

Solicitation Response(SR) Dept: 0310 ID: ESR0212180000003469 Ver.: 1 Function: New Phase: Final

Modified by batch , 02/12/2018

Header 2

General Information Contact Default Values Discount Document Information

Procurement Folder: 415527	SO Doc Code: ARFQ
Procurement Type: Agency Purchase Order	SO Dept: 0310
Vendor ID: 000000100150	SO Doc ID: DNR1800000033
Legal Name: BERRY DUNN MCNEIL & PARKER LLC	Published Date: 1/31/18
Alias/DBA:	Close Date: 2/12/18
Total Bid: \$152,450.00	Close Time: 13:30
Response Date: 02/12/2018	Status: Closed
Response Time: 12:51	Solicitation Description: Addendum No.1 WVDNR Agency Strategic Plan
	Total of Header Attachments: 2
	Total of All Attachments: 2

Submitted in Response to
ARFQ DNR 1800000033

Proposal to the
West Virginia Division of Natural Resources

Strategic Plan Development and Facilitation Services

Proposal Submitted by:

Berry Dunn McNeil and Parker, LLC
dba BerryDunn
100 Middle Street
Portland, ME 04101
Phone: 207-541-2200

Charles K. Leadbetter, Principal
cleadbetter@berrydunn.com

Brad Hanscom, Project Manager
bhanscom@berrydunn.com

Proposal Submitted on:

February 12, 2018

1. Cost Proposal

REQUEST FOR QUOTATION

West Virginia Division of Natural Resources

Strategic Plan Development and Facilitation Services

Exhibit A – Pricing Page

Item No.	Description	Unit of Measure	Quantity	Amount
4.1.1	Task I: Preliminary Research and Analysis	Job	1	\$88,594*
4.1.2	Task II: Strategic Planning Meeting Facilitation	Job	1	\$28,224
4.1.3	Task III: Strategic Plan Development	Job	1	\$35,632
TOTAL:				\$152,450

**This amount includes our project management activities*

BerryDunn
Company Name

Authorized Signature

February 12, 2018

Date



Submitted in Response to
ARFQ DNR 1800000033

Proposal to the
West Virginia Division of Natural Resources

Strategic Plan Development and Facilitation Services

Proposal Submitted by:

Berry Dunn McNeil and Parker, LLC
dba BerryDunn
100 Middle Street
Portland, ME 04101
Phone: 207-541-2200

Charles K. Leadbetter, Principal
cleadbetter@berrydunn.com

Brad Hanscom, Project Manager
bhanscom@berrydunn.com

Proposal Submitted on:

February 12, 2018



February 12, 2018

Angela White Negley
West Virginia Division of Natural Resources
Property and Procurement Office
324 4th Avenue
South Charleston, WV 25303

Dear Ms. White Negley:

BerryDunn McNeil & Parker, LLC (BerryDunn) is pleased to submit this proposal in response to West Virginia (the State) Division of Natural Resources (DNR, the Agency) Request for Proposal (RFP) for Strategic Plan Development and Facilitation Services RFP# ARFQ DNR 1800000033.

Strategic planning processes involve establishing common goals and following the correct actions to achieve them. It will establish vision and mission statements for the Agency. Effective strategic planning will also provide benchmarks and performance metrics to help the DNR know when it has been successful.

As the DNR's first strategic plan, there is opportunity to leverage collective institutional knowledge, and solicit the feedback of diverse stakeholders. A collaborative approach will help engage stakeholders with the mission of the project—stakeholders are critical to continuing the envisioned results and the viability of outcomes long after the project has ended.

BerryDunn is an independent management and information technology (IT) consulting and certified public accounting firm headquartered in Maine and serving clients nationally. We are a stable and well-established firm that has preserved our core values and reputation for excellence for 44 years. We have enjoyed steady growth by providing consistent, high-quality services to our clients in all 50 states and in Canada.

As a principal of our Government Consulting Group, I am authorized to bind BerryDunn to the commitments made herein. Our team has read the ARFQ and amendments, we understand them, and we take one exception to the indemnification clause:

BerryDunn has a robust professional liability policy for acts or omissions by BerryDunn or our agents, employees, and subcontractors. This BerryDunn policy contains language within it that states that the liability will not apply if BerryDunn takes on additional liabilities under contract, such as the agreement to indemnify. In order to help ensure that our clients have the protection of this policy, we ask to remove indemnification language as it relates to negligence in professional services.

Ms. White Negley
February 12, 2018
Page ii

Our proposal is a firm and irrevocable offer that is valid for a minimum of 120 days from the proposal due date of February 12, 2018. Should you have any questions regarding our proposal, my contact information is as follows:

Charles K. Leadbetter, Principal
BerryDunn: 100 Middle Street, Portland, ME 04101
Phone: 207-541-2249 | Email: cleadbetter@berrydunn.com

We appreciate the opportunity to submit this proposal and look forward to working with the DNR under this contract.

Sincerely,

Charles K. Leadbetter
Principal

Table of Contents

Table of Contents.....	iii
1. Proposal Summary and Project Understanding.....	1
2. Qualifications	4
2.1 Our Team’s Experience	4
2.2 Staffing Plan	7
2.2.1 Resumes	9
3. Methodology and Work Plan	22
4. Project Timeline	32
Appendix: Attachments	33

1. Proposal Summary and Project Understanding

The DNR has a need for the development of a comprehensive multi-year strategic plan that will align with their mission of providing and overseeing programs that support the exploration, conservation, development, protection, enjoyment, and use of the State’s natural resources.

As this will be the DNR’s first strategic plan, it will include a vision and mission statement, a prioritized list of goals, strategies to accomplish the goals, and performance measurements to keep the plan on track going forward.

This proposal provides the DNR with an overview of BerryDunn’s experience, the strengths our proposed team members bring to this project, our approach to developing a strategic plan, and an estimated project timeline for completing our tasks.

As outlined in Section 3 of this proposal, the phases of our approach mirror the expectations of the DNR as outlined in the ARFQ:



These phases are similar to our proven methodology and approach to strategic planning initiatives we have conducted with other state agencies across the country. Our project approach includes a proven methodology for collecting information about the DNR’s current environment through research, fact-finding, and facilitation of work sessions with variety of key stakeholders. This task leads to a better understanding of where the DNR is now and is a springboard for defining the vision and mission statement, as well as goals for the future.

As an independent consulting firm with 30 years of experience providing strategic planning, facilitation, and related services to a variety of state agencies, BerryDunn is well suited to work in collaboration with the DNR and its stakeholders to provide research, analysis, facilitation of a retreat, and the development of an actionable strategic plan document. Core services provided by our Government Consulting Group include:

- Strategic Planning and Visioning
- Stakeholder Engagement
- Facilitation
- Change Management
- Program and Project Management
- Business Analysis and Reengineering
- System Planning and Implementation
- RFP Development
- Procurement Assistance
- Data Analysis and Reporting
- Quality Assurance (QA) and Independent Verification and Validation (IV&V)
- System Security Assessments

Central to BerryDunn's identity is the preservation of our **independence**. Our proposed staff have many years of experience providing strategic planning and facilitation services for the development of goals and recommendations for the future and we do this objectively, without influence by partnerships with other organizations that may have an interest in the outcome. This allows us to provide independent consulting services to assure that our team will only work in the **best interest of the State of West Virginia and the goals of the Agency** at all times.

BerryDunn has worked with state and municipal agencies to develop strategic plans for goal setting, organizational efficiency and reorganization, business process re-engineering, and staffing changes. Our team specializes in providing strategic planning and roadmap development for state agency initiatives that arise from state and federal needs or requirements. Our strategic planning projects have entailed collaborating with teams comprised of multi-agency stakeholders, summarizing and organizing stakeholder meetings, researching and compiling data from multiple program areas, preparing and presenting materials to broad groups of stakeholders and state leadership, and developing strategic plans and roadmaps.

A key component of the project is effective facilitation. BerryDunn consultants have a reputation for being outstanding facilitators. Our proposed project team includes experienced facilitators who have the skills necessary to elicit information, encourage collaboration, reach consensus, and develop buy-in with diverse groups of project participants.

Additionally, clear and well-timed communication is vital to the success of any project. Our intent is to involve the DNR and key project stakeholders when and as needed, make their roles and responsibilities clear, and minimize the impact to their daily jobs. As part of our Project Work Plan, we will identify the communication and awareness needs of each project stakeholder, and the method and frequency of communication to meet those needs.

In addition, we will describe the processes and tools that will be used for document management, version control, meeting management, issue and action item management, risk management, and routine status reporting. Project communication between BerryDunn and the DNR will be enhanced through the provision of the following:

- A common project repository or process for sharing project information and documentation

- Email, teleconferencing, and—when available—videoconferencing
- A shared project calendar
- Meeting notifications, agendas, and notes
- Copies of meeting handouts and decision documents for review prior to meetings
- Risk, issue, and action item documentation and tracking

2. Qualifications

2.1 Our Team's Experience

Berry Dunn McNeil & Parker, LLC (dba BerryDunn) is a consulting and certified public accounting firm serving clients nationally. We were formed in 1974 with nine professionals and have experienced sustained growth throughout our 44-year history. Today, BerryDunn employs approximately 320 personnel. We are headquartered in Maine, with offices in Arizona, Connecticut, Massachusetts, New Hampshire, and West Virginia, and consultants located around the country.

When we are not on-site at the DNR offices in West Virginia, our project work for the DNR will be conducted at our offices in **Charleston, West Virginia**, and **Portland, Maine**.

Our team provides a full range of services—including management and IT consulting, and audit, accounting, and tax services—and works with local and state agencies throughout the country, including agencies in West Virginia.

Critical to the DNR for this project, we are an **independent firm**, with an unbiased viewpoint to provide effective strategic planning services. Figure 1, below, shows BerryDunn's tenets of independence and objectivity. The strategic planning and facilitation services proposed for the DNR will be provided by our Government Consulting Group, a national leader in providing consulting services for state and local agencies across the country.



Figure 1: Project Perspective

A key success factor in this project is independence and objectivity.

Our team's services include not only strategic planning initiatives, but performance evaluations; business, operational, and financial assessments; project health audits; and independent reviews.

In conducting this strategic plan and facilitation project, we will engage DNR stakeholders to gain an understanding of the current environment and determine its strengths, weaknesses, opportunities, and threats (SWOT), as well as the gaps that exist as compared to best practices and standards for similar natural resources divisions across the country. Active stakeholder engagement is critical to effective strategic planning, as this helps to

ensure that key stakeholder needs and requirements are understood from the beginning and inform subsequent project activities.

We are pleased to partner with **Peter Croswell**, president of Croswell-Schulte Information Technology Consultants, for this project. Croswell-Schulte is an independent consulting firm providing planning, evaluation, needs assessment, design, planning, and implementation services for a wide range of public- and private-sector organizations. Peter will provide our team with subject matter expertise in strategic planning and business process improvement combined with an understanding of natural resources, environmental planning, and land management, as well as supporting technologies such as geographic information systems (GIS), cyberinfrastructure, and aerial imagery.



Our proposed BerryDunn team has worked on several projects of similar scope and complexity to the DNR’s strategic planning initiative. These projects have involved facilitation, stakeholder engagement from a variety of areas, research, analysis, and the development of actionable plans to improve operational, financial, and business efficiencies for organizations across the country.

Table 1: Past Projects

Through our work with clients across the country, we will share best practices and bring an understanding of state agency operations.

Client	Project Description
Colorado Department of Natural Resources*	Led the planning and design of a Department GIS, including an evaluation of multi-departmental information sharing, system design, and a detailed implementation plan
Idaho University*	Supported research professionals to provide facilitation and strategic planning consulting for the implementation of cyberinfrastructure development
Kentucky Department of Fish and Wildlife*	Managed several GIS-based habitat analysis projects
Kentucky Natural Resources and Environmental Protection Cabinet*	Led a statewide GIS program to support natural resource planning, environmental regulations and permitting, and support for operations; managed Lands Unsuitable for Mining Program
Liberia National Natural Resources (U.S. AID Program)*	Needs assessment; design and implementation planning for the review, approval, and management of national government concessions for natural resources development (mining, agriculture, forestry), including GIS, workflow tracking, and document management
Maine Office of the Chief Information Officer (CIO)	Independent review of the Inland Fisheries and Wildlife Department’s Online Sportsman’s Electronic System implementation

Client	Project Description
Massachusetts Office of the State Auditor	Development of a strategic technology plan and IT staffing plan, including a list of strategic issues and their prioritization, peer benchmark research, a roadmap, and staffing assessment for succession planning in support of the strategic plan
Minnesota, Dakota County	Development of a Community Services Division Strategic Technology Plan to address barriers to implementing an integrated services model, and a process for governance of the plan for regular updates and adjustments
Missouri Department of Mental Health	Development of an independent assessment and a long-range technology strategic plan
New Hampshire Department of Administrative Services	Development of a statewide strategic technology planning project to support the Department's mission, vision, and goals
North Carolina Administrative Office of the Courts	Development of a strategic plan to improve access to justice, improve efficiencies for public safety and law enforcement partners, and capture high-quality data that supports metrics; included current and future state assessments, industry benchmarking, gap analysis, and development of a budget and timeline matrix
North Carolina, University of North Carolina Charlotte	Assessment of technology organizational design, staffing, support, and service delivery of the Division of Business Affairs; provided training in service delivery concepts and principles, and developed templates for Business Affairs services
Tennessee, University of Tennessee Chattanooga	Technology assessment and development of an IT master plan, including facilitation of focus group sessions and 'town hall' meetings, observation of operations, and research of benchmark institutions
West Virginia Bureau for Medical Services	Development of a State Medicaid health information technology (HIT) plan and an implementation-advance planning (I-APD) document Development of first Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A), including a strategic plan that identified 25 initiatives necessary to achieve its goals and objectives and attain target maturity levels
West Virginia Offices of the Insurance Commissioner	Business, operational, and technology strategic planning in preparation for the implementation of a health insurance marketplace, including policy analysis and research, a business plan, an implementation and operating budget, and a financial sustainability model
West Virginia State GIS Coordinators Office*	Development of a statewide geographic information system strategic plan

*Represents experience of our subcontractor Pete Croswell

2.2 Staffing Plan

To provide the best resources for this project, we have proposed a team with deep experience providing strategic planning and facilitation to state governments. Using project management best practices as set forth by the Project Management Body of Knowledge (PMBOK), our team will help the DNR set priorities, focus energy and resources, and help ensure that staff and stakeholders are working toward the common goal. Our team's independent facilitation of this process will help ensure that goals of the organization are heard and feedback will be collected from a wide range of State stakeholders.

Our proposed team has several years of experience interpreting and applying current strategic planning research; conducting effective fact-finding sessions; and gaining consensus around missions, vision, and goals in order to develop actionable recommendations and a meaningful plan that does not just “gather dust” on the shelf. Additionally, our team has been successful in assisting diverse groups—often with competing priorities—come together in support of a common plan.

Our team will be led by **Brad Hanscom**, our project manager. Brad is a manager in BerryDunn's Government Consulting Group with 15 years of experience working in and with state government as a project manager and analyst for complex consulting projects, including strategic planning efforts, independent reviews, and program and project health assessments. He uses industry best practices to provide state agencies and public organizations with independent evaluations and realistic recommendations to improve their ability to support the delivery of government-funded services. He will serve as the primary liaison with the DNR, and monitor the progress of the project, track the intuition and completion of tasks and milestones, facilitate on-site meetings and information-gathering activities, and lead the development of deliverables and the strategic plan.

A business analyst, **Joseph Shagoury**, will support our project manager. Joseph has supported a variety of state agency projects by providing business analysis, research, facilitation, and project coordination. He will support this project in the areas of research, SWOT analysis, fact-finding, meeting facilitation, and strategic plan development.

Providing oversight for this project is our project principal, **Charlie Leadbetter**. He has served as a project leader in the public sector for over 25 years, focusing on providing agencies across the country with independent and objective strategic planning services. He will oversee the work performed by BerryDunn's project team, review and approve all deliverables, and help ensure the full commitment of our firm to this engagement.

Peter Crowell, an independent subcontractor, will support our team as a subject matter expert (SME) for this engagement. A former manager for the Kentucky Natural Resources Division, he offers 35 years of consulting expertise in planning, needs assessment, and analysis. He has experience working with a wide range of public- and private-sector organizations—including those focused on natural resources, environmental resource planning, and land use planning—in North America and internationally. In addition to his consulting work, Peter is an instructor,

speaker, and published writer of books and articles related to achieving strategic objectives for natural resources and land management through the use of GIS and other supporting technologies.

Figure 2 shows is an organizational chart of our proposed team.

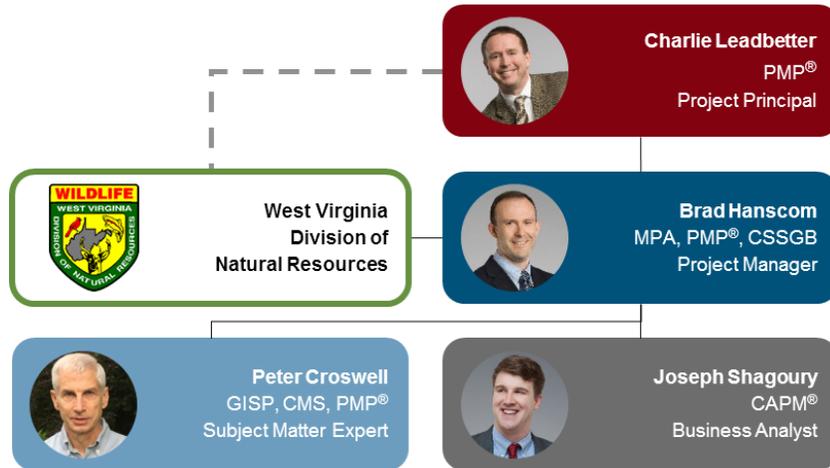


Figure 2: Project Team

BerryDunn's team has been providing strategic planning to government clients for the last 30 years.

We have provided complete staff resumes on the following pages.

2.2.1 Resumes

Charles K. Leadbetter, PMP® | Project Principal



Charlie Leadbetter is a principal and leads BerryDunn's State Government Consulting Group. Charlie has served as project manager and led project teams for clients in the public sector for over 25 years, with a focus on providing independent and objective services related to strategic planning and visioning projects. He has helped numerous agencies move from their current environment to a modernized future environment through business, operational, and technical planning and implementation. He utilizes industry best practices for project management and organizational change management with all of his engagements.

Relevant Experience

Hawaii Department of Health – Business Process Improvement (July 2017 to present). Charlie is the project principal for this initiative to review studies, analyze documented operational processes, observe current workflow patterns, conduct interviews with key personnel, and gather information on current barriers to improving efficiency. The project will culminate in process improvement recommendations and strategies to implement proposed changes.

North Carolina Administrative Office of the Courts (AOC) – e-Courts Strategic Plan (2016). As project principal, Charlie provided leadership to assist the AOC to conduct an assessment of its current IT environment and develop a comprehensive strategic plan that dictates how to most effectively allocate the AOC's technology resources to a prioritized set of IT initiatives over the next three to five years.

Vermont Agency of Human Services, Health Services

Enterprise (March to April 2013). Charlie served as project principal for a "lessons learned" initiative to help the State evaluate the governance, management, and oversight of the initial implementation of this first release of the Health Services Enterprise solution (Vermont Health Connect and MAGI Medicaid eligibility), including the best approach to organizational realignment to meet its goals.

Colorado Department of Human Services (CDHS) – Childcare Tracking Systems (CHATS) Needs Assessment and RFP Development (2014 to 2015). Charlie served as project principal to oversee an initiative to provide best practices research, needs assessment, and a feasibility study for the current childcare automated tracking system for the CDHS. This project's goal was to understand the current system's technical feasibility relative to the Colorado Child Care Assistance Program. In this role, Charlie was responsible for the quality of work provided to the CDHS, including the approval of all deliverables. Subsequently, BerryDunn was contracted to work with the CDHS to develop the RFP for the future hybrid tracking system.

Minnesota Department of Public Safety (DPS), Bureau of Criminal Apprehension – Risk Assessment (2014). Charlie served as project principal for this risk assessment of a Criminal History and

Charlie's Key Qualifications:

- ✦ 25 years of state agency consulting experience
- ✦ Experience leading state agencies in strategic planning efforts
- ✦ Experience interpreting and applying current strategic planning research, techniques, and strategies
- ✦ Experience demonstrating proficiency in data analysis and reporting
- ✦ Certified PMP®
- ✦ Bachelor's Degree in Economics

Crime Reporting System replacement to improve business processes in order to create efficiencies, increase automation, and leverage features of modern systems. Charlie provided project oversight of the tasks related to advising the DPS in the best ways to improve the delivery and quality of crime statistics to the FBI, and inform the juvenile and adult justice statistics and reporting.

Vermont Agency of Digital Services (ADS) – Independent Reviews (1998 – 2018). Charlie has conducted independent reviews of several large IT-related procurement initiatives on behalf of the State Chief Information Officer's Office. The purpose of this review was to assess the soundness of the preferred vendor's proposal, including the acquisition cost and anticipated benefits, technical architecture, project approach, timeline, resources for implementation, and the organizational readiness of the agency or department.

Missouri Department of Mental Health (DMH) – Independent Assessment and Long-Range IT Strategic Plan (2013). BerryDunn completed an independent assessment of DMH's current information systems, as well as future information system needs as defined by DMH management and the HITECH Act. Based on our evaluation, BerryDunn developed an Information Strategy Plan to identify gaps between the current and long-range business and technical needs, and provide a roadmap for DMH to acquire, develop, and/or integrate clinical information systems to optimize efficiency and meet state/federal regulatory requirements. Following the completion of our initial long-range planning project, BerryDunn worked with DMH to analyze funding alternatives for procuring a new electronic health records (EHR) solution. As principal, Charlie oversaw the quality of services provided by our team.

Massachusetts Office of the State Auditor (OSA) – Roadmap and Staffing Plan (2012 – 2013, 2014). BerryDunn developed a 48-month IT Roadmap for the OSA, with Charlie serving as project principal. This project entailed conducting a Current Environment Assessment; identifying issues, challenges, and bottlenecks with current systems and processes; conducting research of peer state agencies; developing technology initiatives to address the issues, challenges, and bottlenecks; and providing a Technology Roadmap to guide the OSA over a four-year horizon. As follow-on to this work, Charlie led the BerryDunn project team in developing an IT Staffing Plan that aligned with the Technology Roadmap.

West Virginia Offices of the Insurance Commissioner (OIC) – Planning for Health Insurance Exchange (HIX) (2011 to 2013). BerryDunn worked with the OIC on several key activities, most notably leading the development of the State's HIX Strategic Plan, which serves as a strategic roadmap to guide the State in complying with Affordable Care Act (ACA) requirements and timelines. Charlie also led the development of the HIX Business Plan and Financial Sustainability Model; developed a Request for Information (RFI) for HIX systems vendors; provided grant-writing support; provided project management for several initiatives; facilitated the Plan Management workgroup; and provided policy analysis in areas such as financial management. Charlie served as principal for this engagement, providing project oversight and high-level management of the project team.

New Hampshire Medicaid Eligibility Expansion Commission – Feasibility Study (2013). Charlie led a team that provided consulting services to a bi-partisan commission established by the New Hampshire governor to study a possible Medicaid expansion for the State. The team's services were focused on process design for the commission's deliberations, as well as report development and writing. In addition to leading the feasibility study project, Charlie led the authoring of the Report of the Commission to Study Expansion of Medicaid Eligibility that the commission provided to the State legislature.

Massachusetts Executive Office of Health and Human Services (EOHHS) – State Medicaid Health IT Plan (SMHP) (2011 to 2012). BerryDunn led the development of Massachusetts' SMHP, as required

by the American Recovery and Reinvestment Act and Health Information Technology Economic and Clinical Health Act. The SMHP serves as the strategic vision for EOHHS as it moves forward with the development of HIT and information exchange activities, and will become a critical component of the overall Commonwealth HIT Plan. Following the development of the SMHP, BerryDunn developed Massachusetts' I-APD, which set forth the State's federal funding request and cost justification. Charlie served as project director for this engagement, where he was responsible for four core teams of BerryDunn and subcontractor resources, along with SMEs and other project resources.

Massachusetts IT Division – Project Health Assessments (February – April 2009). Charlie served as engagement manager for BerryDunn's project to conduct Project Health Assessments of eight previously approved capital IT projects. The objective of this project was to determine whether each of the projects were on track, progressing successfully toward achieving their business and technical objectives, and being managed in accordance with project management best practices with the appropriate control processes and systems.

Maine Office of the State Controller – Business Process Analysis (March 2012 – July 2013). BerryDunn conducted an independent assessment on behalf of the Maine Office of the State Controller to evaluate the processes for billing IT services to State agencies. The objective of BerryDunn's assessment was to determine whether opportunities exist to streamline business processes and/or make modifications to the existing billing system in order to reduce the time required of State personnel each month to validate and process the monthly bills in the most efficient and cost-effective manner possible. Charlie served as project principal for this engagement.

New Hampshire Department of Administrative Services – QA for ERP System Implementation (May 2007 – June 2010). Charlie served as project manager for BerryDunn's engagement to provide QA for New Hampshire's Statewide ERP system implementation, a far-reaching project that impacted how every agency in the State conducts its work. In this role, Charlie led a team of eight BerryDunn analysts, managed the BerryDunn project plan and schedule, identified project risks and issues, developed a monthly status report and reporting methodology, maintained on-time deliverables, and exceeded State expectations for deliverable quality. Additionally, Charlie worked diligently to create an effective team between the implementation vendor, the State, and BerryDunn.

North Carolina Office of the State Auditor – Independent Evaluations of IT Projects (2007). Charlie conducted an independent evaluation of IT projects managed by the North Carolina Office of IT Services' Enterprise Project Management Office (EPMO) to determine whether the EPMO's policies, procedures, and practices were significantly improving the likelihood that a given project would be brought in on time and on budget. This involved evaluating a sampling of 12 enterprise IT projects managed by the EPMO, including NC FAST (Families Accessing Services through Technologies), a program designed to improve the way North Carolina Department of Health and Human Services (DHHS) and county departments of social services conduct business.

New Hampshire Department of Health and Human Services (DHHS) – IV&V for Medicaid Decision Support System (DSS) Implementation (2003). Charlie served as project manager for BerryDunn's engagement to provide IV&V services for New Hampshire's Medicaid DSS implementation, which involved analyzing issues, risks, and system impacts and providing recommendations to mitigate these potential problems. As project manager, Charlie served as liaison with the State and vendor project teams, oversaw the services provided by BerryDunn's teams, and led the development of BerryDunn's deliverables.

New Hampshire Department of Resources and Economic Development (DRED) – Statewide Strategic Telecommunications Planning (2001). Charlie was project manager on a team that facilitated the development of a Statewide Broadband Action Plan for DRED. He led the fact-finding interviews, issued questionnaires, and conducted research on best in class initiatives as compared to DRED’s current environment. The outcome of the project was a strategy and roadmap for expanding affordable, advanced broadband technologies and services throughout all regions of this northern New England state.

Education and Professional Affiliations

BS, Computer Science and Economics, University of Maine, Orono

Certified Project Management Professional (PMP)[®], Project Management Institute (PMI)[®]

Brad Hanscom, MPA, PMP®, CSSGB | Project Manager



Brad Hanscom is a manager in BerryDunn's Government Consulting Group with more than 15 years of experience working with state government as a project manager and business analyst. He leads our State Revenue Practice, helping state agencies and organizations in strategic planning efforts, and developing reports and plans.

Relevant Experience**Vermont Agency of Digital Services (ADS) – Independent**

Reviews (2013, 2018). Brad has led the independent review of systems to be purchased and implemented within Vermont agencies, including the Agency of Education and the Agency of Transportation. These reviews, required under State statute by the Office of the CIO, involve independently evaluating the vendor contracts, project planning and management activities, soundness of the proposed solutions, and State readiness to implement the systems. In his role as project manager, Brad utilized his knowledge of the business and technical environment within Vermont state agencies, as well as system functionality and architecture, in order to evaluate risks and develop findings and recommendations.

Brad's Key Qualifications:

- ✦ 15 years of government IT experience
- ✦ Experience leading state agencies in strategic planning efforts
- ✦ Experience demonstrating proficiency in data analysis and reporting
- ✦ Experience in developing major reports and plans
- ✦ Master's in Public Administration
- ✦ Certified PMP®

Kentucky Transportation Cabinet and Commonwealth Office of Technology – IV&V Services (August 2015 – October 2015). Brad served as the project manager for an IV&V initiative to evaluate the project health of the in-house replacement of the current legacy titling and registration system with the new Kentucky Automated Vehicle Information System (KAVIS:2).

Vermont Department of Information and Innovation – Independent Review of DMV System (July 2013 – August 2013). Brad led the independent review of Vermont's Drive License Automated Testing System being purchased and implemented to replace the Department of Motor Vehicles' current system. These reviews, required under State statute by the Office of the CIO, involve independently evaluating the vendor contracts, project planning and management activities, soundness of the proposed solutions, and State readiness to implement the systems. In his role as project manager, Brad leveraged his knowledge of DMV systems, functionality, and architecture in order to evaluate risks and develop findings and recommendations.

Missouri Department of Mental Health (DMH) – Information Strategy Planning (March 2013 to April 2013). Brad served as lead business analyst for this project to complete an independent assessment of DMH's current information systems, as well as future information system needs as defined by DMH management and the HITECH Act. Based on the team's evaluation, an Information Strategy Plan was developed to identify gaps between the current and long-range business and technical needs, and provide a roadmap for DMH to acquire, develop, and/or integrate clinical information systems to optimize efficiency and meet state/federal regulatory requirements.

Vermont Department of Taxes – Integrated Tax System Implementation (December 2012 – March 2013). Brad served as the project manager for this project to help the Department move to the next phase of its integrated tax system (ITS), comprised of 25 different types of taxes managed in three different

technical environments. He led the BerryDunn project team to develop a high-level business case, revised business requirements, and developed a draft RFP for this complex ITS implementation.

Vermont Department of Labor – IV&V Services for Unemployment Insurance Information Systems Contingency Plan (August 2012 – September 2012). Brad served as a business analyst in the development of an IV&V report that measured to the draft State’s Unemployment Insurance Information Systems Contingency Plan to federal standards. He coordinated the development and delivery of the IV&V report, and provided analysis of the draft report to federal plan standards.

Massachusetts Executive Office of Health and Human Services (EOHHS) – Medicaid SS-A (May 2011 – June 2012). Brad served in a project coordination role on this project to conduct a Medicaid SSA for three state agencies: the Departments of Public Health, Mental Health, and Developmental Services. Completion of the SS-A was required of the agencies before making application for federal funding of new IT systems. Brad was responsible for scheduling business process documentation meetings, project status report writing and tracking, and monitoring the overall progress of the project.

Vermont Department of Children and Families (DCF) – Project Advisory Services (February 2011 – June 2012). Brad completed an engagement as a project assistant on BerryDunn’s team that that provided project advisory services to the Vermont DCF as their data management system was implemented. Brad provided deliverable reviews, created and monitored project risks and issues, created biweekly project status reports, and attended numerous meetings between the data management vendor and the State of Vermont.

Vermont Agency of Human Services – System Replacement Project (February 2011 – April 2011). Brad assisted with conducting a risk assessment for Vermont’s Medicaid Enterprise System replacement project, as the State considers alternatives for replacing its outdated Medicaid Management Information System (MMIS).

Massachusetts Executive Office of Health and Human Services (EOHHS) – SMHP (October 2010 – April 2011). BerryDunn assisted the Massachusetts EOHHS with the development of its SMHP per federal requirements. Brad served in a project coordinator role, working in close collaboration with BerryDunn’s team and the State to develop and refine the SMHP document.

New York State Department of Motor Vehicles (DMV) (2001 – 2010). Brad served the DMV in several ways, including: evaluating and analyzing new laws; managing legislative implementation; overseeing production and migration to IT-controlled server of new program database; managing project teams responsible for the implementation of drinking and driving laws; participating in the implementation of a license endorsement for bus drivers; and improving timeliness of fatal accident reporting to DMV by the New York Police Department.

New York State Office of Alcoholism and Substance Abuse Services (2000 – 2001). As senior administrative analyst, Brad evaluated and analyzed agency policies, procedure, and programs. He assisted in developing an IT plan for the agency and received on-going training through the Nelson A. Rockefeller Institute of Government in budgetary processes, New York Civil Service Law, and the legislative and judicial processes in New York.

Education and Professional Affiliations

MPA, University at Albany

BA, Political Science, Rutgers University

Certified PMP®, PMI®

Certified Six Sigma Green Belt (Lean)

Professional Member, NABCA

Joseph Shagoury, CAPM® | Business Analyst



Joseph Shagoury is a consultant with BerryDunn's Government Consulting Group with experience providing business analysis to government clients. His work with the Office of Senator Angus King gives him knowledge of public industry. Joseph has provided projects with research, analysis, requirements development, procurement assistance, and project coordination.

Relevant Experience**New Hampshire Liquor Commission (NHLC) (February 2017 – present).**

As a business analyst, Joseph works with our project manager to support the project management oversight for the implementation of a new Point of Sale and Retail Central Office system. He participates in the development of the implementation's project health assessments across several business areas, analyzes deliverables, and reviews updates to the project plan.

West Virginia Bureau of Behavioral Health and Health**Facilities (BBHFF) (July 2017 – present).**

Joseph is a business analyst for a project that is determining the feasibility of changing payment rates for behavioral health facilities in the State. He has researched CMS policies on rate changes, helped prepare a survey that was sent out to behavioral health facilities across the State, and is assisting in the preparation of a feasibility study.

New Hampshire Department of Revenue (DRA) (September 2017 – present). Joseph is the business analyst for the selection of a new Revenue Information Management System (RIMS). DRA issued an RFP for a RIMS in August 2017, and Joseph has participated in proposal review and planning for vendor demonstrations.

Vermont Agency of Digital Services (ADS) (June 2017 – July 2017). Joseph assisted with the independent review of a planned acquisition of a Grants Management System by the Department of Education. These reviews, required under State statute by the Office of the CIO, involve independently evaluating the vendor contracts, project planning and management activities, soundness of the proposed solutions, and State readiness to implement the systems.

Vermont Department of Liquor Control (DLC) (February 2017 – June 2017). For this project, Joseph served as business analyst for a project to develop a RFP document for a Point of Sale and Retail Central Office System. He assisted with the review of vendor proposals and subsequent demonstrations. Additional responsibilities included support during vendor selection and contract negotiations.

Office of Senator Angus King (August 2015 – January 2017). As a staff assistant, Joseph answered, recorded, and triaged calls from constituents with concerns, comments, or questions for the senator and his staff in Intranet Quorum. He also managed the Town Report Letter Project, performed research for staffers and constituents on a variety of local and federal issues, represented the senator and his staff at local events and hearings, managed the senator's state expense budget for non-reimbursable items, and recruited for and facilitated the intern program. In 2014, Joseph served the Senator's Office as a technology and manufacturing policy intern. This included researching policy issues on Department of

Joseph's Key Qualifications:

- ✦ Research and analysis for state agency projects
- ✦ Facilitation of stakeholder work sessions
- ✦ Development of reports and planning documents
- ✦ Certified Associate in Project Management (CAPM)®

Defense appointments, veterans' affairs, agriculture, tax code, net neutrality, and broadband availability, as well as summarizing critical mentions of technology policy and the senator.

Education

BA, Government and Economics, Colby College

CAPM®, PMI®

Peter L. Croswell, GISP, CMS, PMP® | Subject Matter Expert



Pete Croswell is president and lead consultant for Croswell-Schulte IT Consultants, an independent consulting practice and subcontractor to BerryDunn for this engagement. He has over 35 years of experience as an analyst, project manager, and GIS specialist for a wide range of public- and private-sector organizations in North American and internationally.

Relevant Experience

Croswell-Schulte Information Technology Consultants (2007 – present). Pete is president of this independent consulting practice. He provides services to the public sector in business and organizational development, IT assessment, as well as design and implementation support. He has specific experience in database design and application development using many of the mainstream industry software products. His technical skills are complemented by his experience with technology management and governance with broad work experience in such areas as business process analysis, IT program funding, organizational structures, inter-organizational agreements, staff development, and legal/policy analysis.

North Dakota Department of Trust Lands (DEL) Business Process Evaluation and System Requirements (2016).

Pete was a member of a team led by Major Oak Consulting, supporting a detailed evaluation and mapping of DTL's business processes. He also led preparation of a system and operational requirements and strategy for a new system to support key business areas—land management, financial accounting, grant administration, and unclaimed property management.

Liberia National Natural Resource Concessions Management System Design and Implementation Plan (2014). Pete was a consultant for a U.S. AID program involving a needs assessment, technical design, and implementation planning for a system designed to support review, approval, and management of national government concessions for natural resources development (mining, agriculture, forestry). This project also included a major GIS component, along with document management, workflow tracking, and other technical components.

Wisconsin Business Planning for Ariel Imagery (2013 – 2013). In a team led by GeoPlanning Services, LLC, MR, Croswell participated in an assessment of needs and preparation of a detailed business plan for statewide aerial imagery and use by a wide range of stakeholder groups. His work included a long-term approach for aerial imagery refights and for financing an ongoing program.

Idaho University Cyberinfrastructure Strategic Planning (2011 – 2012). Pete provided support to a team of research professionals from Idaho state universities (U of I, ISU, Boise State Univ.) to provide facilitation and consulting services for the preparation of a strategic implementation plan for cyberinfrastructure development. This was a National Science Foundation-sponsored effort to enhance IT systems and tools, and their application for research purposes.

Pete's Key Qualifications:

- ✦ Interprets and applies current strategic planning research, techniques, and strategies
- ✦ Leads groups and large organizations in strategic planning efforts
- ✦ Conducts business and data analysis and reporting
- ✦ Understanding of natural resources and land management
- ✦ Deep expertise in GIS and other technologies to support natural resources management
- ✦ Former manager in Kentucky Natural Resources Cabinet
- ✦ Certified Project Management Professional

ID-MT Geodetic Reference Center Business Planning (2011 – 2012). As part of this project, Pete provided consulting support to a work team (members from Idaho and Montana) for preparation of a business plan for development and operation of a multi-state "geodetic reference center" to provide services for a global navigation satellite system real-time network and provision of geodetic control information for users. This project was part of a research and planning project supported by a Federal Geographic Data Committee (FGDC) Grant administered by the Idaho State University GIS Center.

Custom Data Processing, Inc. (2008 – 2011). As a contract consultant, Pete provided IT and technical management support for major software development and deployment projects, supporting state government public health and social services programs. This work involved software quality control management, technical specifications, oversight of pilot testing, IT service desk tools and policies, and overall project management and reporting.

Wood County, OH GIS Parcel Data Improvement Project (2010). As subcontractor for the firm Meyer Hill Lynch, Pete provided consulting support for GIS database improvements for the Wood County, OH, GIS program. His work included an evaluation of the current parcel database, development of specifications for data quality improvements, preparation of an RFP, and support for procurement of parcel database improvement services.

Idaho Spatial Data Infrastructure Program, Regional Resource Centers (2010). Pete provided consulting services in support of the Idaho Spatial Data Infrastructure (ISDI) to prepare business plans for the development and operation of Regional GIS Resource Centers (RRC) that will support GIS users in different regions of the state. The project was managed by the Idaho State University GIS Center.

Michigan Department of Technology – Statewide GIS Business Planning (2010). Crowell-Schulte was selected, in a team led by GeoPlanning Services, LLC, by the State of Michigan Department of Technology, Management, and Budget, to provide GIS consulting services supporting work under federal grants. The work included development of a statewide GIS Business Plan and a marketing strategy that supported use and stewardship of the Michigan Geographic Framework (MGF) database.

Idaho Spatial Data Infrastructure Program Data Stewardship Planning (2010). Pete provided consulting support for the planning and implementation of stewardship practices for the Public Safety Framework data theme. This work is one part of Idaho's development of the statewide spatial data infrastructure program (ISDI) managed by the Idaho Geospatial Office.

West Virginia Statewide GIS Strategic Planning (2009 – 2010). Pete provided consulting support to the WV State GIS Coordinators Office and GIS Steering Committee in the preparation of a statewide GIS strategic plan that will be the foundation for future GIS development and expansion.

Idaho, Statewide GIS and IT Strategic and Business Planning (2008 – 2009). Pete was project manager involved in the evaluation of needs and preparation of strategic and business plans for long-term development of a statewide spatial data infrastructure for supporting the needs of a full range of GIS user communities in the state—including government agencies, utility organizations, private companies, and the public.

PlanGraphics, Inc. (1985 – 2007). As an executive consultant and vice president, Pete managed and participated in over 100 consulting engagements for government agencies (federal, state, local, and regional), utility companies, and private firms in the areas of:

- IT and GIS assessment and design
- Business process evaluation and organizational development

- IT and GIS program development
- Management advisory services and support

He has actively participated in research and educational endeavors on national and international GIS and IT standards and integration. This included his work with standards committees, the Federal Geographic Data Committee, and other organizations.

Oregon Statewide GIS Utility Business Case, Design, and Plan (2005 – 2006). Pete was a project manager in charge of a major design and planning effort for an improved statewide coordinating program for geographic information development and access, affecting all levels of government and the private sector. His work included cost-benefit analysis, technical and governance design, implementation planning, and related work.

Kentucky Natural Resources Cabinet (1981 – 1985). As a manager, Pete was in charge of all aspects of this statewide GIS program, including database and application development, as well as providing GIS services to multiple departments in order to support natural resource planning, environmental regulations and permitting, and support for operations. He also managed the State's Lands Unsuitable for Mining Program (one part of the State's surface mine regulatory program). He also worked on GIS-based habitat analysis projects with the Kentucky Department of Fish and Wildlife.

Education and Professional Affiliations

BS, Geography and Mathematics, with specialization in cartography and remote sensing, State University of New York-Albany

MS, Geography and Geology, Western Illinois University

Certified GIS Professional (GISP) from the GIS Certification Institute

Certified PMP®, PMI®

Certified Mapping Scientist—GIS/LIS, American Society of Photogrammetry and Remote Sensing

Project Support

Project Coordinator

Our team will be supported by an experienced project coordinator to assist with scheduling, administrative, and technology support, including establishing and maintaining BerryDunn KnowledgeLink SharePoint project site.

Editorial/QA Staff

Our internal Editorial/QA staff will assist the team with technical editing and quality review of all deliverables, including the strategic plan, prior to submission to the DNR.

3. Methodology and Work Plan

The BerryDunn team plans to work with the DNR to develop a multi-year strategic plan using a **four-task approach** including the development of a vision and mission statement, goals and objectives, strategies for achieving those objectives, and measurements to track performance.

This project will consider the input of many stakeholders across the DNR and Director’s Office. BerryDunn’s team has experience working with, providing facilitation for, and analyzing input from a variety of stakeholders, and sometimes those with competing priorities and points of view.



Task A: Initial Project Planning

A.1 Conduct Initial project planning. The BerryDunn team will conduct an initial project planning meeting with key project stakeholders including the DNR’s designated project manager. The purpose of this meeting is to review the proposed Project Work Plan and Schedule, clarify goals and objectives, identify known project constraints, and refine dates and/or tasks, as appropriate. As part of this meeting, we will outline BerryDunn’s approach for managing communications with the DNR, as well as our approach to project scope, risks and issues, and resource management.

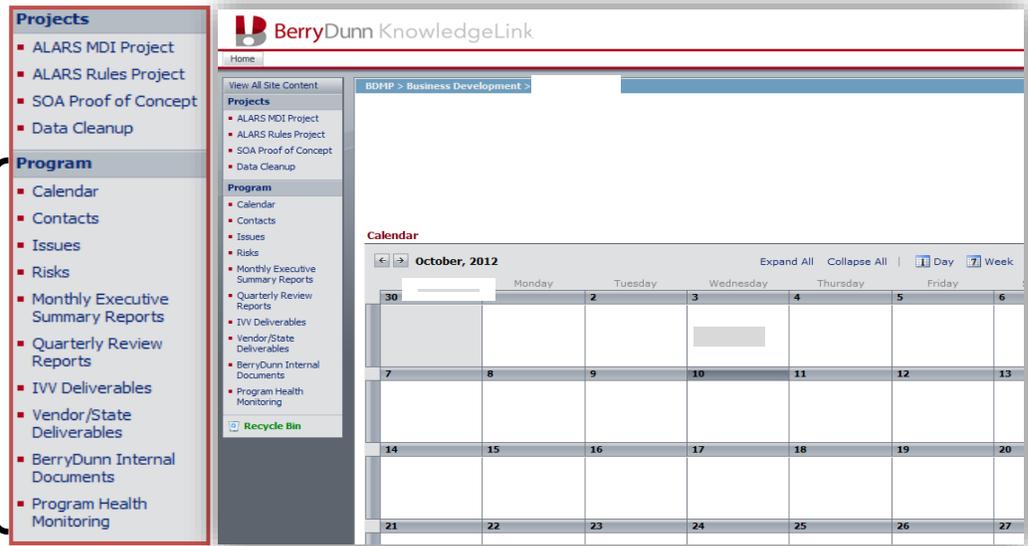
We will request of names and contact information for the DNR’s stakeholders involved in the project, and schedule the project kickoff meeting and initial interviews and Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis meetings.

BerryDunn plans to use **BerryDunn KnowledgeLink** for this project—a customized Microsoft SharePoint tool that is used to share project documentation, and facilitate secure online communication and collaboration between the BerryDunn and DNR project teams. *If the DNR has a preferred project repository, we will use that instead.*

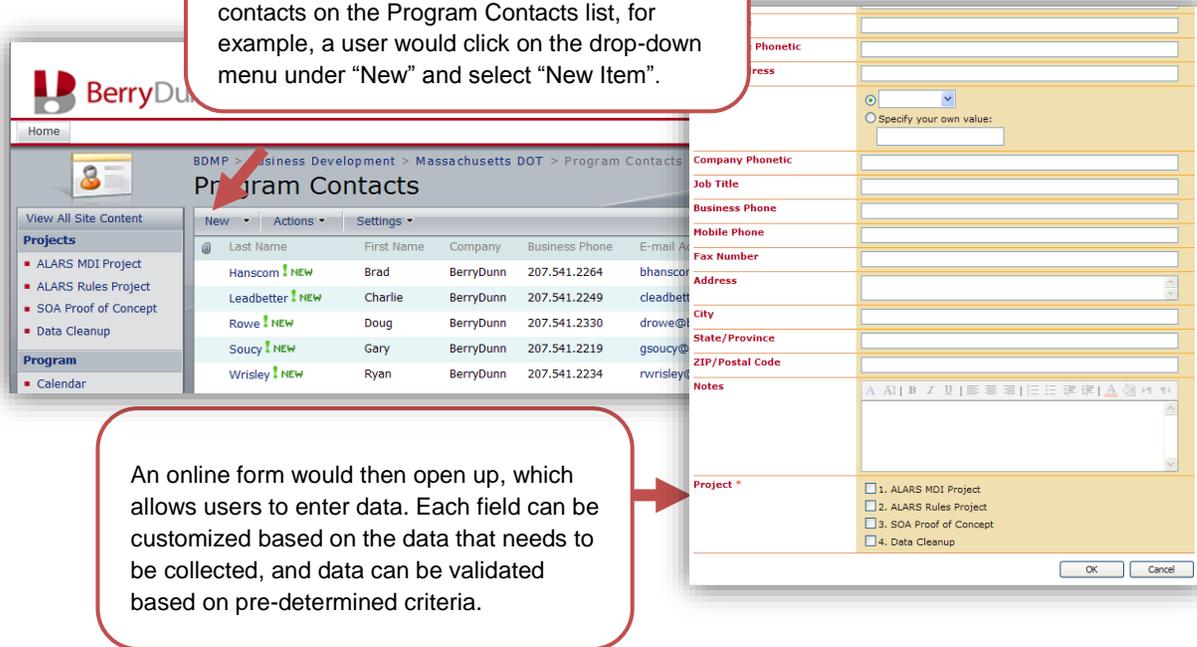
BerryDunn KnowledgeLink has the ability to maintain online project calendars and lists of project team members with contact information, and serve as a repository for documents provided and created throughout the engagement. We will work with the DNR project manager to provide the appropriate permissions for this site based on the responsibilities of DNR project team members.

If desired by the DNR, we will manage risks, issues, decisions, action items, and the publication of project deliverables for this project on BerryDunn KnowledgeLink. Figure 3 shows details of BerryDunn KnowledgeLink functionality.

At the Program Level, BerryDunn KnowledgeLink will feature document repositories to store deliverables and lists to collect project data, along with a calendar view to capture on-site visits and major project milestones.



Users are able to create custom lists which collect data using online forms. To enter new contacts on the Program Contacts list, for example, a user would click on the drop-down menu under "New" and select "New Item".



An online form would then open up, which allows users to enter data. Each field can be customized based on the data that needs to be collected, and data can be validated based on pre-determined criteria.

Figure 3: Examples of BerryDunn KnowledgeLink functionality. All project work is easy to access, neatly organized, and centralized on this SharePoint-hosted site.

A.2 Request and review available documentation. Prior to conducting on-site work, BerryDunn will submit an Information Request Sheet to the DNR to obtain available documentation such as external benchmarks, internal and external reports, and any other data pertinent to this strategic planning initiative. The documents will be used to gain an

understanding of the DNR’s current environment, and often include organizational charts; organization scope; current project inventory, historical budget, and spending information; documented policies and procedures; and other relevant information. Non-public records that assist with understanding mission, vision, goals and organization planning will also be requested.

BerryDunn requests that the DNR provide available documentation prior to the project kickoff meeting and interviews, as reviewing this information in advance of on-site work enables our team to be more efficient, become more knowledgeable of the current environment, and make best use of DNR personnel’s time.

A.3 Develop project work plan and schedule. Based on our proposal, the initial project planning meeting, and our team’s documentation review, we will finalize the Project Work Plan and Schedule with DNR’s project team. The Project Work Plan will have description of the methodologies, strategies, standards, and approaches employed by our team for executing each of the activities within the DNR’s scope of work in order to meet planned timeline, and within contractual requirements.

A.4 Develop Deliverable Expectation Document template. In order to prepare for the Strategic Planning Retreat, our team will work with the DNR project manager to develop a Deliverable Expectation Document (DED) with a description of the format and content of the Strategic Plan deliverable for review and approval. By providing a DED in advance of formal deliverable submission, we set expectations and gain agreement on the content and purpose of the deliverable. Before the deliverable is submitted to the DNR for review, a BerryDunn quality review is conducted. In Figure 4, on the following page, we have provide a sample of a DED for another state agency strategic planning project.



BerryDunn will provide the DNR with a Deliverable Expectations Document (DED) to determine the content and structure of the strategic plan deliverable and ensure it meets the DNR’s expectations.

Table of Contents

Executive Summary	1
1.0 Introduction	6
1.1 Project Background and Approach	6
1.2 Format of the Report	9
2.0 Gap Analysis	10
2.1 Agency Maturity Model	10
2.2 Management and Governance Gap Analysis	12
2.3 Business Environment Gap Analysis	14
2.4 Technology Gap Analysis	15
3.0 Agency Strategic Initiatives	18
3.1 Strategic Initiatives Development	18
3.2 Prioritized List of Strategic Technology Initiatives	19
3.2.1 Initiative A – Fully Implement Management and Governance Process	19
3.2.2 Initiative B – Establishment of Baseline Metrics	20
3.2.3 Initiative C – Reporting and Analytics	21
3.2.4 Initiative D – Enterprise Information Management System (EIMS)	21
3.2.5 Initiative E – e-filing	22
3.2.6 Initiative F – Integrated Case Management System (ICMS)	23
3.2.7 Initiative G – Financial Management System (FMS)	24
3.2.8 Initiative H – Electronic Public Access	25
3.2.9 Initiative I – Workbench	26
4.0 Implementing the Agency Strategic Plan	27
4.1 Budget and Timeline	27
4.2 Updating the Plan	33
4.3 Success Factors for the Plan	33
Appendix A: Detailed Strategic Initiatives	34
Appendix B: Detailed Initiative Budget and Timeline Matrix	108

Figure 4: Example of a DED for a state agency strategic planning project



D.Ai. Project Work Plan and Schedule



D.Aii. Strategic Plan Deliverable Expectation Document

Task I: Preliminary and Secondary Research and Analysis

Our research is divided into two components: primary (direct or indirect contact with DNR staff) and secondary (peer state or other jurisdiction research).

Primary Research and Analysis

I.1 Develop and administer web-based stakeholder survey. In order to get input from a wide variety of stakeholders in different offices and sections of the Division, BerryDunn will develop a single web-based survey. The survey will include an introduction explaining the project and the survey goal of conducting a SWOT Analysis. Prior to administering this survey, BerryDunn will review the content with the DNR project manager, and make any recommended changes. We plan to issue the SWOT Analysis survey to all 825 DNR employees.

Using a web survey allows for the collection of input from a broad sampling of staff, while giving staff members the opportunity to provide their opinions at their convenience and with minimal disruption to daily activities. At the discretion of the DNR, we can also make the survey anonymous. Our team will review the survey responses prior to on-site fact-finding efforts, which allows BerryDunn to be better prepared for on-site meetings and tailor interview questions based on trends identified in the survey data.

I.2 Conduct Project Kickoff Meeting. BerryDunn will conduct an on-site project kickoff meeting with the DNR's project manager, staff, and representatives of the four sections of the Director's Office—Administration, Law Enforcement, Parks and Recreation, and Wildlife Resources, as well as the Offices of Land and Streams and Planning, Engineering, and Maintenance—and other key stakeholders identified during the initial project planning meeting. During this meeting, the group will acknowledge the importance of developing an integrated, cohesive, and concise Strategic Plan in alignment with the DNR's goals and objectives and review any high-level goals already documented.

The purpose of this meeting will be to make formal introductions, review our project work plan and schedule, clarify goals and objectives, identify known project constraints, and refine dates and/or tasks. As part of this meeting, we will discuss our approach for managing project communications between BerryDunn and the DNR, as well as our approach to scope, risk, and resource management.

I.3 Conduct fact-finding meetings and interviews. To continue our research and analysis phase, BerryDunn will conduct a series of six on-site interviews and work sessions with representative staff from the six offices and other key areas of the Division. The purpose of the discussions is twofold:

1. Conduct an in-person SWOT analysis with a limited number of management level personnel. Having completed the SWOT survey in advance, we will have an understanding of what the SWOT survey revealed. The in-person interviews focused on SWOT will allow us to more deeply understand the SWOT findings.

2. Conduct fact-finding interviews to better understand DNR's processes, operations, and goals, the challenges it faces (e.g., budget, stagnant or declining park visitor numbers, challenges to wildlife management, etc.), and what initiatives are planned. These meetings will allow our team to gain a baseline understanding of where DNR is today. Fact-finding and interviews will complement the SWOT analysis and help drive the retreat agenda.

Ideally, the BerryDunn project team will meet with each DNR section individually. In addition to fact-finding meetings, our team may tour the DNR's facilities and observe business processes, where appropriate.

We plan to conduct up to three regionally-based meetings with DNR staff and remaining meetings at DNR headquarters in South Charleston. Having at least three regional meetings gives us a better understanding of the DNR facilities' operations and the departmental mission. We will finalize the planned locations prior to the kick-off meeting.

A key result of the fact-finding, interview, and SWOT Analysis is the development of draft Division goals. In our meetings, we will document goals that are important to DNR. These goals will be revisited at the retreat.

Secondary Research and Analysis

I.4 Conduct research and develop benchmarks from peer states or organizations.

BerryDunn will analyze operational benchmarks for best practices that are similar to the DNR's size and complexity and are related to their program integrity, customer service, and strategic plan goals. We will work with the DNR to identify three peer states to contact, developing a script to use that is approved by the DNR. Our team will conduct research of three peer states or jurisdictions, deepening our understanding of what other similar agencies have included in their strategic plans. We will ask these agencies to share samples of their strategic plans as models for the DNR plan to be developed. The results of the research will be presented to the DNR and used to drive benchmarks for DNR's strategic plan.

I.5 Meet with DNR to review SWOT analysis, findings, and project list. BerryDunn will meet with the DNR project manager and executive management to discuss the results of the SWOT analysis, other research findings, and the current and planned projects list. Gaining consensus at this point in the project is important to conduct a successful Strategic Planning Retreat in Task II. The meeting will be held at least a week prior to the strategic planning retreat.

D.I. SWOT Analysis and As-Is/Benchmark Research

Task II: Strategic Planning Retreat Facilitation

II.1 Prepare Strategic Planning Retreat agenda and get DNR approval. Our team will develop an agenda and participation memo for the two-day Strategic Planning Retreat, getting approval from the DNR on the agenda content and the final list of attendees. The participation memo and agenda will be sent to all attendees setting expectations for the retreat and providing background materials necessary to prepare them for meeting discussions.

II.2 Develop and distribute planning worksheets. Included with the participation memo and agenda will be planning worksheets that will be used at the Strategic Planning Retreat. These planning worksheets will help BerryDunn to seek input from attendees on relevant projects and initiatives that should be considered during the strategic planning process, in addition to the list developed in Task I. The attendees will use the template to identify their list of goals (in addition to the ones offered at interviews in Task I or new ones), project initiatives and thoughts on the DNR's mission and vision prior to our on-site meeting so we may make best use of their time during the retreat.

II.3 Facilitate Strategic Planning Retreat. BerryDunn will facilitate the Strategic Planning Retreat for the DNR. One of the goals of the retreat is to develop a draft vision, mission and list of strategic goals for the DNR. During the retreat, goals will be shared among team and discussed, updated, and prioritized.

Our project team is made up of experienced facilitators with the skills necessary to elicit information, encourage collaboration, reach consensus, and develop buy-in with diverse groups of project participants. Additionally, our objective view point can help DNR develop strategic plans that are only in their best interest. The retreat will last two days and for up to 50 participants. The high-level agenda will include:

Day 1: Discuss Mission, Vision and Goals. On Day 1, after introductions, we will use breakout sessions of about 10 participants each to discuss mission, vision and goals. Breakout groups will be divided by areas with similar goals including revenue/budget, human capital, and technology. After a designated period of time, breakout groups will come together as a larger group and we will facilitate a debrief. A collective list of items discussed in each breakout group will be shared.

At the end of Day 1, BerryDunn will review the list, remove any duplicate suggestions, and provide participants with three initiatives each to undertake in support of DNR's mission and vision and goals.

Day 2: Review Strategic Initiatives, Prioritize, and Develop Draft Action Plan. Day 2 of the retreat will consist of two parts. The first part of the day will be focused on a review of initiatives that were left behind on Day 1. We will review these ideas with DNR in the morning, discussing the merits and feasibility of each. We will also discuss desired performance metrics on which the DNR will evaluate its progress goals and initiatives. We will update all lists throughout the retreat.

The second part of the day, we will facilitate the prioritization of initiatives and develop the beginning of a roadmap or action plan for achieving strategic objectives. We will also focus on budgeting for initiatives and planning implementation timeframes over an appropriate planning horizon (between three to five years, depending upon the number and complexity of initiatives and resources available to the DNR). At end of two days, we will offer a formal conclusion period where we review the work accomplished, next steps and action items.

II.4 Provide DNR stakeholders with retreat meeting notes and action items. Following the retreat, the BerryDunn team will provide the attendees with meeting notes, resulting action items, the prioritized list of strategic issues, the mission/vision/goals, and action plan documents for review. These documents will help to inform the development of the Strategic Plan.

-  **D.IIa. List of Goals and Objectives**
-  **D.IIb. Draft Mission, Vision, and Goals Document**
-  **D.IIc. Retreat Meeting Notes and Action Items**

Task III: Strategic Plan Development

III.1 Finalize mission, vision, and strategic goals for approval by the DNR. Based on the document developed during the retreat, BerryDunn will work with DNR leadership to finalize the mission, vision, and goals for inclusion in the Strategic Plan. We envision this being a delivery of the updated mission, vision, and goals document with a pre-determined period of review for executive leadership (up to 20 business days). This affords leadership the opportunity to understand the results of the primary and secondary research, analysis, and DNR feedback prior to this stage of the project.

III.2 Develop a draft of the DNR strategic plan for refinement and approval. Following review and approval of the mission, vision and goals, BerryDunn will incorporate them into a draft of the Strategic Plan. The Strategic Plan will be structured around the approved DED and will incorporate the content from prior project tasks. The document BerryDunn develops will be visually appealing and have an appropriate level of detail so that it can be consumed easily and used by a wide audience.

BerryDunn will submit the draft Strategic Plan to the DNR and review it in a half-day on-site meeting with DNR leadership. Following the meeting, we will ask the DNR to review the content and provide us with feedback using a single set of changes within 10 business days.

III.3 Deliver a final Strategic Plan to the DNR. BerryDunn will incorporate feedback from the DNR into a final draft Strategic Plan and provide the DNR a chance to make any last adjustments. Once finalized, our team will prepare 12 printed copies as requested for in the RFP. At DNR's discretion, BerryDunn will participate by video conference in a presentation of the final Strategic Plan by executive leadership to all project stakeholders. This presentation allows contributing members to see how their ideas and comments were incorporated into the

final Strategic Plan, while providing an opportunity to communicate upcoming priorities and goals across the organization.

 **D.IIIa. First Draft Strategic Plan**

 **D.IIIb. Final Strategic Plan and Presentation**

Ongoing Project Management

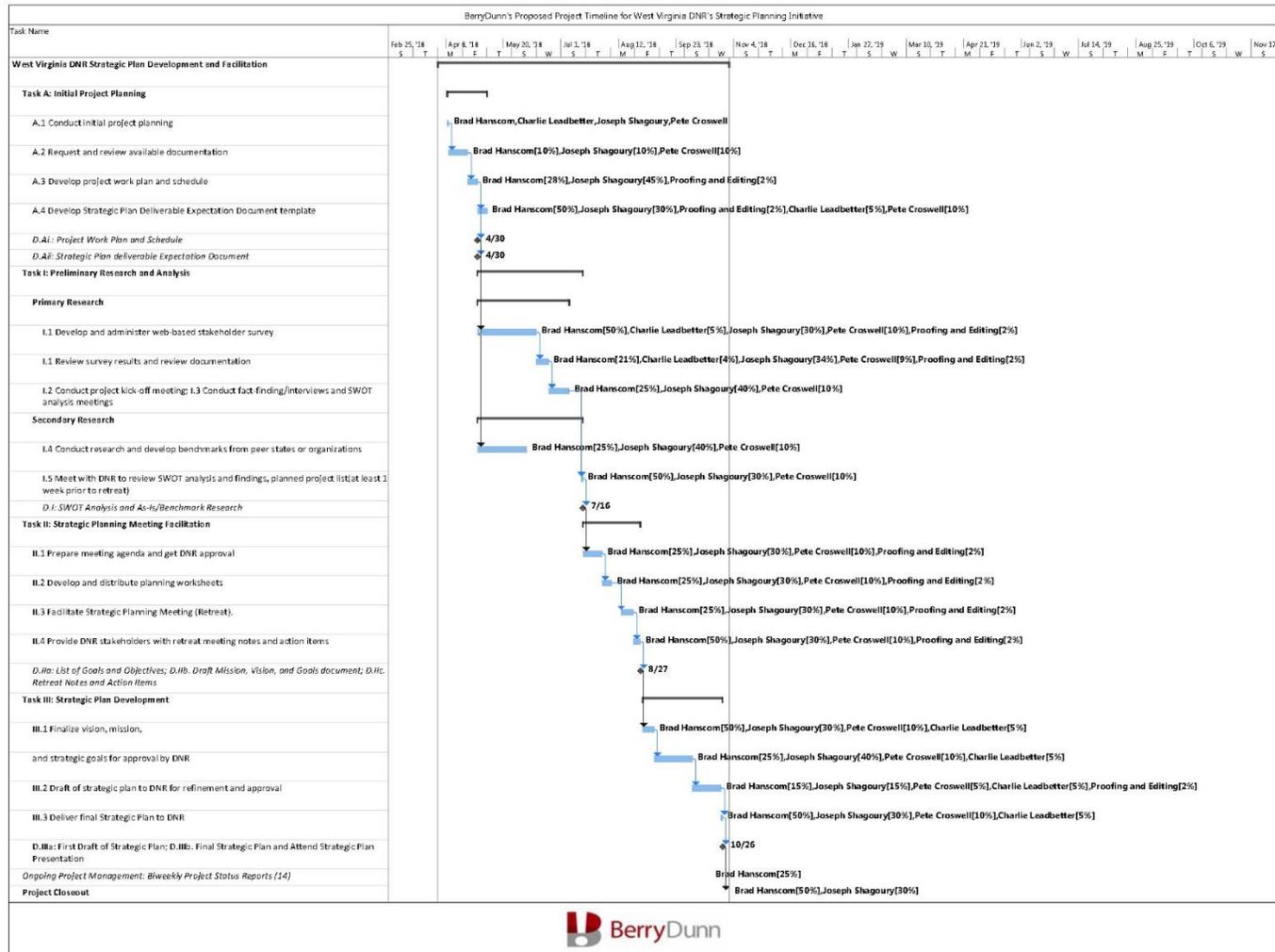
As part of our project management tasks, BerryDunn will provide the DNR with biweekly status reports that indicate the progress of the project in relation to the Project Plan and Schedule of tasks and deliverables. We anticipate the status report will be one to two pages in length, delivered via electronic mail, and cover project progress, a status summary, and document any risks and issues encountered within the reporting period.

 **Biweekly Project Status Reports (14)**

Conduct Project Closeout meeting. As a conclusion to this project and provide knowledge transfer, BerryDunn will conduct a formal closeout meeting with the DNR. The meeting will last up to 90 minutes and will include documentation of lessons learned over the course of the engagement.

 **Project Closeout Meeting**

4. Project Timeline



Appendix: Attachments

On the following pages, we have provided the requested attachments.



**State of West Virginia
Request For Quotation
Consulting**

Procurement Folder : 415527

Document Description : Addendum No.1 WVDNR Agency Strategic Plan

Procurement Type : Agency Purchase Order

Date Issued	Solicitation Closes	Solicitation No	Version	Phase
2018-01-31	2018-02-12 13:30:00	ARFQ 0310 DNR1800000033	2	Draft

SUBMIT RESPONSES TO:	VENDOR
BID RESPONSE DIVISION OF NATURAL RESOURCES PROPERTY & PROCUREMENT OFFICE 324 4TH AVE SOUTH CHARLESTON WV 25303-1228 US	Vendor Name, Address and Telephone Berry Dunn McNeil & Parker, LLC Charles K. Leadbetter, Principal 100 Middle Street Portland, ME 04101 (207) 541-2249

FOR INFORMATION CONTACT THE

Angela W Negley
 (304) 558-3397
 angela.w.negley@wv.gov

Signature X

FEIN # 01-0523282

DATE 2/12/2018

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

Line	Commodity Line Description	Qty	Unit Issue	Unit Price	Total Price
3	Strategic Plan Development				

Commodity Code	Manufacturer	Model #	Specification
80101504			

Extended Description
Item No. 4.1.3

SCHEDULE OF EVENTS		
---------------------------	--	--

Line	Event	Event Date
1	Technical Question Deadline 9:00 a.m.	2018-01-29

SOLICITATION NUMBER: ARFQ DNR18*33

Addendum Number: No. 1

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

Applicable Addendum Category:

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

Description of Modification to Solicitation: see Attachment A

Addendum issued to publish and distribute the attached documentation to the vendor community.

1. Vendor Questions and agency Answers

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

Terms and Conditions:

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

ADDENDUM NO. 01
REQUEST FOR QUOTATION
West Virginia Division of Natural Resources-Director's Office
Strategic Plan Development and Facilitation Services

RESPONSE TO VENDOR QUESTIONS

Vendor Question No. 1:

In reviewing the documents on line to support your RFQ for strategic plan development & facilitation services. I do not find a scope fo work or performance work statement. Is there anything that describes the scope fo work and tasks to be performed, etc?

Agency Response:

Please refer to page 1 of the RFQ for the purpose and scope and to pages 3-5 of the RFQ for guidance on the tasks to be completed.

Vendor Question No. 2:

May we provide a team approach to this project?

Agency Response:

Yes; however, the Agency will only enter into a contract with a single lead vendor who will be responsible for meeting the outcomes and deliverables as specified in the RFQ.

Vendor Question No. 3:

When was the last time a strategic plan was developed? By whom?

Agency Response:

No strategic plan exists for the Agency.

Vendor Question No. 7:

Is there a maximum budget planned for the development of the strategic plan?

Agency Response:

No.

Vendor Question No. 8:

May we submit our technical and cost proposal documents in PDF?

Agency Response:

All bids must be submitted electronically through wvOASIS or signed and delivered to the Property and Procurement Office. The bid delivery address is:

West Virginia Division of Natural Resources
Property and Procurement Office

BID RESPONSE

324 4th Avenue

South Charleston, WV 25303



State of West Virginia
Request For Quotation
Consulting

Procurement Folder : 415527

Document Description : Addendum No.1 WVDNR Agency Strategic Plan

Procurement Type : Agency Purchase Order

Date Issued	Solicitation Closes	Solicitation No	Version	Phase
2018-01-31	2018-02-12 13:30:00	ARFQ 0310 DNR1800000033	2	Final

SUBMIT RESPONSES TO:	VENDOR
BID RESPONSE DIVISION OF NATURAL RESOURCES PROPERTY & PROCUREMENT OFFICE 324 4TH AVE SOUTH CHARLESTON WV 25303-1228 US	Vendor Name, Address and Telephone Berry Dunn McNeil & Parker, LLC Charles K. Leadbetter, Principal 100 Middle Street Portland, ME 04101 (207) 541-2249

FOR INFORMATION CONTACT THE

Angela W Negley
(304) 558-3397
angela.w.negley@wv.gov

Signature X

FEIN # 01-0523282

DATE 2/12/2018

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

<u>Line</u>	<u>Commodity Line Description</u>	<u>Qty</u>	<u>Unit Issue</u>	<u>Unit Price</u>	<u>Total Price</u>
3	Strategic Plan Development				

<u>Commodity Code</u>	<u>Manufacturer</u>	<u>Model #</u>	<u>Specification</u>
80101504			

Extended Description
Item No. 4.1.3

SCHEDULE OF EVENTS		
<u>Line</u>	<u>Event</u>	<u>Event Date</u>
1	Technical Question Deadline 9:00 a.m.	2018-01-29

<u>Line</u>	<u>Event</u>	<u>Event Date</u>
1	Technical Question Deadline 9:00 a.m.	2018-01-29



**State of West Virginia
Request For Quotation
Consulting**

Procurement Folder : 415527

Document Description : Strategic Plan Development and Facilitation Services

Procurement Type : Agency Purchase Order

Date Issued	Solicitation Closes	Solicitation No	Version	Phase
2018-01-29	2018-02-12 13:30:00	ARFQ 0310 DNR1800000033	1	Draft

SUBMIT RESPONSES TO:	VENDOR
BID RESPONSE DIVISION OF NATURAL RESOURCES PROPERTY & PROCUREMENT OFFICE 324 4TH AVE SOUTH CHARLESTON WV 25303-1228 US	Vendor Name, Address and Telephone Berry Dunn McNeil & Parker, LLC Charles K. Leadbetter, Principal 100 Middle Street Portland, ME 04101 (207) 541-2249

FOR INFORMATION CONTACT THE

Angela W Negley
 (304) 558-3397
 angela.w.negley@wv.gov

Signature X

FEIN # 01-0523282

DATE 2/12/2018

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

REQUEST FOR QUOTATION
West Virginia Division of Natural Resources-Director's Office
Strategic Plan Development and Facilitation Services

11. MISCELLANEOUS:

11.1. Contract Manager: During its performance of this Contract, Vendor must designate and maintain a primary contract manager responsible for overseeing Vendor's responsibilities under this Contract. The Contract Manager must be available during normal business hours to address any customer service or other issues related to this Contract. Vendor should list its Contract Manager and his or her contact information below.

Contract Manager: Charles K. Leadbetter
Telephone Number: 207-541-2249
Fax Number: 207-541-2249
Email Address: cleadbetter@berrydunn.com
Mailing Address: PO Box 1100
Portland, ME 04101-1100

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

CONSTRUCTION CONTRACTS: Under W. Va. Code § 5-22-1(i), the contracting public entity shall not award a construction contract to any bidder that is known to be in default on any monetary obligation owed to the state or a political subdivision of the state, including, but not limited to, obligations related to payroll taxes, property taxes, sales and use taxes, fire service fees, or other fines or fees.

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

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

DEFINITIONS:

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

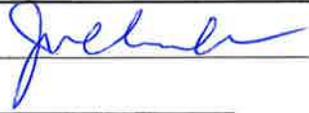
"Employer default" means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers'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

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

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

WITNESS THE FOLLOWING SIGNATURE:

Vendor's Name: Berry Dunn McNeil & Parker, LLC

Authorized Signature:  Date: 2/12/18

State of MAINE

County of CUMBERLAND, to-wit:

Taken, subscribed, and sworn to before me this 12th day of February, 2018.

My Commission expires _____, 20____.

JENNIFER ANTHONY
NOTARY PUBLIC
State of Maine
My Commission Expires
July 20, 2024

AFFIX SEAL HERE

NOTARY PUBLIC 