is to solve big problems, build trust in society, and empower our clients to shape the future. We combine deep industry expertise with innovative technologies and a commitment to operational excellence. Our consultants collaborate across disciplines to deliver tailored solutions that enhance efficiency, resilience, and long-term value.

We are a national leader in public sector advisory services, having partnered with hundreds of federal, state, and local entities, including counties, cities, transit agencies, financial offices, and planning organizations. In sectors such as communities, energy, and infrastructure, we help clients modernize operations and improve outcomes.

Guidehouse is also ranked among the top three healthcare consulting firms in the U.S. by Modern Healthcare and is a 22-time Best in KLAS® award winner, including three awards in 2025 for excellence in strategy, revenue cycle, and outsourced coding services. These recognitions reflect our leadership in delivering measurable results across the healthcare ecosystem.

Our approach is grounded in collaboration, innovation, and a relentless focus on client success. Recognized by Forbes as one of the World’s Best Management Consulting Firms and a recipient of the Baldrige National Quality Award, Guidehouse is committed to delivering measurable results and meaningful change.

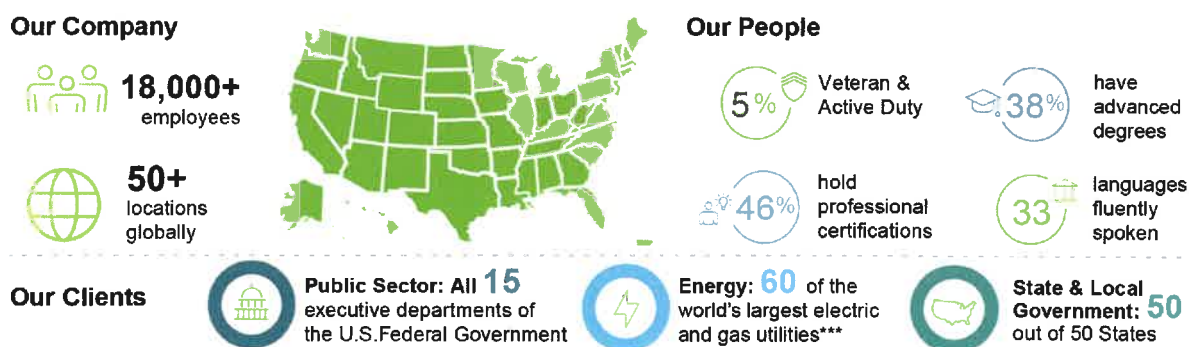


Figure 1. Firm Overview

At Guidehouse, we believe state governments can be more efficient and effective—for those who work in them and those they serve. **Our team of government strategists, budget experts, and technologists has helped states:**

- Reevaluate organizational structures and operating models
- Streamline operations and reduce duplication
- Achieve near- and long-term cost savings
- Optimize federal financial participation
- Strengthen stewardship of taxpayer dollars

Through our work, states undergo transformation that prioritizes efficiency, accountability, and citizen-focused service delivery—grounded in leading practices and tailored to each state’s unique context.

We have a history of working with West Virginia on diverse projects, consistently delivering exceptional services. Most recently, we supported the Department of Human Services by facilitating a statewide listening tour to gather insights on the welfare system’s strengths and challenges, and we assisted the Department of Energy in implementing its Home Energy Rebates program. We also provided Medicaid technical assistance and program monitoring for the Bureau for Medical Services, including federal waiver submissions and legislative communications.



Guidehouse has deep experience conducting operational reviews and assessments with similar states and departments across the country.








Figure 2. Performance Evaluation Audit Experience (Non-Exhaustive)

Beyond West Virginia, our firm has provided similar support services to comparable states across North America. Our experience is broad ranging, with Guidehouse supporting statewide transformation across the country for the states of Iowa, Louisiana, North Dakota, Oklahoma, and Arkansas. Additionally, our team supports transportation agencies at the state and federal level, including the Arkansas Department of Transportation, Colorado Department of Transportation, Oklahoma Department of Transportation, the Federal Transit Administration, and the U.S. Department of Transportation. Guidehouse also supports a variety of human services agencies across the country, including the Arkansas Department of Human Services, the Mississippi Division of Medicaid, the North Carolina Department of Health and Human Services, and the West Virginia Bureau for Medical Services.

Our team’s deep understanding of West Virginia’s unique operational needs, combined with our track record of driving efficiency and cost savings across state government will enable us to effectively address the state’s needs. Beyond addressing the needs of the assessment, Guidehouse is well positioned to then communicate that position to a diverse set of stakeholders, working with West Virginia to navigate the strongest communication methods to do this.

To support this effort, we will leverage two of our most powerful AI-enabled solutions: Vital Audit®, our proprietary data enrichment and verification tool that helps prevent improper payments by identifying deceased or duplicate enrollees before funds are disbursed; and Celonis’ Execution Management System (EMS), the world’s leading process mining platform—to simulate process changes, model scenarios, and identify automation-ready workflows. As Celonis’s 2024 Public Sector Partner of the Year, Guidehouse brings unmatched expertise in using EMS to uncover inefficiencies and drive data-backed decisions. These capabilities will help West Virginia accelerate transformation and ensure recommendations are grounded in real-time operational data.

2.0 Project Goals and Proposed Approach (RFP Requirement 4.2-4.3)

2.1 Our Understanding

The State of West Virginia is launching a bold and timely initiative to evaluate the performance of three key departments—Human Services, Homeland Security, and Transportation—with the goal of strengthening transparency, accountability, and operational effectiveness. These departments play a vital role in ensuring the well-being, safety, and mobility of West Virginia residents. The ability of these departments to deliver services efficiently, and in alignment with the state’s strategic priorities, is essential to West Virginia’s long-term success.

Like many states, West Virginia is under growing pressure to do more with less—meeting rising public service demands, managing increasing operational costs, and modernizing aging systems and structures. With a population of just under 1.8 million and a largely rural geography, the state must provide high-impact services under tight constraints. In response, the Governor’s Office has prioritized a comprehensive, data-driven assessment to identify inefficiencies and uncover opportunities to streamline operations, add value, and improve outcomes for residents.

Our team understands that this effort is not about simply identifying cost reductions, it is about building a roadmap for sustainable, high-performing government. The departments under review each face unique challenges. These challenges, ranging from regulatory complexity and workforce capacity to interagency coordination and infrastructure demands, will shape the tailored strategies used in the performance evaluation.

Our Point of View

- Data and evidence inform a coherent vision, and all stakeholders should understand how their roles serve the broader strategy.
- To create culture change and gain momentum, it is critical to identify and realize the benefits of ‘quick wins.’
- Change can be difficult for teams - providing structure around strategy development and integration will be key to success.

We will bring leading practices, tools and templates to West Virginia to realize the benefits for implementing sustained, long-term transformation



Department of Human Services

Balance service delivery with dynamic regulatory compliance, workforce capacity, and the evolving needs of vulnerable populations.

Department of Homeland Security

Ensure public safety and emergency preparedness while navigating complex interagency coordination and technology modernization.

Department of Transportation

Maintain and improve infrastructure while optimizing resource allocation and service delivery across urban and rural communities.

Figure 3. Unique Departmental Challenges

Further, we recognize that the success of this evaluation depends on more than technical analysis. It requires a deep understanding of West Virginia’s operational environment, stakeholder landscape, and policy context. It also requires a thoughtful approach to stakeholder engagement—one that respects the institutional knowledge of agency staff while introducing practical, achievable improvements.

Guidehouse brings a proven methodology that has helped states like Iowa, Oklahoma, Louisiana, and Arkansas identify and implement hundreds of millions of dollars in cost savings while improving service delivery. In Iowa, for example, we supported the realignment of 37 cabinet agencies into 16, identifying nearly \$300 million in potential savings. In Louisiana, we helped the state transform its health department

by evaluating Medicaid operations and identifying over \$400 million in savings within the first sixty days of the engagement. In Oklahoma, we uncovered over \$1 billion in savings opportunities and helped streamline over 300 boards and commissions. And we are currently partnering with their DOT to streamline the capital projects development and delivery process, aiming to reduce project timelines and achieve over 12 months in estimated cycle time. In Arkansas, we identified and rectified financial Medicaid expenditure anomalies resulting in almost \$30 million in underreporting.

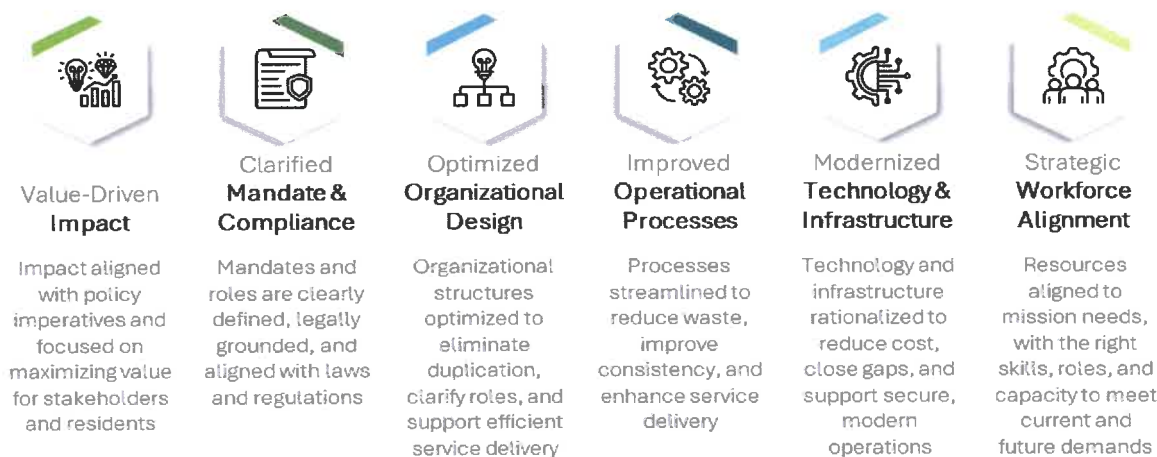
We also bring direct experience working with West Virginia agencies, including the Department of Human Services and the Department of Energy, equipping us with valuable insights into the state’s operational landscape and stakeholder expectations. Through this engagement, we will assess organizational structures, performance metrics, and service delivery models. We will benchmark against peer states, identify redundancies and gaps, and recommend actionable strategies to improve efficiency, access to services, and effectiveness. Our approach will be grounded in best practices, informed by our national experience, and tailored to West Virginia’s unique context. Furthermore, our approach benefits from the leading practices and innovation of the private sector. As a leading provider of consulting services to commercial sectors, from financial services to utilities to healthcare, we propel this thought leadership into the work of our public sector clients.

We are committed to delivering a final report that is clear, constructive, and actionable—one that empowers the Governor’s Office and agency leaders to make informed decisions and drive meaningful improvements across the state.

2.2 Our Approach and Methodology

West Virginia is poised to set a national example in government efficiency and Guidehouse is ready to help the state lead. Building on our understanding of the state’s goals and challenges, our approach is designed to translate vision into action through a structured, data-informed methodology. We bring deep experience helping governments modernize service delivery, streamline operations, and deliver measurable taxpayer value. Our work is grounded in national best practices and tailored to West Virginia’s unique context, ensuring that each recommendation is both practical and impactful.

We apply a six-dimensional framework to realign resources with priorities and deliver value-for-money. This framework provides a structured lens for evaluating and improving government performance, ensuring that recommendations are not only operationally sound but also strategically aligned with the broader goals of public service transformation. These dimensions guide our analysis, shape our deep dives, and organize our recommendations.



2025-371 WV Performance Review, DP2

Figure 4. Our Six-Dimensional Government Efficiency Assessment Framework

The six dimensions serve as the evaluation criteria against which we will assess each department’s current performance and identify opportunities to add value and improve operations and accountability. The proposed approach, outlined in **Figure 5**, details the structured step-by-step methodology we will follow to conduct this evaluation in alignment with the RFP’s requirements.

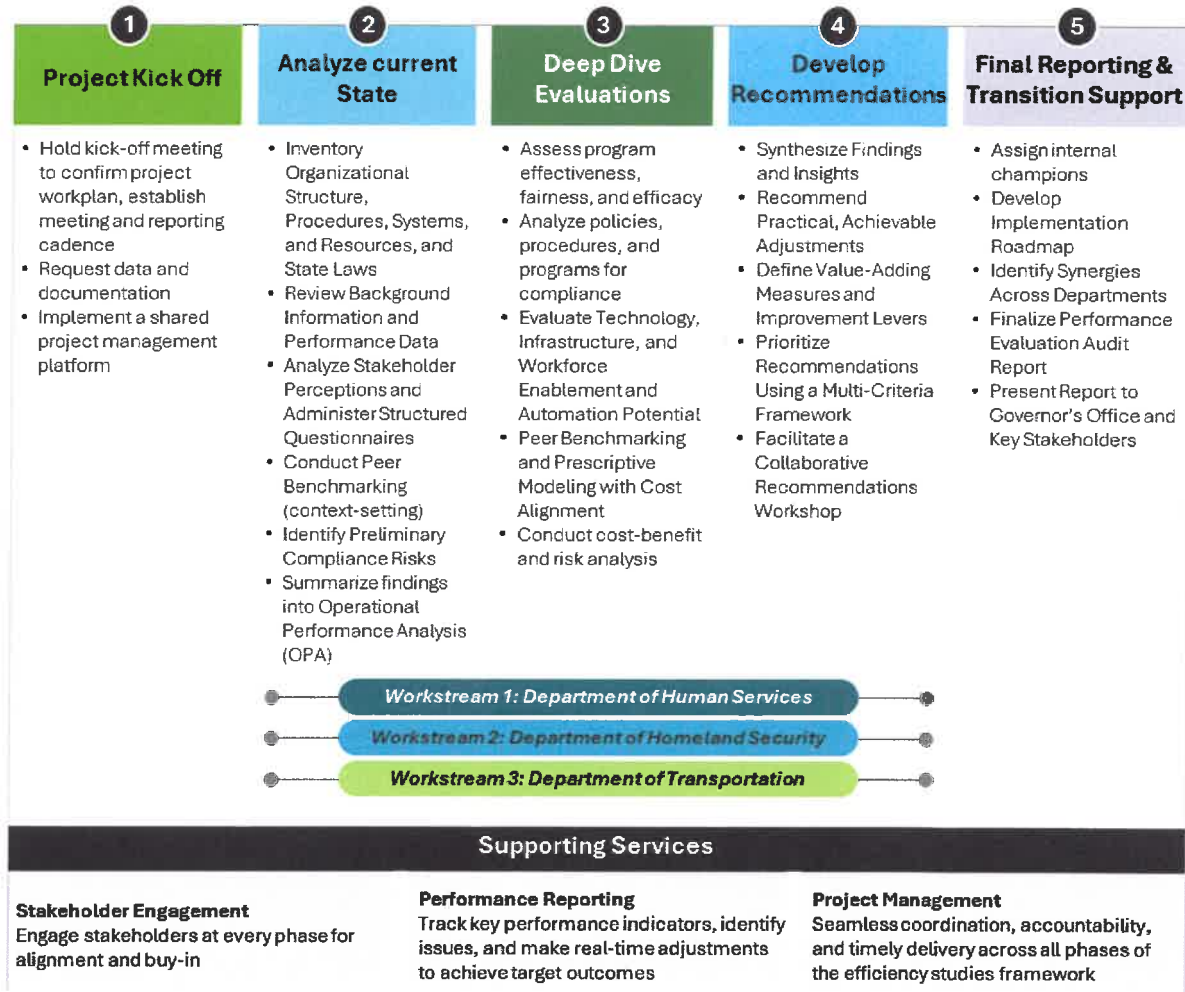


Figure 5. Detailed Approach and Workplan

2.2.1 Step 1. Project Kick-Off (RFP Requirements 4.3.1, 4.3.9, 4.3.10, 4.4.1, 4.4.4, 4.4.6, 4.4.7)

The success of this engagement begins with a strong foundation—one built on clarity, coordination, and shared purpose. Our first step is to launch the project in close collaboration with the Governor’s Office and the Departments of Human Services, Homeland Security, and Transportation. This phase is designed to align expectations, establish a collaborative rhythm, and set the stage for a smooth evaluation process across all three departments.

We will begin with a comprehensive kick-off meeting to:

- confirm project objectives
- review scope, deliverables, and timelines
- align on communication protocols and roles

This session will also identify key agency representatives and clarify responsibilities.

To enable a timely and thorough evaluation, we will issue a detailed data and documentation request at the outset. This will include organizational charts, performance metrics, policies, procedures, staffing data, and prior evaluations—providing the foundational inputs needed to assess operations, benchmark performance, and identify inefficiencies. **Table 1** provides a sample listing of the types of data and documents which we may request by department.

Table 1. Sample Data Requests

Evaluation Framework Dimension	Department of Human Services	Department of Homeland Security	Department of Transportation
Value-Driven Impact	<ul style="list-style-type: none"> Medicaid Managed Care Organization (MCO) contracts and performance metrics Quality withhold performance reports and incentive payment data Program outcome evaluations (e.g., 988 crisis line, Health Insurance Premium Payment program) Health fairness strategy documentation and impact assessments Public health program ROI analyses (e.g., NEMT, maternal health) Third Party Liability (TPL) historical statistical reports on recoveries, cost savings, and HIPP program participation Child Welfare Title IV-E and Medicaid historical FFP statistics School-based Medicaid billing historical statistics 	<ul style="list-style-type: none"> Threat and risk assessments by region or sector (e.g., terrorism, cyber, natural hazards) FEMA disaster declarations and response performance metrics Border security performance indicators (e.g., interdiction rates, response times) Immigration enforcement and asylum processing statistics Public safety and emergency preparedness program evaluations 	<ul style="list-style-type: none"> Transportation performance dashboards (e.g., on-time performance, congestion metrics) Capital improvement plans (CIPs) and project prioritization criteria Public engagement summaries and community impact assessments Safety performance reports (e.g., Highway Safety Improvement Program, Vision Zero, crash reduction outcomes) Environmental impact statements (EIS) or sustainability metrics Advertising revenue Real estate leasing revenue Rest stop revenues Competitive federal grant program revenues historical statistics
Clarified Mandate & Compliance	<ul style="list-style-type: none"> Organizational charts with statutory mandates and delegated authorities Department-level strategic plans and legislative mandates Interagency MOUs or governance agreements Policy manuals for Medicaid eligibility, procurement, and reimbursement Title IV-E Prevention Plan Medicaid Sate Plan Legal or regulatory compliance audit reports 	<ul style="list-style-type: none"> DHS component-level mission statements and statutory authorities (e.g., CBP, TSA, FEMA, CISA) Interagency MOUs and operational agreements (e.g., with DOJ, DOT, HHS) National Response Framework and Incident Command System documentation Homeland Security Presidential Directives (HSPDs) and Executive Orders 	<ul style="list-style-type: none"> Organizational charts with statutory mandates (e.g., MPO, DOT, transit agency) Interagency agreements (e.g., DOT + public works, transit + planning) Federal and state compliance documentation (e.g., NEPA, Title VI, ADA) Governance documents for regional transportation authorities Policy manuals for procurement, asset management, and fare setting

Evaluation Framework Dimension	Department of Human Services	Department of Homeland Security	Department of Transportation
Optimized Organizational Design	<ul style="list-style-type: none"> Span of control analysis and leadership structure by agency Functional duplication assessments across departments Contractor rosters with role descriptions and justifications Position inventory with filled/vacant status and funding source Compensation banding and classification guides 	<ul style="list-style-type: none"> Legal and regulatory compliance reports (e.g., GAO, OIG audits) Organizational charts by DHS component and mission area Staffing plans and vacancy reports by division and clearance level Contractor and federal employee role matrices Span of control and supervisory ratio analysis Workforce diversity and inclusion dashboards 	<ul style="list-style-type: none"> Staffing plans and functional org charts by division (e.g., planning, ops, maintenance) Financials and budgets by division Contractor and consultant rosters with scopes of work Span of control and supervisory ratio analysis Job descriptions and classification guides for key roles (e.g., traffic engineers, schedulers) Outsourcing vs. insourcing cost-benefit analyses
Improved Operational Processes	<ul style="list-style-type: none"> Procurement lifecycle timelines and RFP protest logs MCO monitoring and oversight procedures Eligibility determination workflows and verification protocols Budget development and execution process documentation Real-time eligibility (RTE) implementation plans Budget-to-actual variance reports by funding source 	<ul style="list-style-type: none"> Emergency response protocols and after-action reports Immigration and customs enforcement workflows Cyber incident response playbooks (e.g., CISA) Procurement lifecycle documentation (e.g., APFS entries) Intelligence fusion center coordination procedures 	<ul style="list-style-type: none"> Capital project delivery workflows (e.g., design-bid-build, CM/GC) Capital projects delivery efficiency - variance from planned budgets, timelines, quality metrics Maintenance and asset lifecycle management procedures Procurement timelines and contract approval workflows Permitting and utility coordination process maps Incident response and service disruption protocols Data governance and management protocols
Modernized Technology & Infrastructure	<ul style="list-style-type: none"> Medicaid eligibility system architecture and enhancement roadmap WV PATH system architecture and enhancement roadmap CCWIS operational plans Cloud migration strategy and AI use cases (e.g., Document AI, chatbots) Data-sharing agreements (e.g., with Bureau of Senior Services, Department of Education) 	<ul style="list-style-type: none"> Homeland Infrastructure Foundation-Level Data (HIFLD) geospatial layers Critical infrastructure protection plans and asset inventories Cybersecurity architecture and zero-trust implementation roadmaps Surveillance and sensor system inventories (e.g., UAVs, biometric systems) Interoperability assessments for 	<ul style="list-style-type: none"> ITS (Intelligent Transportation Systems) architecture and deployment plans Transit signal priority (TSP) and adaptive signal control documentation Fare collection system specs and modernization roadmaps GIS and asset inventory systems (e.g., pavement, bridges, signals) Cybersecurity and data governance policies for transportation systems

Evaluation Framework Dimension	Department of Human Services	Department of Homeland Security	Department of Transportation
	<ul style="list-style-type: none"> • Cybersecurity and data governance policies 	<ul style="list-style-type: none"> • communications and data systems 	<ul style="list-style-type: none"> • Customer Service platforms (e.g., DMV) • Use of new technologies - physical (drones, sensors) and digital (AI, automation, digital twin) - across all functional areas, including operations and maintenance
Strategic Workforce Alignment	<ul style="list-style-type: none"> • Workforce planning documents (internal staff and external providers) • Overtime utilization and staffing model assessments • Training and onboarding materials for eligibility and fiscal staff • Performance dashboards and KPIs by program area • Funding reports by revenue source for vacant and filled positions 	<ul style="list-style-type: none"> • Budget-to-actual reports by DHS component and funding source • Grant program allocations and performance (e.g., UASI, SHSP) • Training and certification records for emergency responders • Facility security assessments and physical access control audits • Resource allocation models for surge staffing and logistics 	<ul style="list-style-type: none"> • Budget-to-actual reports by funding source (federal, state, local, tolls) • Grant applications and award documentation (e.g., RAISE, INFRA, FTA 5307) • Workforce development plans and training logs • Vehicle and fleet utilization reports (e.g., buses, snowplows, EVs) • Capital and operating cost breakdowns by mode and service line

Establishing a shared understanding of scope, expectations, and available data early in the project ensures that the diagnostic work in Step 2 is grounded in a complete and accurate view of each department’s structure and systems.

We will also support the Governor’s Office in planning and communicating the project timeline to staff and stakeholders. To promote transparency and coordination, we will implement a shared project management platform for real-time collaboration, document sharing, and progress tracking. By the end of Step 1, we will have delivered:

- A detailed Project Workplan and Schedule with milestone dates
- A comprehensive Data and Documentation Request
- A Shared Project Management Platform

This step sets the tone for the engagement—fostering collaboration, transparency, and a shared commitment to building a more efficient, accountable, and responsive government for the people of West Virginia.

2.2.2 Step 2. Analyze Current State (RFP Requirements 4.2.1, 4.2.2, 4.3.2, 4.3.6, 4.3.7, 4.4.1, 4.4.3, 4.4.4, 4.4.5)

With the project launched and foundational materials collected, we now turn to building a comprehensive understanding of how each department currently operates. This step is designed to establish a cross-departmental baseline of organizational structure, performance, and stakeholder experience—providing the evidence base for department-specific evaluations in Step 3.

Our analysis will be structured around Guidehouse’s six-dimensional framework, which aligns with West Virginia’s goals of transparency, accountability, and performance improvement:

- Value-Driven Impact
- Clarified Mandate & Compliance
- Optimized Organizational Design
- Improved Operational Processes
- Modernized Technology & Infrastructure
- Strategic Workforce Alignment

This framework ensures that our evaluation is rigorous, data-driven, and responsive to the RFP’s requirements for identifying areas where departments are not adding value, assessing performance metrics, and reviewing organizational structure, systems, and stakeholder perceptions. It also ensures that our recommendations are practical, compliant, and cost-effective.

In this step we will conduct the following key activities:

1. Inventory State Laws, Organizational Structure, Procedures, Systems, and Resources

We will begin by reviewing current state laws and regulations that define the purpose and scope of each department’s activities. We will conduct a structured inventory of each department’s current-state configuration. This includes mapping organizational structure, operational procedures, technology systems, and resource allocations to understand how services are delivered today. We will:

- Research existing state laws and regulations to which the departments must comply
- Review organizational charts, reporting lines, and functional roles
- Document operational procedures and workflows where not already available
- Inventory technology systems and tools used to support operations
- Analyze how financial and human resources are allocated across programs

We will use a standardized template to provide consistency across departments and validate findings through interviews with departmental liaisons. This inventory will serve as a foundational input to the Operational Performance Analysis and will inform the benchmarking and stakeholder engagement activities that follow.

An Optional, No-Cost Enhancement – Leveraging the Celonis Platform for a Priority Use Case

To enhance the rigor and speed of our current state analysis, Guidehouse can deploy Celonis, a leading AI-enabled process intelligence platform and technology solution, to a high impact use case and process identified in collaboration with the Governor’s Office.

Through our partnership with Celonis, Guidehouse can include a high impact use case as a part of our approach without additional cost. Celonis enables real-time discovery and visualization of actual business processes across systems, helping identify inefficiencies, compliance gaps, and automation opportunities. This accelerates our ability to pinpoint root causes and recommend targeted improvements. Examples include:

- Drive operational efficiencies by identifying bottlenecks, manual workarounds, and areas for automation across functions like procurement, finance, and HR. Agencies using Celonis have reduced process inefficiencies by up to 30%, freeing staff capacity and lowering operational costs.

CASE IN POINT | State of Virginia
Analyzing the feasibility of a new agency

The Department of Legislative Services tasked Guidehouse with conducting a strategic analysis on the feasibility of establishing a new agency in Virginia to oversee and regulate gaming in the Commonwealth.

- Developed four operating models, conducted a **detailed cost benefit analysis** for each model, and delivered recommendations on the feasibility of establishing a Virginia Gaming Commission.
- Drafted and submitted an implementation roadmap with detailed and **actionable steps for legislators and the Youngkin administration to establish the Commission** and help it assume its regulatory role, with reduced disruption to existing regulatory and oversight operations.



- Reduce contract leakage by ensuring compliance with negotiated terms, eliminating maverick spend, and surfacing missed rebate or discount opportunities. Based on our work with other government entities, Celonis can conservatively help recover up to 2% of total spend lost to contract leakage—representing significant annual savings.
- Strengthen social service delivery by uncovering inefficiencies in programs like SNAP, Medicaid, and child welfare. States have used Celonis to accelerate benefits delivery by up to 20% and reduce administrative burden on caseworkers—improving outcomes for the most vulnerable populations.

By grounding decisions in actual process data, agencies can unlock savings, reduce risk, and improve outcomes for the communities they serve. This tool is designed to be a platform that enables continuous process improvement through automation and integrates into the state’s financial systems, including CGI ERP solutions.

As a part of this engagement, our approach includes a Proof of Value on the highest impact use case determined during the current state analysis. This is provided at no additional cost to provide additional insights to our team and showcase the potential impact of leveraging the Celonis solution for long-term process improvement.

2. Review Background Information and Performance Data

In parallel with the structural inventory, we will assess how departments define and measure success. This includes reviewing performance data, reporting practices, and contextual materials to evaluate how outcomes are tracked and communicated. We will:

- Analyze KPIs, statutory metrics, and historical performance reports
- Assess alignment between metrics and departmental goals
- Benchmark performance against peer states and industry standards
- Review relevant background materials such as prior evaluations, service delivery reviews, and industry norms

We will use a structured rubric to provide consistency and comparability across departments. Findings will be integrated into the Operational Performance Analysis and will inform you of the development of a performance management framework tailored to each department’s mission and goals.



Figure 6. Sample Value Optimization Questions to Guide Review

3. Analyze Stakeholder Perceptions and Administer Structured Questionnaires

We will conduct a comprehensive assessment of stakeholder perceptions through required structured questionnaires and analysis of existing feedback—such as survey data, complaints, and public comments—to identify recurring themes in service delivery and organizational performance. The initial review of existing data will inform the development of the structured questionnaires, which will be distributed to employees

and stakeholders to gather input on service quality, interdepartmental collaboration, and improvement priorities. Responses will be analyzed to inform us of our findings and recommendations.

In addition, and at the discretion of the Governor’s Office and in coordination with key stakeholders they identify, we will conduct 10–15 structured one-on-one interviews with department leaders, staff, and other stakeholders. These interviews would follow a consistent set of guiding questions to explore perceptions of operational efficiency, service levels, organizational structure, and opportunities for innovation, while also helping to identify internal champions for future implementation efforts.

To further enrich this analysis, we will incorporate national sentiment data from Guidehouse Research—our in-house market intelligence team—to contextualize stakeholder feedback. Guidehouse Research produces proprietary datasets, comparative dashboards, and sector-specific analyses based on engagements across all 50 states. With over 125 annual publications, data trackers, and benchmarking tools, it offers real-time insights into emerging trends, operational benchmarks, and best practices. These resources provide comparative perspectives on public sector service delivery, digital transformation readiness, and workforce engagement. By triangulating West Virginia’s internal stakeholder perceptions with these national benchmarks, we can surface both department-specific concerns and broader systemic trends. This ensures our findings are grounded in local realities while informed by national public sector dynamics—yielding a more nuanced and actionable understanding of stakeholder sentiment.



Figure 7. Sample Guidehouse Research Resources

4. Conduct Peer Benchmarking (Context-Setting)

To contextualize West Virginia’s current performance, we will conduct a high-level benchmarking analysis of each department against 3–5 peer agencies in states with similar size, complexity, and governance structures. This activity is designed to inform the current state assessment by identifying how comparable departments are structured, staffed, and operated.

Our benchmarking approach in this phase will follow four key components. This approach builds on benchmarking methodologies successfully applied in similar statewide engagements, such as the Iowa Government Alignment Project. In that effort, Guidehouse used a structured three-step process—identifying KPIs, selecting peer states, and comparing organizational structures—to extract actionable insights. We will apply the same rigor in West Virginia to ensure our current state assessment is grounded in real-world performance and aligned with best practices.

- Peer Selection Criteria:** Incorporating feedback from the Governor’s Office, we will collaboratively identify peer states based on characteristics such as population size, rural/urban distribution, budget scale, and governance complexity. This flexible approach ensures that West Virginia can select comparator states that reflect its unique context and strategic priorities, resulting in more meaningful and actionable benchmarking.

Department of Human Services

	West Virginia	Iowa	Kansas	Arkansas	Mississippi	Alabama	Oklahoma ★
SNAP Payment Error Rate <i>% of SNAP of combined over - and underpayments</i>	9.4	6.1	9.9	9.5	10.6	8.3	10.8
SNAP Application Timeliness <i>% of SNAP applications processed within federal timeframes</i>	83.6	78.3	74	75.2	81	89.7	87.9
Medicaid Utilization Rate <i>% of citizens on with Medicaid</i>	26.7	20	14.2	26.5	23.8	19.9	19.9
Adult Uninsured Rate <i>% of adults aged 19 -64 years without health insurance coverage</i>	9.1	7.0	13.2	13.2	19.5	14.9	21.7
Child Foster Care-Entry Rate <i>% of children re -entering foster care within 12 months of last episode</i>	9.6	8.0	6.5	5.4	4.8	7.0	4.1

★ Leading practice state across most relevant KPIs

Figure 8. Potential Human Services Leading Practices Benchmarking Targets

Department of Homeland Security

	West Virginia	Iowa	Kansas	Arkansas	Mississippi ★	Alabama	Oklahoma
Violent Crime Rate <i>Number of incidents per 100,000 residents</i>	278	303.5	425.0	671.9	291.2	453.6	458.6
Illicit Drug Use <i>Among people aged 18 -25 (Average %, 2019 and 2020)</i>	21.5	22.3	23.2	21.6	20.3	17.5	24.0
Recidivism Rate <i>% three-year recidivism rate</i>	29.3	38.8	33.1	24.4-58.2	33.0	21.0-31.0	20.1
Fire Death Rate <i>Per million population</i>	15.8	17.7	16.1	18.9	22.8	21.2	22.2
ROI from Mitigation Activities <i>Average money saved per dollar from federal mitigation grants</i>	4.62	6.59	6.81	6.54	5.61	6.38	6.50

★ Leading practice state across most relevant KPIs

Figure 9. Potential Homeland Security Leading Practices Benchmarking Targets

Department of Transportation							
	West Virginia	Iowa	Kansas	Arkansas	Mississippi	Alabama	Oklahoma
Pavement Condition <i>% in "Good" condition</i>	60%	85%	98% (interstate)	55%	50%	65%	72%
Bridge Condition <i>% Structurally Deficient</i>	19.8%	10.5%	7.5%	13.2%	15.6%	12.4%	14.8%
Maintenance Cost per Lane Mile <i>Estimated from state-reported expenditures (in thousands)</i>	\$15	\$12	\$10.5	\$14.2	\$13.8	\$13	\$14.5
Number of Traffic Deaths <i>Deaths per 100,000 population</i>	14.9	10.6	14.5	21.2	25.4	18.6	16.5

Leading practice state across most relevant KPIs

Figure 10. Potential Transportation Leading Practices Benchmarking Targets

- **Data Sources and Metrics:** We will use public data (e.g., state budgets, performance dashboards), internal benchmarks from past engagements, and industry standards. Metrics will include organizational structure, staffing models, cost efficiency, performance metrics, and technology adoption.
- **Comparative Analysis:** We will assess how West Virginia departments align with or diverge from peer norms across the six dimensions in our Government Efficiency Framework.

Table 2. Sample Best Practice Assessment Areas

Dimension	Best Practice Areas
Value-Driven Impact	<ul style="list-style-type: none"> ▪ Alignment of programs with policy imperatives • Stakeholder engagement frameworks Outcome-based performance measurement
Clarified Mandate & Compliance	<ul style="list-style-type: none"> ▪ Role clarity across departments • Governance models that reduce overlap <ul style="list-style-type: none"> • Regulatory alignment • Audit readiness
Optimized Organizational Design	<ul style="list-style-type: none"> ▪ Span-of-control benchmarks • Consolidation of duplicative functions Agile team structures for service delivery
Improved Operational Processes	<ul style="list-style-type: none"> ▪ Lean process mapping and redesign • Standardized workflows Automation of repetitive tasks
Strategic Workforce Alignment	<ul style="list-style-type: none"> ▪ Workforce planning aligned to mission needs • Competency-based role definitions Cross-training and upskilling programs
Modernized Technology & Infrastructure	<ul style="list-style-type: none"> ▪ Cloud-first strategies • Cybersecurity and data governance standards Integrated platforms for service delivery

- **Integration into Current State Assessment:** Findings will be analyzed through our six-dimensional evaluation framework and integrated into the Operational Performance Analysis. This will help identify areas of alignment, underperformance, and potential adoption of leading practices.

Table 3. Sample Stakeholders & Interview Questions

	Department of Human Services	Department of Homeland Security	Department of Transportation
Sample Stakeholders	<ul style="list-style-type: none"> • Department leadership • Agency/division leadership and frontline staff • MCOs • Providers • County health departments • Foster care and adoption agencies 	<ul style="list-style-type: none"> • Department leadership • Agency/division leadership and frontline staff • Local law enforcement and judicial systems leads • Parole and Probation leads • Medical provider • Emergency Operation Center leads • Department technology leads • Community-based organizations with related missions 	<ul style="list-style-type: none"> • Department leadership • Agency/division leadership and frontline staff • Key capital improvement vendors • Asset management leads • Procurement leads • Safety leads • Fleet maintenance leads • Grants management, Technology, Policy leads
Sample Interview Questions	<ol style="list-style-type: none"> 1. Do you administer any low performing or non-mission critical programs? 2. Do you have ideas/suggestions for improvement? 3. Are there opportunities to capture additional federal funds? And, in addition to state and federal funds, are you exploring the use of private investments and other innovative financing techniques (e.g. value capture financing)? 4. What is one metric you monitor to measure how well you're achieving outcomes? 5. Are there any current policies or regulations that are impeding cost avoidance or cost savings within your program area? 6. What types of value-based payment models have been used or contemplated being used related to your program area? 7. Are you exploring the use of "automated labor" (automation, AI, drones, advanced sensors) across any parts of the organization to be able to do certain functions faster, cheaper, and higher quality 		

This benchmarking will not be used to prescribe solutions, but rather to establish a performance baseline that informs stakeholder engagement and serves as a foundation for Step 3, where benchmarking will be applied more prescriptively to model and validate department-specific alternatives. Where appropriate, leading practices from peer states will be identified and adapted to West Virginia's unique context.

Together with stakeholder insights and internal performance data, benchmarking will provide a triangulated view of each department's current state, grounding the Operational Performance Analysis in both internal realities and external context.

5. Identify Preliminary Compliance Risks

While formal policy audits will occur in Step 3, we will use this phase to flag potential areas of misalignment with legal or regulatory mandates based on available documentation in preparation for the deeper evaluation.

To enhance our early-stage compliance risk identification, we will integrate insights from Guidehouse Research's regulatory intelligence modules. These modules track enforcement trends, audit findings, and legislative developments across all 50 states, enabling us to flag emerging compliance risks that may not yet be visible through internal documentation alone. This proactive approach allows West Virginia to anticipate and mitigate potential vulnerabilities before they escalate.

Table 4. Common Opportunities for Waste

Department of Human Services	Department of Homeland Security	Department of Transportation
<ul style="list-style-type: none"> Excessive administrative costs Insufficient oversight of MCO program integrity and third-party liability activities Value-based purchasing program design inefficiencies Inadequate eligibility verification strategies and systems Eligibility determination errors Fragmented information systems Manual administrative processes Improper provider payments Avoidable hospital admissions and emergency room visits 	<ul style="list-style-type: none"> Redundant oversight structures Inefficient asset and fleet management Integrity management gaps Fragmented program Implementation Aging physical infrastructure Duplicative technology costs Underutilized detention Infrastructure Inconsistent overtime policies and resource management Inefficient medical and prescription costs Overlapping emergency response functions Ineffective use of threat exercises Underutilized technology platforms Inefficient grant administration and excessive overhead costs 	<ul style="list-style-type: none"> Redundant administrative structures across modal divisions Underutilized transit and maintenance facilities Reactive maintenance practices Ineffective grant oversight and disbursement Fragmented procurement and contracting across districts and divisions Inefficient waste management practices Delays in permitting and utility coordination Idle time in project delivery

6. Consolidate Findings into a Cross-Departmental Operational Performance Analysis

All findings from Step 2 will be consolidated into an Operational Performance Analysis (OPA), which will serve as a foundational deliverable for the engagement. The OPA will include:

- Department-specific summaries of current-state performance
- Key insights from benchmarking and stakeholder feedback
- Identified risks, gaps, and improvement opportunities

This analysis will be structured to support clear decision-making and alignment with each department’s strategic priorities. It will also set the stage for the cost-benefit modeling and improvement planning in Step 3.

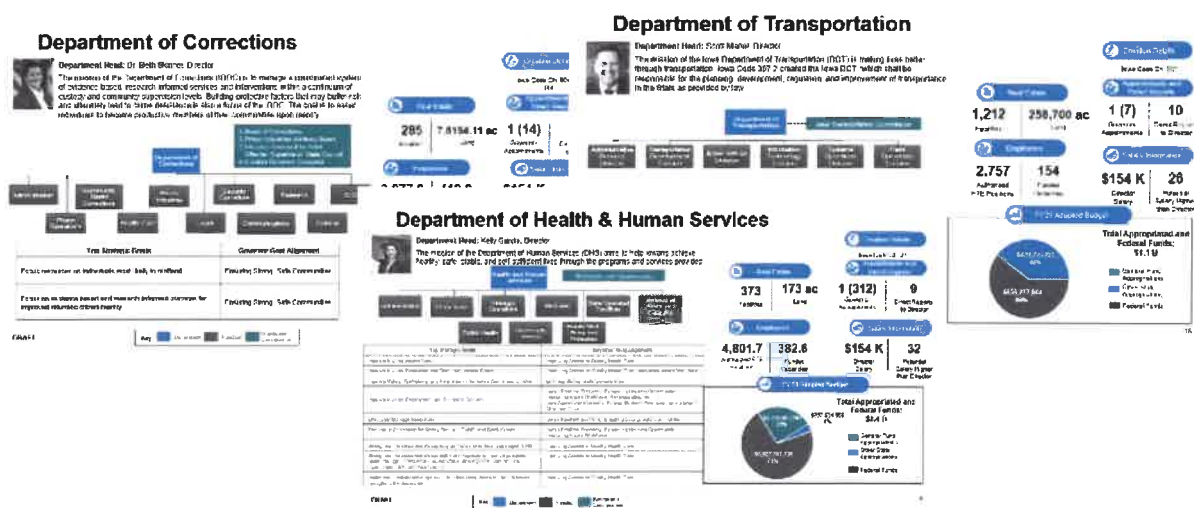


Figure 11. Sample Current State Profiles

At the end of Step 2, we will have developed a clear and evidence-based understanding of each department’s current state. This diagnostic foundation will ensure that the department-specific evaluations in Step 3 are grounded in data, aligned with stakeholder input, and responsive to the RFP’s goals for transparency, efficiency, and value creation.

2.2.3 Step 3. Deep Dive Evaluations (RFP Requirements 4.3.1, 4.3.3, 4.3.4, 4.3.5, 4.3.8, 4.3.10, 4.4.2, 4.4.10)

With a cross-departmental baseline established, we now turn to department-specific evaluations to identify targeted opportunities for improvement. This step is designed to assess each department’s performance, identify opportunities for improvement, and evaluate alternative models that enhance efficiency, fairness, and effectiveness.

Each department deep dive will assess whether current programs are delivering measurable value aligned with policy imperatives (Refocused Impact), whether the structure supports efficient service delivery (Efficient Structure), and whether processes are streamlined to reduce waste and improve customer experience (Streamlined Process).

Our approach is grounded in the belief that performance evaluation must be both rigorous and relevant. We will assess each department’s programs, policies, and operations through a lens of fairness, effectiveness, and compliance—while also identifying opportunities to modernize systems, streamline processes, and improve outcomes for West Virginia residents.

In this step, we will conduct five key activities:

1. Assess Program Effectiveness, Fairness, and Efficiency

We will evaluate the effectiveness of each department’s programs in meeting their intended goals, using a combination of logic models, outcome frameworks, and targeted criteria. This includes analyzing service reach, timeliness, and impact across different populations. We will also review how performance is currently measured and identify gaps in outcome tracking. In addition, we will conduct a spend analysis to evaluate budget execution and fiscal oversight, determining how financial resources are allocated and expended relative to planned budgets. This analysis will also identify opportunities to better align spending with departmental priorities.

2. Analyze Policies, Procedures, and Programs for Compliance

We will conduct a structured policy audit to assess compliance with federal and state laws, regulations, and administrative rules. This includes cross walking departmental policies against statutory requirements and identifying outdated mandates, duplicative processes, or areas where policy modernization could improve efficiency. We will also assess consistency in policy application across divisions and programs.

As part of this evaluation, Guidehouse will explore opportunities to enhance program performance and operational impact, including:

- Improving the recovery of pharmacy rebates and third-party liability payments;
- Strengthening school-based Medicaid claiming processes to allow full utilization of eligible funding;
- Enhancing the management and utilization of state-owned assets such as recreational facilities and licensing programs to better align with strategic goals and service delivery outcomes.

CASE IN POINT | Oklahoma DOT
Capital projects development and delivery process

Guidehouse conducted a comprehensive evaluation of their NEPA and right-of-way (ROW) acquisition processes. Recommendations focused on streamlining these workflows to accelerate capital project development and delivery.

We are currently supporting them in implementing these improvements to realize cycle-time improvements and to move projects through the development process more expeditiously.



Table 5. Sample Policies, Procedures, and Programs for Analysis

Department of Human Services	Department of Homeland Security	Department of Transportation
<ul style="list-style-type: none"> • CMS waiver applications (e.g., 1115, 1915(c), etc.) • State health regulations and administrative rules • Provider certification standards and manuals • Internal state policies governing vendor oversight, budgeting, contracting, technology, and quality assurance activities • MCO and other vendor policies and procedures • Cost allocation, rates, supplemental payments, and claiming policies (e.g., school-based services) • Interagency agreements • Title IV-E Prevention Plan 	<ul style="list-style-type: none"> • Multi-agency coordination procedures for disaster response and recovery • Cyber risk governance policies aligned with NIST RMF standards. • Policies governing use of force, de-escalation, and accountability • Oversight mechanisms through the Law Enforcement Professional Standards (LEPS) Program • Inmate classification, grievance procedures, and reentry planning • Procedures for applying, managing, and reporting on federal and state grants through Justice and Community Services (JCS) • Homeland Security Exercise and Evaluation Program (HSEEP)-aligned drills and simulations 	<ul style="list-style-type: none"> • Capital Improvement Planning documents • Transportation Asset Management policy • Policies aligned with NEPA and state-level equivalents, including streamlined permitting under executive orders • Data governance protocols for any relevant TS (Intelligent Transportation Systems), fare collection, traffic signal systems, and emerging technologies such as connected and autonomous vehicles • Statewide Transportation Improvement Program (STIP) plan and procedures • Procedures for managing federal formula and discretionary grants (e.g., HSIP, CMAQ, RAISE), including reporting and audit readiness • Infrastructure modernization initiatives • Intermodal (highway, transit, rail, waterways) and interagency collaboration (cybersecurity, procurement)
Common Across Departments		
<ul style="list-style-type: none"> • Budget and fiscal controls • Staff analytic and research capacity • Budgeted to actual expenditure execution 	<ul style="list-style-type: none"> • Processes to ensure vertical coordination between central budget and fiscal teams and program offices • Performance evaluation cycle 	<ul style="list-style-type: none"> • HR procedures for classifying, inventorying, and funding vacant and filled positions

3. Evaluate Technology, Infrastructure, and Workforce Enablement and Automation Potential

We will assess each department’s current technology environment, including hardware, software, and infrastructure—and their workforce to identify limitations, inefficiencies, and opportunities for modernization. This assessment will inform strategic, actionable recommendations that support the adoption of modern technologies aligned with industry best practices and the state’s long-term goals.

For example, as a result of our deep-dive evaluation, we may recommend that West Virginia conduct an application rationalization assessment to evaluate the business value and technical performance of existing applications. This type of assessment—used successfully in other state engagements—can help identify candidates for retirement, consolidation, or modernization, and provide insight into technical debt that may be hindering performance or innovation.

We will also explore opportunities to streamline operations through automation. This includes identifying high-volume, low-value tasks that may be suitable for robotic process automation (RPA) or artificial intelligence (AI) and evaluating the feasibility and potential benefits of these tools.

As part of this technology and automation assessment, we may also leverage Celonis’ Execution Management System (EMS) to simulate process changes, model scenarios, and identify automation-ready workflows. EMS enables real-time operational visibility, supporting faster, smarter decision-making and ensuring that recommendations are grounded in actual system performance. Celonis insights can also be used to validate root causes of inefficiencies, quantify the impact of proposed changes, and inform the sequencing of implementation activities. These data-driven insights will also support cost-benefit modeling and help identify high-impact, low-effort opportunities that can deliver early wins and build momentum for broader transformation.

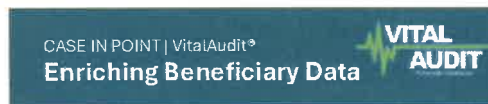
In addition to assessing infrastructure and automation opportunities, we will also examine how technology supports workforce productivity and service delivery.

4. Peer Benchmarking and Prescriptive Modeling with Cost Alignment

To contextualize West Virginia’s current performance, Guidehouse will benchmark each department against peer agencies in states with similar size, complexity, and governance structures. This analysis will help identify leading practices and performance gaps that may inform improvement opportunities.

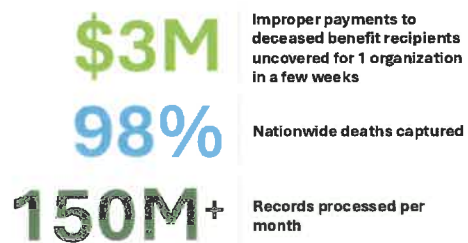
Where appropriate, we may also highlight examples of alternative organizational structures or service delivery models used by peer states. These examples will not serve as prescriptive recommendations but will be used to illustrate potential options that could be explored further by the state. In past engagements, this approach has helped clients evaluate the feasibility of structural or operational changes in a way that is grounded in real-world precedent and tailored to their unique context.

- **Peer Selection Criteria:** We will use the same peer states identified in Step 2 to allow continuity and comparability.
- **Data Sources and Metrics:** We will again leverage Guidehouse’s national benchmarking database, public data, and internal benchmarks and datasets. Metrics will be tailored to each department’s



Guidehouse’s proprietary VitalAudit® Solution helps organizations improve the accuracy and reliability of their data. Curated from more than 30,000 state, federal, and private repositories, the solution identifies most mortalities within 10 days of death through a regulatory-compliant, secure, and transparent process.

VitalAudit® Solution augments internal data to help agencies like the Department of Human Services optimize and streamline beneficiary payment operations while combating fraud and creating a better customer experience.



mission and may include cost per service unit, staff-to-population ratios, service delivery timelines, and administrative overhead rates.

- **Comparative Analysis and Best-Fit Modeling:** We will identify where West Virginia departments are over- or under-performing relative to peers and model alternative structures or delivery models that have been successful in similar contexts. Each model will be evaluated for feasibility, scalability, and alignment with West Virginia’s policy and operational environment.
- **Integration into Recommendations:** Benchmarking insights will be embedded in department-specific recommendations. Each proposed change will be supported by peer examples, quantified benefits, and implementation considerations.

To complement our benchmarking analysis and allow for alignment with West Virginia’s strategic goals, we will also apply a four-part cost categorization framework—Not Required, Lights On, Differentiating Capabilities, and Can’t Avoid.

This framework enables us to tie expenditures directly to mission-critical functions and identify areas for efficiency, consolidation, or reinvestment. While not explicitly required by the RFP, this approach enhances our ability

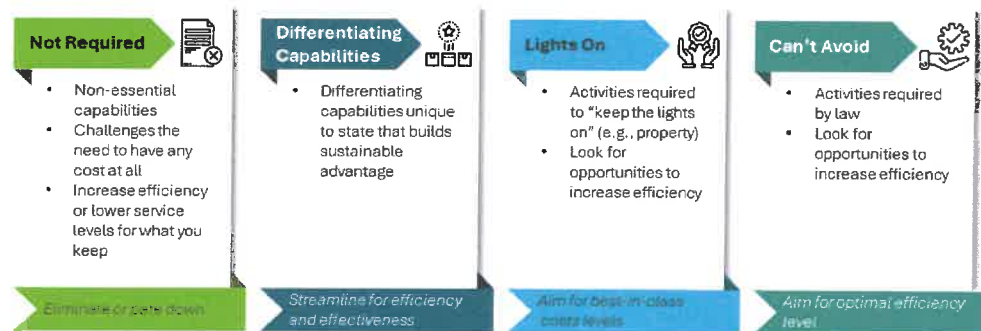


Figure 12. Identifying costs to cut by identifying priorities

to deliver recommendations that are not only evidence-based but also operationally and politically viable.

This use of benchmarking grounds our recommendations in proven practices, ensuring they are practical, achievable, and tailored to West Virginia’s needs. Each benchmarking insight will be evaluated through our six-dimensional framework so that recommendations are not only operationally sound but also strategically aligned with West Virginia’s broader goals.

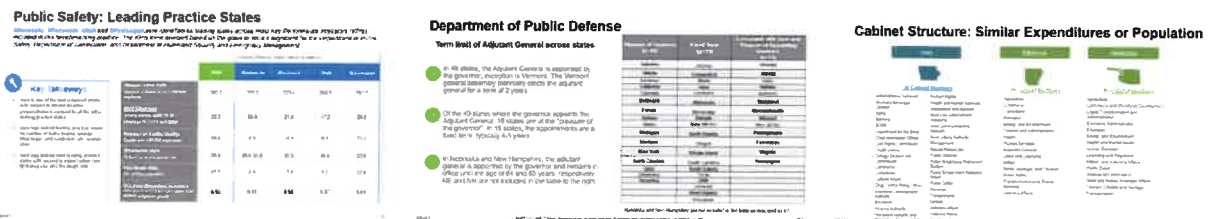


Figure 13. Sample Benchmarking Deliverables

5. Conduct Cost-Benefit and Risk Analysis

For each high potential opportunity, we will conduct a detailed cost-benefit and risk analysis. This will include quantifying potential savings, estimating implementation costs, and identifying tradeoffs and risks. Our analysis will help the Governor’s Office and agency leaders prioritize initiatives based on return on investment, feasibility, and alignment with strategic goals.

At the end of Step 3, we will deliver a set of department-specific findings and preliminary recommendations that are evidence-based, actionable, and aligned with the state’s goals for transparency, accountability, and performance.

We will conduct a check-in and feedback session prior to delivery to review the preliminary findings and cost-benefit analysis with department leads. These findings will serve as the foundation for the Final Report, which will include a clear and concise summary of each department’s strengths, weaknesses, and opportunities for improvement. Our recommendations will also support the development of a continuous improvement framework that enables the state to sustain progress beyond the engagement and will be presented in a format suitable for stakeholder communication and leadership briefings.

These findings will directly inform the strategic recommendations developed in Step 4, ensuring that each proposed change is grounded in evidence, stakeholder input, and proven practices.

2.2.4 Step 4. Develop Strategic Recommendations (RFP Requirements 4.3.5, 4.3.8, 4.4.9, 4.4.10)

With a clear understanding of each department’s current state and a set of validated opportunities from our deep-dive analysis, we will transition into developing a set of actionable, evidence-based recommendations. These recommendations will be designed to improve operational performance, reduce inefficiencies, and enhance service delivery, while remaining practical, achievable, and aligned with West Virginia’s strategic goals.

Our recommendations will be categorized using our six-dimensional framework, ensuring that each proposed change contributes to a more focused, aligned, and efficient government. For example, we will recommend structural changes (Efficient Structure), mandate clarifications (Aligned Mandate), and technology upgrades (Rationalized Infrastructure) that together drive measurable impact (Refocused Impact).

Our approach to this step is grounded in collaboration, rigor, and transparency. We will work closely with the Governor’s Office and departmental leadership to ensure that each recommendation is informed by stakeholder input, supported by data, and tailored to the unique context of each department.

In this step, we will conduct the following key activities:

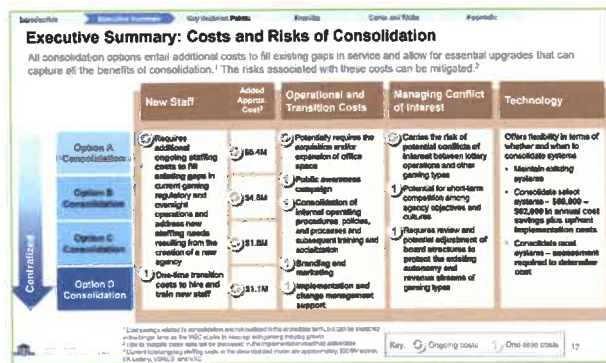


Figure 14. Sample Cost-Benefit Analysis Report

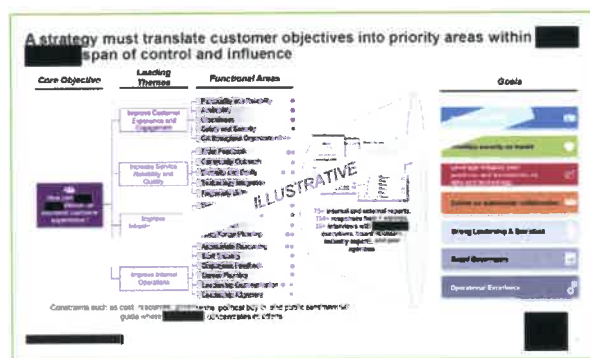


Figure 15. Sample Strategic Framework

1. Synthesize Findings and Insights

We will begin by synthesizing the insights gathered from the current state analysis, stakeholder engagement, benchmarking, and cost-benefit modeling. This synthesis will identify areas of strong consensus, recurring challenges, and high-impact opportunities. We will map these insights against each department’s strategic goals for alignment and relevance.

2. Recommend Practical, Achievable Adjustments

We will develop recommendations that are realistic and implementable, which could include:

- Revisions to reporting relationships, position titles, and job functions.
 - Adjustments to organizational structure to eliminate duplication and clarify roles.
 - Process improvements to reduce service delivery time and enhance quality. For example, alternative delivery models should be evaluated for achieving a department’s desired efficiency level, while maintaining a focus on customer service (**Figure 16**).
 - Strategies to improve communication and coordination across departments.
- Each recommendation will be accompanied by a rationale, expected benefits, and implementation considerations.

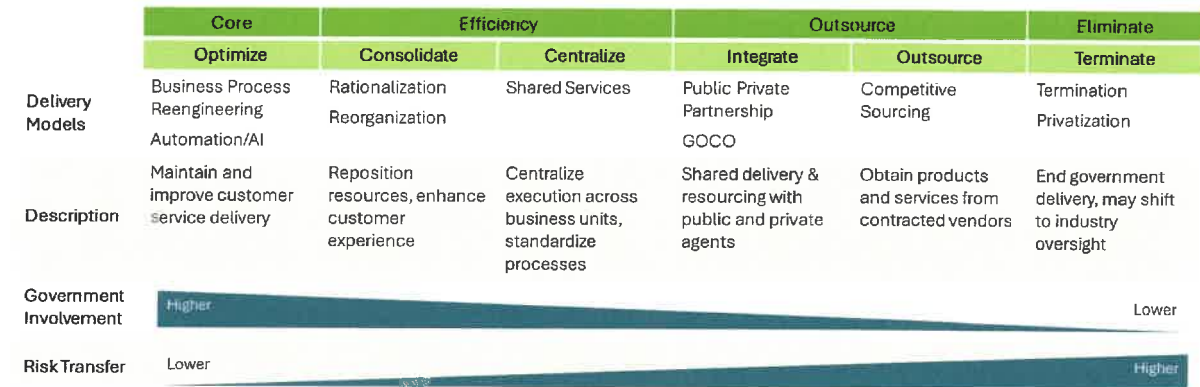


Figure 16. Service Delivery Model

3. Define Value-Adding Measures and Improvement Levers

We will identify specific measures designed to add value and improve operations. These may include:

- Performance management enhancements.
- Technology modernization initiatives.
- Shared services or consolidation opportunities.
- Policy or regulatory changes to enable efficiency.
- Federal Financial Participation optimization.

We will also identify continuous improvement levers that departments can use to monitor and sustain progress over time.

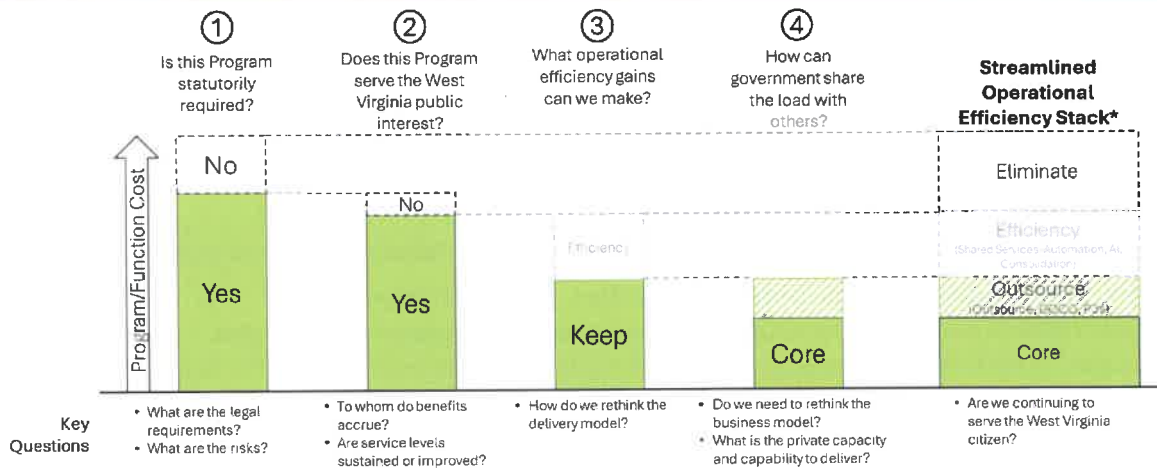


Figure 17. Decision Logic for Identifying and Prioritizing Cost-Reduction Levers

4. Prioritize Recommendations Using a Multi-Criteria Framework

To support decision-making, we will evaluate and prioritize each recommendation using a structured scoring framework that considers factors like:

- Strategic alignment with state goals.
- Feasibility and ease of implementation.
- Cost and resource requirements.
- Expected impact on performance, opportunity, and efficiency.
- Risk and change management complexity.

This framework will help the Governor’s Office and agency leaders focus on high-value, high-feasibility initiatives first, while planning for longer-term transformation.

In addition to scoring recommendations, we will develop a sequencing matrix to map each initiative across short-, medium-, and long-term horizons. This matrix will help identify early wins that build on the momentum and catalyze a culture of change as the state transitions into implementation. Successfully executing short-term recommendations can also help win over internal stakeholders who may be hesitant about broader changes. This sequencing approach provides an implementation that is not only strategic but also politically and operationally feasible.

The matrix illustrated in **Figure 18**, depicts how recommendations will be categorized by impact and effort to guide sequencing and implementation planning. We will identify and sequence short-term cost-saving strategies—such as IT licensing consolidation, divestment of unused property, or contract reevaluation—that can be implemented quickly to demonstrate early success and build momentum for broader transformation.

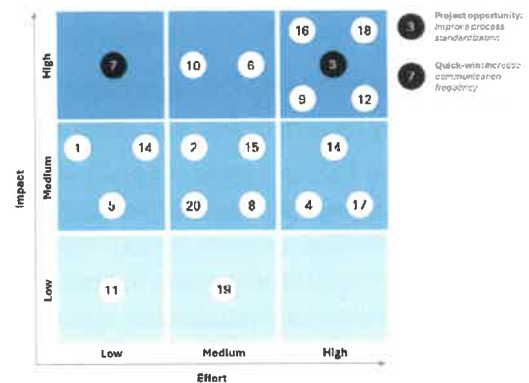


Figure 18. Sample Prioritization Framework

5. Facilitate Collaborative Recommendations Workshop

To validate and refine our recommendations, we will facilitate a workshop with key stakeholders from each department and the Governor’s Office. This session will:

- Review and stress-test proposed recommendations.
- Address concerns and surface implementation barriers.
- Build consensus and secure buy-in.
- Establish ownership and accountability for next steps.

This session will also provide an opportunity to validate benchmarking insights and feasible peer-based recommendations that are contextually appropriate for West Virginia. It will also inform you of the development of the Final Report and the Final Presentation.

At the end of Step 4, we will have developed a draft Recommendations Framework that includes a prioritized list of recommendations for each department, supported by rationale, implementation considerations, and performance metrics. This framework will be refined through stakeholder feedback and finalized in Step 5 as part of the Final Operational Performance Analysis and Improvement Plan Report.

These refined recommendations will be finalized and operationalized in Step 5, where we will develop implementation roadmaps, assign internal champions, and prepare the Final Report and Presentation.

2.2.5 Step 5. Final Reporting and Transition Support (RFP Requirements 4.4.8, 4.4.8.1, 4.4.9, 4.4.10)

Once the recommendations have been refined and aligned with the Governor’s Office priorities, we will shift focus to their successful execution and presentation. This step centers on translating strategic insights into action by assigning clear ownership, identifying cross-departmental synergies, and preparing for final delivery. We will work closely with the Governor’s Office and leads for each Department to anchor each recommendation to a dedicated internal champion and define performance metrics.

In this step we will conduct the following key activities:

1. Assign Internal Champions

Each recommendation will be anchored to a designated internal champion within the department. These individuals will be responsible for driving implementation, coordinating with leadership, and ensuring accountability. By anchoring the outputs of this effort to internal leaders, we will create a clear line of responsibility and foster a sense of ownership that is critical for sustained progress.

2. Develop Implementation Roadmap

To support execution, Guidehouse will provide implementation guidance for each recommendation, including suggested next steps, responsible parties, and key considerations for success. Where appropriate, we may also outline high-level milestones or sequencing suggestions to help the Governor’s Office and departments plan for implementation. In past engagements, this approach has helped clients move from strategy to action while maintaining flexibility and ownership over the pace and structure of implementation. We may also suggest internal champions and define expected performance outcomes to support accountability and sustainability.

Where applicable, Celonis insights will be used to inform implementation sequencing by identifying automation-ready workflows and high-impact process changes. This provides for recommendations that are not only strategic but also operationally grounded in real-time system performance.

CASE IN POINT | State of Iowa

Enabling a more efficient and effective state government

Guidehouse conducted an analysis and provided recommendations for **operational efficiency and cost savings**, including identifying:

- Nearly **\$300M in potential savings** related to personnel, real estate, technology, health care spend and land sales.
- **Critical implementation and transition needs across agencies** to ensure smooth transition and avoid disruption.

\$217M

Reported savings to taxpayers in the first 18 months

“It’s difficult to grasp the size and scope of this undertaking, especially with such an aggressive timeline. Most people would say it couldn’t be done, but our team was fully committed, and I am deeply grateful for their exceptional work that made it possible.”

Gov. Kim Reynolds

U.S. House Committee on Oversight and Government Reform

This structured approach will create transparency, facilitate monitoring, and support decision-making throughout the implementation phase.

3. Identify Synergies Across Departments

We will assess opportunities for collaboration and alignment across departments to reduce duplication, improve service delivery, and leverage shared resources. This includes identifying overlapping functions, shared goals, and potential partnerships that can enhance implementation effectiveness.

4. Finalize Performance Evaluation Audit Report

We will compile all validated findings, recommendations, and implementation guidance into a separate, department-specific Final Performance Evaluation Audit Report for each of the three departments: Human Services, Homeland Security, and Transportation. Each report will:

- Be designed to support transparency, alignment, and informed decision-making.
- Present a clear and concise summary of the current state analysis, stakeholder insights, and evaluation findings, including identified weaknesses, key trends in service delivery, and opportunities to add value for stakeholders and residents.
- Include actionable, well-founded recommendations that highlight improvements, best practices, and a framework for continuous improvement.
- Feature an executive summary tailored for leadership audiences, highlighting key takeaways and strategic priorities.
- Clearly identify who is responsible for each recommendation, what the recommendation entails, and how it contributes to improved performance.

Each report will remain confidential, and all publishing rights will reside solely with the West Virginia Governor’s Office.

While we will deliver three distinct reports as required, we also offer to compile these into a single, consolidated version—if requested by the Governor’s Office. This optional combined report would include all department-specific content in a unified format, along with cross-cutting findings and recommendations that span multiple departments. The consolidated version would be designed for ease of distribution and to support broader strategic alignment across agencies.

All reports and presentations will be structured using the six-dimensional evaluation framework to provide consistency with the methodology and alignment with the Governor’s strategic goals.

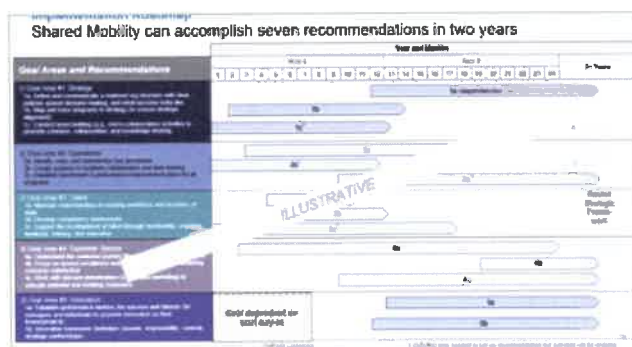


Figure 19. Sample Implementation Plan



Figure 20. Sample Human Services Review Final Report

5. Present Findings and Recommendations to the Governor’s Office and Key Stakeholders

We will deliver a formal presentation of the final report to the Governor’s Office and other key stakeholders. This session will include a summary of findings, actionable recommendations, and a discussion of implementation considerations. Where helpful, we may also provide supporting materials—such as talking points or summary slides—to assist the Governor’s Office in communicating key messages to internal and external stakeholders.

At the end of Step 5, we will use the recommendations developed to craft and deliver the **Final Performance Evaluation Audit Report**, which shall explicitly identify opportunities for cost efficiencies and revenue enhancements, as well as recommendations for function and process improvement. These recommendations will be accompanied by clear implementation steps and—if executed as designed—an anticipated dollar-figure target for cost savings and revenue enhancements. We will also develop and deliver a **Final Presentation**, along with associated materials, talking points, and as needed implementation guidance so that the Governor’s Office and Departments can continue to clearly communicate and operationalize identified efficiencies and opportunities.

2.3 Project Schedule (RFP Requirement 4.3.9)

As a trusted and independent advisor to West Virginia agencies and similar states across the country, Guidehouse brings a proven track record of delivering complex performance evaluations on time and within budget. For this engagement, we will provide project management that is coordinated, transparent, well-executed, and anchored in clear communication and accountability. Our team is experienced in navigating multi-agency environments and working closely with internal stakeholders and external partners to drive progress on shared goals.

Our proposed approach will be implemented over the course of **6 months** and includes regular touchpoints to allow alignment, collaboration, and timely delivery of all interim and final deliverables. We are prepared to support the Governor’s Office in achieving a high-impact, actionable evaluation that promotes transparency, efficiency, and measurable improvement across Departments.

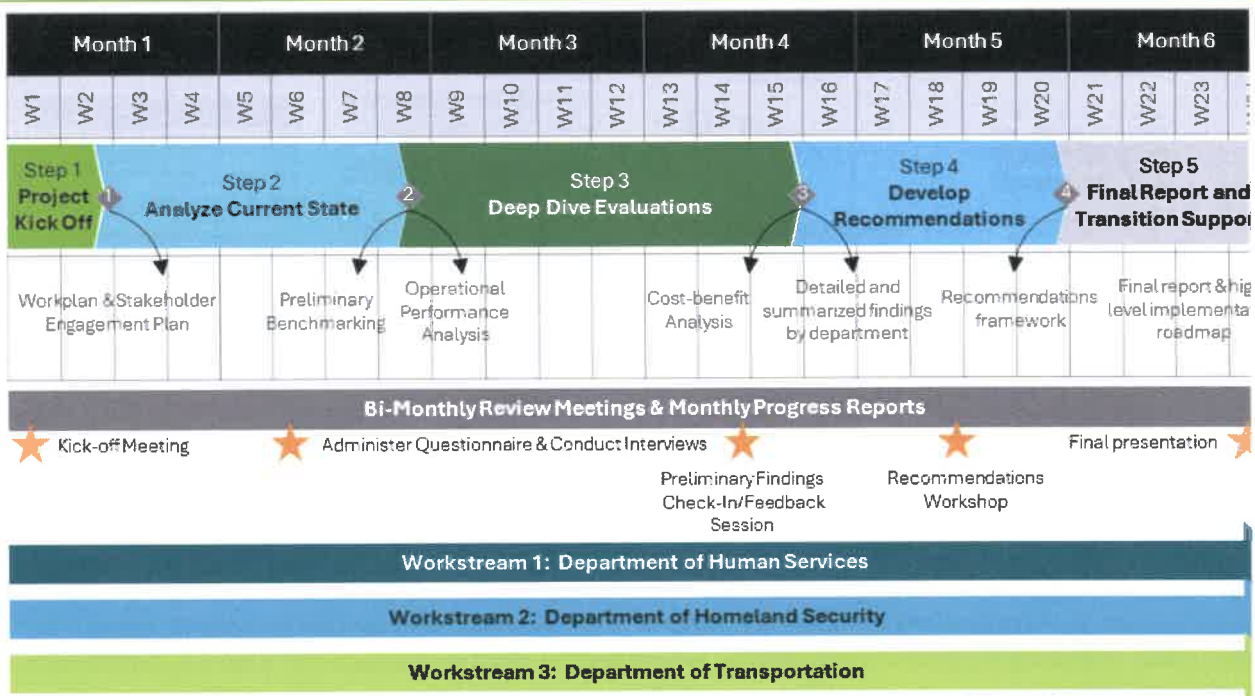


Figure 21. Project Timeline

2.4 Additional/Optional Services (RFP Requirement 4.3.11)

We recognize that additional goals and objectives may emerge as the organizational assessment and strategic planning process unfolds. To accommodate these evolving needs, we propose a flexible, on-demand approach to optional services. In collaboration with the Governor’s Office and department leads, we will identify and recommend optional services that align with the newly defined goals and objectives and prioritize these based on impact and feasibility. These services can be activated through specific delivery orders, scoped in collaboration with the State, and executed at the hourly rates provided in Attachment A: Cost Sheet. Each delivery order will define the scope, staffing, and timeline required to meet the State’s evolving priorities.

To support the State’s transformation goals and long-term sustainability of improvements, below are a few examples of optional services that can be scoped and activated as needed:

Post-Engagement Implementation Support

To maintain momentum beyond the core engagement, we offer implementation support services that can be scaled based on the complexity and pace of execution. These services may include establishing a program management office (PMO), sequencing initiatives, tracking milestones, and providing risk mitigation and change readiness support. This provides for strategic recommendations that are translated into measurable results.

Stakeholder Engagement and Strategic Communications

Sustained transformation requires more than structural change – it requires alignment, trust, and clarity. We offer a suite of services to support stakeholder engagement and communications, including internal and external messaging strategies, facilitation of leadership briefings, and preparation for legislative testimony. These services are designed to build buy-in, reduce resistance, and to keep all audiences informed and aligned throughout the transformation journey.

Employee Engagement Survey

This optional employee engagement survey is distinct from the structured questionnaire described in Step 2 of our approach, which fulfills the RFP's mandatory requirement to gather employee and stakeholder input during the evaluation phase. The optional survey is intended for post-evaluation use to assess implementation progress, workforce alignment, and change readiness over time.

To support this, we offer an optional employee engagement survey that includes survey design, deployment, and analysis to capture employee sentiment, identify barriers to adoption, and surface actionable insights. Results can inform leadership decisions, support change management, and track progress over time. Findings are delivered in a concise report with recommendations and can be paired with pulse checks or leadership briefings to sustain momentum.

This service can be deployed as a one-time diagnostic or as part of a recurring pulse check strategy to monitor progress over time.

Technology Modernization Planning

We can conduct an application rationalization assessment to identify redundant or underperforming systems and recommend modernization strategies. Our team can also develop a digital transformation roadmap, including opportunities for automation through robotic process automation (RPA) or artificial intelligence (AI), to improve operational efficiency and service delivery.

Workforce Planning and Talent Strategy

So that the workforce is equipped to support both current and future service delivery needs, we offer strategic workforce planning services. This includes assessing current capabilities, identifying skill gaps, developing training and upskilling plans, and aligning workforce development with the State's long-term vision. These services help to provide talent strategy that is integrated with organizational transformation.

3.0 Qualifications and Experience (RFP Requirement 4.5)

3.1 Our Team (RFP Requirement 4.5.1)

3.1.1 Firm Organization, Management and Staff History, and Company Structure (RFP Requirement 4.5.1.3)

3.1.1.1 Firm’s Organizational Structure

Guidehouse is a global organization providing advisory, technology, and managed services to the commercial and public sectors. We operate through four primary segments (i.e., lines of business): Defense & Security, Communities, Energy, & Infrastructure (CE&I), Financial Services, and Health (Figure 22). Each segment is designed to leverage specialized expertise and resources to address the unique challenges faced by clients in these industries.

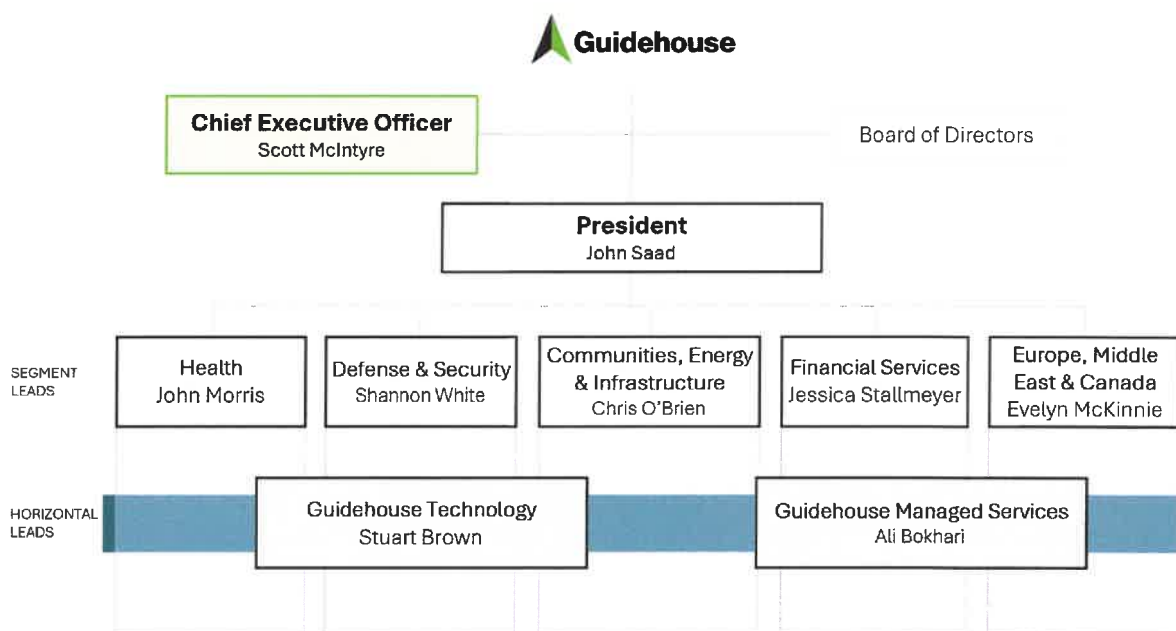


Figure 22. Guidehouse’s Corporate Structure



Defense & Security: Guidehouse’s Defense & Security segment serves U.S. diplomatic, intelligence, law enforcement, homeland security, and defense agencies. Backed by proven success in helping clients compete, deter, and win, the firm delivers mission-critical optimization, technology modernization, and financial management solutions.



Communities, Energy & Infrastructure (CE&I): Guidehouse’s CE&I segment serves energy providers, state and local governments, and public sector civilian agencies. Applying its deep, data-led industry expertise and innovative technologies, Guidehouse helps clients strengthen communities and shape a secure, resilient future for all.

Within CE&I, our dedicated **State and Local Government (SLG)** practice specializes in helping state and local clients achieve their goals and drive meaningful change. Our expertise includes creating politically viable strategies, implementing advanced software solutions, navigating internal buy-in, and managing large-scale transformation projects nationwide. With extensive relationships with city and state agencies, we understand the missions and constraints of public sector entities.

Our SLG practice offers end-to-end services for critical business and IT needs, including organizational assessments, HR transformations, strategic planning, business process redesign, data analytics, and technology modernization. We collaborate with senior officials across the country to develop and implement innovative strategies that deliver lasting results.



Figure 23. Our State and Local Government Practice



Financial Services: Guidehouse’s

Financial Services segment serves commercial and government financial services entities of all sizes. Backed by proven success in protecting enterprises and enabling efficiency, agility, and growth, the firm helps clients mitigate risks, navigate regulations, adapt to shifting markets, and remain resilient in the face of earnings pressures and scarce resources.



Health: Guidehouse’s Health segment serves providers, government agencies, life sciences

companies, payers, and other healthcare organizations. Backed by proven success in modernizing and innovating healthcare services, finances, and operations, the firm delivers an extensive approach to solving interrelated industry challenges.

3.1.1.2 Firm’s History

At Guidehouse, we combine unequalled expertise, specialized resources, and deep domain experience to solve problems that cross sectors, industries, and geographies for clients in the public sector and the regulated commercial markets they serve. We are a client-centered, mission-driven organization dedicated to solving today’s most complex issues through collaborative solution design, bold strategy, and innovative thinking.

Our goal is to help our clients succeed, fostering trust in society, improving quality of life, and enhancing global stability, resilience, and sustainability. With \$3B in annual revenue and over 18,000 professionals across more than 50 locations worldwide, including our global headquarters in Northern Virginia, we are committed to making a positive impact on our clients and the communities we serve.

We live by the motto "outwit complexity," addressing our clients' unique challenges and needs by creating scalable, innovative solutions that position them for future growth and success. For decades, we have collaborated with companies and governments from Wall Street to Washington, from the European Union to India, and around the world.

Guidehouse has been in business for almost 29 years and has experienced significant growth in the past 7 years. Our firm was originally formed from the U.S. Public Sector practice of PwC, bringing with it a Big Four heritage of rigorous consulting standards and public sector expertise. This foundation was further strengthened by the acquisition of Navigant Consulting in 2019, Dovel Technologies (including Ace Info Solutions and Medical Science & Computing) in 2021, and Grant Thornton Public Sector LLC in 2022. On December 14, 2023, Bain Capital Private Equity acquired the majority ownership of Guidehouse from our previous private equity owner. Bain Capital is one of the world’s leading private investment firms and shares our vision for continued growth, better equipping us to enhance our full suite of solutions (**Figure 24**).

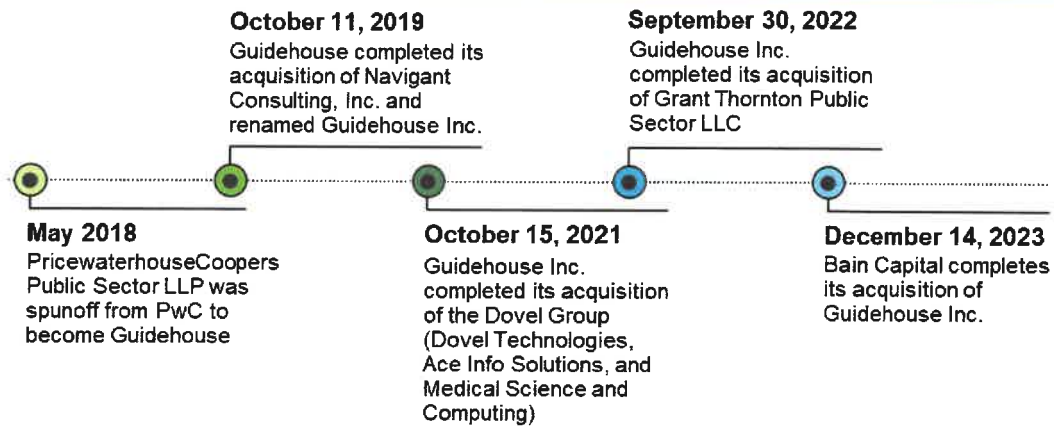


Figure 24. Over 7 Years of Significant Business Growth

For more information, please visit www.guidehouse.com.

3.1.2 Project Team (RFP Requirement 4.5.1.1)

Our proposed, collaborative, cross-disciplinary project team brings directly relevant local, national, and technical experience to address the requirements in the WV Performance Evaluation Audit RFP. In addition to the expertise of our partners, we also have an established national network of strategy, technology, health, and stakeholder engagement experts ready to leverage as the work requires.

Jeff Bankowski will serve as the **Engagement Partner**. **Colin Hood** will serve as the **Engagement Director** and **Mitch Lindstrom** will serve as the **Deputy Engagement Director**, providing strategic oversight with local expertise. Each workstream will have a lead and deputy lead supporting our project teams with deep expertise in their field. **Lance Robertson** and **Pam Kilpatrick** will lead the **Human Services** workstream providing Medicaid, public health, and human services expertise. **Matt Davis** and **Nichole Ederer** will lead the **Homeland Security** workstream providing defense, cybersecurity, and corrections expertise. **Naveen Lamba** and **Dan Hiller** will lead the Transportation workstream proving state DOT and engineering expertise.

In addition to our core leadership team, our proposed team includes Subject Matter Experts, whose roles and qualifications are detailed in the accompanying organizational chart and resumes. Given the complexities of an assessment such as this, we would plan to engage various Subject Matter Experts throughout the assessment process, to base our recommendations in the reality of West Virginia and leading practices in various industries.

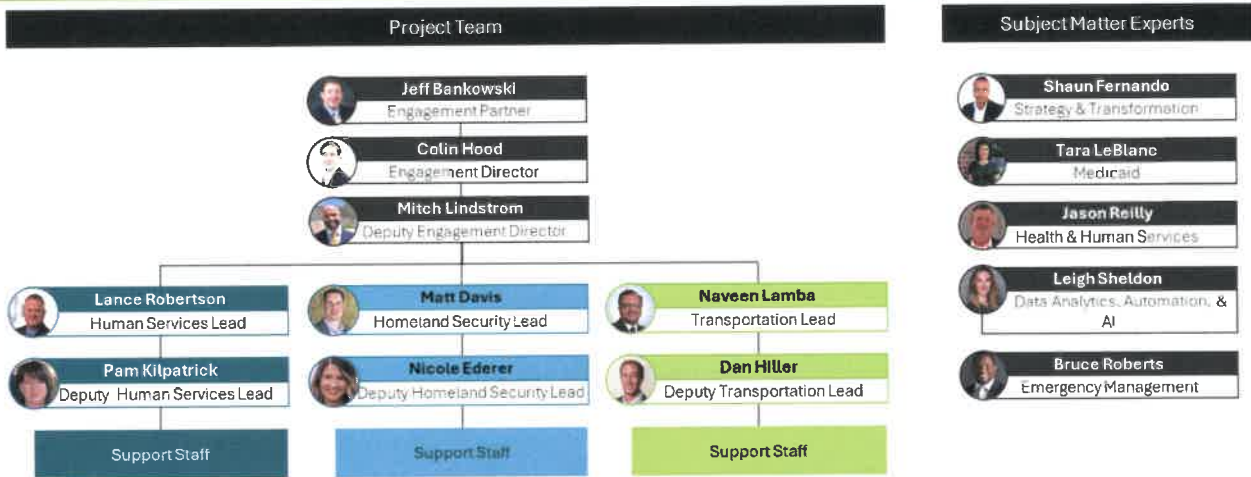










Figure 25. Project Team Org Chart




The following table provides a summary of the qualifications and roles of the proposed Guidehouse project team. Each team member brings deep subject matter expertise and a proven history of delivering results in relevant public sector engagements. Detailed resumes for all proposed team members are available upon request to support further evaluation of their experience and capabilities.




Table 6. Proposed Guidehouse Project Staff

Name	Summary of Qualifications
<p>Jeff Bankowski, Engagement Partner</p> 	<p>Jeff Bankowski is a Partner at Guidehouse. He will be serving as Engagement Partner. In this role, Jeff is responsible for ensuring the successful delivery of all project activities and outcomes.</p> <p>With more than 30 years of experience, Bankowski is well versed on all aspects of public sector strategy and operations. During his career, Bankowski has worked with more than 20 state governments as well as some of the largest cities and counties in the United States. Jeff has advised Governors and senior public officials and presented to various legislative committees on grants management, enterprise risk, operational efficiency and digital transformation.</p> <p>In January 2025, Jeff was highlighted by Washington Executive as a top public sector executive to watch due to his significant experience in government efficiency and financial optimizations. In December 2024, Jeff was selected 7th in the country as a government consulting leader reflecting his significant government transformation experience across states and large public sector entities across the country.</p> <p>Prior to Guidehouse, Jeff served as the Chief Performance Officer and Chief Internal Auditor for the State of Michigan. Jeff has a Master of Business Administration from DePaul University and a Bachelor of Business Administration from the University of Michigan, Stephen M. Ross School of Business.</p>
<p>Colin Hood, Engagement Director and Deliverable Lead</p> 	<p>Colin Hood is a Director leading Guidehouse’s work with state and local governments in West Virginia, Virginia, and DC. He will be serving as Engagement Director and Deliverable Lead.</p> <p>Colin has over a decade of experience in management consulting with a focus on serving public sector organizations, leading high performing teams, and supporting organizations to achieve organizational transformations. His technical expertise includes business process analysis, business process improvement, organizational design, and change management.</p>

Name	Summary of Qualifications
	<p>Colin has a Master of Business Administration and a Bachelor of Arts in Government from the University of Virginia. Colin is a Certified Project Management Professional (PM) and Certified Change Management Practitioner (Prosci).</p>
<p>Mitch Lindstrom, Deputy Engagement Director</p> 	<p>Mitch Lindstrom is an Associate Director within Guidehouse’s State and Local Government practice. He will be serving as Deputy Engagement Director.</p> <p>Mitch specializes in helping state agencies build and use data, evidence, and performance information to achieve goals and improve decision-making. Over the past decade Mr. Lindstrom has been nationally recognized for his ability to effectively facilitate and lead a range of complex strategic planning, implementation, and evaluation efforts for state agencies, local governments, grassroots nonprofits, and public private partnerships.</p> <p>Mitch has a Master of Public Administration from Central Michigan University and a Bachelor of Arts from Michigan State University.</p>
<p>Lance Robertson, Human Services Lead</p> 	<p>Lance Robertson is a Partner at Guidehouse’s State Health segment. He will be serving as the Human Services Lead.</p> <p>His unmatched experience in the development and execution of large public sector agencies, both at the state and federal level, brings a unique point of view to any engagement. He has performed critical work for providers, payers, state, and federal agencies, community-based organizations, hospitals, and various other public and private sector clients.</p> <p>Lance has extensive experience working with programs and services that support the nation’s most vulnerable and marginalized populations as the former U.S. Assistant Secretary for Aging and Administrator, U.S. Department of Health and Human Services, Administration for Community Living (ACL) from 2017 to 2021. Lance has a Masters in Public Administration from the University of Central Oklahoma and a Bachelor of Science in Business from Oklahoma State University.</p>
<p>Pam Kilpatrick, Deputy Human Services Lead</p> 	<p>Pam Kilpatrick is an Associate Director in Guidehouse’s State Health Practice. She will be serving as Deputy Human Services Lead.</p> <p>Pam brings more than 30 years of state government experience leading teams and working with state health and human services executives and frontline staff to develop and implement complex health and human services programs and budgets. As a subject matter expert, Pam specializes in public health, human services, and general government budget and financing. She has a deep understanding of the funding relationships between federal, state, and local partners, and excels in resource allocation.</p> <p>Before joining Guidehouse, Pam served as the North Carolina Assistant State Budget Director for the Office of Budget and Management. Pam holds a B.A. from Averett College and a Master of Public Administration from North Carolina State.</p>
<p>Matt Davis, Homeland Security Lead</p> 	<p>Matt Davis is a Partner in Guidehouse’s State and Local Government Practice. He will be serving as Homeland Security Lead.</p> <p>Matt possesses extensive experience leading organizational transformation, process improvement, and cost efficiency initiatives for State governments. Matt leads Guidehouse’s Public Safety Community of Practice and has led consulting engagements for State departments of corrections across the country including Georgia, Iowa, North Dakota, and Michigan, to name a few. Additionally, Matt has worked with State police leaders including the re-organization of Iowa’s State Policy and identify significant cost savings for the Department across people, process, and technology.</p> <p>Prior to his consulting career, Matt served 7+ years as an active-duty Marine Corps infantry officer serving in leadership roles domestically and abroad. Matt holds an Executive MPA</p>

Name	Summary of Qualifications
<p>Nichole Ederer, Deputy Homeland Security Lead</p> 	<p>from Syracuse University, Master in Analytics from The Ohio State University, MBA from Marquette University, and Bachelor's Degree in Criminology from Shenandoah University.</p> <p>Nichole Ederer is an Associate Director in Guidehouse's State and Local Government Practice. She will lend her expertise to this project as the Deputy Homeland Security Lead.</p> <p>Nichole has over 12 years of management consulting experience providing services to federal, state, and local governments. For the State of Georgia Office of the Governor, Nichole is the Project Manager overseeing the system-wide assessment of Georgia Department of Corrections. The assessment is focused on identifying both strengths and weaknesses in the areas of workforce, safety, security, infrastructure, and innovative practices. As part of this assessment, the team visited six of the 35 prisons within the state to conduct an onsite assessment and interview leadership, staff, and offenders to gain a wholistic understanding of the facility operations. The team provided recommendations to the Governor's Office and worked directly with the Office of Planning and Budget to incorporate these recommendations in the Governor's Budget request for FY2026.</p> <p>For the North Dakota Department of Corrections and Rehabilitation, Nichole provided subject matter expertise to a team of consultants in developing current state process maps, journey maps, and recommendations for improvement for the department's aging client management system. The project's objectives included establishing a current state process repository, documenting process maps, and providing process improvement recommendations to support the need for the department to replace their current system. The project required close coordination with the State's centralized IT department stakeholders and executives.</p> <p>For Iowa Department of Corrections (IDOC), Nichole led an organizational redesign of the central office. The alignment of Community-based Corrections (CBC) and their 1,100 employees to DOC created a need to assess their operations to determine if the current structure and size was appropriate to adequately support the additional employees.</p> <p>Nichole holds a BS in Industrial Engineering from University of Central Florida and an MBA Mississippi State University.</p>
<p>Naveen Lamba, Transportation Lead</p> 	<p>Naveen Lamba is a Director at Guidehouse. He will be serving as the Transportation Lead.</p> <p>Naveen has over 25 years of experience working on transportation projects around the world, focusing on innovation and developing related implementation alternatives, developing strategies, policies, and business and technical frameworks, addressing financial, regulatory, security, privacy and other related considerations. He has focused on infusing innovative approaches into traditional solutions to improve the state-of-the-art and get better outcomes. His clients have primarily included transportation and transit agencies at the US Federal, State, and Local levels, as well as government agencies across Europe, Asia, and the Middle East. He has managed large initiatives and projects of varying degrees of complexity, including multi-phased projects spanning strategy, process, organization, and technology, including the development of business and technical frameworks. He holds 5 patents in areas related to decision making using dynamic data and fee setting to influence travel behavior.</p> <p>Prior to joining Guidehouse, Naveen was a Director at Grant Thornton focused on Transportation and Infrastructure. Naveen also spent over a decade at IBM as a part of their smart transportation leadership team. He holds an MBA and MS from Carnegie Mellon University.</p>
<p>Dan Hiller, Deputy Transportation Lead</p>	<p>Dan Hiller is a Managing Consultant at Guidehouse. He will be serving as Deputy Transportation Lead.</p> <p>Dan has a decade of experience in policy and economic analysis, program evaluation, and change management. He has worked on public sector projects touching public finance and</p>

Name	Summary of Qualifications
	<p>transportation, including evaluating the structure and sustainability of Virginia’s transportation revenue sources as well as the state’s transportation infrastructure project selection processes. His analyses informed debate around revenues in the state legislature and contributed to stronger data privacy protection laws for Virginia drivers participating in a new mileage-based user fee program.</p> <p>Prior to Guidehouse, Dan served as the Senior Legislative Analyst at the Joint Legislative Audit and Review Commission. Dan has a Master of Public Administration from Syracuse University and a Bachelor of Arts in Public Policy from the College of William and Mary. Dan also holds a Project Management Professional (PMP) certification.</p>
<p>Shaun Fernando, Strategy & Transformation Subject Matter Expert</p> 	<p>Shaun Fernando is a Partner in Guidehouse’s State and Local Government Practice. He will lend his expertise in Strategy and Economics to this project as a Strategy & Transformation Subject Matter Expert.</p> <p>Shaun has 15 years’ global experience as a management and strategy consultant. Shaun’s expertise is in developing the strategic rationale, business case, operating models, and management systems for governments, agencies, and companies to plan and implement ecosystem-wide strategic transformations. Shaun leads Guidehouse’s Strategy & Economics Consulting practice, working with governments, utilities, transportation agencies, and the private sector on a range of strategic and public policy initiatives, specifically in the areas of economic development and industrial policy, and broadband.</p> <p>Shaun holds a BS in Physics and an MS in Design Engineering and from University College London.</p>
<p>Tara LeBlanc, Medicaid Subject Matter Expert</p> 	<p>Tara LeBlanc is a Director in Guidehouse’s State Health practice and a seasoned healthcare leader with over 30 years of government experience, including 17 years dedicated to healthcare. Known for her strategic mindset and problem-solving acumen, Tara specializes in technology-driven initiatives that enhance health outcomes and reduce costs for Medicaid recipients. She will lend her expertise to this project as a Medicaid Subject Matter Expert.</p> <p>Throughout her career, Tara has demonstrated a deep commitment to operational efficiency and policy compliance. During the COVID-19 Public Health Emergency, she led efforts to refine Louisiana’s Medicaid eligibility and redetermination systems, ensuring alignment with evolving federal guidance and positioning the state as a national leader in unwinding the emergency provisions.</p> <p>Tara’s expertise spans program design, strategic planning, project management, and stakeholder engagement. Her leadership is grounded in a steadfast dedication to keeping policies and procedures current and effective in a rapidly changing healthcare landscape.</p> <p>Prior to joining Guidehouse, Tara held several senior roles at the Louisiana Department of Health, including Medicaid Executive Director, Medicaid Deputy Director – Eligibility, and Assistant Secretary for the Office of Aging and Adult Services.</p> <p>Tara holds an MBA from the University of Phoenix and a BS in Accounting from Louisiana State University.</p>
<p>Jason Reilly, Health & Human Services Subject Matter Expert</p>	<p>Jason Reilly is a Partner in Guidehouse’s State and Local Government Practice. He will lend his expertise to this project as the Health and Human Services Subject Matter Expert.</p> <p>Jason has focused his 22-year career on helping state and local governments improve service delivery and achieve operational efficiency and mission outcomes by implementing digital transformations and application modernizations programs. He collaborates with State and Local government HHS agencies to advance their mission using digital technologies. He has worked extensively with Health and Human Service agencies including Medicaid, Social Services, Child Welfare, and Child Support.</p>

Name	Summary of Qualifications
	<p>Jason holds a bachelor’s degree from Duquesne University.</p>
<p>Leigh Sheldon, Data Analytics, Automation, & AI Subject Matter Expert</p> 	<p>Leigh Sheldon is a Partner with Guidehouse and leads the Advanced Analytics and Intelligent Automation team in support of the Communities, Energy, & Infrastructure and State and Local Government (SLG) segment. She will lend her expertise to this project as a Data Analytics, Automation, & AI Subject Matter Expert.</p> <p>She has over 14 years of successful federal and state and local consulting experience in the areas of data analytics and strategy, IT operations management, and project management. She is experienced leading teams through Agile-based delivery of analytic efforts focused on blending dashboards and algorithms, strategy and Centers of Excellence (CoEs), and business/financial management initiatives. Leigh is a Certified Scrum Master (CSM) and Certified Scrum Product Owner (CSPO) with applied expertise leveraging Agile’s Scrum methodology for development and implementation of analytics solutions and strategies.</p> <p>Leigh holds a bachelor’s degree from Virginia Tech.</p>
<p>Bruce Roberts, Emergency Management Subject Matter Expert</p> 	<p>Bruce Roberts is an Associate Director within Guidehouse’s State and Local Government segment. He will lend his expertise to this project as an Emergency Management Subject Matter Expert.</p> <p>Bruce Roberts brings more than 15 years of experience in procurement and logistics, including leadership roles in the field of emergency preparedness and disaster response with Florida Department of Management Services and Department of Children and Families. Bruce started his career in the U.S. Marine Corps, serving honorably 2008 to 2013 with active-duty deployments to South Asia and Iraq. After completing his military service, Mr. Roberts began a career in state government in Florida. There he has established himself as a gifted leader in the emergency management space by providing logistical support and conducting operational readiness training for state, county, and local jurisdictions and community partners.</p> <p>Bruce holds a bachelor’s degree from Bethune-Cookman University.</p>

3.2 Experience and Qualifications (RFP Requirements 4.5.1.2, 4.5.1.4, 4.5.1.5)

Our integrated team brings a powerful combination of operational analysis, strategic planning, cost saving efforts using technology tools, performance metric evaluation, and organizational redesign to reduce duplication of efforts. Specifically, we have experience with designing, developing, and delivering operational analyses to state agencies. The following detailed qualification descriptions provide additional information on relevant past performances, including statewide strategies and state agencies, in support of operational analysis and cost saving efforts. Additional qualifications are available upon request.

Table 7. Relevant Past Performance

Entity	Project	Operational Improvement & Cost Savings	Strategic Stakeholder Engagement	Technology Assessment or Transformation
Statewide Transformation Qualifications				
State of Iowa	State Government Alignment	●	●	●
State of Iowa	IT Asset Inventory and Consolidation Roadmap	●		●
Louisiana Legislative Auditor	Identification of Efficiencies and Cost Savings	●	●	
State of North Dakota	Technology Consolidation Cost-Efficiency Analysis	●		●
State of Oklahoma	Executive Branch Organizational Assessment	●	●	
State of Arkansas	Government Transformation Strategy	●	●	
Health and Human Services Qualifications				
Arkansas Department of Human Services	Medicaid Sustainability Review	●	●	
Mississippi Division of Medicaid	MCO Program Assessment	●	●	
North Carolina Department of Health and Human Services	Organizational Change Management	●	●	
Rhode Island Office of Health and Human Services	Program Assessment, Design, and Implementation	●	●	●
West Virginia Bureau for Medical Services	Medicaid Technical Assistance and Program Monitoring	●	●	●
Homeland Security Qualifications				
Georgia Department of Corrections	Statewide Assessment of the Department (organization, technology, infrastructure)	●	●	
Iowa Department of Corrections	Agency Merger: Implementation Support (change management, org design, culture transformation)	●	●	●
North Dakota Department of Corrections and Rehabilitation	Technology Analysis of Alternative and Business Process Redesign	●		●
Arizona Department of Corrections	Change Management and Process Improvement	●	●	
Iowa Department of Public Safety	IT Inventory Assessment	●		●
Michigan State Police	Lean Process Improvement	●	●	
Federal Bureau of Prisons	Deferred Maintenance Management	●	●	
Transportation Qualifications				
Arkansas Department of Transportation (ArDOT)	Oversight Consulting Services	●	●	
Colorado Department of Transportation	Workforce of the Future	●		●
Massachusetts Department of Transportation (MassDOT)	IT Strategy	●	●	●
Federal Transit Administration	Transit Safety & Oversight (TSO) Support	●	●	●
Oklahoma Department of Transportation (ODOT)	Transportation Modernization	●	●	●
U.S. Department of Transportation (USDOT)	Build America Bureau	●	●	

Table 8. Summary of Past Performance

Entity	Project	Brief Summary of Project
Statewide Transformation Qualifications		
State of Iowa	State Government Alignment	Guidehouse worked to strategically align the structure of state government in Iowa to be more effective and efficient, while reducing redundant or superfluous cabinet-level agencies. Guidehouse took a three-phase approach, first assessing and benchmarking Iowa's current state, next envisioning future states through innovation sessions, and finally identifying cost saving opportunities from a technology, personnel, and operational perspective.
State of Iowa	IT Asset Inventory and Consolidation Roadmap	The State of Iowa's Office of the CIO (OCIO) partnered with Guidehouse to develop a comprehensive inventory of all IT assets across all 36 existing cabinet-level departments to identify areas of overlap, duplication, and integration related to the new executive structure. The resulting report and IT asset dashboard provided OCIO with a roadmap of IT related tasks to address during the transition and provided them with the information and data needed to address longer-term opportunities for streamlining IT services across the State and increasing the department's governance over department IT activities.
Louisiana Legislative Auditor	Identification of Efficiencies and Cost Savings	Guidehouse was engaged by the Louisiana Legislative Auditor to identify efficiencies and cost savings within the Louisiana Department of Health (LDH). Our team of experts from both our State Health and State and Local Government practices have been working diligently on this project.
State of Michigan	Growing Michigan Together Council (GMTC) Fiscal Analysis	Guidehouse conducted an independent third-party analysis of state tax collection and spending relative to peers to support the State of Michigan's efforts to identify meaningful, data-driven fiscal trends and themes that the GMTC can use to make important decisions on the collection and use of public funds for its residents.
State of North Dakota	Technology Consolidation Cost-Efficiency Analysis	Guidehouse was engaged by North Dakota to consolidate the State's technology stack with a focus on better realization of citizen value and fiscal management.
State of Oklahoma	Executive Branch Organizational Assessment	Guidehouse was engaged by the Governor's Office of the State of Oklahoma to conduct a current state assessment of the State's agencies to identify ways to enhance efficiency, simplification, collaboration, and mission accomplishment.
State of Arkansas	Government Transformation Strategy	Guidehouse conducted a comprehensive review of the Initial State Transformation Plan and recommended investments to shared services, consolidation of existing agencies, and a four-year implementation plan to realize the state's transformation goals.
Health and Human Services Qualifications		
Arkansas Department of Human Services	Medicaid Sustainability Review	Guidehouse worked with Arkansas to comprehensively assess the financial sustainability of the current Department of Human Services programs. We helped Arkansas evaluate administrative cost drivers, medical spend, and other issues impacting healthcare spending.
Mississippi Division of Medicaid	MCO Program Assessment	Guidehouse conducted a performance assessment of Mississippi's managed care program and its hospital access payment program. We provided recommendations to improve

Entity	Project	Brief Summary of Project
		operational and program performance across program monitoring, quality, cost effectiveness, program integrity, stakeholder communication, staff turnover, and training. We identified specific items that the State should include in its dashboard reports to the State Legislature to better evaluate program performance.
North Carolina Department of Health and Human Services (NCDHHS)	Organizational Change Management	NCDHHS engaged with Guidehouse to provide comprehensive strategic advisory and implementation support for its redesign efforts, including assistance with: <ul style="list-style-type: none"> • Change management • Transition and implementation planning • Effective communication strategies and stakeholder management • Business process improvement • Leadership capacity building • Development of a clarified and unified work culture
Rhode Island Office of Health and Human Services (EOHHS)	Program Design and Implementation	Guidehouse partnered with Rhode Island’s Executive Office of Health and Human Services to design and implement a new Person-Centered Options Counseling program, launch statewide Conflict-Free Case Management and Person-Centered Planning, and lead a strategic transformation of the State’s long-term services and supports (LTSS) system. The project encompassed stakeholder engagement, policy development, training, provider certification design, and implementation planning for CMS compliance and improve member access to LTSS.
West Virginia Bureau for Medical Services	Medicaid Technical Assistance and Program Monitoring	Guidehouse supported the Bureau for Medical Services’ robust program monitoring and oversight processes to promote compliance and improvement in health outcomes for its Medicaid programs. We prepared contract documents and federal waiver submissions. We also prepared communications to inform legislative discussions on topics ranging from a program for children with serious emotional disturbance, a program for individuals with intellectual and developmental disabilities, and Medicaid fee schedule changes.
Homeland Security Qualifications		
Georgia Department of Corrections (GDC)	Statewide Assessment of the Department (organization, technology, infrastructure)	GDC faced critical challenges, including severe staffing shortages, aging infrastructure, and outdated offender programming, all compounded by budget constraints and limited capacity for repairs. These issues compromised facility operations and security, contributing to contraband and Security Threat Group (STG) concerns, while also failing to address offender idleness. Guidehouse conducted a comprehensive assessment—spanning several facilities, CO training academy, and extensive stakeholder engagement—to identify systemic strengths and challenges. The resulting recommendations included developing strategic and capital improvement plans, conducting a staffing analysis to enhance recruitment and retention, and updating the offender classification system to better align security and programming needs.

Entity	Project	Brief Summary of Project
Iowa Department of Corrections	Agency Merger: Implementation Support (change management, org design, culture transformation)	The integration of Iowa’s eight Community-based Correction Districts (CBCs) and 1,000+ employees into the Iowa Department of Corrections (IDOC) nearly doubled the department’s size and prompted a comprehensive transformation. Guidehouse led Organizational Change Management efforts—including readiness assessments, communications planning, and training needs analysis—while also evaluating the Central Office’s structure and culture in partnership with the Alliance for Community Justice Innovation. Through 70+ interviews and a statewide survey, Guidehouse helped right-size the workforce, align policies, and support a smooth transition for 1,700 employees, enabling new governance structures and ongoing improvements in operations and reentry outcomes.
North Dakota Department of Corrections and Rehabilitation	Technology Analysis of Alternative and Business Process Redesign	DOCR relied on outdated systems, including an offender management platform that had been in place for over 20 years, and a parole and probation system built on obsolete architecture. Guidehouse conducted stakeholder interviews across correctional leaders, assessed technology documentation, and gathered future state requirements. Guidehouse produced an analysis of alternatives and a recommendation for how the state should modernize its technology system and architecture along with the legislative business case for the upcoming session. As part of this assessment, Guidehouse provided DOCR: <ul style="list-style-type: none"> • Fit gap analysis between current technology state verses future options. • Recommended future state technology modernization paths including four viable technology modernization options for the department to consider for CMS. • Modernization risk analysis including specific project Risks, Actions, Issues, Decisions, and associated recommendations that the department can use to plan a modernization project. • An 18-month roadmap for planning, procuring, and working on predecessor tasks.
Arizona Department of Corrections	Change Management and Process Improvement	Guidehouse partnered with the Office of Continuous Improvement to implement a change management system across all 10 prisons and more than 9,000 staff. The initiative included training in data-driven problem solving, strategic planning, organizational change, program and portfolio management, and executive coaching. Results included 50 AMS training sessions, reduced intake time from seven to three days, fewer offender health transport trips, and a 300 percent increase in completions of high-risk, high-needs programs.

Entity	Project	Brief Summary of Project
Iowa Department of Public Safety	IT Inventory Assessment	Working with the State CIO and DPS leadership, Guidehouse conducted an IT inventory analysis of the Department's current IT assets (i.e., hardware, software, licenses) across the legacy DPS Divisions and the new Motor Vehicle Enforcement Bureau to understand the current IT footprint. Guidehouse facilitated IT visioning workshops and developed the future state plan for their IT portfolio as the newly formed DPS. Our team identified cost efficiencies across their technology portfolio and aligned these efficiencies with the overall State's IT strategy, resulting in an application rationalization plan with associated quick win cost savings.
Michigan State Police	Lean Process Improvement	The Michigan State Police (MSP) Forensic Science Division (FSD) engaged Guidehouse to conduct a full Lean Six Sigma evaluation of FSD's case management strategies and overall service delivery model. The overall goal of this evaluation was to ensure the MSP FSD system is functioning at its highest possible capacity. Guidehouse took steps to gain a deep understanding of MSP FSD's system-wide operations. These steps included interviews with both FSD leadership and lab personnel, document reviews of pertinent policies and procedures, and lab tours of six of the eight FSD laboratories across the state. Additionally, the Guidehouse team conducted a robust process to Define, Analyze, and Measure the MSP FSD operational environment to better understand the root causes of identified "pain points" and identified a set of actionable recommendations for implementation.
Federal Bureau of Prisons	Deferred Maintenance Management	Guidehouse partnered with Federal Bureau of Prisons (BOP) to develop a strategic framework that uniformly evaluates and objectively prioritizes large maintenance and repair projects (+\$300k) to efficiently resolve a ~\$3B backlog to ensure BOP operates in safe and secure facilities. Guidehouse conducted interviews and focus groups with BOP stakeholders at each enterprise level (specialist, management, executive) to detail the annual project identification and funding prioritization process for maintenance and repair projects. We leveraged our experience advising large federal agencies optimize real property portfolio management practices in addition to compiling findings from the current state assessment and identified industry leading practices to develop the strategic framework to prioritize and justify funding of its maintenance and repair project backlog.
Transportation Qualifications		
Arkansas Department of Transportation (ArDOT)	Oversight Consulting Services	Guidehouse assessed the current state of the department's expenditures and procurement processes, identifying relevant best practices from other state departments of transportation, and providing recommendations for cost savings and efficiencies. The final deliverables included a current state report and future state recommendation report and roadmap.
Colorado Department of Transportation	Workforce of the Future	Guidehouse supported CDOT to create workforce scenarios as a tool to identify skills needed to meet evolving transportation service, project delivery systems, and new technologies. Guidehouse benchmarked CDOT's current state against peers to identify long-term support opportunities.

Entity	Project	Brief Summary of Project
Massachusetts Department of Transportation (MassDOT)	IT Strategy	Guidehouse was engaged by the Massachusetts Department of Transportation (MassDOT) to assess and update the current IT strategy to align with MassDOT business needs, integrate transportation industry technology practices, and address Commonwealth technology priorities.
Federal Transit Administration	Transit Safety & Oversight (TSO) Support	TSO solicited support to improve its processes for assessing the quality of oversight reviews conducted for FTA recipients, for tracking information and follow-up actions regarding Single Audits for certain FTA recipients, and for organizing its data stored on SharePoint sites.
Oklahoma Department of Transportation (ODOT)	Transportation Modernization	ODOT engaged Guidehouse to support the Transportation Modernization Committee (TMC) to provide an objective analysis of the operating model of the Agency and propose a set of recommendations to optimize the combined operating models of the Agency. Moreover, Guidehouse developed an implementation roadmap, and provided change management support to help staff navigate and engage in the resulting change.
U.S. Department of Transportation (USDOT)	Build America Bureau	The Bureau partnered with Guidehouse to establish a governance, operating model, and organizational maturity that matches the size and significance of the Bureau's programs.

4.0 Mandatory Requirements

4.1 Mandatory Project Requirements (RFP Requirement 4.4)

The table below outlines how this proposal meets all requirements outlined in Section 4.4: Mandatory Project Requirements of the RFP.

Table 9. RFP Section 4.4 and Proposal Mapping

RFP Section	RFP Requirement	Proposal Section	How Proposal Meets Requirement
4.4.1	Vendor shall review the current organizational structure of the departments and their current procedures and systems, and the resources allocated to the departments, with regards to the operational requirements including objectives that have been assigned to the departments.	Step 1: Project Kick-Off	Guidehouse initiates a comprehensive data request to map organizational structure and systems, laying the groundwork for in-depth analysis.
		Step 2: Analyze Current State	Guidehouse conducts a structured, department-by-department inventory of organizational structure, systems, and resource allocations using a standardized diagnostic template aligned with our six-dimensional performance framework. This approach not only meets the requirement but exceeds it by integrating insights from benchmarking, stakeholder engagement, and prior transformation engagements in comparable states. Our methodology enables early identification of inefficiencies, duplication, and underutilized assets. VitalAudit® and, where selected, Celonis process mining are part of a broader suite of diagnostic and analytic tools we plan to deploy. Celonis enables real-time visibility into system-level processes, helping to uncover bottlenecks, compliance gaps, and automation opportunities. These tools will be tailored to each department's operational context—ensuring that findings are both data-driven and actionable. If the Governor's Office does not select a use case for Celonis deployment, the OPA will still be delivered using traditional methods, but without Celonis-generated insights.
4.4.2	Vendors shall review and analyze the department's policies, procedures, and programs, identifying the respective departments' compliance with federal and state laws, regulations, statutes and administrative rules.	Step 3: Deep Dive Evaluations	Guidehouse conducts a structured and comprehensive audit of departmental policies, procedures, and programs, cross-referencing them against applicable federal and state laws, regulations, and administrative rules. Our approach exceeds the requirement by not only identifying compliance gaps but also highlighting opportunities to modernize outdated policies, streamline duplicative processes, and improve consistency across divisions. We apply a crosswalk methodology supported by legal and regulatory mapping tools and draw on lessons learned from similar state engagements to recommend actionable updates that enhance both compliance and operational efficiency.
4.4.3	Vendors must take an inventory of all the services provided by the departments generally (summary form) and the divisions in particular and identify the resources applied to each of these services.	Step 2: Analyze Current State	Guidehouse conducts a comprehensive mapping of services and associated resource allocations across departments and their divisions using a standardized service inventory framework. This approach not only meets the requirement but exceeds it by identifying redundancies, service gaps, and misalignments in resource deployment. We apply structured templates and visual tools to capture service delivery models, funding sources, and staffing patterns—enabling a clear line of sight between resources and outcomes. Our methodology is informed by prior statewide

RFP Section	RFP Requirement	Proposal Section	How Proposal Meets Requirement
			transformation engagements and tailored to West Virginia's operational context, ensuring that recommendations are grounded in both data and feasibility.
4.4.4	<p>Vendors must compile and review pertinent background information including:</p> <ul style="list-style-type: none"> - Current departmental organization charts and staff count. - Position descriptions and skills/competencies required (as necessary). - Major background reports or studies that would be beneficial, including the most recent internal service delivery reviews (as necessary). - General industry service norms or standards for delivery of services under the responsibility of the Departments 	<p>Step 1: Project Kick-Off</p>	<p>Guidehouse initiates the engagement by collecting and reviewing a comprehensive set of background materials, including organizational charts, staffing data, position descriptions, prior evaluations, and relevant industry service standards. This foundational review exceeds the requirement by integrating these materials into a structured diagnostic framework that informs every subsequent phase of the evaluation. Our approach builds on existing insights rather than duplicating past efforts, and allows us to identify patterns, gaps, and opportunities early. We also leverage our national repository of best practices to contextualize West Virginia's operations against peer benchmarks and leading service delivery models.</p>
		<p>Step 2: Analyze Current State</p>	<p>Guidehouse compiles and analyzes historical performance data, KPIs, and prior evaluations using a structured diagnostic framework aligned with our six-dimensional methodology. This approach exceeds the requirement by triangulating quantitative data with qualitative insights from stakeholder engagement and benchmarking. We identify performance trends and validate findings across multiple data sources, so recommendations are grounded in evidence and build upon—not duplicate—prior efforts. Our methodology enables early detection of systemic issues and highlights opportunities for measurable improvement.</p>
4.4.5	<p>Vendors must work with the Governor's Office and stakeholders, (if necessary) to obtain and analyze background information to identify significant patterns and trends in perceptions regarding the current level of services provided, organization structure, reporting relationships, and positions, from which a structured questionnaire would be prepared to obtain pertinent information from employees and stakeholders, to include:</p> <ul style="list-style-type: none"> • Identification of strengths and weaknesses. • Relations with other State departments including the extent and nature of interaction. • Services including suggestions/comments for improving the quality of services provided, cost-saving initiatives and on-time delivery; and 	<p>Step 2: Analyze Current State</p>	<p>Guidehouse designs and administers structured stakeholder engagement tools—including surveys, interviews, and perception analysis—to capture nuanced insights into service quality, organizational structure, interdepartmental collaboration, and improvement priorities. This approach exceeds the requirement by triangulating stakeholder feedback with operational data and benchmarking results, so recommendations are grounded in both lived experience and empirical evidence. We tailor our engagement strategy to each department's context and leverage proven facilitation techniques to surface actionable insights, build trust, and foster buy-in for change.</p>

RFP Section	RFP Requirement	Proposal Section	How Proposal Meets Requirement
	<ul style="list-style-type: none"> Prioritize improvement suggestions 		
4.4.6	The vendor shall provide assistance to the Office of the Governor in planning and communicating the project and timeline to the staff and others as necessary throughout the duration of this project.	Step 1: Project Kick-Off	Guidehouse provides proactive support to the Governor’s Office in planning and communicating the project timeline, milestones, and expectations to internal and external stakeholders. We exceed the requirement by deploying a shared project management platform that enables real-time collaboration, document sharing, and progress tracking. Our team also offers tailored communication templates, briefing materials, and stakeholder engagement guidance for alignment, transparency, and momentum throughout the engagement. This structured approach helps foster stakeholder buy-in and minimizes disruption during implementation.
4.4.7	The vendor shall meet with the Governor’s Office as requested to give status updates and provide any preliminary or status reports	Throughout the project	Guidehouse provides regular, structured status updates to the Governor’s Office and designated stakeholders, ensuring alignment on progress, risks, and key decisions. We exceed the requirement by leveraging a shared project management platform that enables real-time visibility into milestones, deliverables, and dependencies. This platform supports proactive issue resolution, transparent communication, and collaborative decision-making. Our approach continuously informs and empowers the Governor’s Office to steer the engagement effectively.
4.4.8	The vendor shall share a draft final report, specific to each department, including an executive summary, and review of project findings and proposed recommendations with the Governor’s Office prior to finalizing the report. The evaluation report must be comprehensive, timely, reader-friendly and balanced. The report must be clear and concise and phrased in unambiguous language. The report should be constructive, contribute to better knowledge, and highlight any necessary improvements. The recommendations contained in the report must be constructive and contribute to addressing the weaknesses or problems identified by the evaluation. Recommendations shall be well-founded and add value. They should address the causes of problems and/or weaknesses and provide a framework for continuous improvement. Each recommendation shall also identify who is responsible for taking any initiative, what the	Step 5: Final Reporting & Transition Support	Guidehouse will deliver department-specific final reports that are comprehensive, actionable, and aligned with the Governor’s strategic priorities. Each report will include an executive summary, detailed findings, and prioritized recommendations supported by implementation guidance, performance metrics, and accountability assignments. We exceed the requirement by offering, if requested, a consolidated version that integrates cross-departmental insights and synergies. To support transparency and stakeholder alignment, we also provide communication materials—such as briefing decks and talking points—upon request, ensuring the Governor’s Office is equipped to effectively share findings and drive implementation.

RFP Section	RFP Requirement	Proposal Section	How Proposal Meets Requirement
	recommendation means and how they will contribute to better performance.		
4.4.8.1	The draft report will remain confidential and publishing rights solely within the authority of the West Virginia Governor's Office.	Step 5: Final Reporting & Transition Support	Guidehouse's adheres to strict confidentiality of all draft and final reports, in full compliance with state and federal data protection standards. We adhere to the confidentiality provisions outlined in the RFP and the executed nondisclosure agreement, and we recognize that all publishing rights reside solely with the West Virginia Governor's Office. All deliverables will be securely transmitted and access-controlled, and no content will be shared externally without explicit written authorization from the Governor's Office.
4.4.9	The vendor shall be responsible for creating and providing appropriate content and presentation material to effectively communicate the findings and recommendations contained in the final report.	Step 4: Develop Strategic Recommendations	Guidehouse develops high-impact presentation materials that synthesize findings, strategic recommendations, and implementation priorities into clear, visually compelling formats. These materials are tailored for executive audiences and designed to support decision-making, stakeholder alignment, and legislative or public communication. We exceed the requirement by incorporating benchmarking visuals, cost-benefit summaries, and sequencing matrices that translate complex analyses into actionable insights. Our deliverables are structured to facilitate leadership briefings and enable the Governor's Office to communicate the value and urgency of proposed changes with clarity and confidence.
		Step 5: Final Reporting & Transition Support	Guidehouse delivers final presentation materials that clearly and concisely communicate department-specific findings, strategic recommendations, and implementation priorities. These materials are tailored for executive briefings and stakeholder engagement and are designed to support informed decision-making and alignment across leadership. We exceed the requirement by including visual summaries, performance dashboards, and implementation roadmaps that translate complex evaluations into actionable insights. We also provide talking points and briefing decks upon request to support the Governor's Office in communicating outcomes to internal and external audiences with clarity and confidence.
4.4.10	The vendor must issue recommendations on how to deliver services in a more efficient and cost-effective manner by identifying key trends and patterns in service delivery, and identify improvements, best practices, and a continuous improvement framework that can be applied to the departments	Step 3: Deep Dive Evaluations	Guidehouse conducts detailed cost-benefit and risk analyses for each high-potential opportunity identified during the deep-dive evaluations. This approach exceeds the requirement by quantifying potential savings, estimating implementation costs, and assessing trade-offs and risks across operational, financial, and stakeholder dimensions. We use a structured prioritization framework to rank initiatives based on return on investment, feasibility, and alignment with strategic goals. These analyses provide recommendations that are not only evidence-based and actionable but also tailored to West Virginia's fiscal and operational realities.
		Step 4: Develop Strategic Recommendations	Guidehouse embeds a continuous improvement framework into its recommendations so that performance gains are sustained over time. This

RFP Section	RFP Requirement	Proposal Section	How Proposal Meets Requirement
			framework includes feedback loops, performance dashboards, and accountability mechanisms that enable departments to monitor progress, adjust course as needed, and institutionalize best practices. We exceed the requirement by aligning these tools with department-specific KPIs and strategic goals, and by providing implementation guidance that supports long-term ownership and adaptability. Therefore, improvements are not only implemented, but also measured, refined, and reinforced over time.
		Step 5: Final Reporting & Transition Support	Guidehouse delivers department-specific implementation roadmaps and performance metrics that translate strategic recommendations into actionable plans. These roadmaps include sequencing, ownership assignments, and milestone tracking to support execution and accountability. We exceed the requirement by aligning each roadmap with department goals and providing performance dashboards that enable real-time monitoring of progress and impact. This allows that improvements are not only implemented but also measured, sustained, and continuously refined over time.

4.2 Mandatory Qualification/Experience Requirements (RFP Requirement 4.5.2)

4.2.1 Structured Methodologies or Frameworks for Performance Optimization (RFP Requirement 4.5.2.1)

Guidehouse applies a suite of structured methodologies and frameworks to drive performance optimization across public sector engagements. Our approach is grounded in proven techniques such as:

- Root Cause Analysis:** We use structured problem-solving tools to identify the underlying causes of inefficiencies, service delivery gaps, and compliance risks. This ensures that our recommendations address systemic issues rather than surface-level symptoms.
- Risk-Based Auditing:** Our audit planning and execution prioritize areas of highest risk and impact, enabling clients to focus resources where they matter most. This approach is embedded in our Operational Performance Analysis and compliance reviews.
- Lean Six Sigma:** We apply Lean Six Sigma principles to streamline processes, eliminate waste, and improve service quality. Our team includes certified practitioners who have led process improvement initiatives in departments of transportation, health and human services, and public safety.
- Vital Audit®:** Guidehouse’s proprietary data enrichment and verification tool, designed to rapidly identify improper payments and prevent fraud. It integrates seamlessly with internal systems and has helped states save millions by identifying deceased or duplicate enrollees before payments are made.
- Celonis Execution Management System (EMS):** As Celonis’s 2024 Public Sector Partner of the Year, Guidehouse uses this leading process mining platform to analyze real-time system-level data, uncover inefficiencies, and simulate process improvements. Celonis supports both diagnostic and implementation phases by identifying automation-ready workflows and tracking performance over time.
- True PMOSM (Project Management Office) Model:** Guidehouse establishes structured PMO frameworks to manage complex, multi-agency transformation efforts. These include milestone

tracking, risk mitigation, stakeholder engagement, and change management protocols to ensure successful implementation and sustainability.

- **Six-Dimensional Government Efficiency Framework:** Developed by Guidehouse, this proprietary framework evaluates performance across six dimensions: Value-Driven Impact, Clarified Mandate & Compliance, Optimized Organizational Design, Improved Operational Processes, Modernized Technology & Infrastructure, and Strategic Workforce Alignment. This framework ensures a holistic, data-driven, and actionable evaluation of government operations.

These methodologies are not just theoretical but have been evaluated and proven successful through their use in engagements with states such as Iowa, Louisiana, Oklahoma, and Arkansas, where we identified hundreds of millions in cost savings and operational improvements. Our structured approach ensures that recommendations are practical, measurable, and aligned with each client's strategic goals.

4.2.2 Disclosure of Potential Conflicts of Interest (RFP Requirement 4.5.2.2)

Guidehouse is currently contracted with the state of West Virginia. Based on the work we are currently providing, we do not perceive any conflicts of interest. or in the process of contracting to complete the following work with the State of West Virginia:

- Department of Energy
 - Design Engagement for Home Energy Rebate Programs: GRNT24*2499, GRNT24*2425
- Department of Human Services
 - Statewide Child Welfare Listening Tour: ACT 0511 2539 HHR2500000019 1

4.2.3 Data Protection Standards and Confidentiality (RFP Requirement 4.5.2.3)

Guidehouse will comply with data protection standards and confidentiality agreements to safeguard sensitive information uncovered during the engagement. Guidehouse privacy policies are reviewed and updated at least annually, and more often if changes in applicable laws occur. All employees are trained in the privacy policies upon hire and take mandatory annual refresher training. Training is tailored to the employees' specific roles, and Human Capital tracks attendance at training. With regard to tracking data flows for client data, project teams are required to prepare and comply with an Engagement Data Security Plan (EDSP) for each client project which includes any particular handling requirements for the types of data involved in the project.

4.2.4 Nondisclosure Agreement (RFP Requirement 4.5.2.4)

The signed nondisclosure agreement and is included in **Appendix B.4** of this document.

4.2.5 History of Litigation, Fines or Enforcement Actions (RFP Requirement (4.5.2.5)

We are a party to a variety of legal proceedings that arise in the normal course of our business. While the results of these legal proceedings cannot be predicted with certainty, we believe that the final outcome of these proceedings will not have a material adverse effect, individually or in the aggregate, on our results of operations or financial condition.

In May 2024, Guidehouse settled a False Claims Act suit with the U.S. Department of Justice and a qui tam relator related to the New York State Emergency Rental Assistance Program (ERAP), which was financed with federal COVID pandemic relief funds. Guidehouse specifically disclaimed any liability in connection with the settlement and rejects any assertion that its actions under the relevant agreement amounted to a breach of contract or a false claim. Guidehouse is exceptionally proud of its work on the New York ERAP contract. In the course of only four weeks, it stood up an end-to-end program, from design through implementation, that ultimately disbursed billions of dollars in funding to citizens of New York. The company settled the civil investigation for pragmatic business reasons to avoid the delay, uncertainty, and expense of protracted litigation. The company also did not want to engage in lengthy litigation involving the State of New York and the U.S. Government, who are important Guidehouse clients. More information

about the settlement is available at https://www.prnewswire.com/news-releases/guidehouse-reaches-agreement-to-settle-us-department-of-justices-civil-investigation-in-new-york-state-302174516.html?tc=eml_cleartime. Guidehouse welcomes any questions the agency may have concerning this settlement.

5.0 Appendix

Appendix A. Detailed Qualifications

A.1 State of Iowa, State Government Alignment

Project Name/Title	State Government Alignment
Client Name	State of Iowa
Period of Performance	2022
Scope of Services	
For the State of Iowa, Guidehouse conducted an analysis and provided recommendations for operational efficiency and cost savings to facilitate smooth transition and avoid disruption of services across agencies.	
Deliverables Provided	
<p>The first step in this engagement was to analyze the current state of Iowa’s structure and to evaluate the proposed new structure against peer states. The analysis involved in-depth discussions and work sessions with current department heads to understand challenges and strengths as well as a benchmarking exercise to identify leading practices and desired outcomes across other states.</p> <p>With this understanding of the current state, the team worked with department heads to envision the future states. Through several innovation sessions, future state department heads came together with their incoming agencies to identify opportunities for cost saving, operational efficiency, and strategic alignment in the future state. These discussions informed a set of recommendations for the Office of the Governor on how to approach the proposed alignment and where the greatest cost savings could be found.</p> <p>The final step of this engagement involved the sizing of the cost saving opportunities for the state and a department-level view of the future state from a technology, personnel, and operational perspective. The team conducted an enterprise-wide analysis of the state’s budget to understand the future state implications and savings for personnel, real estate, and technology. Findings were presented along with a high-level enterprise-wide implementation plan.</p> <p>In addition to these three phases, throughout the engagement Guidehouse laid the groundwork for a change management and communications plan. Working closely with the Office of the Governor’s communications team, Guidehouse incorporated insights and findings from discussions with departments to develop communications tools and strategies to be used both internally and externally. This included specific language and content that could be used to announce the alignment, gain stakeholder buy-in, and answer common questions or concerns regarding the transition.</p>	
Outcome	
<p>Guidehouse provided a report describing the current state cabinet-level departments, benchmarking assessment based on analysis of leading states and leading practices; identifying a list of potential cost savings, reduction opportunities, and a future state summary of newly aligned departments; and identifying key changes, benefits, and impacts.</p> <p>The deliverable resulted in a 1,500-page bill to restructure state government submitted to the legislature in January 2023, with a high level of support and understanding due to the thorough research and analysis, giving the governor the ability to use this information transparently to demonstrate the positive impact it will have on Iowans and the services provided to them.</p>	

A.2 State of Iowa, IT Asset Inventory and Consolidation Roadmap

Project Name/Title	IT Asset Inventory and Consolidation Roadmap
Client Name	State of Iowa Office of the CIO (OCIO)
Period of Performance	March 2023-July 2023
Scope of Services	
In the Spring of 2023, Governor Reynolds signed legislation (SF514) that strategically aligned State departments and reduced the number of cabinet-level departments. A key part of planning for Day 1 of this alignment, which took place on July 1 of 2023, was ensuring that government services would continue uninterrupted and staff would be	

Project Name/Title	IT Asset Inventory and Consolidation Roadmap
<p>supported under the new executive branch structure. The State of Iowa’s Office of the CIO (OCIO) partnered with Guidehouse to support Alignment preparations related to technology products, tools, and services necessary for successful transition.</p>	
<p>Guidehouse was tasked with developing a comprehensive inventory of all IT assets across all 36 existing cabinet-level departments to identify areas of overlap, duplication, and integration related to the new executive structure and identify key challenges, risks, and activities to be addressed as part of the July 1 transition and longer-term consolidation.</p>	
<p>Deliverables Provided</p>	
<p>Working closely with OCIO, department heads, and department IT leadership, Guidehouse conducted a deep-dive discovery into the current state of each departments’ IT landscape, implications for successful Alignment, and opportunities for OCIO to drive efficiency and cost savings across the State. The resulting analysis provided the OCIO with a consolidated and unified view of each department’s IT landscape and specific action items required to support departments through Alignment on July 1 and into the subsequent months. Furthermore, the analysis included findings and recommendations for longer-term IT efforts related to procurement, consolidation, and governance.</p>	
<p>Outcome</p>	
<p>The resulting report and IT asset dashboard from this engagement provided OCIO with a roadmap of IT related tasks to be addressed during the transition and provided them with the information and data needed to address longer-term opportunities for streamlining IT services across the State and increasing the department’s governance over department IT activities. These findings are being used to inform the ideal pathways forward for greater IT consolidation, streamlined support, and governance for OCIO and the State.</p>	

A.3 Louisiana Legislative Auditor, Identification of Efficiencies and Cost Savings

Project Name/Title	Identification of Efficiencies and Cost Savings
Client Name	Louisiana Legislative Auditor
Period of Performance	2025
<p>Scope of Services</p>	
<p>Guidehouse was engaged by the Louisiana Legislative Auditor to identify efficiencies and cost savings within the Louisiana Department of Health (LDH). Our team of experts from both our State Health and State and Local Government practices have been working diligently on this project.</p>	
<p>Deliverables Provided</p>	
<p>Guidehouse has approached this engagement in two phases. In the first phase, we focused on stakeholder interviews and gaining a baseline understanding of operations within the department and its agencies. We conducted 27 interviews and developed a prioritized work plan mapping out priority areas of focus for phase two.</p>	
<p>Currently, we are in the second phase of the engagement, where in-depth analyses of budget, policy, contracts, and operations are taking place. This enables our team to understand the current state. Our team will produce several assessments in focused areas and make recommendations aimed to increasing efficiency within the department and produce cost savings within the State General Fund.</p>	
<p>Outcome</p>	
<p>The culmination of our work will be an extensive analysis of the current state, ending with a Future State Road Map. This will help calendarize and operationalize prioritized recommendations to drive cost savings of the State General Fund and prevent a fiscal cliff.</p>	

A.4 State of North Dakota, Technology Consolidation Cost-Efficiency Analysis

Project Name/Title	Technology Consolidation Cost-Efficiency Analysis
Client Name	State of North Dakota
Period of Performance	2024
Scope of Services	
Guidehouse was engaged by North Dakota to consolidate the state's technology stack with a focus on better realization of citizen value and fiscal management.	
Deliverables Provided	
We inventoried the applications of a large agency, with a focus on reducing costs and streamlining operations by consolidating a large portfolio of applications into a smaller subset of lean, vital, necessary and cost-efficient software resources.	
Outcome	
Our team considered 31 (14%) application candidates for retirement and consolidation (for one agency). These applications were further reviewed to determine platform consolidation opportunities. This effort is being scaled to span all state agencies and consolidate the state's overall tech stack.	

A.5 State of Oklahoma, Executive Branch Organizational Assessment

Project Name/Title	Executive Branch Organizational Assessment
Client Name	State of Oklahoma
Period of Performance	2019 to 2020
Scope of Services	
Guidehouse was engaged by the Governor's Office of the State of Oklahoma to conduct a current state assessment of the state's agencies to identify ways to enhance efficiency, simplification, collaboration, and mission accomplishment.	
Deliverables Provided	
Our team prepared quick-win opportunities for the state to achieve efficiencies and organizational simplifications within 6 months of the start of the engagement. Guidehouse also developed long-term recommendations for the state to achieve these goals through strategies such as agency reorganization and consolidation, utilization of shared services platforms, and technological enhancements, among others. Throughout the project, our team engaged stakeholders through interviews and focus groups, conducted research, produced reports, and facilitated the implementation of recommendations.	
Outcome	
Our work concluded with the delivery of a final report containing both the current state overview and our recommendations, as well as a future state roadmap.	

A.6 Arkansas Transformation Office

Project Name/Title	Arkansas State Government Reorganization Strategy
Client Name	Arkansas Economic Development Commission (AEDC) - On behalf of the Arkansas Transformation Office
Period of Performance	2018
Scope of Services	
For the State of Arkansas, Guidehouse provided an external and objective review of the Initial State Transformation Plan, conducted efficiency assessments of five executive agencies (Education, Higher Education, Corrections, Community Corrections, and Information Systems), and developed a four-year roadmap that helped the Office of Transformation guide this ambitious transformation initiative.	
Deliverables Provided	
Initial State Transformation Plan Review	

Project Name/Title
Arkansas State Government Reorganization Strategy

The Guidehouse team conducted a comprehensive review of the Initial State Transformation Plan based on three dimensions: 1) Internal analysis of documentation collected by the CTO, including strategic plans and accompanying interview notes for 42 cabinet level agencies, and Guidehouse facilitated interviews with 20 agency directors; 2) qualitative external benchmarking including research of eight similarly positioned and border states; and 3) consultation with internal Guidehouse Subject Matter Experts (SMEs) who have led or supported other state and local government transformations, and which has resulted in the 21st Century Government Modernization Framework that provides a model for modernizing the structure of State government.

Agency Efficiency Assessments

Similar to the assessment that Guidehouse (then PwC Public Sector) completed with the Department of Finance and Administration (DFA), The Guidehouse team conducted Efficiency Assessments with five cabinet level agencies: Education (ADE) & Higher Education (ADHE); Corrections (ADC) & (ACC) Community Corrections; and Information Systems (DIS). In aggregate, the Guidehouse team conducted internal analysis in the form of document review and analysis of survey of over 1,600 staff members, facilitated interviews with 81 Agency leaders, conducted 8 site visits, and harvested critical findings from research from a number of similarly positioned states and leading research centers.

Outcome

The Guidehouse team captured its State Transformation Plan Review findings and recommendations within a 100-page report. The team's review largely validated the Initial State Transformation Plan while at the same time delivering a set of additional recommendations that would allow the state to cement long term impact by a) investing a shared services infrastructure and enterprise data platform to address common pain points, enable agency scaling flexibility, improve service quality, and reduce costs, and b) better aligning and consolidating existing agencies to position the state to enable future consolidation and avoid the pitfalls experience by other states in implementing similar transformation.

The Guidehouse team captured the recommendations from the Agency Efficiency Assessments in three separate reports: Education, Corrections, and Information Systems. In the case of Education and Corrections, these recommendations focused on allowing the respective agencies to identify some near term cost efficiencies while building a platform for longer term operational effectiveness in anticipation of agency consolidation as part of the larger state transformation plan. In the case of Information Systems, Guidehouse's recommendations centered on positioning the agency to serve as the state's IT leader and centralized service provider.

Appendix B. Required Forms

B.1 Guidehouse Authorized Signatory

REQUEST FOR PROPOSAL
 OFFICE OF THE GOVERNOR—PERFORMANCE EVALUATION AUDIT
 CRFP GOV2500000

Proposal 1: Step 1 – \$1,000,000 / \$1,000,000 = Cost Score Percentage of 1 (100%)
 Step 2 – 1 X 30 = Total Cost Score of 30

Proposal 2: Step 1– \$1,000,000 / \$1,100,000 = Cost Score Percentage of 0.909091 (90.9091%)
 Step 2 – 0.909091 X 30 = Total Cost Score of 27.27273

- 6.8. Availability of Information:** Proposal submissions become public and are available for review immediately after opening pursuant to West Virginia Code §5A-3-11(h). All other information associated with the RFP, including but not limited to, technical scores and reasons for disqualification, will not be available until after the contract has been awarded pursuant to West Virginia Code of State Rules §148-1-6.3.d.

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

Guidehouse Inc.

 (Company)
 Jeff Bankowski, Partner

 (Representative Name, Title)
 571-633-1711

 (Contact Phone/Fax Number)
 07/23/2025

 (Date)



Revised 07/01/2021

B.2 Addendum Acknowledgement Form

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFP GOV26*001

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.

Guidehouse Inc.

Company

[Signature]


Authorized Signature

23 July 2025

Date

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

B.3 Cover Page Signature

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

Proc Folder: 1732742 Doc Description: Performance Evaluation Audit Proc Type: Central Master Agreement	Reason for Modification:
---	---------------------------------

Date Issued	Solicitation Closes	Solicitation No	Version
2025-07-02	2025-07-23 13:30	CRFP 0100 GOV2600000001	1

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

VENDOR
Vendor Customer Code: 290059 Vendor Name : Guidehouse Inc. Address : 1676 International Drive, Suite 800 Street : City : McLean State : VA <div style="display: flex; justify-content: space-between; margin-top: 10px;"> Country : USA Zip : 22102 </div> Principal Contact : Jeff Bankowski Partner Vendor Contact Phone: 571-633-1711 <div style="margin-left: 300px;">Extension:</div>

FOR INFORMATION CONTACT THE BUYER
Toby L Welch (304) 558-8802 toby.l.welch@wv.gov

Vendor Signature X 	FEIN# 36-4094854	DATE 07/23/2025
---	-------------------------	------------------------

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

ADDITIONAL INFORMATION

The West Virginia Department of Administration, Purchasing Division (hereinafter referred to as the "Purchasing Division") is issuing this solicitation as a request for proposal ("RFP"), as authorized by W. Va. Code 5A-3-10b, for the West Virginia Office of the Governor (hereinafter referred to as the "Agency") to provide a contract for professional performance evaluation auditing services per the attached documentation.

**** Online responses have been prohibited for this solicitation, if you have questions contact the Buyer - Toby Welch @ toby.i.welch@wv.gov

See attached instructions for requirements for responding.

INVOICE TO			SHIP TO		
GOVERNORS MANSION 1716 KANAWHA BLVD E			STATE OF WEST VIRGINIA VARIOUS LOCATIONS AS INDICATED BY ORDER		
CHARLESTON	WV	25305	No City	WV	99999
US			US		

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
1	Performance Evaluation Auditing Services				

Comm Code	Manufacturer	Specification	Model #
80101506			

Extended Description:
Performance Evaluation Auditing Services

Vendors MUST fill out Cost Sheet included as an attachment and separate from the technical proposal. Labeling each respectively. See Section 6 of the Instructions to Bidders
ONLINE SUBMISSIONS OF REQUESTS FOR PROPOSAL ARE PROHIBITED

SCHEDULE OF EVENTS

Line	Event	Event Date
1	Questions are due by 3:00 p.m.	2025-07-09

B.4 Nondisclosure Agreement

REQUEST FOR PROPOSAL

OFFICE OF THE GOVERNOR—PERFORMANCE EVALUATION AUDIT

CRFP GOV2500000

APPENDIX A: NON-DISCLOSURE AGREEMENT

Form begins on the next page.

Revised 07/01/2021

NON-DISCLOSURE AGREEMENT

This **Non-Disclosure Agreement** (this “Agreement”), entered into and made effective as of this the 23rd day of July, 2025, is by and between (1) Guidehouse Inc., located at 1676 International Drive, Suite 800, McLean, VA 22102 (the “Company”), and (2) the Office of the Governor of the State of West Virginia located at 1900 Kanawha Blvd. E., Charleston, West Virginia, 25305 (the “Governor’s Office”). The Company and the Governor’s Office each may be referred to hereinafter individually as a “Party” and collectively as the “Parties.”

WHEREAS, the Company and the Governor’s Office intend to enter into certain discussions concerning Performance Evaluation Audit CRFP GOV2500000 (the “Project”), and in the course of such discussions it may be necessary for the Governor’s Office and/or the Company to disclose certain confidential information to the other Party (the “Confidential Information”); and

WHEREAS, the Company and the Governor’s Office desire to enter into this Agreement to allow for the exchange of Confidential Information, as hereinafter defined, to facilitate the development of the Project, as more fully set forth in this Agreement.

NOW THEREFORE, in consideration of the promises and covenants made herein, and other good and valuable consideration, the sufficiency of which is hereby acknowledged, the Parties agree as follows:

1. **Confidential Information.** “Confidential Information” shall mean all information, regardless of the form in which it is communicated or maintained (whether oral, written, digital or visual) and whether prepared by the Governor’s Office, and its Affiliates, and/or the Company which relates to the Project, and the business and planned activities of the Parties, and their affiliates, including all reports, analyses, notes, copies, data, models, or other information based on, contain or reflect any such Confidential Information or which have been marked by the Parties as “confidential.” Confidential Information shall not include the following:

- a. Information which is or becomes publicly available other than as a result of a violation of this Agreement;
- b. Information which is or becomes available on a non-confidential basis from a source which is not known to a Party to be prohibited from disclosing such information pursuant to a legal, contractual or fiduciary obligation;
- c. Information which a Party can demonstrate was legally in its possession prior to disclosure by the other Party;
- d. Information which a Party independently developed without the use of Confidential Information of the other Party; or

e. Information which is required by state or federal law, or by a court of competent jurisdiction, to be disclosed.

2. **Nondisclosure and Use of Confidential Information.** The Company acknowledges and agrees that the Governor's Office is subject to the West Virginia Freedom of Information Act, W. Va. Code § 29B-1-1 *et seq.* (the "FOIA"), and that the Governor's Office's obligations hereunder are subject in all respect to applicable West Virginia law that requires "public bodies" to disclose "public records," as those terms are defined in the FOIA. FOIA, however, does recognize exemptions, including for trade secrets, which is defined to include "any formula, plan, pattern, process, tool, mechanism, compound, procedure, production data, or compilation of information which is not patented which is known only to certain individuals within a commercial concern who are using it to fabricate, produce, or compound an article or trade or a service or to locate minerals or other substances, having commercial value, and which gives its users an opportunity to obtain business advantage over competitors." W. Va. Code § 29B-1-4(a)(1). FOIA further exempts "[i]nternal memoranda or letters received or prepared by any public body," which includes "evidentiary privileges as the attorney-client privilege, the attorney work-product privilege, and the executive 'deliberative process privilege,'" and extends to "[d]raft documents." W. Va. Code § 29B-1-4(a)(8); *Daily Gazette Co. v. W. Va. Dev. Office*, 198 W. Va. 563, 571, 482 S.E.2d 180, 188 (1996); and *Highland Mining Co. v. W. Va. Univ. School of Medicine*, 235 W. Va. 370, 386, 774 S.E.2d 36, 52 (2015). The internal memoranda exemption applies to "written advice, opinions and recommendations to a public body from outside consultants or experts obtained during the public body's deliberative, decision-making process." Syl. pt. 4, *Daily Gazette Co.*, 198 W. Va. 563, 482 S.E.2d 180. Subject to the foregoing, Confidential Information of the Company shall be held in strict confidence by the Governor's Office, and shall not be disclosed without prior written consent of the Company, except to those employees and agents of the Governor's Office with a "need to know" the Confidential Information for purposes of discussing the Project with the Company. The Governor's Office shall not use the Confidential Information for any purpose other than in connection with discussing the Project with the Company.

3. **Required Disclosure.** In the event that a Party is requested or required by legal or other authority to disclose any Confidential Information, such Party shall promptly notify the other Party of such request or requirement prior to disclosure so that the Party opposed to disclosure may seek an appropriate protective order and/or waive compliance with the terms of this Agreement. In the event that a protective order or other remedy is not obtained by the time that such is required to disclose the Confidential Information, or the other Party waives compliance with the provisions hereof, the disclosing Party agrees to furnish only that portion of the Confidential Information that it reasonably determines, in consultation with its counsel, is consistent with the scope of the subpoena or demand, and to exercise reasonable efforts to obtain assurance that confidential treatment will be accorded such Confidential Information.

4. **Remedies.** Each Party agrees that given the subject matter, injunctive or other equitable relief will likely serve as the appropriate relief to remedy or prevent any breach or threatened breach of this Agreement.

5. **No License.** It is understood and agreed that nothing contained in this Agreement shall be construed as granting or conferring rights by license or otherwise in any Confidential Information disclosed during the term of this Agreement. Each Party acknowledges and agrees

that each Party has and reserves the right, in its sole discretion and at any time and without notice, to terminate discussions or negotiations.

6. **Amendment.** Any amendment to this Agreement must be in writing and signed by an authorized representative of each Party.

7. **No Other Agreement.** It is understood that this Agreement is not intended to and does not obligate the Parties, or either of them, to enter into any further agreements or to proceed with any other transaction or relationship.

8. **Non-Waiver.** No waiver of any provision of the Agreement shall be deemed to be nor shall constitute a waiver of any other provision whether or not similar, nor shall any waiver constitute a continuing waiver. No waiver shall be binding unless executed in writing by the Party making the waiver.

9. **Governing Law.** This Agreement shall be governed by and construed in accordance with the laws of the State of West Virginia without regard to rules concerning conflicts of laws.

10. **Affiliate.** “Affiliate” means any other person (natural person, corporation, limited liability company, partnership, firm, association, or any other entity) that directly, or indirectly through one or more intermediaries, controls, is controlled by or is under common control with, the party specified. Control occurs wherever a legal or natural person directly or indirectly through one or more intermediate legal persons owns or controls in aggregate fifty percent or more of voting capital.

11. **Media.** So long as the Governor’s Office does not disclose Confidential Information, the Governor’s Office is free to make public comments on the Project. The Company, however, is strictly prohibited from making any public comments on the Project—regardless of whether those public comments directly relate to Confidential Information—without first obtaining written approval from the Governor’s Office. “Public comments” include press conferences, press releases, social media posts, or any other means of disseminating information to the public.

12. **Term & Termination.** The Governor’s Office may terminate this Agreement upon 30 days’ written notice. The Company may terminate this Agreement upon written consent of the Governor’s Office. This Agreement shall remain in full force and effect until it is terminated.

13. **Notices.** Any notices or requests that may be given or made pursuant to this Agreement must be in writing and delivered personally, by registered or certified mail, postage prepaid, by a recognized overnight delivery service or by facsimile, which shall be deemed received upon confirmation of receipt in legible form to the Parties at the following:

If to the Governor’s Office:
WEST VIRGINIA GOVERNOR’S OFFICE
1900 Kanawha Blvd., East
Charleston, WV 25305
Attn: Jamion Wolford, CFO

If to the Company, to:

Guidehouse Inc.
1676 International Drive, Suite 800
McLean, VA 22102

14. Entire Agreement. This Agreement constitutes the full and entire agreement between the Parties regarding the confidentiality and use of the Confidential Information.

15. Counterparts. This Agreement may be signed in counterparts, each of which may be deemed an original, and all of which together constitute one and the same agreement.

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement on the date first set forth above.

WEST VIRGINIA OFFICE OF THE
GOVERNOR OF WEST VIRGINIA

By: _____

Its: _____

Guidehouse Inc.

By: Jeff Bankowski 

Its: Partner

Appendix C. Exceptions to Terms and Conditions

GENERAL TERMS AND CONDITIONS:

1. CONTRACTUAL AGREEMENT: Issuance of an Award Document signed by the Purchasing Division Director, or his designee, and approved as to form by the Attorney General's office constitutes acceptance by the State of this Contract made by and between the State of West Virginia and the Vendor. Vendor's signature on its bid, or on the Contract if the Contract is not the result of a bid solicitation, signifies Vendor's agreement to be bound by and accept the terms and conditions contained in this Contract.

2. DEFINITIONS: As used in this Solicitation/Contract, the following terms shall have the meanings attributed to them below. Additional definitions may be found in the specifications included with this Solicitation/Contract.

2.1. "Agency" or "Agencies" means the agency, board, commission, or other entity of the State of West Virginia that is identified on the first page of the Solicitation or any other public entity seeking to procure goods or services under this Contract.

2.2. "Bid" or "Proposal" means the vendors submitted response to this solicitation.

2.3. "Contract" means the binding agreement that is entered into between the State and the Vendor to provide the goods or services requested in the Solicitation.

2.4. "Director" means the Director of the West Virginia Department of Administration, Purchasing Division.

2.5. "Purchasing Division" means the West Virginia Department of Administration, Purchasing Division.

2.6. "Award Document" means the document signed by the Agency and the Purchasing Division, and approved as to form by the Attorney General, that identifies the Vendor as the contract holder.

2.7. "Solicitation" means the official notice of an opportunity to supply the State with goods or services that is published by the Purchasing Division.

2.8. "State" means the State of West Virginia and/or any of its agencies, commissions, boards, etc. as context requires.

2.9. "Vendor" or "Vendors" means any entity submitting a bid in response to the Solicitation, the entity that has been selected as the lowest responsible bidder, or the entity that has been awarded the Contract as context requires.

3. CONTRACT TERM; RENEWAL; EXTENSION: The term of this Contract shall be determined in accordance with the category that has been identified as applicable to this Contract below:

O Term Contract

Initial Contract Term: The Initial Contract Term will be for a period of One Year (1) _____. The Initial Contract Term becomes effective on the effective start date listed on the first page of this Contract, identified as the State of West Virginia contract cover page containing the signatures of the Purchasing Division, Attorney General, and Encumbrance clerk (or another page identified as _____), and the Initial Contract Term ends on the effective end date also shown on the first page of this Contract.

Renewal Term: This Contract may be renewed upon the mutual written consent of the Agency, and the Vendor, with approval of the Purchasing Division and the Attorney General's office (Attorney General approval is as to form only). Any request for renewal should be delivered to the Agency and then submitted to the Purchasing Division thirty (30) days prior to the expiration date of the initial contract term or appropriate renewal term. A Contract renewal shall be in accordance with the terms and conditions of the original contract. Unless otherwise specified below, renewal of this Contract is limited to One (1) successive one (1) year periods or multiple renewal periods of less than one year, provided that the multiple renewal periods do not exceed the total number of months available in all renewal years combined. Automatic renewal of this Contract is prohibited. Renewals must be approved by the Vendor, Agency, Purchasing Division and Attorney General's office (Attorney General approval is as to form only)

D Alternate Renewal Term - This contract may be renewed for _____ successive _____ year periods or shorter periods provided that they do not exceed the total number of months contained in all available renewals. Automatic renewal of this Contract is prohibited. Renewals must be approved by the Vendor, Agency, Purchasing Division and Attorney General's office (Attorney General approval is as to form only)

Delivery Order Limitations: In the event that this contract permits delivery orders, a delivery order may only be issued during the time this Contract is in effect. Any delivery order issued within one year of the expiration of this Contract shall be effective for one year from the date the delivery order is issued. No delivery order may be extended beyond one year after this Contract has expired.

D Fixed Period Contract: This Contract becomes effective upon Vendor's receipt of the notice to proceed and must be completed within _____ days.

Revised 10/17/2024

Request for Proposal

D Fixed Period Contract with Renewals: This Contract becomes effective upon Vendor's receipt of the notice to proceed and part of the Contract more fully described in the attached specifications must be completed within _____ days. Upon completion of the work covered by the preceding sentence, the vendor agrees that:

D the contract will continue for _____ years;

D the contract may be renewed for _____ successive _____ year periods or shorter periods provided that they do not exceed the total number of months contained in all available renewals. Automatic renewal of this Contract is prohibited. Renewals must be approved by the Vendor, Agency, Purchasing Division and Attorney General's Office (Attorney General approval is as to form only).

D One-Time Purchase: The term of this Contract shall run from the issuance of the Award Document until all of the goods contracted for have been delivered, but in no event will this Contract extend for more than one fiscal year.

D Construction/Project Oversight: This Contract becomes effective on the effective start date listed on the first page of this Contract, identified as the State of West Virginia contract cover page containing the signatures of the Purchasing Division, Attorney General, and Encumbrance clerk (or another page identified as _____) and continues until the project for which the vendor is providing oversight is complete.

D Other: Contract Term specified in _____

4. AUTHORITY TO PROCEED: Vendor is authorized to begin performance of this contract on the date of encumbrance listed on the front page of the Award Document unless either the box for "Fixed Period Contract" or "Fixed Period Contract with Renewals" has been checked in Section 3 above. If either "Fixed Period Contract" or "Fixed Period Contract with Renewals" has been checked, Vendor must not begin work until it receives a separate notice to proceed from the State. The notice to proceed will then be incorporated into the Contract via change order to memorialize the official date that work commenced.

5. QUANTITIES: The quantities required under this Contract shall be determined in accordance with the category that has been identified as applicable to this Contract below.

[**a Open End Contract:** Quantities listed in this Solicitation/Award Document are approximations only, based on estimates supplied by the Agency. It is understood and agreed that the Contract shall cover the quantities actually ordered for delivery during the term of the Contract, whether more or less than the quantities shown.

D Service: The scope of the service to be provided will be more clearly defined in the specifications included herewith.

D Combined Service and Goods: The scope of the service and deliverable goods to be provided will be more clearly defined in the specifications included herewith.

D One-Time Purchase: This Contract is for the purchase of a set quantity of goods that are identified in the specifications included herewith. Once those items have been delivered, no additional goods may be procured under this Contract without an appropriate change order approved by the Vendor, Agency, Purchasing Division, and Attorney General's office.

D Construction: This Contract is for construction activity more fully defined in the specifications.

6. EMERGENCY PURCHASES: The Purchasing Division Director may authorize the Agency to purchase goods or services in the open market that Vendor would otherwise provide under this Contract if those goods or services are for immediate or expedited delivery in an emergency. Emergencies shall include, but are not limited to, delays in transportation or an unanticipated increase in the volume of work. An emergency purchase in the open market, approved by the Purchasing Division Director, shall not constitute of breach of this Contract and shall not entitle the Vendor to any form of compensation or damages. This provision does not excuse the State from fulfilling its obligations under a One-Time Purchase contract.

7. REQUIRED DOCUMENTS: All of the items checked in this section must be provided to the Purchasing Division by the Vendor as specified:

LICENSE(S) /CERTIFICATIONS/ PERMITS: In addition to anything required under the Section of the General Terms and Conditions entitled Licensing, the apparent successful Vendor shall furnish proof of the following licenses, certifications, and/or permits upon request and in a form acceptable to the State. The request may be prior to or after contract award at the State's sole discretion.

Appendix A: Non-Disclosure Agreement

The apparent successful Vendor shall also furnish proof of any additional licenses or certifications contained in the specifications regardless of whether or not that requirement is listed above.

Revised 10/17/2024

Request for Proposal

8. INSURANCE: The apparent successful Vendor shall furnish proof of the insurance identified by a checkmark below prior to Contract award. The insurance coverages identified below must be maintained throughout the life of this contract. Thirty (30) days prior to the expiration of the insurance policies, Vendor shall provide the Agency with proof that the insurance mandated herein has been continued. Vendor must also provide Agency with immediate notice of any changes in its insurance policies, including but not limited to, policy cancellation, policy reduction, or change in insurers. The apparent successful Vendor shall also furnish proof of any additional insurance requirements contained in the specifications prior to Contract award regardless of whether that insurance requirement is listed in this section.

Vendor must maintain:

- Commercial General Liability Insurance** in at least an amount of: \$1,000,000.00 per occurrence and \$2,000,000 in the aggregate.
- Automobile Liability Insurance** in at least an amount of: \$1,000,000.00 per occurrence and \$2,000,000 in the aggregate.

Professional/Malpractice/Errors and Omission Insurance in at least an amount of: _____ per occurrence. Notwithstanding the forgoing, Vendor's are not required to list the State as an additional insured for this type of policy.

Commercial Crime and Third Party Fidelity Insurance in an amount of: _____ per occurrence.

Cyber Liability Insurance in an amount of: _____ per occurrence.

Builders Risk Insurance in an amount equal to 100% of the amount of the Contract.

Pollution Insurance in an amount of: _____ per occurrence.

Aircraft Liability in an amount of: _____ per occurrence.

Revised 10/17/2024

Request for Proposal

9. WORKERS' COMPENSATION INSURANCE: Vendor shall comply with laws relating to workers compensation, shall maintain workers' compensation insurance when required, and shall furnish proof of workers' compensation insurance upon request.

10. VENUE: All legal actions for damages brought by Vendor against the State shall be brought in the West Virginia Claims Commission. Other causes of action must be brought in the West Virginia court authorized by statute to exercise jurisdiction over it.

11. LIQUIDATED DAMAGES: This clause shall in no way be considered exclusive and shall not limit the State or Agency's right to pursue any other available remedy. Vendor shall pay liquidated damages in the amount specified below or as described in the specifications:

0 _____ for _____

D Liquidated Damages Contained in the Specifications.

[a Liquidated Damages Are Not Included in this Contract.

12. ACCEPTANCE: Vendor's signature on its bid, or on the certification and signature page, constitutes an offer to the State that cannot be unilaterally withdrawn, signifies that the product or service proposed by vendor meets the mandatory requirements contained in the Solicitation for that product or service, unless otherwise indicated, and signifies acceptance of the ~~terms~~ terms and conditions contained in the Solicitation unless otherwise indicated.

13. PRICING: The pricing set forth herein is firm for the life of the Contract, unless specified elsewhere within this Solicitation/Contract by the State. A Vendor's inclusion of price adjustment provisions in its bid, without an express authorization from the State in the Solicitation to do so, may result in bid disqualification. ~~Notwithstanding the foregoing, Vendor must extend any publicly advertised sale price to the State and invoice at the lower of the contract price or the publicly advertised sale price.~~

14. PAYMENT IN ARREARS: Payments for goods/services will be made in arrears only upon receipt of a proper invoice, detailing the goods/services provided or receipt of the goods/services, whichever is later. Notwithstanding the foregoing, payments for software maintenance, licenses, or subscriptions may be paid annually in advance.

15. PAYMENT METHODS: Vendor must accept payment by electronic funds transfer and P-Card. (The State of West Virginia's Purchasing Card program, administered under contract by a banking institution, processes payment for goods and services through state designated credit cards.)

16. TAXES: The Vendor shall pay any applicable sales, use, personal property or any other taxes arising out of this Contract and the transactions contemplated thereby. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.

Revised 10/17/2024

Request for Proposal

17. ADDITIONAL FEES: Vendor is not permitted to charge additional fees or assess additional charges that were not either expressly provided for in the solicitation published by the State of West Virginia, included in the Contract, or included in the unit price or lump sum bid amount that Vendor is required by the solicitation to provide. Including such fees or charges as notes to the solicitation may result in rejection of vendor's bid. Requesting such fees or charges be paid after the contract has been awarded may result in cancellation of the contract.

18. FUNDING: This Contract shall continue for the term stated herein, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise made available, this Contract becomes void and of no effect beginning on July 1 of the fiscal year for which funding has not been appropriated or otherwise made available. If that occurs, the State may notify the Vendor that an alternative source of funding has been obtained and thereby avoid the automatic termination. Non-appropriation or non-funding shall not be considered an event of default.

19. CANCELLATION: The Purchasing Division Director reserves the right to cancel this Contract immediately upon written notice to the vendor if the materials or workmanship supplied do not conform to the specifications contained in the Contract. The Purchasing Division Director may also cancel any purchase or Contract upon 30 days written notice to the Vendor in accordance with West Virginia Code of State Rules § 148-1-5.2.b.

20. TIME: Time is of the essence regarding all matters of time and performance in this Contract.

21. APPLICABLE LAW: This Contract is governed by and interpreted under West Virginia law without giving effect to its choice of law principles. Any information provided in specification manuals, or any other source, verbal or written, which contradicts or violates the West Virginia Constitution, West Virginia Code, or West Virginia Code of State Rules is void and of no effect.

22. COMPLIANCE WITH LAWS: Vendor shall comply with all applicable federal, state, and local laws, regulations and ordinances. By submitting a bid, Vendor acknowledges that it has reviewed, understands, and will comply with all applicable laws, regulations, and ordinances.

SUBCONTRACTOR COMPLIANCE: Vendor shall notify all subcontractors providing commodities or services related to this Contract that as subcontractors, they too are required to comply with all applicable laws, regulations, and ordinances. Notification under this provision must occur prior to the performance of any work under the contract by the subcontractor.

23. ARBITRATION: Any references made to arbitration contained in this Contract, Vendor's bid, or in any American Institute of Architects documents pertaining to this Contract are hereby deleted, void, and of no effect.

24. MODIFICATIONS: This writing is the parties' final expression of intent. Notwithstanding anything contained in this Contract to the contrary no modification of this Contract shall be binding without mutual written consent of the Agency, and the Vendor, with approval of the Purchasing Division and the Attorney General's office (Attorney General approval is as to form only). Any change to existing contracts that adds work or changes contract cost, and were not included in the original contract, must be approved by the Purchasing Division and the Attorney General's Office (as to form) prior to the implementation of the change or commencement of work affected by the change.

25. WAIVER: The failure of either party to insist upon a strict performance of any of the terms or provision of this Contract, or to exercise any option, right, or remedy herein contained, shall not be construed as a waiver or a relinquishment for the future of such term, provision, option, right, or remedy, but the same shall continue in full force and effect. Any waiver must be expressly stated in writing and signed by the waiving party.

26. SUBSEQUENT FORMS: The terms and conditions contained in this Contract shall supersede any and all subsequent terms and conditions which may appear on any form documents submitted by Vendor to the Agency or Purchasing Division such as price lists, order forms, invoices, sales agreements, or maintenance agreements, and includes internet websites or other electronic documents. Acceptance or use of Vendor's forms does not constitute acceptance of the terms and conditions contained thereon.

27. ASSIGNMENT: Neither this Contract nor any monies due, or to become due hereunder, may be assigned by the Vendor without the express written consent of the Agency, the Purchasing Division, the Attorney General's office (as to form only), and any other government agency or office that may be required to approve such assignments.

28. WARRANTY: The Vendor expressly warrants that the goods and/or services covered by this Contract will: (a) conform to the specifications, drawings, samples, or other description furnished or specified by the Agency; ~~and (b) be merchantable and fit for the purpose intended; and~~

~~(c) be free from defect in material and workmanship.~~

28. Vendor agrees that the services provided for under the Contract will be performed in a professional manner in accordance with recognized professional consulting standards for similar services and that qualified personnel will be assigned for that purpose. In providing the services, Vendor and its personnel shall exercise reasonable care. Vendor cannot guarantee or assure the achievement of any particular performance objective, nor can Vendor guarantee or assure any particular outcome for the Agency or any other person as a result of the Contract or the performance of the services contemplated thereunder. If, during the performance of the services, or within one (1) year following completion of the Contract, such services will prove to be faulty or defective by reason of a failure to meet such standards, Vendor agrees that upon prompt written notification from the Agency prior to the expiration of the one-year period following the completion of the Contract of any such fault or defect, such faulty portion of the services will be redone at no cost to the Agency up to a maximum amount equivalent to the cost of the services rendered under the Contract. The foregoing will constitute Vendor's sole warranty with respect to the accuracy or completeness of the services and the activities involved in its preparation, and is made in lieu of all other warranties and representations, express or implied, including any implied

Revised 10/17/2024

Request for Proposal

| warranties of merchantability or fitness for a particular purpose

| **29.30. STATE EMPLOYEES:** State employees are not permitted to utilize this Contract for personal use and the Vendor is prohibited from permitting or facilitating the same.

30.31. PRIVACY, SECURITY, AND CONFIDENTIALITY: The Vendor agrees that it will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the Agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the Agency's policies, procedures, and rules. Vendor further agrees to comply with the Confidentiality Policies and Information Security Accountability Requirements, set forth in www.state.wv.us/admin/purchase/privacy.

Revised 10/17/2024

Request for Proposal

31.32. YOUR SUBMISSION IS A PUBLIC DOCUMENT: Vendor's entire response to the Solicitation and the resulting Contract are public documents. As public documents, they will be disclosed to the public following the bid/proposal opening or award of the contract, as required by the competitive bidding laws of West Virginia Code §§ SA-3-1 et seq., 5-22-1 et seq., and SG-1-1 et seq. and the Freedom of Information Act West Virginia Code §§ 29B-1-1 et seq.

DO NOT SUBMIT MATERIAL YOU CONSIDER TO BE CONFIDENTIAL, A TRADE SECRET, OR OTHERWISE NOT SUBJECT TO PUBLIC DISCLOSURE.

Submission of any bid, proposal, or other document to the Purchasing Division constitutes your explicit consent to the subsequent public disclosure of the bid, proposal, or document. The Purchasing Division will disclose any document labeled "confidential," "proprietary," "trade secret," "private," or labeled with any other claim against public disclosure of the documents, to include any "trade secrets" as defined by West Virginia Code § 47-22-1 et seq. All submissions are subject to public disclosure without notice.

32.33. LICENSING: In accordance with West Virginia Code of State Rules § 148-1-6.1.e, Vendor must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, West Virginia Insurance Commission, or any other state agency or political subdivision. Obligations related to political subdivisions may include, but are not limited to, business licensing, business and occupation taxes, inspection compliance, permitting, etc. Upon request, the Vendor must provide all necessary releases to obtain information to enable the Purchasing Division Director or the Agency to verify that the Vendor is licensed and in good standing with the above entities.

SUBCONTRACTOR COMPLIANCE: Vendor shall notify all subcontractors providing commodities or services related to this Contract that as subcontractors, they too are required to be licensed, in good standing, and up-to-date on all state and local obligations as described in this section. Obligations related to political subdivisions may include, but are not limited to, business licensing, business and occupation taxes, inspection compliance, permitting, etc. Notification under this provision must occur prior to the performance of any work under the contract by the subcontractor.

33.34. ANTITRUST: In submitting a bid to, signing a contract with, or accepting a Award Document from any agency of the State of West Virginia, the Vendor agrees to convey, sell, assign, or transfer to the State of West Virginia all rights, title, and interest in and to all causes of action it may now or hereafter acquire under the antitrust laws of the United States and the State of West Virginia for price fixing and/or unreasonable restraints of trade relating to the particular commodities or services purchased or acquired by the State of West Virginia. Such assignment shall be made and become effective at the time the purchasing agency tenders the initial payment to Vendor.

34.35. VENDOR NON-CONFLICT: Neither Vendor nor its representatives are permitted to have any interest, nor shall they acquire any interest, direct or indirect, which would compromise the performance of its services hereunder. Any such interests shall be promptly presented in detail to the Agency.

Revised 10/17/2024

Request for Proposal

35.36. VENDOR RELATIONSHIP: The relationship of the Vendor to the State shall be that of an independent contractor and no principal-agent relationship or employer-employee relationship is contemplated or created by this Contract. The Vendor as an independent contractor is solely liable for the acts and omissions of its employees and agents. Vendor shall be responsible for selecting, supervising, and compensating any and all individuals employed pursuant to the terms of this Solicitation and resulting contract. Neither the Vendor, nor any employees or subcontractors of the Vendor, shall be deemed to be employees of the State for any purpose whatsoever. Vendor shall be exclusively responsible for payment of employees and contractors for all wages and salaries, taxes, withholding payments, penalties, fees, fringe benefits, professional liability insurance premiums, contributions to insurance and pension, or other deferred compensation plans, including but not limited to, Workers' Compensation and Social Security obligations, licensing fees, etc. and the filing of all necessary documents, forms, and returns pertinent to all of the foregoing.

Vendor shall hold harmless the State, and shall provide the State and Agency with a defense against any and all claims including, but not limited to, the foregoing payments, withholdings, contributions, taxes, Social Security taxes, and employer income tax returns.

36.37. INDEMNIFICATION: The Vendor agrees to indemnify, ~~defend, and hold harmless~~ the State and the Agency, their officers, and employees from and against ~~(1) any third-party claims or losses directly arising out of the gross negligence or willful misconduct of Vendor, its agents and employees or for services rendered by any subcontractor, person, or firm performing or supplying services, materials, or supplies in connection with the performance of the Contract; (2) Any claims or losses resulting to any person or entity injured or damaged by the Vendor, its officers, employees, or subcontractors by the publication, translation, reproduction, delivery, performance, use, or disposition of any data used under the Contract in a manner not authorized by the Contract, or by Federal or State statutes or regulations; and (3) Any failure of the Vendor, its officers, employees, or subcontractors to observe State and Federal laws including, but not limited to, labor and wage and hour laws.~~

38. LIMITATION OF LIABILITY: Notwithstanding the terms of any other provision, the total liability of Vendor and its affiliates, directors, officers, employees, subcontractors, agents and representatives for all claims of any kind arising out of the Contract, whether in contract, tort or otherwise, shall be limited to the total fees paid to Vendor under the applicable statement of work. Neither Vendor nor Agency shall in any event be liable for any indirect, consequential or punitive damages, even if Agency or Vendor have been advised of the possibility of such damages.

37.39. NO DEBT CERTIFICATION: In accordance with West Virginia Code §§ 5A-3-10a and 5-22-1(i), the State is prohibited from awarding a contract to any bidder that owes a debt to the State or a political subdivision of the State. By submitting a bid, or entering into a contract with the State, Vendor is affirming that (1) for construction contracts, the Vendor is not in default on any monetary obligation owed to the state or a political subdivision of the state, and (2) for all other contracts, neither the Vendor nor any related party owe a debt as defined above, and neither the Vendor nor any related party are in employer default as defined in the statute cited above unless the debt or employer default is permitted under the statute.

Revised 10/17/2024

Request for Proposal

38-40. CONFLICT OF INTEREST: Vendor, its officers or members or employees, shall not presently have or acquire an interest, direct or indirect, which would conflict with or compromise the performance of its obligations hereunder. Vendor shall periodically inquire of its officers, members and employees to ensure that a conflict of interest does not arise. Any conflict of interest discovered shall be promptly presented in detail to the Agency.

Revised 10/17/2024

Request for Proposal

39-41. REPORTS: Vendor shall provide the Agency and/or the Purchasing Division with the following reports identified by a checked box below:

Such reports as the Agency and/or the Purchasing Division may request. Requested reports may include, but are not limited to, quantities purchased, agencies utilizing the contract, total contract expenditures by agency, etc.

Quarterly reports detailing the total quantity of purchases in units and dollars, along with a listing of purchases by agency. Quarterly reports should be delivered to the Purchasing Division via email at purchasing.division@wv.gov.

40-42. BACKGROUND CHECK: In accordance with W. Va. Code § 15-2D-3, the State reserves the right to prohibit a service provider's employees from accessing sensitive or critical information or to be present at the Capitol complex based upon results addressed from a criminal background check. Service providers should contact the West Virginia Division of Protective Services by phone at (304) 558-9911 for more information.

41-43. PREFERENCE FOR USE OF DOMESTIC STEEL PRODUCTS: Except when authorized by the Director of the Purchasing Division pursuant to W. Va. Code § 5A-3-56, no contractor may use or supply steel products for a State Contract Project other than those steel products made in the United States. A contractor who uses steel products in violation of this section may be subject to civil penalties pursuant to W. Va. Code § 5A-3-56. As used in this section:

- a. "State Contract Project" means any erection or construction of, or any addition to, alteration of or other improvement to any building or structure, including, but not limited to, roads or highways, or the installation of any heating or cooling or ventilating plants or other equipment, or the supply of and materials for such projects, pursuant to a contract with the State of West Virginia for which bids were solicited on or after June 6, 2001.
- b. "Steel Products" means products rolled, formed, shaped, drawn, extruded, forged, cast, fabricated or otherwise similarly processed, or processed by a combination of two or more or such operations, from steel made by the open hearth, basic oxygen, electric furnace, Bessemer or other steel making process.
- c. The Purchasing Division Director may, in writing, authorize the use of foreign steel products if:
 1. The cost for each contract item used does not exceed one tenth of one percent (.1%) of the total contract cost or two thousand five hundred dollars (\$2,500.00), whichever is greater. For the purposes of this section, the cost is the value of the steel product as delivered to the project; or
 2. The Director of the Purchasing Division determines that specified steel materials are not produced in the United States in sufficient quantity or otherwise are not reasonably available to meet contract requirements.

42-44. PREFERENCE FOR USE OF DOMESTIC ALUMINUM, GLASS, AND STEEL:

In

Accordance with W. Va. Code§ 5-19-1 et seq., and W. Va. CSR§ 148-10-1 et seq., for every contract or subcontract, subject to the limitations contained herein, for the construction, reconstruction, alteration, repair, improvement or maintenance of public works or for the purchase of any item of machinery or equipment to be used at sites of public works, only domestic aluminum, glass or steel products shall be supplied unless the spending officer determines, in writing, after the receipt of offers or bids, (1) that the cost of domestic aluminum, glass or steel products is unreasonable or inconsistent with the public interest of the State of West Virginia, (2) that domestic aluminum, glass or steel products are not produced in sufficient quantities to meet the contract requirements, or (3) the available domestic aluminum, glass, or steel do not meet the contract specifications. This provision only applies to public works contracts awarded in an amount more than fifty thousand dollars (\$50,000) or public works contracts that require more than ten thousand pounds of steel products.

The cost of domestic aluminum, glass, or steel products may be unreasonable if the cost is more than twenty percent (20%) of the bid or offered price for foreign made aluminum, glass, or steel products. If the domestic aluminum, glass or steel products to be supplied or produced in a "substantial labor surplus area", as defined by the United States Department of Labor, the cost of domestic aluminum, glass, or steel products may be unreasonable if the cost is more than thirty percent (30%) of the bid or offered price for foreign made aluminum, glass, or steel products. This preference shall be applied to an item of machinery or equipment, as indicated above, when the item is a single unit of equipment or machinery manufactured primarily of aluminum, glass or steel, is part of a public works contract and has the sole purpose or of being a permanent part of a single public works project. This provision does not apply to equipment or machinery purchased by a spending unit for use by that spending unit and not as part of a single public works project.

All bids and offers including domestic aluminum, glass or steel products that exceed bid or offer prices including foreign aluminum, glass or steel products after application of the preferences provided in this provision may be reduced to a price equal to or lower than the lowest bid or offer price for foreign aluminum, glass or steel products plus the applicable preference. If the reduced bid or offer prices are made in writing and supersede the prior bid or offer prices, all bids or offers, including the reduced bid or offer prices, will be reevaluated in accordance with this rule.

43-45. INTERESTED PARTY SUPPLEMENTAL DISCLOSURE: W. Va. Code§ 6D-1-2 requires that for contracts with an actual or estimated value of at least \$1 million, the Vendor must submit to the Agency a disclosure of interested parties prior to beginning work under this Contract. Additionally, the Vendor must submit a supplemental disclosure of interested parties reflecting any new or differing interested parties to the contract, which were not included in the original pre-work interested party disclosure, within 30 days following the completion or termination of the contract. A copy of that form is included with this solicitation or can be obtained from the WV Ethics Commission. This requirement does not apply to publicly traded companies listed on a national or international stock exchange. A more detailed definition of interested parties can be obtained from the form referenced above.

Revised 10/17/2024

Request for Proposal

44-46. PROHIBITION AGAINST USED OR REFURBISHED: Unless expressly permitted in the solicitation published by the State, Vendor must provide new, unused commodities, and is prohibited from supplying used or refurbished commodities, in fulfilling its responsibilities under this Contract.

45-47. VOID CONTRACT CLAUSES: This Contract is subject to the provisions of West Virginia Code § SA-3-62, which automatically voids certain contract clauses that violate State law.

46-ISRAEL BOYCOTT: Bidder understands and agrees that, pursuant to W. Va. Code § SA-3-63, it is prohibited from engaging in a boycott of Israel during the term of this contract.

48.

49. CONSULTING SERVICES DISCLAIMER: Vendor will not audit any financial statements or perform any attest procedures in the course of performing the services under the Agreement. Vendor's services are not designed, nor should they be relied upon, to disclose internal weaknesses in internal controls, financial statement errors, irregularities, illegal acts or disclosure deficiencies. Vendor is not a professional accounting firm and does not practice accounting. Vendor's services will not include legal, engineering or architectural advice or services.

50. INTELLECTUAL PROPERTY: Upon full payment of all amounts due Vendor in connection with the Contract, all rights, title and interest in any information and items, including summaries, documents, reports and portions thereof Vendor provides to the Agency (collectively, the "Deliverables") will become the Agency's sole and exclusive property for its internal business purposes and uses pursuant to the scope set forth in the applicable statement of work, subject to the exceptions set forth hereafter. Vendor shall retain sole and exclusive ownership of all rights, title and interest in its work papers, proprietary information, processes, methodologies, know-how and software, including such information as existed prior to the delivery of the services and, to the extent such information is of general application, anything that it may discover, create or develop during provision of the services (collectively, the "Vendor's Property"). To the extent the Deliverables contain any Vendor Property, the Agency shall be granted a non-exclusive, non-assignable, royalty-free license to use such Vendor Property solely in connection with the subject of the Contract.

51. ACCEPTANCE OF DELIVERABLES: Receipt of a deliverable occurs when the deliverable is provided to the Client. Receipt of services is deemed to occur when the Client receives an invoice from Contractor for those services. Absent written notification of non-acceptance from the Client within five (5) business days of receipt, deliverables and services will be construed as accepted. Any such notice shall specify in reasonable detail the reasons such deliverable or service has been deemed unacceptable. If the notice of non-acceptance is not sufficiently detailed to allow Contractor to determine why such deliverable or service is unacceptable, Contractor may request in writing that the Client provide additional information. The passage of ten (10) business days from the date of such request without the provision of such additional information shall constitute final acceptance of such deliverable or service by the Client. Within fifteen (15) days of receipt of the Client notice, Contractor shall, at its option, either correct the problems in such deliverable or service or present the Client with a plan to fix such problems within a reasonable period of time under the circumstances. The deliverable or service shall be deemed accepted by the Client after comments have been incorporated and the deliverable or service re-submitted. Acceptance by the

Revised 10/17/2024

Request for Proposal

| Client shall not be unreasonably withheld or delayed.

Revised 10/17/2024

Request for Proposal

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

(Printed Name and Title) _____

(Address) _____

(Phone Number)/ (Fax Number) _____

(email address) _____

CERTIFICATION AND SIGNATURE: By signing below, or submitting documentation through wvOASIS, I certify that: I have reviewed this Solicitation/Contract 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/Contract 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 this bid or offer was made without prior understanding, agreement, or connection with any entity submitting a bid or offer for the same material, supplies, equipment or services; that this bid or offer is in all respects fair and without collusion or fraud; that this Contract is accepted or entered into without any prior understanding, agreement, or connection to any other entity that could be considered a violation of law; 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.

By signing below, I further certify that I understand this Contract is subject to the provisions of West Virginia Code § SA-3-62, which automatically voids certain contract clauses that violate State law; and that pursuant to W. Va. Code SA-3-63, the entity entering into this contract is prohibited from engaging in a boycott against Israel.

(Company)

(Signature of Authorized Representative)

(Printed Name and Title of Authorized Representative) (Date)

(Phone Number) (Fax Number)

(Email Address)

Revised 10/17/2024

Request for Proposal

