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West Virginia Department of Health and Human Resources
Bureau for Children and Families
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Evaluation of Jacob's Law Implementation

ORIGINAL



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TECHNICAL PROPOSAL

UNDERSTANDING THE REQUEST

For at least a decade social science researchers have documented the negative impact that moving from home to home has on children in foster care.¹ Placement instability directly affects the emotional well-being of these children, "is almost universally considered disadvantageous to children"² and has been linked to their overall health and well-being.³ Even though many, if not most, children entering foster care have pre-existing behavioral and emotional challenges,⁴ these challenges have been shown to be exacerbated by repeated movement from one home to another.⁵ The reason for these negative impacts on children is also clear: "Changing homes because of placement disruption compounds the immeasurable sense of loss these children must face by leaving behind relationships again and again."⁶ Motivated by a particular case of a five year old boy who was placed in more than five different foster homes in the space of a couple of years⁷ resulting in serious emotional problems, the West Virginia legislature passed House Bill 4164, commonly known as "Jacob's Law." This law establishes measures to assess children for the trauma they may already have experienced from abuse and removal and to support foster families in dealing with difficult behaviors to avoid future disruptions.

The West Virginia Department of Health and Human Resources (DHHR) was given responsibility for implementing Jacob's law and has issued a request for proposals for a vendor to evaluate its effectiveness and provide related technical assistance. Hornby Zeller Associates, Inc., (HZA) a research and evaluation firm specializing in social services, and particularly child welfare, is very pleased to respond to this request. HZA has become familiar with the prevention side of DHHR having been selected last year to evaluate the Community-Based Child Abuse Prevention grantees, a project which is currently ongoing. We would now welcome the opportunity to build upon this relationship to evaluate this foster care initiative.

This section describes Jacob's law as well as HZA's understanding of the context in which it is being implemented, including 1) the Child and Adolescent Needs and Strengths (CANS) for purposes of assessment; 2) early intervention services when such services are needed; 3) the placement system in West Virginia and how it will be

¹ Barth RP, Jonson-Reid M. Outcomes After Child Welfare Services: Implications for Design of Performance Measures. *Child Youth Service Review*. 2000;24:505-520.

² Barber, J.G. (2003). Placement Instability and the Psychosocial Well-being of Children in Foster Care. *Research on Social Work Practice*, 13, 415-431.

³ Placement Stability and Mental Health Costs for Children in Foster Care.

⁴ Rubin D, O'Reilly A, Luan X and Localio R. The Impact of Placement Stability on Behavioral Well-Being for Children in Foster Care. *Pediatrics*. 2007;119:336-344.

⁵ Newton R, Litrownik A. Children and Youth in Foster Care: Disentangling the Relationship between Problem Behaviors and Number of Placements. *Child Abuse & Neglect*. 2000;24:1363-1374.

⁶ Whittaker, James, and Anthony Maluccio. "Family Foster Care." *The Child Welfare Challenge: Policy, Practice, and Research*. By Peter Pecora. 2nd ed. New Brunswick, New Jersey: Transatlantic, 2010. 211.

⁷ Gavin, Sara. "Delegate Seeks Improvement of Foster Care." *Charleston Daily Mail (West Virginia)* 18 Jan. 2010. <http://www.alibusiness.com/society-social/families-children-family/13747871-1.html>.

modified for the pilots; and 4) the provisions for the appointment of an advocate. It then discusses the parameters of the evaluation including a logic model which articulates the assumptions behind the law and its implementation requirements.

Understanding Jacob's Law

A County Delegate, Barbara Hatfield, was inspired by Jacob's story and, with several colleagues,⁸ met with him and other children with similar experiences in the West Virginia foster care system. They proposed a pilot program to respond to the trend they were seeing among foster children experiencing placement instability and the corresponding emotional problems. This Bill was signed into Law on March 13, 2010 to take effect June 11, 2010.

Providing foster children with more stable environments requires understanding the reasons for multiple moves. It has been demonstrated that many factors contribute to placement instability, including administrative reasons such as caseworker turnover.⁹ House Bill 4164 focuses its attention, however, more directly on the relationship between the child's needs and the foster home's capacity to meet those needs as well as early assessment and service provision. Initially placing a child in the most appropriate foster home, based on the child's physical, behavioral and emotional needs, has been shown to reduce the number of placements the child experiences during a removal episode,¹⁰ thereby decreasing the traumatic impact of multiple placements experienced by the foster children.¹¹

More specifically, Jacob's Law directs DHHR to establish two-year pilot programs in four regions of the state which will address the needs of four to ten year old children who have been removed from home due to abuse and neglect. These children and their siblings will be provided with:¹²

- 1) an evaluation to identify emotional and physical trauma as well as medical, dental and educational needs,
- 2) early crisis intervention and support services,
- 3) short- and long-term plan development,
- 4) enhanced, specialized foster homes when available, and
- 5) an independent advocate.

⁸Other County Delegates listed on WV House Bill 4164 include: Perdue, Brown, Guthrie, Campbell, Wells, Wooton, Marshall, Mahan and Givens

⁹ Rubin D, O'Reilly A, Luan X and Localio R. The Impact of Placement Stability on Behavioral Well-Being for Children in Foster Care. *Pediatrics*. 2007;119:336-344.

¹⁰ Barth RP, Jonson-reid M. Outcomes After Child Welfare Services: Implications for Design of Performance Measures. *Child Youth Service Review*. 2000;24:505-520.

¹¹ Rubin D, O'Reilly A, Luan X and Localio R. The Impact of Placement Stability on Behavioral Well-Being for Children in Foster Care. *Pediatrics*. 2007;119:336-344.

¹² West Virginia House Bill 4164, §49-7-35 (d).

The participating counties are in Region I (Harrison, Marion and Monongalia), Region II (Kanawha, Cabell, Putnam and Wayne), Region III (Lewis, Upshur, Randolph and Tucker) and Region IV (Mercer, McDowell, and Wyoming) (see Figure 1). It is anticipated that additional counties will be phased in during the two-year pilot.

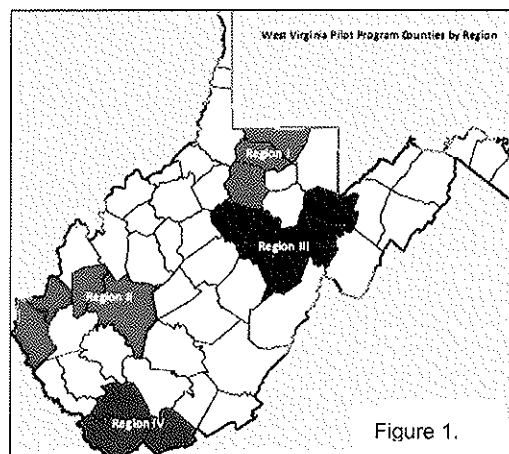


Figure 1.

Child and Adolescent Needs and Strengths

DHHR has selected the West Virginia Child and Adolescent Needs and Strengths (WV CANS) as the basis of the required evaluation of the needs of children entering foster care. In addition to those placed in the enhanced specialized foster homes, children placed in kinship care and DHHR foster homes will be part of the targeted pilot. Each child from four to ten years old and their siblings will have an initial WV CANS Assessment. The tool will be used to identify additional assessments and/or supportive services needed. The CANS was developed by John Lyons at Northwestern University.¹³ It is a comprehensive tool which assesses multiple areas of Life Domain Functioning such as Family, Living Situation, Social Development, Developmental Functioning, Sexuality and School Achievement among others. The child is rated on a four-point scale (0, 1, 2, 3) with descriptive anchors provided for each point reflecting both strengths and needs. When an area is shown as a need there are additional modules that go into greater depth such as the Trauma Module or Substance Abuse Module. As the pilot projects get under way DHHR will be training and certifying individuals to administer the WV CANS for Comprehensive Assessment and Planning System (CAPS), Regional Clinical Review Process and Community Based Teams. One of the aspects of the evaluation will be whether these assessments are occurring regularly, which children are selected to receive them, as well as what the assessments are revealing.

Early Intervention Services

Jacob's law states that early intervention services should be provided for children in crisis and that plans should be made to address their needs. DHHR suggests that the types of early intervention services may include psychotherapy, behavioral therapy, trauma-focused cognitive behavioral therapy, medication management, and social learning techniques that can help youth adjust to school and home. From HZA's experience, such specialized services are likely to be available at different degrees in the four regions of the state. It will be incumbent on the evaluator of the project to see whether, when a need is shown in the WV CANS, the plan is made to address it, the service is accessible in reasonable proximity to the family, and the child actually manages to receive the service.

¹³ Child and Adolescent Needs and Strengths (CANS), Comprehensive Multisystem Assessment Manual, The Praed Foundation, Copyright 1999.

Placement System and Enhanced Specialized Foster Homes

West Virginia uses both public and private foster care resources who are licensed through DHHR. Foster homes are recruited, trained, evaluated, and certified by DHHR employees called Homefinders. These foster homes accept children based on the preferences of the foster parents, including the age, race, sex and medical problems of the foster child.

Since the Foster Family-based Treatment Association issued its working paper in 2007 discussing the use of privatized case management services, West Virginia has increased the utilization of private placement providers. These private agencies receive referrals from DHHR, usually after the state has been unable to find a placement for a child in one of the state's own foster homes.¹⁴ According to the paper, these private agencies are able to offer better service delivery and at a lower cost than that of the state.

Given that private agencies are often utilized when the state is unable to place a child, it is not surprising that private agencies tend to cater to specialized populations of foster children, such as those with extensive medical or behavioral needs. Due to the increase of "hard to place" foster children, specialized foster care resources were developed to care for foster children with severe behavioral problems.¹⁵

A foster child must meet the following criteria¹⁶ to be referred to a specialized foster home:

- 1) moderate to severe social, developmental, behavioral, educational, and/or emotional impairments such as sexual misconduct, drug or alcohol abuse; or
- 2) a major physical disability; or
- 3) a need for more structure than a regular foster/adoptive home can provide but the capacity to benefit from an open environment with specially trained foster/adoptive parents.

A state caseworker typically has up to four weeks to evaluate and refer a child to a specialized foster home¹⁷ but under the law governing the new pilot program, foster children will be *immediately* evaluated and, if meeting the criteria, be placed in an "enhanced specialized foster care home," to the extent possible (i.e., to the extent adequate resources are available).¹⁸

In the 14 pilot counties, the enhanced specialized foster parents will be trained to respond to the child's emotional crises and the child's specific crisis reactive

¹⁴ *Privatization of Case Management, Adoption, Family Foster Care and Family Preservation in West Virginia*. Working paper. Foster Family-based Treatment Association, Jan. 2007. Web. 16 Feb. 2011.

<www.wvdhhr.org/.../foster/.../Foster%20Care%20Policy%20Section%2013%20General.doc>.

¹⁵ *Foster Care in West Virginia*. Adoption.com. Web. 11 Feb. 2011. <<http://library.adoption.com/articles/foster-care-in-west-virginia.html>>.

¹⁶ West Virginia Foster Care Manual, Section 5, Specialized Agency Foster/Adoptive Care.

¹⁷ West Virginia Foster Care Manual, Section 5, Specialized Agency Foster/Adoptive Care.

¹⁸ West Virginia House Bill 4164, §49-7-35 (g).

behavior(s).¹⁹ To further reduce the stress of entering care and the strain on those foster parents, enhanced specialized foster homes will house no more than three foster children at any time, unless the additional children are siblings of the foster child.²⁰

Jacob's Law requires enhanced specialized foster home providers to create and train a crisis intervention team to respond to a call system utilized by the enhanced specialized foster homes. When a crisis arises, the foster parents may contact the call system and speak to a crisis intervention team member to seek assistance from professionals trained to address abandonment, separation anxiety, posttraumatic stress and other emotional and physical needs of the child coming into care. Two days after the call, a home visit will be made by a member of the crisis intervention team to assess whether the crisis has been satisfactorily resolved.²¹ It will be incumbent upon the project evaluator to determine the degree to which these provisions are implemented.

Independent Advocate

Jacob's Law requires that each child be assigned an independent advocate through the community advocacy programs as staff or volunteers. West Virginia's foster care system already has provisions for a guardian *ad litem* to be assigned to represent the child's best interest in court when the child cannot be there²² and a Court Appointed Special Advocate (CASA) if available.²³ A CASA is a trained volunteer who looks out for a child's best interest in placement, takes part in multi-disciplinary teams, answers a child's questions and makes recommendations to the court that are in the child's best interest. The evaluation must be able to document whether children in the pilot counties are indeed receiving independent advocates.

Evaluating the Pilot Program

West Virginia House Bill 4164 also requires the pilot program to be evaluated for its effectiveness.²⁴ When embarking on an evaluation, HZA frequently develops a Logic Model (see below) to make the assumptions behind the program clear, to articulate the theory of change that is implicit in the initiative and to help understand precisely what should be evaluated. In this case we understand the theory of change and logic model to be as follows:

¹⁹ West Virginia House Bill 4164, §49-7-35 (h).

²⁰ West Virginia House Bill 4164, §49-7-35 (g).

²¹ West Virginia House Bill 4164, §49-7-35 (i).

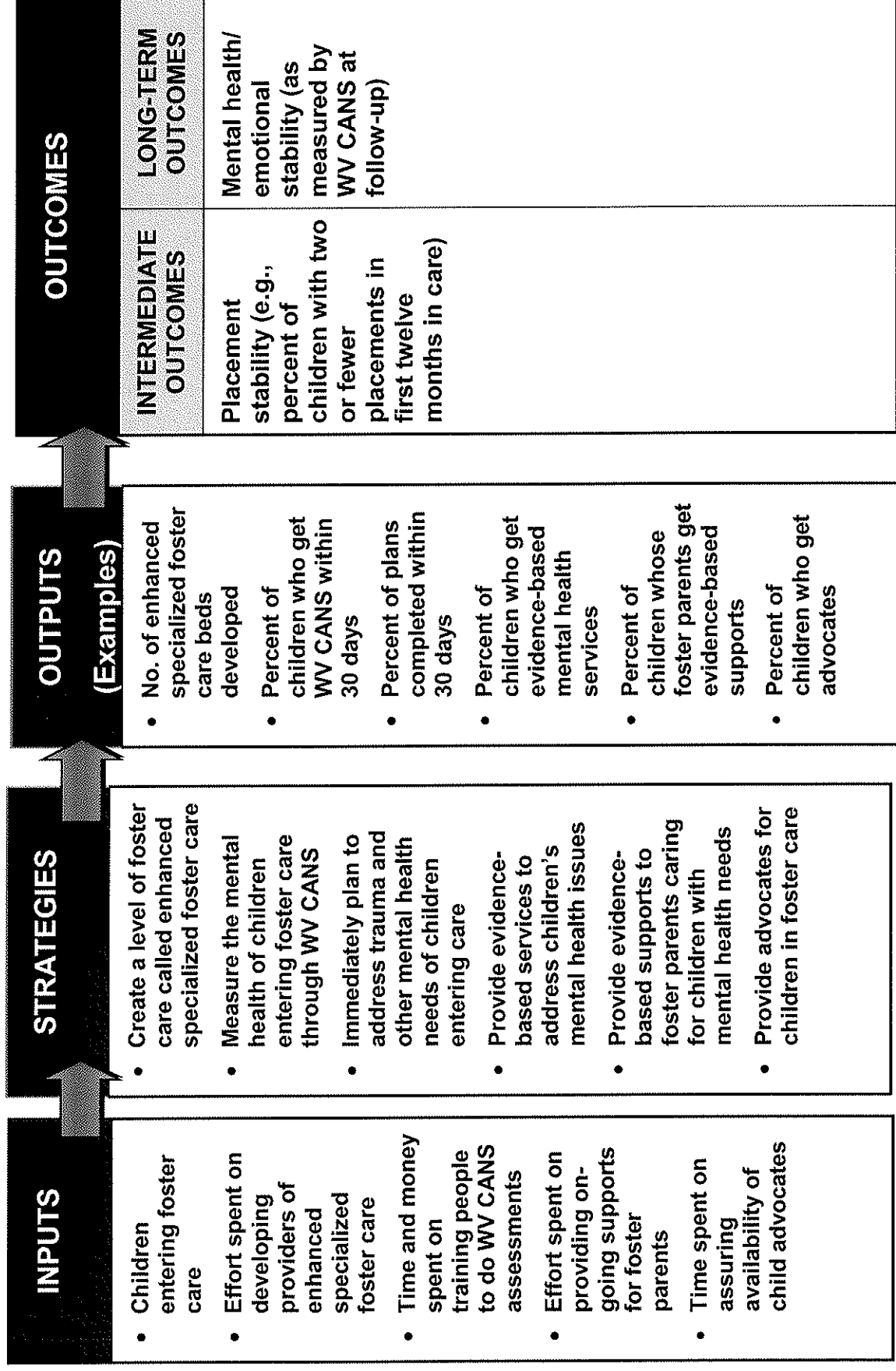
²² "What's Next? Navigating the Foster Care System in West Virginia, A Handbook for Youth," West Virginia Community Voices, accessed from www.whatsnextfostercare.com

²³ Ibid., page 14

²⁴ West Virginia House Bill 4164, §49-7-35 (j).

LOGIC MODEL

Jacob's Law Theory of Change: With early assessments, early intervention services, provision of supports to foster homes and provision of an advocate to the child, children will have fewer placement moves resulting in greater emotional health.



The model shows inputs which are the givens and the resources that will be used; the strategies which are the practices that will be implemented; the outputs which are the tangible things that should be measured to see if the strategies produced what they were supposed to; and the outcomes, both intermediate and long-term to see the results that are achieved. Note that many more outputs will be added to the final evaluation design; these are suggestive of some important measures. While this is our initial articulation from the review of documents, HZA will work with DHHR to make sure that our understanding is both correct and complete.

The proposed evaluation, which is discussed in detail in the methodology and work plan section of this proposal, includes:

- 1) establishing measureable outcomes;
- 2) collecting , analyzing and reporting data quarterly and annually to the Bureau of Children and Families (BCF);
- 3) making recommendations for program improvement;
- 4) providing technical assistance and training;
- 5) monitoring and researching best practices; and
- 6) submitting reports to the Joint Committee on Government and Finance and other identified committees.

The next section lays out HZA's plan for providing these services to DHHR. It is followed by a section on Mandatory Requirements which addresses the people who will work on the project and HZA's history and experience which qualify it to do this work.

METHODOLOGY AND WORKPLAN

Evaluation Approach and Proposed Questions

Based on our understanding of the program and the needs of BCF as outlined in the Request For Quotations (RFQ), HZA has identified three distinct groups of research and evaluation questions to be addressed through this project: those related to infrastructure and program development; those related to the services received by children in the pilot; and those related to the outcomes achieved. As suggested in the Logic Model, the inputs and strategies lead to the outputs and outcomes. If the desired outcomes are not achieved, the evaluation needs to be able to tell whether the reason is that the strategies did not work as intended or whether the strategies were actually not implemented in full. We do not underestimate what it takes for the Regions and involved counties to get to the point of providing all that is called for in the law. That is why the evaluation needs to measure every component.

Questions about Infrastructure and Program Development

This area of the evaluation pertains to the infrastructure and service array that is developed or otherwise available at each of the pilot sites. It looks at the capacity of the system to fulfill the law's requirements. Focusing on these questions will both monitor the development of enhanced services over the course of the pilot study as well as allow the evaluation to explore the relationship between the services available and the observed outcomes for the children involved. These questions include:

At baseline:

- How many enhanced specialized foster care beds exist in each pilot county and region?
- How many crisis intervention teams, if any, already exist?
- What types of services are available in each pilot county to address the mental health needs of children? Are they considered evidence-based?
- How many people have been trained to provide the WV CANS?
- How many volunteer advocates including CASAs exist?

At follow-up:

- How many enhanced specialized foster care beds have been developed in each pilot county and region?
 - What percent increase does this represent?
 - What proportion of eligible children entering foster care could be served by an enhanced provider?
- How many additional crisis intervention teams were created and trained?
- Were additional services identified or developed in each pilot county to address the mental health needs of children?
 - Are they considered evidence-based?

- What community relationships were developed, as with schools or child care agencies?
- How many additional people have been trained to provide the WV CANS?
- How many additional volunteer advocates including CASAs have been identified?
 - What percent increase does this represent?
 - What proportion of children entering foster care could be served by a volunteer advocate?

Questions about Services Received

These questions are drawn from the requirements of HR 4165 in relation to specific children served as well as their foster family providers.

By children in the pilot counties:

- What proportion of children entering foster care have an evaluation of emotional and physical trauma, medical, dental and educational needs?
 - What proportion uses the W VA CANS for an assessment?
 - What proportion has the W VA CANS completed within 30 days?
- What proportion of children entering foster care have short-term plans developed within 30 days?
- In what proportion do the assessment and planning activities meet quality standards, e.g., the services identified are consistent with the strengths and needs identified in the WV CANS; people from other agencies participated as needed?
- What proportion of children who stay in care past 30 days have a long-term plan developed?
 - Was the plan developed by appropriate professional staff?
 - Were the recommendations consistent with the ongoing strengths and needs?
- What proportion of children received the services consistent with their plans?
 - What proportion of these are evidence-based?
- What proportion of children received an advocate?

By specialized foster care providers:

- What proportion of foster families had access to a crisis intervention team?
- What proportion used such a team?
 - How often was the call system used?
 - How often was a crisis team used?
 - How often did a follow-up visit occur, and what proportion occurred within two days?
- How many foster families received training and education in accordance with the child's plan?
 - What proportion included training on how to respond to crisis?
 - What proportion included training on understanding the child's behaviors?

Questions about Outcomes

Questions related to the outcomes for the children who receive services from the pilot agencies attempt to determine whether or not the program is achieving its intended results. These include, but are not limited to:

Short-term outcomes:

- Do children receiving services at the pilot sites have fewer placements than similar children who are not receiving pilot services?
- To what degree do children receiving services from the pilot agencies exhibit increased emotional stability and well-being?
- Is there a relationship between emotional stability and well-being and the number of placements? The reasons for moves?
- Do the reasons why children are moved differ between the children receiving services at the pilot sites and similar children in other counties who are not receiving pilot services?
- How do the outcomes for siblings differ compared to the target children?
- How does the capacity of pilot sites in terms of the resources and support services available relate to the average number of placement moves for children? To the emotional well-being of children?

Long-term outcome:

- Do children have improved mental health/emotional stability as measured by the W VA CANS at follow-up?

Research Strategy and Data Collection Methods

The research strategy is twofold. One is to create a comparison group of children who do not reside in the pilot counties to compare the results on some of the questions raised above. The comparison group will be drawn from non-pilot counties in Families and Children Tracking System (FACTS). The group will be narrowed to match those in the pilot counties by age (four to ten-year olds plus their siblings), and reasons for entering foster care as well as placement history (number of previous removals). In this way any differences observed are more likely to be related to the intervention. The second is to use pre- and post-assessments to measure change, both for the infrastructure questions and for some child-specific areas.

To answer the research questions as well as to meet the requirements of the RFQ, HZA will rely upon a combination of qualitative and quantitative research techniques that will be implemented throughout the course of the study. The quantitative portion of the assessment consists of an analysis of administrative data from the FACTS database; an analysis of information entered by the pilot sites into a web-based system created by HZA to capture essential information not available in FACTS such as the WV CANS assessment results; and a survey of foster families in the pilot counties. The qualitative portion of the assessment involves an analysis of interviewee data and documentation

that will be derived from the pilot agencies and other key informants in the pilot counties. In addition, an ongoing literature review will be conducted to monitor emerging best practices in the child welfare field and to assist BCF in implementing the best practice standard in each pilot county. Each of these methods is described in more detail below.

Administrative Data Extract. HZA has extensive experience using Statewide Automated Child Welfare Information System (SACWIS) extracts to analyze data in both simple and complex ways. In each of these instances the child welfare agency posts a datafile which HZA analysts use to build queries and answer questions of interest to the evaluation. The Families and Children Tracking System is West Virginia's SACWIS. HZA will use data obtained from FACTS to track the number of placements, reasons for those placements, service utilization trends and linkage to community-based resources for children receiving enhanced services from the pilot sites. The extract from FACTS will also allow HZA to develop a comparison group of children receiving services from counties that are not part of the pilot study. HZA will compare the average number of placements and the reasons for placement changes (as well as other identified outcomes) among those who received the enhanced pilot services with the same outcomes for those children who did not receive them. The analysis will apply standard tests to determine the extent to which any observed differences between the two groups are statistically significant.

Web-based Database for Case-Specific Data. The legislation establishes programmatic benchmarks and standards of care which must be implemented at the pilot sites. While some of this information may be captured in FACTS, other components that are unique to the pilot will not. To monitor case record activity that is not recorded in FACTS, HZA will develop a web-based database into which workers implementing the pilot program can enter specific case-related information. HZA will put the WV CANS assessment tool in the database so results can be entered, printed and tracked by the individuals who need it. In addition, if not already in FACTS the web-based tool will include the contents of short-term and long-term plans, information on crisis service utilization and timeframes, and whether the child received an advocate.

HZA utilizes the most up-to-date security protocols for all its web-based applications and each is compliant with the Health Insurance Portability and Accountability Act (HIPAA) which sets the standard for privacy protection and confidentiality. As part of a case record database, HZA will create reporting features that are relevant to the end-users. That is, the caseworkers or provider agencies who are entering the information, through Crystal Reports — a common application used to design and generate reports from a wide range of data sources — will be able to generate reports. By adding a reporting function to its web-based data collection system, HZA ensures that data collected for the overall outcomes evaluation are also easily available to the local programs and can be used for monitoring performance measures.

Foster Family Survey: To answer questions about enhanced specialized foster care, the use of support services and the remaining unmet needs of enhanced specialized

homes, HZA will perform an annual survey of the foster families who have been trained and are involved in the pilots. This will be a web-based survey which the homes will answer anonymously. The families will be asked about their use of crisis intervention teams, their use of the call system, the training they received and how it meshed with the plans of the children they cared for, their overall ability to respond to the children's behaviors and emotional crises, and the impact of these changes on placement stability.

Semi-Structured Interviews and Document Review. HZA will conduct semi-structured telephone interviews with at least two staff from each of the pilot agencies at three points throughout the project: baseline, at the end of the first year, and toward the end of the second year. The intent of these conversations will be to gather information on the infrastructure questions discussed above, to discuss the pilot process, to identify existing challenges, and pinpoint innovative approaches and best practices that staff have implemented to enhance the success of the pilot program. Pilot agencies will be asked to submit documents that may illustrate their work such as training curricula for foster parents or guidelines created for crisis intervention teams. The information obtained will be analyzed using standard content analysis techniques and will help guide the technical assistance aspect of the project, as well as inform the evaluation's recommendations for program improvement.

Literature Review. The RFQ requires the contractor to monitor and research best practices and disseminate the information through training opportunities and everyday communication. At the beginning of the contract, HZA will conduct a thorough review of the current research and literature pertaining to issues such as trauma and its effects on emotional stability, evidence based practices for supporting foster families and treating children who are suffering emotional trauma from abuse and removal. The literature reviews will be arranged thematically and contain full reference information and a short summary of the findings. Throughout the duration of the contract HZA will continually monitor the literature emerging from available child welfare publications, websites and journals and update the original document as necessary. This literature review and dissemination of information will allow BCF to stay informed of the emerging best practices in the field and HZA will assist in incorporating those practices into the pilot program through technical assistance.

The matrix on the following pages outlines how all these data collection methods relate to the evaluation questions proposed.

Evaluation Question	FACTS Extract	HZA Web System	Foster Parent Survey	Interviews and Document	Literature Review
Infrastructure and Program Development					
At baseline: <ul style="list-style-type: none"> How many enhanced specialized foster care beds exist in each pilot county and region? How many crisis intervention teams are created and trained? What types of services are available in each pilot county to address the mental health needs of children? Are they considered evidence-based? How many people have been trained to provide the WV CANS? How many volunteer advocates including CASAs exist? 				X X X X X	 X
At follow-up: <ul style="list-style-type: none"> How many enhanced specialized foster care beds have been developed in each pilot county and region? <ul style="list-style-type: none"> What percent increase does this represent? What proportion of children entering foster care could be served by an enhanced provider? How many additional crisis intervention teams were created and trained? Were additional services identified or developed in each pilot county to address the mental health needs of children? <ul style="list-style-type: none"> Are they considered evidence-based? 				X X X	

Evaluation Question	FACTS Extract	HZA Web System	Foster Parent Survey	Interviews and Document	Literature Review
Services Received					
<p>By children in the pilot counties:</p> <ul style="list-style-type: none"> What proportion of children entering foster care have an evaluation of emotional and physical trauma, medical, dental and educational needs? <ul style="list-style-type: none"> What proportion uses the W VA CANS for an assessment? What proportion has the W VA CANS completed within 30 days? What proportion of children entering foster care have short-term plans developed within 30 days? In what proportion do the assessment and planning activities meet quality standards, e.g., the services identified are consistent with the strengths and needs identified; people from other agencies participated as needed? What proportion of children who stay in care past 30 days have a long-term plan developed? <ul style="list-style-type: none"> Was the plan developed by appropriate professional staff? Were the recommendations consistent with ongoing strengths and needs? What proportion of children received the services consistent with their plan? <ul style="list-style-type: none"> What proportion of these are evidence-based? What proportion of children received an advocate? 	X	X	X	X	X
<p>By specialized foster care providers:</p> <ul style="list-style-type: none"> What proportion of foster families had access to a crisis intervention team? What proportion used such a team? <ul style="list-style-type: none"> How often was the call system used? How often was a crisis team used? How often did a follow-up visit occur; if so what proportion 			X	X	

Evaluation Question	FACTS Extract	HZA Web System	Foster Parent Survey	Interviews and Document	Literature Review
<ul style="list-style-type: none"> occurred within two days? How many foster families received training and education in accordance with the child's plan? <ul style="list-style-type: none"> What proportion included training on how to respond to crisis? Understanding the child's behaviors? 			X X	X X	
Outcomes					
Short-term outcomes: <ul style="list-style-type: none"> Do children receiving services at the pilot sites have fewer placements than similar children who are not receiving pilot services? To what degree do children receiving services from the pilot agencies exhibit increased emotional stability and well-being? Is there a relationship between emotional stability and well-being and the number of placements? The reasons for moves? Do the reasons why children are moved differ between the children receiving services at the pilot sites compared to similar children who are not receiving pilot services? How do the outcomes for siblings differ compared to the target children? How does the capacity of pilot sites in terms of the resources and support services available relate to the average number of placement moves for children? To the emotional well-being of children? 	X X X X X	 X X		 X	
Long-term outcome: <ul style="list-style-type: none"> Do children have improved mental health/emotional stability as measured by the W VA CANS? 		X			

Workplan

The RFQ outlined eight major tasks to be accomplished in the first year of this project. The following section contains a detailed workplan describing the steps HZA will take to carry out each of these prescribed tasks.²⁵

Task 1: Establish Measurable Outcomes for Evaluation of the Pilot Project

The first task in evaluating the pilot project will be to finalize the specific outcome measures related to the evaluation questions outlined above. The questions are subject to modification during the early phases of the project to ensure the evaluation incorporates the specific considerations of BCF, the pilot counties and the legislature. These should also reflect the short-term and long-term goals of the program and the standards which the project hopes to uphold. In the short-term, the programs will want to track the percent of children who get the WV CANS assessment and short-term plans completed within 30 days. In the intermediate term, one of the primary measurable outcomes will be the number of placements children experience at six months following enrollment in the program and again at twelve months as well as the reasons for those moves. Other performance measures relate to the execution of the program in terms of implementing best practices and establishing a set of minimum core standards related to the intent and scope of the pilot project. For example, how many placement moves are acceptable for children receiving services in the pilot counties? During the first phase, HZA will work with BCF to establish these types of standards of care for the pilot program against which to benchmark the evaluation findings.

Once the outcomes are identified HZA will finalize the methods by which to collect the data for those measures. As previously described, this will likely be in the form of FACTS data analysis, a review of case-specific measures, interviews with providers, surveys of foster parents and baseline and follow-up assessments for the target children. As such, this task will include establishing formal protocols for all these processes. HZA will create protocols and questions for the telephone interviews with staff and foster families. HZA also will work with BCF to obtain a FACTS extract and to build the web-based data collection system that will allow HZA to access case record information (including evaluations and assessments). Because capturing the CANS assessment in the web-based system is critical to the study of emotional well-being outlined in Task 4, some hours under that task have been allocated to developing this system.

²⁵ The description of the tasks to be completed follows the order in which they are listed on page 3 of the RFQ.

Activities		Assigned Staff	Hours
1.	Finalize outcome measures related to short-term and long-term goals	Zeller, Homenick, Arthur	10
2.	Develop protocols for telephone interviews	Spach	4
3.	Identify a process for obtaining FACTS extracts	Choens	4
4.	Develop web-based system for reporting pilot data	Zeller, Battis, Choens	22
TOTAL			40

Task 2: *Collect, Analyze and Report Data Quarterly and Annually to BCF*

Throughout the project two HZA staff will monitor the data being input into the web-based system and contact program staff when information is missing to ensure the completeness and accuracy of each data measure. HZA staff will then analyze the data to obtain the standard evaluation measures agreed to in Task 1. These measures could include (but are not limited to): the timeliness of the evaluation, assessment and planning processes; the types of services to which children are referred; the rate of using crisis intervention services, and the timeliness of those services; and the percentage of children enrolled in the pilot who have independent advocates. The measures will be compiled quarterly into a data report that examines the aggregate results as well as the county-specific results to allow for comparisons across the various pilot sites. Where possible, any data contained in FACTS (and any other reporting systems) will be obtained and uploaded to the web-based system developed by HZA, pre-populating the web-based tool with relevant available information thereby minimizing the amount of additional data collection asked of pilot program staff.

HZA will obtain a quarterly extract from the FACTS system to analyze selected indicators from the SACWIS that are critical to the evaluation such as the number of placements for each child and sibling enrolled in the pilot. In addition to comparing statistics across pilot sites, staff will also develop a comparison group of children ages four to ten, along with their siblings, in counties not selected for the pilot program. To the extent that they are available, HZA will use FACTS data to measure placement moves, the services delivered to the children and the Specialized Foster Care Checklist to draw comparisons between the two cohorts, those in the pilot program and those in counties without the pilot program. Comparing the two groups in terms of placement moves and reasons for placement moves will allow HZA to develop a clearer picture of the impact of the pilot program on the children involved. For example, HZA may see that children with the same number of moves in both groups have common characteristics or service histories that differ from children with fewer moves. Or we may determine that children of the same age who came into foster care for the same reasons had fewer moves in the pilot counties than those without the enhanced services. This would help lead to the conclusion that the pilot services are having an impact.

HZA will also review the assessment and planning data that are collected by the web-based tool more qualitatively to determine whether those processes are meeting

minimum quality standards. For example, are the services included in the plans appropriate based on the strengths and needs of the child identified through the initial evaluation and CANS assessment processes. If the initial CANS assessment suggests that a child requires specialized school services, HZA will review the child's case plan to determine whether appropriate school-based services and supports were included (e.g., an individualized education plan, a school aide) and the extent to which school personnel were involved in the planning process. Any of this information which is not already captured in FACTS will be included in HZA's web-based tool.

Another important component of this study will be a survey of foster families of the children enrolled in the pilot to capture their unique perspectives and experiences. HZA will work with the provider agencies to gather email addresses for the participating foster parents in each of the 16 counties. The surveys can be sent directly by the providers or by HZA, depending upon their preferences. The questions will address those listed above, for example their use of the call system; their use of crisis teams; their participation in training; the helpfulness of the training; whether they felt supported; and whether the support made a difference in their ability to provide a stable home, even in the face of challenges.

Each quarter, the data collected from the web-based system, telephone calls and the FACTS data extract will be analyzed. HZA will prepare quarterly and annual reports for BCF highlighting the trends, findings and recommendations based on the data collected and analyzed. Note that staff hours for analysis and report-writing activities are also supported by Task 3 below.

Activities		Assigned Staff	Hours
1.	Monitor and analyze all data from web-based system	Homenick, Arthur, Battis	20
2.	Conduct and analyze web-based survey with foster parents	Homenick, Arthur, Battis	20
3.	Analyze FACTS data extract	Zeller, Choens	22
4.	Prepare quarterly and annual reports for BCF	Zeller, Homenick, Arthur	18
TOTAL			80

Task 3: Identify Trends and Make Recommendations for Program Improvement

Using the data collected in Task 2, evaluators will identify the trends across quarters and in the annual report. The reports will track the emotional stability of the children in the program at each assessment point (see Task 4 for more information), as well as trend the differences between the pilot group and the comparison group. This would include such things as placement changes among both groups and the reasons for moves over time.

In addition to identifying trends over time (e.g., across quarters and across WV CANS assessment points), HZA will also identify any trends that emerge geographically, from

county to county or region to region. Any differences in program implementation among the participating counties will be highlighted in the reports along with recommendations based on those trends.

HZA will make recommendations for program improvements based on the results of the data analysis and the observed implementation of the program. These recommendations will also incorporate the ongoing review of best practices that occurs primarily as part of Task 7.

Activities	Assigned Staff	Hours
1. Identify trends across quarterly/annual reports	Zeller, Homenick, Arthur, Battis, Choens	28
2. Identify recommendations for program improvements	Zeller, Spach, Homenick, Arthur, Battis, Choens	28
3. Incorporate trends/recommendations into reports for BCF	Zeller, Homenick, Arthur, Battis	24
TOTAL		80

Task 4: Conduct an Analysis of the Impact of the Pilot Program on the Emotional Stability of the Target Population

The RFQ calls for an analysis of the emotional stability of the child. West Virginia is already planning on using the WV CANS to assess children coming into the program and at multiple follow-up points during the process (likely linked to the mandated 90-day planning process). To best gauge the emotional stability of the children, HZA will track the baseline and follow-up assessment scores for the children through the web-based data collection system. Staff will enter the WV CANS assessment scores for each child into the system each time the assessment is re-administered.

As previously described, the WV CANS contains many indicators for children, some of which have the capacity for change in the short-term (such as anger control, school functioning and school attendance) and others which do not (such as IQ and developmental delays). Monitoring the scores that have the potential to change over time will allow evaluators to determine whether changes occur in the emotional stability of the children after exposure to the pilot program. For example, HZA can determine whether a child improves, stays the same, or worsens at each assessment point for a specific indicator; these data can then be presented in the aggregate and tracked over time. Additional breakouts could also be made as warranted (e.g., by pilot site). Note that in the first quarter, post-test data will not be available so HZA will rely on WV CANS data to gauge the strengths and needs of children when they begin services.

To address further the question of emotional stability and well-being, HZA will examine the WV CANS assessment scores in relation to the number of subsequent placement changes children experience and for what reasons. HZA will use FACTS data to track placement moves of children enrolled in the program and the reasons for those moves. HZA will develop a mechanism to link FACTS data with the data collected in the web-based

system in order to examine the service history in relation to the emotional history of the children. This analysis will be complemented by examining the prior placement history, reason for placement moves, and service history.

It is our understanding that concurrent with the first year of the pilot, staff at non-pilot sites will become certified to administer the WV CANS and will begin doing so as part of the Comprehensive Assessment and Planning System administered to children entering child welfare. HZA will work with BCF to obtain assessments for child-welfare involved children who are not part of the pilot program in order to compare them to the children in the pilot; ideally, these children would be a subset of the larger comparison group identified in the FACTS system. The goal will be to obtain a minimum of 30 WV CANS assessments for children in the comparison group who have had at least one additional "follow-up" assessment. HZA will then compare the emotional stability and well-being between the two groups on the WV CANS indicators described above, as well as the relationship between mental and behavioral health and the number of placement moves. This analysis will further enable the evaluation to explore the impact of the pilot program on the children involved in terms of emotional stability and well-being.

Activities	Assigned Staff	Hours
1. Develop web-based system for WV CANS data collection	Spach, Battis, Choens	24
2. Analyze pre- and post-test scores entered into the system	Homenick, Battis	12
3. Link SACWIS data to assessment data in order to examine service history in relation to emotional stability	Choens	8
4. Review the placement moves and reasons for the target children through FACTS data analysis	Zeller, Choens	12
5. Examine assessment scores in relation to FACTS data, particularly the number of placements and reasons for moves	Battis, Choens	12
6. Identify a comparison group in FACTS of children ages four to ten in counties without the pilot program	Zeller, Choens	8
7. Compare the two cohorts in terms of placement changes and reasons	Zeller, Choens	8
8. Obtain a comparison group of WV CANS assessments and analyze differences between the two groups	Zeller, Choens	16
TOTAL		100

Task 5: *Provide Technical Assistance and Training to the Pilot Program, BCF and Provider Participants*

HZA's approach to designing technical assistance will occur in three parts. First, we will work with BCF to identify the primary content areas where assistance is needed. While the RFQ asks for assistance in data gathering and outcome measurement and how to build that into practice, HZA may add topics which have emerged from the literature review. Addressing the Logic Model, these may include assessment, evidence-based

practices to alleviate trauma, enhanced specialized foster care and child advocacy. But the focus will be on how to gather the data, what the emerging data are telling us about our practices and how to modify practice to produce change. HZA will then group the needs thematically to ensure that technical assistance sessions adequately address each area (e.g., programmatic enhancements, best practices, performance measurement).

Second, we will assess the capacity and needs of the pilot sites by talking to local representatives. Staff at the pilot sites may have varying levels of understanding related to particular topics, or may be advanced in some areas and less so in others. HZA will also consider the technical capacity of an organization; for example, rural providers may have limited access to advanced internet technology. By taking into account the existing capacity across the programs, HZA ensures that the level of the technical assistance and the mode in which it is delivered is appropriate to the capacity and knowledge base of the individuals receiving it.

Third, we will craft technical assistance activities and products that are tailored to the specific areas of need that have been identified and that take into consideration the capacity levels of the receiving audience. Due to time and dollar constraints, some of the technical assistance will be delivered through webinars and telephone conferences. Other technical assistance may occur at times and places where the sites will be meeting for other purposes.

HZA will also review preliminary evaluation findings from a technical assistance perspective to pinpoint where HZA might provide more training to address a particular data trend or report finding. During the webinars, HZA will first present the quarterly evaluation findings to all relevant staff and stakeholders. The webinar will then highlight one area for more in-depth interpretation, improvement and a discussion of best practices. For example, if the evaluation indicated that the individuals participating in the service planning process did not adequately represent the spectrum of service providers that would be working with a child and family, HZA would develop an introductory webinar focusing on engaging multiple stakeholders and highlighting additional resources on that topic. The discussion with program staff would identify the challenges and highlight best practices, both local and from the literature. The webinars would also provide an opportunity for staff to troubleshoot solutions and for HZA to provide further guidance on data collection methods and reporting. Topics might include how to use the web-based system, how to establish local benchmarks based on the available data or how to use data to present program achievements at the local level. HZA envisions the webinars to last for one and a half hours each quarter.

Another form of technical assistance will be provided one-to-one through HZA's HELP DESK. This personalized assistance may relate to questions about inputting information in the web-based data collection system or generating reports from it. HZA already operates a HELP DESK which has a toll free number and staff available Monday through Friday from 8:30am until 5:00pm ET to provide one-on-one telephone support to users of all our information systems.

Activities		Assigned Staff	Hours
1.	Review report findings and recommendations	Spach, Battis, Choens	8
2.	Include best practices research in webinars	Spach, Homenick	8
3.	Create quarterly presentations	Spach, Arthur, Battis	30
4.	Arrange webinar technology	Choens	6
5.	Host webinars (quarterly)	Spach, Choens	8
6.	Conduct webinar training(s) on the web-based system	Spach, Choens	10
7.	Provide additional TA as needed	Spach, Homenick, Arthur, Battis	30
TOTAL			100

Task 6: *Provide Leadership in the Development of Data Collection and Outcome Reporting Models*

To evaluate a program's success in meeting desired outcomes, all programs should use common methods of reporting on standard measures. HZA understands that even when statewide measures have been identified there may be variation in how terms are defined and how data are collected. HZA will make suggestions for ways to improve the types of information monitored (if warranted), the methods for collecting and reporting information, and the intervals. HZA will also advise BCF on how to monitor performance information for quality improvement and the best methods for assessing performance (e.g., absolute standards, marginal improvement over previous year, and/or cross agency comparison). As previously noted, HZA will incorporate these data-related themes into the quarterly technical assistance webinars with staff from the pilot programs.

As the evaluation gets underway, changes to the data collection, definitions or analysis plan may be required. For example, if the evaluation found discrepancies between the first WV CANS assessment date and the date of other intake assessment activities in a number of cases (perhaps because they occur on different dates), HZA would work with BCF to decide which date should be used to determine whether the short-term planning process occurred within the 30-day timeframe. HZA would also work with pilot sites to ensure they were accurately recording the information according to the evaluation plan. This is just one hypothetical example of how HZA will continually review the methods used to assess the target children as well as the timeframes for doing so. The fact that the pilot program will be in its early phases at the same time as the preliminary evaluation begins means that both activities can develop together in a consistent manner that satisfies the needs of both. Moreover, this will ensure that the evaluation process captures information in a way that is feasible and meaningful to the programs involved.

As noted earlier, HZA will incorporate recommendations for program implementations into the quarterly and annual reports. HZA will also provide recommended changes to

the data collection methods and identified outcomes for measuring the effectiveness of the program as needed as the pilot program develops. HZA will attend quarterly in-person meetings with BCF to provide this leadership and development guidance.

Activities	Assigned Staff	Hours
1. Provide guidance on data collection methods and outcomes	Zeller, Spach, Homenick, Choens	20
2. Incorporate data collection recommendations into reports	Spach, Homenick, Battis	12
3. Hold webinars regarding data collection and outcomes	Spach, Battis, Choens	16
4. Attend quarterly meetings to discuss findings and recommendations	Zeller	32
TOTAL		80

Task 7: *Monitor, Research and Present Best Practices through Everyday Communication and Training Opportunities*

Throughout the duration of the study HZA will monitor child welfare journals, websites and other available literature to identify emerging trends and best practices in the research field. HZA will furnish relevant information to pilot program staff, other provider participants, BCF staff and any other key stakeholder BCF identifies. While the best way of disseminating that information may need to be discussed with those who are to receive the information, HZA proposes using existing newsletters, communications and listservs to regularly provide updates. During the technical assistance webinars, HZA will share this information in greater depth with program staff and stakeholders, as well as provide training on new practices when necessary. Research conducted on the best practices will be incorporated into the quarterly and annual reports as well.

Given that the program is being piloted in 14 different counties across all four regions it is likely that the sites will use slightly different practices and techniques to administer the program. HZA will conduct telephone interviews with at least two program staff from each of the pilot sites every six months to capture the perspective of staff as they implement the program over the first year. The information collected from program staff will help provide the foundation for technical assistance (both in terms of strengths uncovered as well as areas needing improvement), webinar content and present opportunities for sharing the best practices observed among the different pilot sites. HZA will also link the findings from the pilot sites to the established research on best practices during the technical assistance webinars. The webinars provide a platform for the pilot sites to discuss the practical applications of these best practices by sharing their own experiences.

Activities	Assigned Staff	Hours
1. Conduct literature review of best practices	Spach, Battis	8
2. Monitor literature, websites and other resources on best practices	Arthur	6
3. Update listservs, newsletters and other communications	Arthur	6
4. Collect information about best practices being used at pilot sites	Homenick, Arthur	20
TOTAL		40

Task 8: *Preparation of Data and Reports Related to the Evaluation for the Joint Committee on Government and Finance and other Committees*

HZA understands that a critical component of the proposed evaluation is to report findings about the effectiveness of the pilot program and the impact that it has on the participating children to the legislative bodies that authorized its creation. To facilitate this process, HZA will prepare data and reports to present to the Joint Committee on Government and Finance and any other committees identified by BCF. HZA will also prepare fact sheets summarizing all findings to date in addition to the reports. HZA will work with BCF to ensure that the fact sheets highlight the main findings of each reporting period in an easy-to-understand format that is tailored to the interests of the legislative audience. In addition, HZA will prepare a presentation biannually for the government committees summarizing the findings and recommendations and present those findings in person to the legislators.

Activities	Assigned Staff	Hours
1. Identify outcome findings to highlight for legislature	Zeller	4
2. Create fact sheets summarizing findings to date	Homenick, Arthur, Battis	10
3. Create presentation and handouts based on reports	Homenick, Arthur, Battis	10
4. Present report to government committees (biannual)	Zeller	16
TOTAL		40

MANDATORY QUALIFICATIONS AND EXPERIENCE

The mandatory requirements include: having project leaders and assistants with specific types of degrees and work history related to the proposed evaluation; providing documentation of experience evaluating child welfare initiatives of similar size and scope; and three work-related references in the same fields. This section contains each of these.

Project Leaders and Assistants

Each member of the project team for this engagement possesses not only the educational requirements stipulated by the Department but also a work history in evaluating child welfare programs. For this project, HZA is proposing to use six key staff: Dennis E. Zeller, Ph.D., M.S.S.W., who is HZA's president and one of the firm's two principals, will serve as the Project Leader and provide oversight and guidance during all phases of the project. He will be supported by Erin Arthur, M.S.; Jennifer Battis, M.S.R.; Andrew Choens, M.S.W.; Lindsay T. Homenick, M.S.W.; and Darshana Spach, M.Ed.

Dennis E. Zeller, Ph.D., M.S.S.W., Project Leader

With a Master's degree in Social Work from the University of Texas, as well as Ph.D. and over thirty years of experience, Dr. Zeller exceeds the Project Leader requirement. Dr. Zeller's major areas of expertise include policy analysis, research design and data analysis in the fields of child welfare and social services. Prior to founding the consulting firm, Dr. Zeller was Director of the Bureau of Policy Planning of the Division of Family and Children's Services at the New York State Department of Social Services. In that role, he was responsible for all child welfare and child care regulations, for proposing and negotiating Department-sponsored legislation, and for negotiating litigation settlements, including litigation regarding kinship care and foster children preparing for independence in New York. He was instrumental in implementing the State's preventive services program, the uniform case record for foster care and preventive services, utilization review procedures for foster care cases, and other aspects of New York's Child Welfare Reform Act of 1979. Prior to his work in New York, he was a planner for the Texas Department of Human Services, working primarily on issues related to income maintenance and services to the elderly and disabled.

Since forming Hornby Zeller Associates in 1988, Dr. Zeller and the other principal partner, Helaine Hornby, have grown the firm to have a national presence in child welfare evaluation, with a staff of 40 people and offices in five states. At HZA, Dr. Zeller oversees the quantitative research methodologies, checks the integrity of the data analyses and reviews the final products. He is currently serving as the Project Leader for the evaluation of West Virginia's prevention services program. Some of the other child welfare evaluations he has directed include the Validity and Reliability Study of the Family Risk Assessment Matrix in Ohio, the Performance Audit of the Department of

Human Services in Oklahoma and the Administrative Case Review Statewide Evaluation in Arkansas.

Dr. Zeller is the author of Model Child Welfare Management Indicators, published by the National Child Welfare Resource Center at the University of Southern Maine, and co-author of "Improving Child Welfare Performance: Retrospective and Prospective Approaches," published in **Child Welfare**. He has spoken broadly at state, regional and national conferences in the areas of child welfare, research and statistics.

Erin Arthur, M.S., Researcher

Ms. Arthur received her Master's degree in Psychology of Investigation from the University of Liverpool in England. Ms. Arthur serves as a Research Associate in HZA's Harrisburg, Pennsylvania office. Since joining HZA in 2008, Ms. Arthur has assisted in analyzing county child welfare data for Pennsylvania's Office of Children and Youth Services annual budget and planning process, highlighting strengths and areas needing improvement in terms of safety and permanency for abused and neglected children and their families. She assists in the production of semi-annual data packages to measure performance in regard to the safety and permanency of the children served. Ms. Arthur is also part of HZA's training team, instructing Pennsylvania county staff on how to interpret Child and Family Services Review data and facilitating group discussions about strategies for addressing program improvement. More recently, she has been an active participant in the formation of the Commonwealth's Quality Services Review instrument, designed as part of the Program Improvement Plan to monitor counties' strengths and areas for improvement. She has also been a member of several of the county review teams.

Ms. Arthur has played a key role in several other engagements. She assisted with the Oklahoma Department of Human Services Performance Audit in 2008, developing interview guides and survey tools which were administered to department staff, current and former foster parents and key stakeholders. Ms. Arthur also assisted with the data analysis of survey results and data extracted from the state's case management system.

Throughout 2010 and into 2011, Ms. Arthur has been involved with HZA's evaluation of the Nebraska Family Help Line, Family Navigator and Right Turn Post Adoption/Post Guardianship Services in the state of Nebraska. The evaluation is designed to measure fidelity, effectiveness and outcomes of these legislatively funded services to children and families. She participates on a quarterly basis in the interviews of program representatives and the families served, providing support in the qualitative analysis of those data.

Prior to joining HZA, Ms. Arthur provided guidance to counselors responsible for case management of work release probationers and parolees and worked as a counselor to victims of sexual assault.

Jennifer Battis, M.Res., Researcher

Ms. Battis holds a Master's degree in Social Research (with Commendation) from the University of Aberdeen, Scotland. This competitive, international graduate program gave her a solid grounding in a variety of social research methodologies and statistical software tools (including SPSS, DataNet and NextGen), and allowed her to develop a unique skill set that has proven valuable to her role as Research Assistant at Hornby Zeller Associates.

Ms. Battis provides research support to a number of projects. She has been assisting with HZA's evaluation of the Nebraska Family Help Line, Family Navigator and Right Turn Post Adoption/Post Guardianship Services in the state of Nebraska. Ms. Battis has listened to taped calls for quality assurance and performed statistical analysis of data from surveys received from families in receipt of Family Navigator or Right Turn services. Ms. Battis has also provided data management support for the Moving Forward program which is part of Maine's THRIVE Initiative. This program is designed to address the needs of transition-aged youth and young adults with emotional disturbances, placing emphasis on youth-directed planning and the development of practical skills leading to independence. HZA has been responsible for the evaluative component since 2009.

Prior to joining HZA, Ms. Battis worked for AmeriCorps VISTA (Volunteers in Service To America), a federal public service program. Her position, with the HealthReach Community Health Centers in Waterville, Maine, involved a variety of tasks, including data analysis, research, public health information tracking and reporting. She developed tutorials and other materials for use in health centers and public health websites, and trained health care staff on the proper use and tracking of the Prescription Assistance Program.

Andrew Choens, M.S.W., Researcher

Mr. Choens earned his Master's degree in Social Work from the State University at Albany in NY. He joined HZA in the fall of 2007 and has been instrumental in conducting data analysis for a wide variety of projects. For the Performance Audit conducted of the Oklahoma Department of Human Services in 2008, Mr. Choens assisted with the data analysis of surveys administered to department staff and resource families. He also conducted case record reviews and interviews of key stakeholders to examine the organizational structure for management and performance specific to child welfare.

Mr. Choens played a key role in a workload study conducted in 2009 of the Minnesota Department of Human Services, Division of Child Safety and Permanency. The study was designed to measure resource need based on the ability of the state and its counties to achieve positive safety and permanency outcomes for children served. Mr. Choens conducted the complex data analyses needed to measure the time needed to handle specific types of cases as well as the time staff have available for casework. He

developed the automated tool designed to correlate workload need to the ability to achieve positive outcomes and satisfy practice standards. Mr. Choens is currently engaged in providing onsite training to county and quality assurance staff in the use of the tool and interpretation of its results.

Over the last year, Mr. Choens has been involved with HZA's evaluation of the Nebraska Family Help Line, Family Navigator and Right Turn Post Adoption/Post Guardianship Services in the state of Nebraska. Mr. Choens has been responsible for the data analysis of case record review information collected from the Family Navigator and Right Turn programs, correlating the case record evidence with data collected by the programs within their data systems. He has also performed the comprehensive analyses, on a quarterly basis, of the programs using their full data extracts. This information allows HZA to make comparisons between families who engage with Right Turn and those who do not, and between children's behavioral health services received before, during and after participating in the Family Navigator program. He is currently analyzing data from Mississippi's MACWIS (SACWIS) in support of HZA's project to enhance receipt of federal revenue in that state.

Prior to joining HZA, Mr. Choens worked as a direct service provider with Catholic Charities in Albany, NY, where he delivered and approved program services to county residents with mental and other developmental disabilities.

Lindsay T. Homenick, M.S.W., Researcher

Ms. Homenick received her Master's degree in Social Work from the State University of New York at Albany. Since joining HZA in 2008, Ms. Homenick has performed both qualitative and quantitative research for several of HZA's engagements, including an assessment of Wisconsin's Children's Court Improvement Project, data gathering and training of local participants for workload studies and evaluations of statewide programs in Oklahoma and Nebraska.

As part of HZA's contract with the Wisconsin Supreme Court, Ms. Homenick led focus groups and analyzed county assessment and training of court-involved representative data in the evaluation of the court's improvement initiatives involving children in the child welfare and foster care arenas. Ms. Homenick assisted in the development of baseline measures for future monitoring of court outcomes related to the safety, permanency and well-being of children in the child welfare system.

Ms. Homenick actively participated in the Oklahoma Department of Human Services Performance Audit. She conducted interviews with key stakeholders and case record reviews to examine the organizational structure of the department and the implications of that structure for management and performance of the child welfare program in particular. Ms. Homenick was instrumental in conducting and performing qualitative analysis portions of the engagement.

Between 2009 and 2010, she participated in three special studies conducted on behalf of the Arkansas Division of Children and Family Services. The first encompassed case record reviews and interviews with workers to identify elements of the casework process which are most closely correlated to achieving successful outcomes for children and families and barriers to achieving quality casework. The second was designed to review overdue investigations resulting in recommendations for casework actions and improved practices to assist with improving the timeliness of investigative decisions. The last was designed to assess the effectiveness of contract providers in meeting the needs of children in foster care. Ms. Homenick designed the case record review tool and interview instruments for the review of children placed into therapeutic foster homes. She was also responsible for collecting quantitative and qualitative data, as well as analyzing it to assess an individual program's ability to meet compliance standards and achieve positive safety, permanency and well-being outcomes.

Ms. Homenick is currently assisting with HZA's evaluation of the Nebraska Family Help Line, Family Navigator and Right Turn Post Adoption/Post Guardianship Services. Ms. Homenick designed data collection instruments, conducted on-site case record reviews and interviewed families and provider staff. She has also conducted qualitative and quantitative data analyses and assisted in the writing of quarterly and semi-annual reports.

Prior to joining HZA, Ms. Homenick worked as a Match Specialist for Big Brothers Big Sisters, where she assisted in match development and client satisfaction while ensuring child safety and placement effectiveness.

Darshana Spach, M.Ed., Researcher

Ms. Spach earned a Master's degree in Education from the University of Maine at Orono. She holds a 282 Endorsement (Teacher of Children with Disabilities) from the State of Maine Department of Education, and is also a Licensed Social Worker with supervisory experience in that field. Ms. Spach joined Hornby Zeller Associates as a Research Associate in 2009 and is currently serving as the Project Director for the Child Abuse Prevention evaluation project in West Virginia, described below. Ms. Spach researched available tools and assisted with the development of the West Virginia Family Survey with input from the advisory group to be used across all CBCAP-funded programs once it is pilot tested this spring. The West Virginia Family Survey was adapted from the Protective Factors Survey, which was developed by the FRIENDS National Resource Center for CBCAP and the University of Kansas.

Prior to joining the firm, Ms. Spach served as Program Coordinator and Interim Director of the Catherine Morrill Day Nursery, a Portland, Maine-based, nationally accredited early childhood education and care program that promotes young children's cognitive, physical, social and emotional development, and where she supervised over 20 staff. In addition to her leadership role in this child-centered program, she is also an adjunct faculty member of the Early Childhood Education program at Southern Maine Community College. In this capacity, Ms. Spach created a curriculum for Early

Childhood Education students and collaborated with community providers in promoting program professionalism and sensitivity of the field.

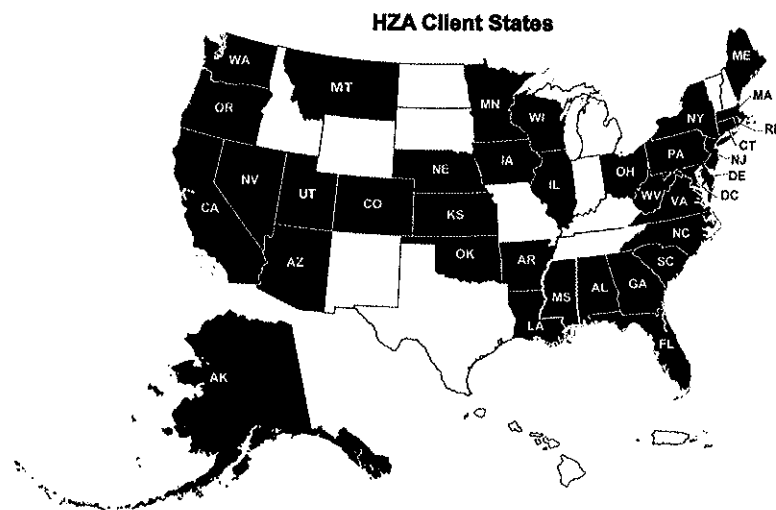
Between 2002 and 2004, Ms. Spach served in both direct service and supervisory roles at PROP Child and Family Services, a not-for-profit Community Action Agency serving 23 communities in Cumberland County, Maine. She has worked with at-risk populations at both Early Head Start and Catherine Morrill. In her Master's program, she focused on working with both refugees and native families who have experienced trauma or other extraordinary circumstances. She obtained funding for and facilitated professional development services for early childhood professionals on the subject of multi-cultural education. Since 2004, she has also participated in various large-scale projects including the Maine Quality Rating System, as well as accreditation projects for the National Association for the Education of Young Children.

Ms. Spach has presented at a number of conferences on a variety of topics, including Cognitive Development in Infants and Young Children, Working with Highly Sensitive Children, Dealing with Difficult Behaviors in Young Children, and Observing and Documenting Behaviors.

Experience Evaluating Child Welfare Initiatives

Hornby Zeller Associates, Inc. is a management consulting, research and evaluation firm which focuses on child and family services including child welfare and children's mental health, among other areas.

HZA was founded as Zeller Associates in 1988 by Dennis E. Zeller, Ph.D., M.S.S.W. who was Director of the Bureau of Policy Planning of the Division of Family and Children's Services at the New York State Department of Social Services. The firm became Hornby Zeller Associates, Inc. in 1995 when Helaine Hornby left her post as founder and director of one of the national child welfare resource centers (University of Southern Maine, Organizational Improvement) to become a partner in the firm. HZA now has offices in five states and a total of 40 full-time professional staff. Offices are located in New York, where HZA is incorporated, Maine, Arkansas, Florida and Pennsylvania. The firm has had contracts in over 30 states, including West Virginia where we are currently performing the Child Abuse Prevention Grantees Protective Factors Evaluation.



HZA has extensive experience and knowledge of child welfare, having performed numerous evaluations of child welfare agencies, including projects that involve children in foster care and ensuring their needs are met. As will also be demonstrated, the firm's experience exceeds the mandatory qualifications. Below is a sample of child welfare evaluations that equal or exceed the proposed evaluation of Jacob's law in size, scope and methodology.

Ohio – Validity and Reliability Study of the Family Risk Assessment Matrix

In 2001, HZA conducted a reliability and validity study of the state's child abuse and neglect risk assessment tool (the Family Risk Assessment Matrix, or FRAM) to determine whether the tool and the factors it encompasses were sufficiently valid and reliable to guide casework decisions. The contract was with the Ohio Department of Job and Family Services. Using data from Ohio's case management system, HZA's analysts followed a cohort sample of reports and associated families forward in time to determine whether subsequent maltreatment occurred.

The data analysis included a content validity analysis of the FRAM items to assess the correspondence between individual items and their respective baseline scores, between the baseline scores and overall scores and finally between individual items and the overall FRAM score. A criterion validity analysis was also undertaken to assess the extent to which the individual FRAM items and summative scores succeeded in predicting the likelihood of subsequent abuse or neglect. A correlational analysis and regression analysis were also conducted to identify other factors (e.g., allegation type, age of child) which may impact the FRAM score and which items have the most predictive power of assessing future risk of harm. In addition to examining the FRAM and its components to assess its effectiveness, caseworkers were interviewed to determine the extent to which they make their decisions based on the FRAM scores and a survey was administered to both caseworkers and supervisors to obtain their overall impression of the tool's utility.

HZA found that the basic structure of Ohio's risk assessment tool was sound; however, it did not work as well after the initial assessment largely because the policy mandated its use so frequently that caseworkers did not take the instrument seriously. Largely in accord with the recommendations of the evaluation, the state took steps to revise the tool.

Georgia – Foster Care Needs Assessment

In 2007, HZA was contracted by the Georgia Department of Human Resources to conduct a needs assessment of foster care placement services for Fulton and DeKalb Counties as part of the *Kenny A.* consent decree. This complex assessment involved an examination of both children in foster care and the resources needed to serve them. HZA's methodology was built around four primary components: needs analysis, gap analysis, tool development for ongoing monitoring, and a final report and resource development recommendations. HZA provided the client with counts of children in need

of foster care placement by type of need, a map of communities and resource data using geo-coding technology, projections of children in future need, children in care, a statement of gaps in available resources and a software program for matching children and foster families. HZA's final report was used in the state's report to the court as well as in developing the types of foster placements needed in one of the two counties involved (Fulton). HZA found that the other county (DeKalb) had adequate resources.

Oklahoma – Performance Audit of the Oklahoma Department of Human Services

In 2008 HZA was retained by the Oklahoma House of Representatives to conduct a comprehensive evaluation of programs and services provided by the Oklahoma Department of Human Services (DHS) with a focus on the child welfare division. While the scope of work was broader than child welfare, additional attention was given to this particular program to help identify what steps needed to be taken to improve outcomes for children. The scope of work involved assessing the results DHS achieves for its clients; evaluating how well policies and programs are implemented; evaluating the supply, training and retention of foster care providers; assessing the Department's organizational structure and management controls; and evaluating its personnel policies, staff training, retention and turnover.

HZA conducted interviews with birth families, foster families, judges, attorneys, guardians, caseworkers and managers. Additional data were collected through in-depth case record reviews, and focus groups.

HZA worked consistently with a steering committee from the House of Representatives to present its findings. Ultimately, HZA made presentations to the entire Health and Human Services Committee of the Legislature. Following the completion of the Performance Audit, the Oklahoma Legislature passed by an overwhelming majority a bill containing 25 out of HZA's 26 recommendations for change which are now being implemented with excellent results in reforming the child welfare system. HZA continues to receive reports on the effectiveness of the measures that were implemented.

Arkansas – Administrative Case Review Statewide Evaluation

In 2009, HZA conducted a statewide Administrative Case Review for the Arkansas Division of Children and Family Services (DCFS). The focus of the review was the quality of casework being provided to the children and families the agency serves, rather than on mere compliance with specific legal and policy requirements. HZA reviewed over 1000 cases representing a sample of foster care and protective services cases in the state. The cases were selected in such a way that all county offices throughout the state were represented. The case reviews were conducted using structured review instruments that were translated into an electronic format so that reviewers could enter information about the cases into a computerized database that was used for reporting and analytic purposes. HZA identified which elements of the casework process are most closely correlated to achieving successful outcomes

including the achievement of case plan goals, as well as some of the barriers to performing quality casework and incorporated its findings into the final recommendations made to the agency.

Nebraska – Evaluation of Post Adoption Services

In January 2010, HZA was contracted to evaluate three programs initiated by the legislature, two relating to children's behavioral health and one relating to children who had been adopted through the child welfare system. The one related to child welfare, Right Turn, provides short-term case management services to families after adoption finalization or guardianship. Staff provide referrals to community-based services and informal supports, and sometimes guide families through the process of accessing services. The evaluation is assessing the fidelity, effectiveness and outcomes of these three funded initiatives. It is providing information which decision-makers need to improve services to the children and families with a focus on family-centered practices. HZA has collected data through on-site visits, analysis of SACWIS data, case record reviews, and interviews with families and program administrators.

West Virginia's goal of improving its ability to address the needs of foster children in its care is similar to the goals of the Right Turn program, i.e., to address the needs children who have been adopted through Nebraska's child welfare system, many of whom are at risk of being returned to the state due to challenging behavioral and/or mental health needs. Right Turn aims to prevent the dissolution of adoptions and guardianships by ensuring that adoptive parents and other caregivers have adequate support to deal with challenging behaviors of their adopted children. Right Turn also focuses on the strengths and needs of the target children in order to help the families access services that will help their children to achieve high-level functioning and stability within their homes. While Right Turn provides services post-adoption in order to prevent the dissolution of the finalized adoption, West Virginia's pilot programs will be providing services to children in foster care with a goal of preventing the disruption of the foster care placement.

West Virginia – Protective Factors Evaluation Project

Hornby Zeller Associates has experience working with the West Virginia Department of Health and Human Resources. It is currently evaluating programs and services designed to strengthen families and prevent child abuse and neglect. During the first phase of the project, HZA collected and analyzed surveys that had been administered by the Starting Points Centers, one of the four types of child abuse and prevention programs in the state. For the second phase, HZA researched and designed an adaptable tool to be used across all state Community-based Child Abuse and Prevention-funded agencies to measure the degree of change in protective factors of program participants. This tool, provided in both a paper and web-based version, will be used to measure the extent to which community prevention programs are able to strengthen the preventive factors of families and thus avoid involvement with child protective services. HZA recently provided training and technical assistance on

administering the pilot version of the survey in six programs, which will begin in spring 2011. The final survey will be refined and introduced statewide in June 2011.

References

The following three clients can speak to HZA's competencies on child welfare or prevention evaluations in three states. In each case, the project was procured as a result of a competitive bid.

The contact information for each is as follows:

Sarah Edwards
Formerly Contract Officer, Oklahoma House of Representatives
Currently Attorney, Crowe and Dunlevy
20 North Broadway
Suite 1800
Oklahoma City, OK 73102
(405) 239-6656
sarah.edwards@crowedunlevy.com

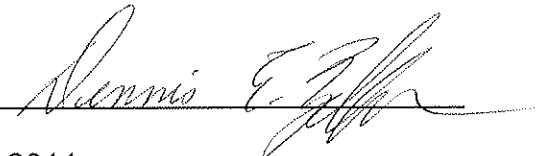
Carol Hall, Project Director, DFCS Kenny A. Project
Georgia Department of Human Resources
2 Peachtree Street, N.W.
Room 18.470
Atlanta, GA 30303
(404) 657-1127
cehall1@dhr.ga.gov

Tina L. Faber, MSW
Child Abuse Prevention and Early Intervention Specialist
West Virginia Department of Health and Human Resources
350 Capitol Street Room 691
Charleston, WV 25301
(304) 558-3363
Tina.L.Faber@wv.gov

VENDOR BID SUMMARY

Task²⁶	Estimated Hours	Vendors Bid Per Hour (all inclusive of travel and expenses)	Estimated Cost Per Task (estimated hours x Vendor's Bid per hour)
Identify data to be collected and establish measurable outcomes for project evaluation	40	\$104	\$4,160
Collect and analyze data for quarterly and annual reports	80	\$102	\$8,160
Analyze the pilot program's impact on the emotional stability of children including the number of placements and the reasons for those moves	100	\$103	\$10,300
Technical assistance and training related to data collection and outcome measurement	100	\$99	\$9,900
Leadership in data collection and outcome reporting models	80	\$111	\$8,880
Identify trends and make recommendations for program improvement	80	\$104	\$8,320
Monitor, research and present best practices through everyday communication and training opportunities	40	\$99	\$3,960
Preparation of data and reports regarding the evaluation for the Joint Committee on Government and Finance and other committees every six months for up to three years	40	\$112	\$4,480
Total			\$58,160

HZA understands from the RFQ that the hours are estimates and HZA will be paid for actual hours worked. HZA has bid on all tasks. The documentation supporting how the work will be done and how the hours are allocated is provided in the Workplan above.

Vendor Signature: 

Date: February 22, 2011

²⁶ The tasks are presented in the order listed on pages 5 and 6 of the RFQ.

Appendix A

RESUMES

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(850) 877-9909

Quality Assurance
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(501) 682-7931

373 Broadway.
South Portland, ME 04106
(207) 773-9529

EXPERIENCE

President, Hornby Zeller Associates, Inc. 1/95 – Present.

Principal, Zeller Associates. 12/88 – 1/95.

Management consulting firm specializing in child welfare, juvenile justice, mental health and public assistance (see *Sample Projects* below).

Director

Supervisor, Policy Analysis Unit

Program Research Specialist

New York State Department of Social Services, Bureau of Policy Planning, Division of Family and Children's Services, Albany, NY: Developed regulations for child protective services; developed and supervised development of proposed legislation and impact of preventive services; assisted counties to obtain maximum state reimbursement; developed standards of eligibility for preventive services; assisted with and supervised review of county child welfare plans. ***8/80 – 12/88.***

Supervisor, Survey and Analysis Unit

Statistician, Planner

Administrative Technician, Consultant

Texas Department of Human Services, Austin, TX: Designed, implemented and analyzed survey with 25,000 face-to-face interviews to support development of the budget and management plan; developed several models of alternate care for the elderly and initiated pilot projects; developed budget proposal to combine Medicaid and Title XX funds to support alternate care initiatives; assisted with survey of needs of the elderly; assisted with statewide survey to determine impact of welfare reform on state. ***5/77 – 7/80.***

**SAMPLE
PROJECTS**

West Virginia Department of Health and Human Resources, Bureau for Children and Families, Charleston, WV: Served as Principal Investigator, providing overall conceptual guidance of an evaluation of the protective factors used to strengthen families and prevent child maltreatment for child abuse prevention grantees. The evaluation focused on a measurement of positive changes exhibited by families who participated in state programs and their ability to provide support and care for their children. ***2010 - 2011.***

Mississippi Department of Human Services, Division of Family and Children Services, Jackson, MS: Provided oversight in a financial assessment of the Division which was aimed at identifying opportunities for increased federal funding to support child welfare programs and process modifications which were needed to access additional financial assistance. ***2010 – 2011.***

Nebraska Department of Health and Human Services, Division of Children's Behavioral Health, Lincoln, NE: Provided quantitative oversight of an evaluation of the Children's Behavioral Health Help Line, Family Navigator Services and Post Adoption/Post Guardianship Services, three prevention service programs developed in response to the state's Safe Haven program. The evaluation was designed to measure fidelity, effectiveness and outcomes of these new legislatively-funded services. ***2010 - 2011.***

Iowa Department of Human Services, NYTD Baseline and Follow-up Population Data Collection, Des Moines, IA: Provided conceptual oversight for the measurement of outcomes for

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youth participants of independent living services while in foster care as well as post-discharge prior to implementation. **2010 – 2011.**

Arkansas Department of Human Services, Division of Children and Family Services, Service Quality and Practice Improvement Unit, Little Rock, AR: Provided guidance to the public-private Unit in support of the reviews conducted as part of the Division of Children and Family Services' Program Improvement Plan and Practice Model building. **2009 – 2011.**

Minnesota Department of Human Services, Division of Child Safety and Permanency, St. Paul MN: Provided quantitative oversight for the conduct of a statewide workload study to determine both the time workers have available for case specific work and the time required to handle cases according to state and federal policy and procedure, weighted by ability to achieve positive safety and permanency outcomes. **2008 – 2011.**

Arkansas Department of Human Services, Division of Children and Family Services, Special Projects, Little Rock, AR: Provided guidance in the development of methodologies and instruments used for three special projects (Administrative Case Review, Overdue Investigations, Case Closure) designed to improve the quality of case practice and identify barriers to completing case activity in a timely manner and/or achieving positive outcomes for children and families. **2009.**

Westchester County Department of Social Services, Workload Study, White Plains, NY: Provided conceptual leadership in the development, implementation and analysis of a follow-up workload study of case workers and supervisors within the division of child welfare and foster care. **2008 – 2009.**

Oklahoma House of Representatives, Oklahoma Department of Human Services Performance Audit, Oklahoma City, OK: Directed the development of data collection tools used to conduct a performance audit of the department with a focus on the organizational structure and the implications of that structure for management and performance of the child welfare program in particular. Participated in onsite interviews, met with legislative representatives and led the staff responsible for analyses of the quantitative data, including state data extracts. **2008 – 2009.**

Connecticut Department of Children and Families, Statewide Assessment of Systems and Services Pertaining to the Sexual and Physical Abuse of Children, Hartford, CT: Provided guidance in the analysis of service needs and outcomes for children sexually abused and/or seriously physically abused and maltreated using a statewide data extract. Participated in interviews with child advocacy center and multi-disciplinary team representatives including coordinators, medical personnel, prosecutors, law enforcement and agency staff. **2008 – 2009.**

Wisconsin Supreme Court, Director of State Courts Office, Court Improvement Program: Annual Program Assessment Reports, Madison, WI: Provided conceptual leadership and guidance in the development of a logic model used to define the processes and outcomes for evaluation of the court improvement initiative involving children in the child welfare and foster care arenas. Led the staff responsible for the outcome analysis using state data extracts. **2008 - 2010.**

Wisconsin Division of Children and Family Services, Online Policy Manual, Madison, WI: Developed a structure and numbering system for the online organization of the state's child welfare policies. Assisted in drafting the policy chapters and conduct of a gap analysis identifying where program policies were needed. **2007 – 2008.**

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Wisconsin Supreme Court, Director of State Courts Office, State Courts Role in the Effective Interstate Placement of Children, Madison, WI: Directed the development of data collection tools and analysis of the processes used by the court to handle the interstate placement of children involved in the child welfare system satisfying state and federal regulations and policies. Drafted the report which identified the state's adequacy of statutes, participation of out-of-state parties in court hearings and sharing of information across state borders. **2008.**

Georgia Department of Human Resources, Title IV-E Penetration Rate Study, Atlanta, GA: Assessed and developed recommendations to amend the state's Cost Allocation Plan and Random Moment Sample Survey to increase Title IV-E funding for administrative and training expenditures. Provided guidance to staff responsible for identifying areas of improvement in determining Title IV-E eligibility at the case level and for increased federal funding for training. **2007.**

Georgia Department of Human Resources, Foster Care Needs Assessment, Atlanta, GA: Provided conceptual guidance in the conduct of a needs assessment of foster care placement services for Fulton and DeKalb Counties as part of the *Kenny A.* consent decree. Assisted in the development of a case reading tool to identify the placement needs of children placed into substitute care and an instrument to quantify the availability of resources. Provided guidance in the conduct of the data analysis and assistance in the development of an automated ongoing monitoring tool. **2007.**

Virginia Department of Social Services, Workload Management Study Update, Richmond, VA: Provided quantitative oversight for the conduct of a follow-up statewide workload measurement study of TANF, Food Stamps, Child Protective, Adult Protective and nine other human services programs to determine both the time workers have available for case specific work and the time required to handle cases according to state and federal policy and procedure. **2007 – 2008.**

Connecticut Judicial Branch, Court Support Services Division and Connecticut Department of Children and Families, Service Needs Study for 16 & 17 Year-old Court-involved Youth, Hartford, CT: Directed the conduct of a comprehensive service need study for 16 & 17 year-old court-involved youth. Analyzed the specific risks, needs and strengths of youth, with particular attention to their health and educational needs and compared those needs to existing services, resulting in recommendations of services, programs and interventions. **2006 – 2007.**

Florida Department of Children and Families, Florida Abuse Hotline Training, Tallahassee, FL: Provided guidance in the needs assessment, planning, curriculum development, training and evaluation component of the multi-year project to provide a comprehensive ongoing package of training for staff of the Florida Abuse Hotline. Four categories of training were delivered to front line staff, supervisors and managers. **2006 – 2011.**

Maine Department of Health and Human Services, Co-occurring State Integration Initiative, Augusta, ME: Conducted a cost study, using data from the state's Medicaid billing system, to measure the impact of programs that treat clients with substance and mental illness concurrently in the same location, as opposed to those that are treated by separate providers for each condition. **2005 – 2010.**

Westchester County Department of Social Services, Workload Study, White Plains, NY: Provided conceptual leadership in the development, implementation and analysis of a workload study of case workers and supervisors within the division of child welfare and foster care. **2006.**

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New Jersey Department of Human Services, Division of Youth and Family Services, Quality Assurance to New Jersey's State Central Registry, Trenton, NJ: Directed the development of a review instrument designed to determine whether the people taking abuse and neglect calls and dispatching information to the field for investigation were operating within legal and best practice guidelines; provided guidance to the review team and onsite mentor. **2005 – 2006.**

Alaska Department of Health and Social Services, Division of Public Assistance, Workload Analysis, Anchorage, AK: Provided guidance in the development of the instruments used to measure case specific time and non-case specific time to determine reasonable workloads for eligibility technicians, supervisors and clerical staff. Selected the population of cases using several data extracts from the Division's case management information system. Conducted the data analysis to determine time needed to handle cases sufficiently and project staffing needs. Designed an automated tool to project future staffing needs. **2006.**

Alaska Department of Health and Social Services, Office of Children Services, Statewide Workload Study, Juneau, AK: Provided guidance in the development of the instruments used to measure case specific time and non-case specific time to determine reasonable workloads for caseworkers, allowing them the time they need to achieve positive outcomes for children and families. Conducted the data analysis to determine time needed to handle cases sufficiently and project staffing needs. **2005.**

Florida Department of Children and Families, Quality Assurance Services for the Florida Abuse Hotline, Tallahassee, FL: Provided guidance in the design of an automated data collection instrument to record findings from a quality assurance review of intake and assessment activities for both children and adults at the Florida Abuse Hotline. Supervised the data analyst and met with state representatives to present findings. **2005 – 2007.**

New Jersey Department of Human Services, Division of Youth and Family Services, Analysis of State Central Registry Implementation, Trenton, NJ: Developed a review instrument to evaluate, analyze and make recommendations relating to the implementation of the State Central Registry. **2004 – 2005.**

Ohio Department of Job and Family Services, Adoption Services Specialized Administrative Support Quality Assurance Program, Columbus, OH: Provided conceptual leadership and oversight for the performance of evaluation and quality assurance services for Ohio's adoption program in an effort to increase the number of adoptions of children in public custody. Assisted the Department with data cleansing for conversion of data from an existing system to its newly developed SACWIS. **2004 – 2007.**

Erie County Office of Children and Youth, Quality Assurance, Erie, PA: Provided quality assurance services and continued technical assistance and support for the Erie County Children and Youth Services Director in the areas of organizational structure, personnel management, performance measurement and database design. **2002 – 2006.**

New Jersey Department of Human Services, Division of Youth and Family Services, Restructure DYFS Regulations, Trenton, NJ: Assisted in revising and developing a new set of state regulations consistent with *A New Beginning: The Future of Child Welfare in New Jersey*. **2004 – 2005.**

Wisconsin Supreme Court, Reassess State Court Performance in Children in Need of Protection or Services Cases, Madison, WI: Supervised the analysis of quantitative data for a reassessment of the impact of the Court Improvement Project including the analysis of administrative data from CCAP and from a case reading. Analyzed the capacity and limitations of

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the Court system's management information systems and provided conceptual leadership for the development of an automated reporting system using CCAP data. **2004.**

New Jersey Department of Human Services, Division of Youth and Family Services, Qualitative Service Reviews, Trenton, NJ: Supported the Division in an effort to ascertain its preparedness for the Child and Family Services Review. Provided critical information for the development of a statewide assessment. **2003.**

ChildNet-PA: Led the development effort for this software package designed to provide both reporting and case management functions to social workers, supervisors and managers in public children and youth agencies across Pennsylvania. Created the initial outline the system's structure and drafted the initial functionality requirements, referring to SACWIS requirements. Provided conceptual oversight to the development team throughout each phase of development including the selection of fields; layout of screenshots; selection of forms, letters and reports; and creation of supporting system documentation and materials. **2001 – 2010.**

Kansas Department of Social and Rehabilitation Services, Risk Assessment Validation, Topeka, KS: Provided conceptual leadership to the team responsible for the conduct of an assessment of the validity and reliability of the state's Risk Assessment tool, using multiple data sources provided to the evaluation team in electronic format from the child welfare division. **2003 – 2004.**

Pennsylvania Department of Public Welfare, Technical Assistance, Needs Based Planning and Budgeting and CFSR Support, Harrisburg, PA: Provided conceptual oversight in the review of the state's data collection systems and evaluation methodologies used to measure performance and outcomes. Provided guidance in the development of county data packages and provided training to county, regional and state staff in the interpretation and use of county data packages. Analyzed and interpreted quantitative and qualitative data in support of the state's Child and Family Services Reviews. Assisted in the development of the Statewide Assessment. Supported OCYF in the Management & Monitoring the program improvement plan with additional focus on implementation of the counties Need Based Plans & Budgets to support county progress. **2002 – 2011.**

Department of Health and Human Services, Mentor Sites: Analytic Data Capacity Building, Little Rock, AR: Promoted the transfer of expertise in gathering, analyzing and using data to states who wish to improve their research and evaluation infrastructures in monitoring safety, permanency and well-being using AFCARS, NCANDS and child welfare information systems. Worked with the mentee states to determine their data needs and reporting abilities. **2001 – 2006.**

Alabama Department of Human Services, Revenue Enhancement/Rate Setting, Montgomery, AL: Provided guidance in the restructuring of the rate setting process for residential treatment services. Increased future federal dollars claimed under Title IV-E and recovered prior state expenditures which were eligible for federal funding. **2001 – 2003.**

Washington Department of Social and Health Services, Children's Administration, Foster Care Rate Redesign Project, Olympia, WA: Redesigned the foster care rates for children in basic care and with special needs and provided assistance with the development of an automated system to assign rates based on the needs of the child and foster care family. **2001 – 2002.**

Philadelphia Department of Human Services, Children and Youth Division, Philadelphia Child Welfare Workload Study. Philadelphia, PA: Conducted a workload study of the caseloads of child welfare social workers, measured the impact of new requirements and practice standards, and examined the interaction of workload issues and organizational structure issues. Provided guidance in the selection of cases from the Division's case management information system. **2001.**

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Erie County Department of Children and Youth, Erie County Organizational Review, Erie, PA: Conducted an organizational review of Erie County's Children and Youth Services' (CYS) agency to determine the extent to which Erie County CYs is achieving the outcomes it seeks for the children who come to its attention; which aspects of the agency's operations contribute to and detract from achievement of those outcomes; and which aspects of the agency's organizational structure and operations contributed to and detracted from its effectiveness. **2000 – 2001.**

New Jersey Department of Human Services, Restructuring Rates for Regional Diagnostic and Treatment Centers, Trenton, NJ: Assessed the core services required to be provided by the centers are available to children alleged to be physically and/or sexually abused at a level commensurate with the funding provided for that purpose. Defined reasonable expectations for the delivery of additional services based on the funding available; identified and recommended ways to resolve gaps and inconsistencies in current service delivery; maximized federal revenue. **2001 – 2002.**

Nevada Department of Human Resources, Division of Child and Family Services, Program Evaluation Data Unit, Carson City, NV: Implemented a program evaluation unit to monitor the ability of the Division to meet its mission and goals. Developed performance and outcome measures and reporting strategies for use by state, regional, local and line staff using various data sources, including the state's newly created SACWIS and outgoing case management systems. **2000 – 2004.**

Ohio Department of Job and Family Services, Study of Validity and Reliability of the Family Risk Assessment Matrix, Columbus, OH: Provided conceptual leadership in determining whether Ohio's Family Risk Assessment Matrix validly and reliably measured risk and safety of children at all key decision points in the casework process. Designed the methodology for data collection, including both case record reviews and access to statewide case management information. **2000 – 2001.**

New Jersey Department of Human Services, Restructuring Rates for Contracted Foster Care, Trenton, NJ: Restructured rates for out-of-home care, including an examination of treatment foster care and family care homes, as well as the rates paid to levels 4, 5 and 6, which included a variety of special payments for children in foster care or receiving adoption subsidy. Coordinated this effort with a simultaneous examination of contracted foster care. **2000 – 2001.**

Colorado Department of Human Services, Medicaid Workload Study, Denver, CO: Provided guidance in the conduct of a statewide workload study of Medicaid programs, which utilized a time study and random moment survey as the principal data collection strategies. Conducted the data analysis to determine staffing need and assisted in the development of an automated tool for future workload monitoring. **2000 – 2001.**

Erie County Department of Human Services, Office of Children and Youth Services, Erie County Implementation Plan, Erie, PA: Implemented the review process to identify the need for changes in the areas of forms reduction, supervisors' and administrators' training, quality assurance and technical assistance and support. Participated in the curriculum development and presentation of a supervisors training series, resulting from the review. **2000 – 2001.**

Pennsylvania Department of Public Welfare, Business Process Reengineering, Harrisburg, PA: Participated in system design and development planning sessions. Developed and implemented statewide training to help counties review business practice changes needed to integrate the Pennsylvania Child Welfare Information System (PACWIS) into county program operations. **2000.**

Pennsylvania Department of Public Welfare, PACWIS, Harrisburg, PA: Assisted in the development of User's Guides and training curriculum for statewide training delivery to 4,500

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managers, supervisors and caseworkers in the use of the Pennsylvania Automated Child Welfare Information System. Participated in software development committees meetings. Provided the framework by which Help Desk support was modeled. **1999 – 2000.**

Virginia Department of Social Services, Workload Management Study, Richmond, VA: Led a statewide workload measurement of TANF, Food Stamps, Child Protective, Adult Protective and ten other human services programs using work requirements, best practice and outcome measures to serve the basis of determining time needed to handle cases; worked with the state to determine necessary appropriations for personnel and operating costs for mandated programs based on study results and influencing geographic factors. **1999 – 2000.**

California Department of Education, Quality Improvement Programs, Sacramento, CA: Coordinated the evaluation of nine programs, assisted staff in the development of evaluation strategies, data collection tools and processes for gathering and analyzing information. **1998 – 2001.**

California Department of Education, Child Development Division, Desired Results for Resource and Referral and Alternative Payment Programs, Sacramento, CA: Developed an outcome evaluation system for Child Care Resource and Referral and Alternative Payment programs, developed program standards which support the achievement of the desired results and implemented a data collection and analysis process for both the desired results and the program standards. **1997 – 2000.**

Ohio Department of Job and Family Services, AdoptOHIO, Columbus, OH: Provided guidance in the evaluation of the effectiveness of services designed to increase the number of adoptions of children in public custody, assisted in the analysis of downloaded data from the child welfare tracking system to track the progress of children waiting for adoption; and provided conceptual leadership in the development of an automated application for tracking both children and families being served by public and private adoption agencies. **1998 – 2001.**

New Jersey Department of Human Services, Rate Setting for Foster Care, Trenton, NJ: Developed and implemented a rate setting system for foster home providers. Conducted a survey of foster care caseworkers to identify levels of care authorized for children in placement; developed alternatives for rate setting dependent on level of care need; proposed amendments for equitable distribution of available funding; and developed an automated system for determining the level of care and respective rate of care. **1998 – 1999.**

Lucas County Children Services Board, Technical Assistance on Quality Assurance, Toledo, OH: Developed an automated performance and outcome measurement system and a contract management system. Provided instructional documentation and training to quality assurance unit. **1998 – 1999.**

Montana Department of Public Health and Human Services, Division of Children and Family Services, Time Study, Helena, MT: Provided guidance in the conduct of a time and workload management study of foster care and licensing workers. Evaluated resulting regional differences and recommended practice changes. Accessed the Division's case management information system to identify case characteristics. **1998 – 1999.**

Ohio Department of Job and Family Services, Child Protective Needs Assessment, Columbus, OH: Developed the methodology and data collection instruments and conducted the data analysis to quantify the service needs of children and families to prevent removal and/or to reunite families in accordance with the consent decree Roe v. Staples. Drafted the final report and presented findings to the oversight committee. **1998.**

DENNIS E. ZELLER
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New Jersey Department of Human Services, Rate Setting for Foster Care, Trenton, NJ: Designed a rate-setting system for foster care homes accounting for differing levels of care. **1998.**

Arkansas Department of Human Services, Division of Children and Family Services, Quality Assurance, Little Rock, AR: Provided leadership to the Quality Assurance Unit for the child welfare division responsible for producing monthly and quarterly management reports, conduct of a time and workload study and special reports, such as the semi-annual report to the Legislature on the impact of welfare reform on child welfare. Assessed the use and continuance use of the Department's SACWIS to access and analyze data, as well the use of intranet resources to access additional case-related data. **1997 – 2011.**

Nevada Department of Human Resources, Division of Child and Family Services, Time Study and Regional Plan Implementation, Carson City, NV: Conducted a time and workload management study of foster care and licensing workers and supervisors; developed the methodology and instruments; conducted the data analysis and projected the need for increased staffing. **1997 – 1998.**

Lucas County Children Services Board, Review and Assessment of the Operations and Service Delivery of the Lucas County Children Services Board, Toledo, OH: Evaluated six areas of agency operation: Case Management and MIS; Management and Leadership; Training; Financial Policies and Practices; Personnel Policies; Practices and Procedures; and Programs and Policies. Conducted focus groups, interviews, document reviews and other field research. **1997.**

Pennsylvania Department of Public Welfare, Office of Children, Youth and Families, Results-based Management System, Harrisburg, PA: Defined and developed a results-based management system for children and youth services. Designed report templates and trained local and state representatives on use and interpretation of the reports. Reports were based on AFCARS and NCANDS data. **1996.**

Connecticut Department of Children and Families, Resource Development Plan, Hartford, CT: Developed and executed a needs assessment methodology for in-home and residential services to children and families in compliance with a federal court order. **1996.**

Illinois Department of Children and Family Services, Front-end Redesign of Child Protective Services, Springfield, IL: Developed models to redesign the organization of child protective investigations and service delivery to intact families and evaluated the impact of each model; conducted data analysis using the state's electronic case management information to measure the impact of the models. **1995 – 1999.**

Delaware Department of Services for Children, Youth and Their Families, Evaluation of Alternatives to Incarceration Services for Youth, Wilmington, DE: Evaluated the effectiveness and cost efficiency of the Alternatives to Incarceration program compared to the state's secure facility. **1995.**

Corporation for Change, Assessment of the Family Agenda, Topeka, KS: Evaluated changes in the state's child welfare program since initiation of the Family Agenda, with special emphasis on the effectiveness of family preservation services. **1995.**

Milwaukee County Department of Human Services, Strategic Plan, Milwaukee, WI: Developed a strategic plan for Youth Services in Milwaukee County. **1995.**

Colorado Department of Social Services, Level of Care System for Residential Care, Denver, CO: Developed standards for levels of care and rates to support the standards for all levels of

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foster care; and developed an automated catalogue of placement services to assist counties in matching children to resources. **1994 – 1996.**

Arkansas Department Human Services, Contract and Outcome Monitoring, Little Rock, AR: Created a micro-computer application to accept monthly downloads of mainframe data and produce agency performance indicators; developed contract monitoring procedures for contracted services; re-wrote policy manual; and re-structured compliance reviews to permit more efficient targeting of corrective action efforts. **1993 – 1997.**

Arizona Department of Economic Security, Foster Care Safety, Phoenix, AZ: Performed a case record review of all foster care cases in the state. Developed case reading instruments, arranged for data entry, analyzed the data and assisted in report writing. Assisted in the redesign of the Administration for Children Youth and Families through development of outcome measures, assessment of prior performance through case reading and development of a case weighting system. **1993 – 1996.**

Louisiana Department of Social Services, Rate Setting for Foster and Residential Care, Baton Rouge, LA: Developed rate setting methodologies for residential and family foster care. **1993 – 1996.**

Iowa Department of Human Services, Child Care Rate Setting and Information Systems Analysis, Des Moines, IA: Reviewed day care rate setting methodology and status of automation of day care services; analyzed expenditure patterns for day care services; proposed methodologies for enhancing federal reimbursement (under sub-contract to Stoney Associates, Albany, NY). **1993.**

National Conference of State Legislatures and Corporation for Change, Seamless Child Care Funding, Topeka, KS: Reviewed the Kansas day care system and the state's ability to create a seamless funding structure; reviewed the CARES computer system; reviewed policies regarding subsidy; reviewed rate and parent fee structures (under sub-contract to Stoney Associates, Albany, NY). **1993.**

U.S. Department of Health and Human Services, Washington, DC: Examined the impact of kinship care policies in five states: New York, California, Illinois, Texas and Colorado. **1992 – 1994.**

Oregon Children's Services Division, Children's Service Division Focus 90s Initiative, Salem, OR: Assisted the Division in implementing the recommendations made in the report to the Legislature, with particular focus on the development of performance measures. **1992 – 1993.**

Oregon State Legislature, Evaluation of Children's Services Division, Salem, OR: Analyzed the operations and performance of Children's Services Division for the State Legislature. Conducted interviews with staff, legislators and the public; reviewed current cases to determine compliance with policy; analyzed current policy; and developed new performance measures to permit the agency to determine the effectiveness of its services on an on-going basis. **1992.**

Rhode Island Department of Children Youth and Families, Providence, RI: In conjunction with the American Humane Association and the National Council on Crime and Delinquency, assisted the Department in improving its workload management and developed a structure for payment of special foster care rates. **1991 – 1993.**

American Civil Liberties Union, New York, NY: Supervised the review of case records in the Kansas litigation *Sheila A.* This included development of the case reading instrument, analysis of

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the data and final report writing. 1991 – 1993.

**ARTICLES,
BOOKS &
REPORTS**

Zeller, D., Gamble, T., *Improving Child Welfare Performance: Retrospective and Prospective Approaches*, **Child Welfare, Journal of the Child Welfare League of America**. Vol. LXXXVI. No. 1, January-February 2007.

Hornby, H., Zeller, D. and Karraker, D., *Kinship Care in America: What Outcomes Should Policy Seek?*, **Child Welfare, Journal of the Child Welfare League of America** Vol. LXXV. No. 5, September-October, 1996.

Hornby, H., Zeller, D., **Assuring the Safety of Children in Foster Care, Arizona Case Review Final Report**, National Child Welfare Resource Center for Management and Administration, June 1994.

Zeller, D., **Model Child Welfare Management Indicators**, National Child Welfare Resource Center for Management and Administration, 1991.

BOARDS

New York State Child Care Coordinating Council, Albany, New York. 6/89 – 4/92.

EDUCATION

M.S.S.W., University of Texas, Austin, 1977
Ph.D., University of Texas, Austin, 1975
B.A., University of Oklahoma, Norman, 1970

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EXPERIENCE

Research Associate, Hornby Zeller Associates, Inc. Management consulting firm specializing in child welfare, juvenile justice, mental health, and public assistance (see *Sample Projects* below). **4/08 – Present**

Head State Counselor, Capital Pavilion/Firetree Ltd, Harrisburg, PA: Provided leadership and guidance to counselors, assisted in case management while adhering to DOC, BOP and PA probation and parole regulations. Maintained reports and files and submitted sanctions to regulation violators. Created a catalogue of research proposals and traced success rates of client services. **2006 – 2008.**

Teaching Assistant, Criminal Justice Department, Pennsylvania State University, Harrisburg, PA: Taught undergraduate courses in criminal justice. Provided group exam reviews and evaluation of student performance. **2003 – 2004.**

Sexual Assault Coordinator, Newton County, Domestic Violence Alternatives/Sexual Assault Center (DVASAC), Newton, IA: Attended court proceedings while working hands-on with police and judicial officials. Chair on the sexual assault task force and assisted victims of sexual assault and domestic violence. **2003.**

**SAMPLE
PROJECTS**

Pennsylvania Department of Public Welfare, Office of Children, Youth and Families, NYTD Survey Development, Harrisburg, PA: Instrumental in the testing of a web-based survey for youth involved in the Commonwealth's foster care system to respond to survey questions designed to measure outcomes of the agency's independent living program. **2010 – 2011.**

Nebraska Department of Health and Human Services, Division of Children's Behavioral Health, Lincoln, NE: Conducted case record reviews and in-person interviews with program staff and clients to measure the fidelity, effectiveness and outcomes of three new legislatively-funded programs: Children's Behavioral Health Help Line, Family Navigator Services and Post Adoption/Post Guardianship Services. **2010 - 2011.**

Arkansas Department of Human Services, Division of Children and Family Services, Administrative Case Reviews, Little Rock, AR: Conducted case record reviews of protective services and foster care cases to assess the quality of casework and identify barriers to successful outcomes for children. Interviewed caseworkers and/ supervisors as part of the review of casework practice. **2009.**

Arkansas Department of Human Services, Division of Children and Family Services, Overdue Investigations, Little Rock, AR: Participated in a statewide review of overdue investigations assessing what actions caseworkers should take to complete the investigations using defined criteria. **2009.**

Minnesota Department of Human Services, Division of Child Safety and Permanency, St. Paul, MN: Conducted focus groups as part of the development of tasks and definition of case types for a workload study designed to measure resource need based on the ability of the state and its counties to achieve positive safety and permanency outcomes for children served. **2008 –**

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2009.

Westchester County Department of Social Services, Workload Study, White Plains, NY: Conducted training sessions for local caseworkers and supervisors on the use of web-based data collection tools to measure the time needed to handle different types of cases. Performed data entry and follow-up for a Random Moment Survey used to measure time staff have available for casework. Shadowed select caseworkers to validate time study results. **2008 – 2009.**

Oklahoma House of Representatives, Oklahoma Department of Human Services Performance Audit, Oklahoma City, OK: Conducted research on practice standards for social services staffing, developed interview guides and surveys to be administered to department staff, and participated in onsite data collection including interviews and case record reviews. Assisted with the data analysis of survey results and data extracted from the state's case management system. **2008 – 2009.**

Connecticut Department of Children and Families, Statewide Assessment of Systems and Services Pertaining to the Sexual and Physical Abuse of Children, Hartford, CT: Participated in the case record reviews of sexually and physically abused children to identify gaps in service needs. Assisted with the data analysis including that of the state's SACWIS. **2008 – 2009.**

Pennsylvania Department of Public Welfare, Needs-based Planning and Budgeting and CFSR Support, Harrisburg, PA: Assisted in the production of semi-annual data packages which are used by the state's 67 counties to measure performance in regard to the safety and permanency of children served. Participated in regional trainings to prepare counties to use the data packages for performance monitoring and program development. Conducted ad hoc analysis for the Office of Children, Youth and Families' staff and county agencies and provided data analytic support in the state's continuing effort to improve outcomes. **2008 – 2011.**

ChildNet-PA: Assisted in the testing of system enhancements of the case tracking system used by several counties across the state to track children and families from point of intake through to case closure. **2008 – 2011.**

EDUCATION

M.S., Psychology of Investigation, University of Liverpool, 2005
M.A., Criminal Justice, Pennsylvania State University, 2003-2007
B.A., Criminology and Psychology, Auburn University, 2002

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EXPERIENCE

Research Assistant, Hornby Zeller Associates, Inc. Management consulting firm specializing in child welfare, juvenile justice, mental health and public assistance (see *Sample Projects* below). **03/2010 – Present**

Administrative Support, Lockheed Martin Corp, Hanscom AFB, MA: Performed administrative office duties including maintaining proper electronic filing of employee documents. Prepared papers, presentations and security clearances for foreign visitors. **05/08 – 09/08.**

AmeriCorps VISTA, HealthReach Community Health Centers, Waterville, ME: Trained health care staff on Prescription Assistance Programs using DataNet database tracking. Created tutorial and informational materials providing health tips and new policy changes for patients. Researched grant opportunities and provided outreach for provider recruitment. Acted as site champion for HRCHC/United Way Combined Campaign. **02/07 – 02/08.**

**SAMPLE
PROJECTS**

Nebraska Department of Health and Human Services, Division of Children's Behavioral Health, Lincoln, NE: Listened to taped Help Line and Access calls for quality assurance and populated family survey responses into a project database as part of an evaluation of the Children's Behavioral Health Help Line, Family Navigator Services and Post Adoption/Post Guardianship Services designed to measure fidelity, effectiveness and outcomes of these new legislatively funded services. **2010 – 2011.**

Maine Department of Health and Human Services, Implementing a Trauma-Informed System of Care for Children with Serious Emotional Disturbances in Maine (TISOC), Augusta, ME: Performed on-going data entry, data quality and analysis for the longitudinal evaluation of a project which is designed to build and implement an infrastructure for providing an integrated system of care for children with serious emotional disturbances. **2010.**

Maine Department of Health and Human Services, Co-occurring State Integration Initiative (COSII), Augusta, ME: Conducted telephone surveys of previous pilot agencies to gather information regarding the program. Analyzed pre- and post-test Dual Diagnosis Capability in Addiction results from pilot agencies, determining the level of co-occurring service delivery. Summarized results for inclusion in the final evaluation report for the evaluation designed to measure process and outcome measures for services offered to individuals with co-occurring disorders. **2010.**

Maine Department of Health and Human Services, Strategic Prevention Framework State Incentive Grant, Augusta, ME: Recorded data and information while conducting final site visits for the state, community and program-level evaluation of Maine's Strategic Prevention Framework Incentive Grant (SPF SIG) to assist grantees in identifying at-risk populations to be targeted by state grants. **2010.**

Maine Judicial Branch, Evaluation of Maine's Statewide Adult Drug Treatment Court System, Augusta, ME: Recorded information from interviews with case managers, judges and treatment providers as well as focus groups conducted with drug court participants. Analyzed data, determining specific questions to ask in gathering information for the cross-site evaluation of

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six adult drug treatment court programs across the state that provide intensive, judicially monitored community-based treatment for addicted offenders in lieu of incarceration. **2010 – 2011.**

Maine Judicial Branch, Evaluation of Service Enhancements for the Cumberland County Adult Drug Treatment Court, Augusta, ME: Created a SPSS database to compile collected survey data in a study which looks at the provision of enhancements to services for participants in the Cumberland County Adult Drug Treatment Court. **2010 – 2011.**

Town of Waterville Prevention Coalition, Prevention Services, Waterville, ME: Performed data clean-up as part of an analysis of statewide data on youth substance use. **2010.**

Maine Department of Health and Human Services, Moving Forward: Achieving Independence in Transition-Aged Youth, Augusta, ME: Performed data entry functions for a project designed to address the needs of transition-aged youth and young adults with emotional disturbances, placing emphasis on youth-directed planning and the development of practical skills leading to independence. **2010 – 2012.**

EDUCATION

M.Res., Social Research, University of Aberdeen, Aberdeen, UK, 2009.

B.A., Religious Studies/Political Science, Elon University, Elon, NC, 2006.

**TECHNICAL
SKILLS**

Microsoft Office, Outlook, Power-point, Publisher and Excel
SPSS, DataNet and NextGen

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EXPERIENCE

Policy/Research Analyst, Hornby Zeller Associates, Inc. Management consulting firm specializing in child welfare, juvenile justice, mental health and public assistance (see *Sample Projects* below). **9/07 – Present.**

Residential Habilitation Provider, Catholic Charities, Albany, NY: Delivered a Medicaid-approved Residential Habilitation program to Albany residents with mental retardation and other developmental disabilities. Program activities included community integration, budgeting, time management and social skills. Worked with a variety of teenagers and adults. **9/05 – 9/07.**

Research Associate, Coalition for the Homeless, Albany, NY: Managed an exploratory research survey. Developed the research methodology, obtained IRB approval, collaborated with NYS homeless shelters and supervised a volunteer research team. Developed the database system and reporting tools and performed statistical analysis on research results. Presented results to the Assistant commissioner of the Office of Mental Retardation and Developmental Disabilities. **9/06 – 6/07.**

Advocate/Case Manager, Joseph's House and Shelter, Troy, NY: As an intern, helped shelter guests to obtain transitional or permanent housing and ancillary services. Interfaced with SSI, SSD, Medicaid and outpatient treatment services. Administered a consumer satisfaction survey. **9/05 – 5/06.**

Teen Leadership Program Director, Ramapo for Children, Rhinebeck, NY: Supervised an experiential education program for teens with developmental disabilities and mental health diagnoses. Responsible for staff supervision and participant recruitment. Taught advanced behavior and crisis management skills. Implemented a unique peer support program using telephone conference calls. Led multi-day wilderness canoe trips. Facilitated team-building, low-ropes and high-ropes initiatives. **6/03 – 9/05.**

Etowah District Executive, Boy Scouts of America. Pendergrass, GA: Responsible for all Scouting activities in three counties. Managed the fall recruitment drive and a half-million dollar capital campaign. Camp Director for Ranger Camp during the summer of 2003. Networked with volunteer Scouts and local community leaders to deliver a community-based program for local youth. **9/02 – 9/03.**

Lobbyist, Sierra Club. Atlanta, GA: As an intern, organized the 2001 Citizens Summit for Livable Communities. Worked as a Lobbyist in the 2002 Georgia Legislature. Organized community members for environmental protests. **10/01 – 5/02.**

**SAMPLE
PROJECTS**

Nebraska Department of Health and Human Services, Division of Children's Behavioral Health, Lincoln, NE: Listened to taped Help Line and Access calls for quality assurance as part of an evaluation of the Children's Behavioral Health Help Line, Family Navigator Services and Post Adoption/Post Guardianship Services designed to measure fidelity, effectiveness and outcomes of these new legislatively funded services. Assisted with the data analysis of case record review information collected from the Family Navigator and Right Turn programs as well as that of the quarterly data extracts for both programs. **2010 – 2011.**

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Mississippi Department of Human Services, Division of Family and Children Services, Jackson, MS: Conducted an analysis of the Divisions' SACWIS data to determine if additional federal funding is available to support DFCS programs. Assessed the Random Moment Sampling process to determine its efficiency and capacity to maximize federal funding. **2010 – 2011.**

Maine Department of Health and Human Services, Strategic Prevention Framework State Incentive Grant, Augusta, ME: Generated county-level reports for grant participants, using 2004, 2006 and 2008 MYDAUS datasets in the evaluation of Maine's Strategic Prevention Framework Incentive Grant at the state, community and program levels. **2009 – 2011.**

Colorado Department of Human Services, Division of Child Welfare, Random Moment Sampling Methodology for Claiming Title-IV Allowable Administrative Costs, Denver, CO: Conducted interviews of Child Placement Agency (CPA) directors to better understand the contracting and rate setting processes for foster care children placed into the care of CPAs. Assisted in the development of the automated Random Moment Sampling web-based application, automating the percentage calculation of eligible Title IV-E administrative activities to be applied in calculating the quarterly claim for Title IV-E funding of allowable CPA activities. **2010 - 2011.**

Arkansas Department of Human Services, Division of Children and Family Services, Quality Assurance Unit, Little Rock, AR: Conducted case record reviews, interviewed contract staff and their DCFS clients and assessed the findings of the case record reviews and CHRIS data as a part of the contract monitoring functions of the unit. Drafted reports detailing the extent to which contractors satisfied contract performance standards, met the needs and produced positive outcomes for children served. **2007 – 2011.**

Arkansas Department of Human Services, Division of Children and Family Services, Overdue Investigations, Little Rock, AR: Participated in a statewide review of overdue investigations assessing what actions caseworkers should take to complete the investigations using defined criteria. **2009.**

Arkansas Department of Human Services, Division of Children and Family Services, Administrative Case Reviews, Little Rock, AR: Conducted case record reviews of protective services and foster care cases to assess the quality of casework and identify barriers to successful outcomes for children. Interviewed caseworkers and/ supervisors as part of the review of casework practice. **2009.**

Minnesota Department of Human Services, Division of Child Safety and Permanency, St. Paul, MN: Participated in a workload study designed to measure resource need based on the ability of the state and its counties to achieve positive safety and permanency outcomes for children served. Conducted data analysis of Time Study data for a sample of workgroups to measure time needed to handle specific types of workgroups and Random Moment Survey data to measure time staff have available for casework. Developed the automated tool designed to correlate workload need to the ability to achieve positive outcomes and satisfy practice standards as well as an automated tool to generate workgroup type counts by unit. Participated in the onsite training of counties in the use of the tool and interpretation of its results. **2008 – 2011.**

Westchester County Department of Social Services, Workload Study, White Plains, NY: Participated in focus groups as part of the development of an inventory of tasks and definition of case types. Assisted in training of county staff and monitoring of participation. Conducted the data analysis measuring time needed to handle various types of cases and time caseworkers and supervisors have available for casework. **2008 – 2009.**

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Oklahoma House of Representatives, Oklahoma Department of Human Services Performance Audit, Oklahoma City, OK: Conducted interviews of key stakeholders and assisted with case record reviews to assess the department's performance in terms of organizational and management structure especially as it relates to child welfare. Assisted with the data analysis of surveys administered to department staff and resource families. **2008 – 2009.**

Connecticut Department of Children and Families, Statewide Assessment of Systems and Services Pertaining to the Sexual and Physical Abuse of Children, Hartford, CT: Participated in the literature review of services needed to serve sexually and physically abused children. Assisted in the case record reviews and interviews with child advocacy center and multi-disciplinary team members. **2008 – 2009.**

Wisconsin Supreme Court, Director of State Courts Office, Court Improvement Program: Annual Program Assessment Reports, Madison, WI: Drafted a logic model to define processes and outcomes for the evaluation of the court improvement initiative that involves children in child welfare and foster care venues. Using state court data, created a plan for development of baseline measures which the court will use to assess future performance. **2008.**

North Carolina Judicial Department, Juvenile Court Assessment, Raleigh, NC: Compiled a catalog of relevant state and federal statutes, regulations and policies pertaining to the interstate compact for the placement of children. **2008.**

Wisconsin Supreme Court, Director of State Courts Office, State Courts Role in the Effective Interstate Placement of Children, Madison, WI: Created a catalog of federal and state statutes, regulations and policies involving the interstate placement of children. Participated in case reviews of select cases across the state as well as interviews with key stakeholders. **2008.**

Wisconsin Division of Children and Family Services, Online Policy Manual, Madison, WI: Participated in focus groups to identify the processes used by caseworkers to handle foster care cases. Assisted in the drafting of policies using a newly developed structure. Identified federal and state regulatory citations for references within the policy manual. **2008.**

Georgia Department of Human Resources, Title IV-E PIP Case Review, Atlanta, GA: Participated in on-site case reviews of Title IV-E eligibility cases to ensure determinations were correctly made and documentation was available in the file folder to support the determination as part of Georgia's Title IV-E Program Improvement Plan. **2008.**

Florida Department of Children and Families, Florida Abuse Hotline Prevention Referrals Assessment, Tallahassee, FL: Analyzed data collected to assess whether there was an alternative response to referrals to the Abuse Hotline and what the outcomes of those responses were. Assisted in drafting the final report. **2008.**

Maine Office of Elder Services, Evaluation of Independent Housing with Services Program, Augusta, ME: Evaluated the results of surveys administered to consumers and resident service coordinators and assisted in drafting the summary report of findings. **2008.**

Georgia Department of Human Resources, Title IV-E Penetration Rate Study, Atlanta, GA: Developed a tool for conduct of a review of training contracts to identify opportunities for increased IV-E funding. Participated in the review of contracts with universities and colleges, along with their curricula, to identify programs eligible for Title IV-E funding. **2008.**

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Pennsylvania Department of Public Welfare, Office of Children, Youth and Families, Needs-based Planning and Budgeting and CFSR Support, Harrisburg, PA: Participated in the analysis of focus groups conducted as part of the self-assessment for the second round of Child and Family Services Reviews. Assisted in the identification of key highlights in regard to safety, permanency and CFSR measure performance on a county-by-county basis as part of the production of semi-annual county packages. Developed presentations for county-specific and statewide trainings designed to provide guidance in the use of the county packages in decision-making. **2007 – 2011.**

EDUCATION

M.S.W., State University of New York, Albany, NY, 2007
B.S., Political Science, Georgia Institute of Technology, Atlanta, GA, 2002

**TECHNICAL
SKILLS**

Microsoft Windows VISTA XP Professional, Linux (Ubuntu) Administration, PostgreSQL, SQL Server, R-Project, SPSS and Python.

**HONORS/
AWARDS**

Eagle Scout, Boy Scouts of America, 1997.

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EXPERIENCE

Research/Policy Analyst, Hornby Zeller Associates, Inc. Management consulting firm specializing in child welfare, juvenile justice, mental health, and public assistance (see *Sample Projects* below). **06/08 – Present**

Match Support Specialist, Big Brothers Big Sisters of the So. Adirondacks, Glens Falls, NY: Assisted in appropriate match development and client satisfaction while insuring child safety and placement effectiveness. Provided agency representation at recruitment and fundraising event. **2007 – 2008.**

Enrollment & Match Specialist, Big Brothers Big Sisters of the Capital Region, Albany, NY: Conducted enrollment interviews and home visits with children and their guardians as well as potential volunteers. Organized and oversaw weekend and after school mentor programs. Provided match support and assistance to volunteers, children, and parents while assessing the effectiveness and satisfaction of the program and monitoring of child safety. **2005 – 2006.**

**SAMPLE
 PROJECTS**

Nebraska Department of Health and Human Services, Division of Children's Behavioral Health, Evaluation Services of Children's Behavioral Health Help Line, Family Navigator Services and Post Adoption/Post Guardianship Services, Lincoln, NE: Conducted on-site case record reviews and interviewed families and provider staff. Analyzed collected data while drafting quarterly and semi-annual reports as part of an evaluation of the Children's Behavioral Health Help Line, Family Navigator Services and Post Adoption/Post Guardianship services designed to measure fidelity, effectiveness and outcomes of the new legislatively funded services. **2010 – 2011.**

Mississippi Department of Human Services, Division of Family and Children Services, Jackson, MS: Conducted an analysis of the state's cost allocation plan, funding streams of subgrants and contracts as well as of its administrative activities, training and services to determine if additional federal funding is available to support DFCS programs. **2010 – 2011.**

Arkansas Department of Human Services, Division of Children and Family Services, Contract Monitoring, Little Rock, AR: Developed methodology for review of therapeutic foster care providers. Conducted case record reviews, interviewed contract staff and clients. Assessed review findings and CHRIS data, drafted reports detailing the extent to which providers met their contractual obligations and improved outcomes for children served. Drafted statewide reports of therapeutic providers and residential care providers for submittal. **2010 – 2011.**

Arkansas Department of Human Services, Division of Children and Family Services, Overdue Investigations, Little Rock, AR: Participated in a statewide review of overdue investigations assessing what actions caseworkers should take to complete the investigations using defined criteria. **2009.**

Arkansas Department of Human Services, Division of Children and Family Services, Administrative Case Reviews, Little Rock, AR: Conducted case record reviews of protective services and foster care cases to assess the quality of casework and identify barriers to successful outcomes for children. Interviewed caseworkers and/ supervisors as part of the review

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of casework practice. **2009.**

Arkansas Department of Human Services, Division of Children and Family Services, Child Fatality Review 2008, Little Rock, AR: Assisted in the review of fatalities occurring in 2008 among children whose family had involvement with child protective services, identifying common parent and child characteristics, as well as, policy and practice issues among the cases reviewed. **2009.**

Pennsylvania Department of Public Welfare, Needs-Based Planning and Budgeting and CFSR Support, Harrisburg, PA: Assisted in the production of semi-annual data packages which are used by the state's 67 counties to measure performance in regard to the safety and permanency of children served. **2009.**

Minnesota Department of Human Services, Division of Child Safety and Permanency, St. Paul, MN: Participated in a workload study designed to measure resource need based on the ability of the state and its counties to achieve positive safety and permanency outcomes for children served. Conducted focus groups as part of the development of tasks and definition of case types. Participated in the training of local trainers and assisted with data collection as part of the random moment survey. **2008 – 2009.**

Westchester County Department of Social Services, Workload Study, White Plains, NY: Conducted training of local participants in the use of web-based data collection tools for reporting case specific tasks and the time to complete such tasks in the measurement of time needed to handle cases. Assisted with coding and follow-up to outstanding responses as part of the measurement of time available to devote to case work. **2008 – 2009.**

Oklahoma House of Representatives, Oklahoma Department of Human Services Performance Audit, Oklahoma City, OK: Conducted onsite interviews with agency representatives including program supervisors and caseworkers, resource providers, clients, judges, attorneys, guardians ad litem and court appointed service advocates. Participated in onsite case reviews and case specific interviews. **2008 – 2009.**

Wisconsin Department of Health and Family Services, Division of Children and Family Services, Online Policy Manual, Madison, WI: Assisted in the production and rewrite of the state's child welfare policy in a standard format that is comprehensive to the state regulations. **2008 – 2009.**

Wisconsin Supreme Court, Director of State Courts Office, Court Improvement Program: Annual Program Assessment Reports, Madison, WI: Assisted in the evaluation of the court improvement initiative involving children in the child welfare and foster care arenas. Identified the fidelity of court initiatives and assisted in the development of baseline measures for future monitoring of court outcomes in regard to the safety, permanency and well-being of children in the child welfare system. Conducted focus groups of conference attendees to measure their understanding of child welfare-related court matters and to obtain their suggestions for improvement. **2008 – 2009.**

EDUCATION

M.S. W, State University of New York, Albany, NY, 2008
B.S. Psychology, Union College, Schenectady, NY, 2004

Internships: America Works of Albany, Inc, Albany NY. **2007 – 2008.**
Conifer Park, Glenville, NY. **2006 – 2007.**
Sunnyview Rehabilitation Hospital, Schenectady, NY. **2002.**

DARSHANA MUTZ SPACH
Hornby Zeller Associates, Inc.

48 Fourth St.
Suite 300
Troy, NY 12180
(518) 273-1614

75 South Houcks Rd.
Suite 201
Harrisburg, PA 17109
(717) 540-7740

2003 Apalachee Pkwy.
Suite 106
Tallahassee, FL 32301
(850) 877-9909

Quality Assurance
WS#5172
PO Box 1437, Slot # S570
Little Rock, AR 72203
(501) 682-7931

373 Broadway
South Portland, ME 04106
(207) 773-9529

EXPERIENCE

Research Associate, Hornby Zeller Associates, Inc. Management consulting firm specializing in child welfare, juvenile justice, mental health and public assistance (see *Sample Projects* below).
04/10 – Present.

Program Coordinator, Catherine Morrill Day Nursery, Portland, ME: Provided guidance for the implementation of curriculum and programming development, organized and implemented accreditation process to comply with NAEYC standards. Facilitated communication and collaboration among families, teaching staff and community providers while coordinating day-to-day operations of the center. Implemented training while organizing large scale events for community, families and staff. **06/04 – 04/10.**

Adjunct Faculty Member, Southern Maine Community College, Early Childhood Education, South Portland, ME: Developed and created curriculum for Early Childhood Education students according to SMCC standards and requirements. Collaborated with community providers to promote program professionalism and sensitivity of the field. **01/07 – present.**

Interim Director, Catherine Morrill Day Nursery, Portland, ME: Collaborated with Board of Directors in search of an Executive Director while ensuring developmentally appropriate care and education were provided for all children. Collaborated with community providers, coordinated programs and events while providing resources to families. Wrote grant proposals and successfully submitted contracts. **07/ 08 – 05/09.**

Supervising Program Manager, PROP Child and Family Services, Portland, ME: Assured program compliance with Federal Head Start, NAEYC standards and state licensing requirements via evaluation and ongoing assessment. Developed and implemented systems for professional development while designing and conducting workshops for clients of Women, Infants, Children (WIC) Program. Provided supervision, evaluation, supervision and support to Early Head Start Parent Partners and Head Start Center Directors, facilitating team building and training. **2002 – 2004.**

Parent Partner, PROP Early Head Start, Portland, ME: Advocated and provided support and education to young adult parents of children three years and under via home visits, routine care and socialization experiences. Collaborated with YWCA to improve the quality of life for families in transitional living spaces. Facilitated infant parenting groups providing resources and activities for families and other providers. **2001 – 2002.**

**SAMPLE
PROJECTS**

West Virginia Department of Health and Human Resources, Bureau for Children and Families, Charleston, WV: Project manager for a statewide evaluation of the state's federally funded protective services programs. Developed survey instruments to measure change and program satisfaction. Conducted analysis of the pilot study and drafted the final report with recommendations for ongoing use. **2010 - 2011.**

Maine Department of Health and Human Services, Moving Forward: Achieving Independence in Transition-Aged Youth, Augusta, ME: Assisted in the development and training of youth interviewers while assisting in the development of case reading protocols for an

DARSHANA MUTZ SPACH
Hornby Zeller Associates, Inc.

evaluation to address systematic issues of mental health agencies. **2010.**

Maine Department of Health and Human Services, Co-occurring State Integration Initiative (COSII), Augusta, ME: Conducted telephone surveys with previous pilot agencies, summarized the results and drafted sections of the final report for an evaluation designed to measure process and outcome measures for services offered to individuals with co-occurring disorders. **2010.**

Maine Department of Health and Human Services, Health Families Program Evaluation, Augusta, ME: Conducted research and assisted in report writing for a project to evaluate Healthy Families, Parents as Teachers and Parents are Teachers Too Home Visiting projects in all counties in the state of Maine. **2010.**

**PRESENTATIONS
& PAPERS**

Dealing with Difficult Behaviors in Young Children, **Catherine Morrill Day Nursery Staff and Parent Presentation**, Portland, ME, December 2008.

The Psychological Effects of War, **University of Maine Graduate Research Presentation**, Orono, ME, April 2008.

Cognitive Development in Infants and Young Children, **Presentation for Annual Board of Directors Meeting, Catherine Morrill Day Nursery**, Portland, ME, October 2006.

Observing and Documenting Behaviors, **Child Care Agencies Workshop**, Greater Portland, ME, September 2005.

Working with Highly Sensitive Children, **Maine Division of Early Childhood Conference**, Bangor, ME, April 2005.

EDUCATION

M.Ed., Early Childhood Special Education, University of Maine, Orono, ME, 2009

282 Endorsement, State of Maine Department of Education, Augusta, ME, 2008

B.A., Geography, Clark University, Worcester, MA, 1998

**SPECIAL
QUALIFICATIONS
& RECOGNITIONS**

Licensed Social Worker – Clinical Consultation for License in Social Work 2,000 hours and four years of supervision (2004 – present)

Appendix B

REQUIRED FORMS



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

Request for Quotation

RFQ NUMBER

BCF11112

PAGE

1

ADDRESS CORRESPONDENCE TO ATTENTION OF

ROBERTA WAGNER
304-558-0067

*817114313 518-273-1614
HORNBY ZELLER ASSOCIATES INC
48 FOURTH ST #300

TROY NY 12180-3203

JAN 31 2011

HEALTH AND HUMAN RESOURCES
BCF - COMMISSIONER'S OFFICE

350 CAPITOL STREET, ROOM 730
CHARLESTON, WV
25301-3711 304-558-4682

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
01/26/2011				

BID OPENING DATE:

02/24/2011

BID OPENING TIME

01:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	JB		961-20		
OPEN-END BLANKET CONTRACT						
EVALUATION OF PILOT PROJECT						
REQUEST FOR QUOTATION OPEN END						
DEPARTMENT OF HEALTH AND HUMAN RESOURCES, BUREAU FOR CHILDREN AND FAMILIES IS SEEKING BIDS FOR THE EVALUATION OF A CHILD WELFARE PILOT PROJECT DESIGNED AND IMPLEMENTED AS A RESULT OF A CHILD WELFARE PILOT DESIGNED AND IMPLEMENTED AS A RESULT OF HOUSE BILL 4164, PER THE ATTACHED SPECIFICATIONS. EXHIBIT 3						
LIFE OF CONTRACT: THIS CONTRACT BECOMES EFFECTIVE ON AWARD..... AND EXTENDS FOR A PERIOD OF ONE (1 YEAR OR UNTIL SUCH "REASONABLE TIME" THEREAFTER AS IS NECESSARY TO OBTAIN A NEW CONTRACT OR RENEW THE ORIGINAL CONTRACT. THE "REASONABLE TIME" PERIOD SHALL NOT EXCEED TWELVE (12) MONTHS. DURING THIS "REASONABLE TIME" THE VENDOR MAY TERMINATE THIS CONTRACT FOR ANY REASON UPON GIVING THE DIRECTOR OF PURCHASING 30 DAYS WRITTEN NOTICE.						
UNLESS SPECIFIC PROVISIONS ARE STIPULATED ELSEWHERE IN THIS CONTRACT DOCUMENT, THE TERMS, CONDITIONS AND PRICING SET HEREIN ARE FIRM FOR THE LIFE OF THE CONTRACT.						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
<i>Dennis E. Zeller</i>	518-273-1614	February 22, 2011
TITLE	PEIN	
President	14-1777722	

ADDRESS CHANGES TO BE NOTED ABOVE

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

GENERAL TERMS & CONDITIONS REQUEST FOR QUOTATION (RFQ) AND REQUEST FOR PROPOSAL (RFP)

1. Awards will be made in the best interest of the State of West Virginia.
2. The State may accept or reject in part, or in whole, any bid.
3. Prior to any award, the apparent successful vendor must be properly registered with the Purchasing Division and have paid the required \$125 fee.
4. All services performed or goods delivered under State Purchase Order/Contracts are to be continued for the term of the Purchase Order/Contracts, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise available for these services or goods this Purchase Order/Contract becomes void and of no effect after June 30.
5. Payment may only be made after the delivery and acceptance of goods or services.
6. Interest may be paid for late payment in accordance with the *West Virginia Code*.
7. Vendor preference will be granted upon written request in accordance with the *West Virginia Code*.
8. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.
9. The Director of Purchasing may cancel any Purchase Order/Contract upon 30 days written notice to the seller.
10. The laws of the State of West Virginia and the *Legislative Rules* of the Purchasing Division shall govern the purchasing process.
11. Any reference to automatic renewal is hereby deleted. The Contract may be renewed only upon mutual written agreement of the parties.
12. **BANKRUPTCY:** In the event the vendor/contractor files for bankruptcy protection, the State may deem this contract null and void, and terminate such contract without further order.
13. **HIPAA BUSINESS ASSOCIATE ADDENDUM:** The West Virginia State Government HIPAA Business Associate Addendum (BAA), approved by the Attorney General, is available online at www.state.wv.us/admin/purchase/vrc/hipaa.htm and is hereby made part of the agreement. Provided that the Agency meets the definition of a Cover Entity (45 CFR §160.103) and will be disclosing Protected Health Information (45 CFR §160.103) to the vendor.
14. **CONFIDENTIALITY:** The vendor agrees that he or she will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the agency's policies, procedures, and rules. Vendor further agrees to comply with the Confidentiality Policies and Information Security Accountability Requirements, set forth in <http://www.state.wv.us/admin/purchase/privacy/noticeConfidentiality.pdf>.
15. **LICENSING:** Vendors must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, and the West Virginia Insurance Commission. The vendor must provide all necessary releases to obtain information to enable the director or spending unit to verify that the vendor is licensed and in good standing with the above entities.
16. **ANTITRUST:** In submitting a bid to any agency for the State of West Virginia, the bidder offers and agrees that if the bid is accepted the bidder will convey, sell, assign or transfer to the State of West Virginia all rights, title and interest in and to all causes of action it may now or hereafter acquire under the antitrust laws of the United States and the State of West Virginia for price fixing and/or unreasonable restraints of trade relating to the particular commodities or services purchased or acquired by the State of West Virginia. Such assignment shall be made and become effective at the time the purchasing agency tenders the initial payment to the bidder.

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

INSTRUCTIONS TO BIDDERS

1. Use the quotation forms provided by the Purchasing Division. Complete all sections of the quotation form.
2. Items offered must be in compliance with the specifications. Any deviation from the specifications must be clearly indicated by the bidder. Alternates offered by the bidder as **EQUAL** to the specifications must be clearly defined. A bidder offering an alternate should attach complete specifications and literature to the bid. The Purchasing Division may waive minor deviations to specifications.
3. Unit prices shall prevail in case of discrepancy. All quotations are considered F.O.B. destination unless alternate shipping terms are clearly identified in the quotation.
4. All quotations must be delivered by the bidder to the office listed below prior to the date and time of the bid opening. Failure of the bidder to deliver the quotations on time will result in bid disqualifications: Department of Administration, Purchasing Division, 2019 Washington Street East, P.O. Box 50130, Charleston, WV 25305-0130
5. Communication during the solicitation, bid, evaluation or award periods, except through the Purchasing Division, is strictly prohibited (W.Va. C.S.R. §148-1-6.6).



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

Request for Quotation

RFQ NUMBER
BCF11112

PAGE
2

ADDRESS CORRESPONDENCE TO ATTENTION OF:
ROBERTA WAGNER 304-558-0067

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*817114313 518-273-1614
HORNBY ZELLER ASSOCIATES INC
48 FOURTH ST #300

TROY NY 12180-3203

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HEALTH AND HUMAN RESOURCES
BCF - COMMISSIONER'S OFFICE

350 CAPITOL STREET, ROOM 730
CHARLESTON, WV
25301-3711 304-558-4682

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
01/26/2011				

BID OPENING DATE:

02/24/2011

BID OPENING TIME

01:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>RENEWAL: THIS CONTRACT MAY BE RENEWED UPON THE MUTUAL WRITTEN CONSENT OF THE SPENDING UNIT AND VENDOR, SUBMITTED TO THE DIRECTOR OF PURCHASING THIRTY (30) DAYS PRIOR TO THE EXPIRATION DATE. SUCH RENEWAL SHALL BE IN ACCORDANCE WITH THE TERMS AND CONDITIONS OF THE ORIGINAL CONTRACT AND SHALL BE LIMITED TO TWO (2) ONE (1) YEAR PERIODS.</p> <p>CANCELLATION: THE DIRECTOR OF PURCHASING RESERVES THE RIGHT TO CANCEL THIS CONTRACT IMMEDIATELY UPON WRITTEN NOTICE TO THE VENDOR IF THE COMMODITIES AND/OR SERVICE SUPPLIED ARE OF AN INFERIOR QUALITY OR DO NOT CONFORM TO THE SPECIFICATIONS OF THE BID AND CONTRACT HEREIN.</p> <p>OPEN MARKET CLAUSE: THE DIRECTOR OF PURCHASING MAY AUTHORIZE A SPENDING UNIT TO PURCHASE ON THE OPEN MARKET, WITHOUT THE FILING OF A REQUISITION OR COST ESTIMATE, ITEMS SPECIFIED ON THIS CONTRACT FOR IMMEDIATE DELIVERY IN EMERGENCIES DUE TO UNFORESEEN CAUSES (INCLUDING BUT NOT LIMITED TO DELAYS IN TRANSPORTATION OR AN UNANTICIPATED INCREASE IN THE VOLUME OF WORK.)</p> <p>QUANTITIES: QUANTITIES LISTED IN THE REQUISITION ARE APPROXIMATIONS ONLY, BASED ON ESTIMATES SUPPLIED BY THE STATE SPENDING UNIT. 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.</p> <p>ORDERING PROCEDURE: SPENDING UNIT(S) SHALL ISSUE A WRITTEN STATE CONTRACT ORDER (FORM NUMBER WV-39) TO THE VENDOR FOR COMMODITIES COVERED BY THIS CONTRACT. THE ORIGINAL COPY OF THE WV-39 SHALL BE MAILED TO THE VENDOR AS AUTHORIZATION FOR SHIPMENT, A SECOND COPY</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
<i>Dennis G. Zeller</i>	518-273-1614	February 22, 2011
TITLE	FAX	ADDRESS CHANGES TO BE NOTED ABOVE
President	14-1777722	

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



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

Request for Quotation

RFQ NUMBER

BCF11112

PAGE

3

ADDRESS CORRESPONDENCE TO ATTENTION OF:

ROBERTA WAGNER
304-558-0067

V
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*817114313 518-273-1614
HORNBY ZELLER ASSOCIATES INC
48 FOURTH ST #300

TROY NY 12180-3203

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HEALTH AND HUMAN RESOURCES
BCF - COMMISSIONER'S OFFICE

350 CAPITOL STREET, ROOM 730
CHARLESTON, WV
25301-3711 304-558-4682

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
01/26/2011				

BID OPENING DATE:

02/24/2011

BID OPENING TIME

01:30PM

LINE	QUANTITY	UOP	CAT NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
MAILED TO THE PURCHASING DIVISION, AND A THIRD COPY RETAINED BY THE SPENDING UNIT.						
BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THE STATE MAY DEEM THE CONTRACT NULL AND VOID, AND TERMINATE SUCH CONTRACT WITHOUT FURTHER ORDER.						
THE TERMS AND CONDITIONS CONTAINED IN THIS CONTRACT SHALL SUPERSEDE ANY AND ALL SUBSEQUENT TERMS AND CONDITIONS WHICH MAY APPEAR ON ANY ATTACHED PRINTED DOCUMENTS SUCH AS PRICE LISTS, ORDER FORMS, SALES AGREEMENTS OR MAINTENANCE AGREEMENTS, INCLUDING ANY ELECTRONIC MEDIUM SUCH AS CD-ROM.						
REV. 05/26/2009						
INQUIRIES: WRITTEN QUESTIONS SHALL BE ACCEPTED THROUGH CLOSE OF BUSINESS ON 2/8/2011. QUESTIONS MAY BE SENT VIA USPS, FAX, COURIER OR E-MAIL. IN ORDER TO ASSURE NO VENDOR RECEIVES AN UNFAIR ADVANTAGE, NO SUBSTANTIVE QUESTIONS WILL BE ANSWERED ORALLY. IF POSSIBLE, E-MAIL QUESTIONS ARE PREFERRED. ADDRESS INQUIRIES TO:						
ROBERTA WAGNER DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25311						
FAX: 304-558-4115 E-MAIL: ROBERTA.A.WAGNER@WV.GOV						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
	518-273-1614	February 22, 2011
TITLE	OFFICE	
President	14-1777722	

ADDRESS CHANGES TO BE NOTED ABOVE

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



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

Request for Quotation

RFQ NUMBER

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4

ADDRESS CORRESPONDENCE TO ATTENTION OF

ROBERTA WAGNER
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HEALTH AND HUMAN RESOURCES
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25301-3711 304-558-4682

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
01/26/2011				

BID OPENING DATE:

02/24/2011

BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>PURCHASING CARD ACCEPTANCE: THE STATE OF WEST VIRGINIA CURRENTLY UTILIZES A VISA PURCHASING CARD PROGRAM WHICH IS ISSUED THROUGH A BANK. THE SUCCESSFUL VENDOR MUST ACCEPT THE STATE OF WEST VIRGINIA VISA PURCHASING CARD FOR PAYMENT OF ALL ORDERS PLACED BY ANY STATE AGENCY AS A CONDITION OF AWARD.</p> <p>NOTICE</p> <p>A SIGNED BID MUST BE SUBMITTED TO:</p> <p>DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130</p> <p>PLEASE NOTE: A CONVENIENCE COPY WOULD BE APPRECIATED.</p> <p>THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:</p> <p>SEALED BID</p> <p>BUYER:-----RW/FILE 22-----</p> <p>RFQ. NO.:-----BCF11112-----</p> <p>BID OPENING DATE:-----2/24/2011-----</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE <i>Thomas G. Zell</i>	TELEPHONE 518-273-1614	DATE February 22, 2011
TITLE President	FAX 14-1777722	ADDRESS CHANGES TO BE NOTED ABOVE

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



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

Request for Quotation

RFQ NUMBER

BCF11112

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5

ADDRESS CORRESPONDENCE TO ATTENTION OF

ROBERTA WAGNER
304-558-0067

*817114313 518-273-1614
HORNBY ZELLER ASSOCIATES INC
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HEALTH AND HUMAN RESOURCES
BCF - COMMISSIONER'S OFFICE

350 CAPITOL STREET, ROOM 730
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25301-3711 304-558-4682

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
01/26/2011				

BID OPENING DATE:

02/24/2011

BID OPENING TIME

01:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
BID OPENING TIME: ----- 1:30 PM-----						
PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID: 518-273-0431						

CONTACT PERSON (PLEASE PRINT CLEARLY): Dennis E. Zeller						

***** THIS IS THE END OF RFQ BCF11112 ***** TOTAL: _____						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS			
SIGNATURE	TELEPHONE	DATE	
<i>Dennis E. Zeller</i>	518-273-1614	February 22, 2011	
TITLE	FAX	ADDRESS CHANGES TO BE NOTED ABOVE	
President	14-1777722		

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

RFQ No. BCF11112STATE OF WEST VIRGINIA
Purchasing Division**PURCHASING AFFIDAVIT**

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

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.

"Debtor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities. "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.

EXCEPTION: The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this 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.

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

WITNESS THE FOLLOWING SIGNATUREVendor's Name: Hornby Zeller Associates, Inc.Authorized Signature: *Norris E. Zeller* Date: February 22, 2011State of New YorkCounty of Rensselaer, to-wit:Taken, subscribed, and sworn to before me this 22nd day of February, 2011.My Commission expires June 8, 2011.

AFFIX SEAL HERE

NOTARY PUBLIC *Michelle M. Hartman*

MICHELLE M. HARTMAN
Notary Public, State of New York
Qualified in Rensselaer County
Reg. # 01HA4894089
Commission Expires June 8, 2011

Rev. 09/08

State of West Virginia

VENDOR PREFERENCE CERTIFICATE

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

1. Application is made for 2.5% resident vendor preference for the reason checked:

- ____ Bidder is an individual resident vendor and has resided continuously in West Virginia for four (4) years immediately preceding the date of this certification; or,
- ____ Bidder is a partnership, association or corporation resident vendor and has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or 80% of the ownership interest of Bidder is held by another individual, partnership, association or corporation resident vendor who has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or,
- ____ Bidder is a nonresident vendor which has an affiliate or subsidiary which employs a minimum of one hundred state residents and which has maintained its headquarters or principal place of business within West Virginia continuously for the four (4) years immediately preceding the date of this certification; or,

2. Application is made for 2.5% resident vendor preference for the reason checked:

- ____ Bidder is a resident vendor who certifies that, during the life of the contract, on average at least 75% of the employees working on the project being bid are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,

3. Application is made for 2.5% resident vendor preference for the reason checked:

- ____ Bidder is a nonresident vendor employing a minimum of one hundred state residents or is a nonresident vendor with an affiliate or subsidiary which maintains its headquarters or principal place of business within West Virginia employing a minimum of one hundred state residents who certifies that, during the life of the contract, on average at least 75% of the employees or Bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,

4. Application is made for 5% resident vendor preference for the reason checked:

- ____ Bidder meets either the requirement of both subdivisions (1) and (2) or subdivision (1) and (3) as stated above; or,

5. Application is made for 3.5% resident vendor preference who is a veteran for the reason checked:

- ____ Bidder is an individual resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard and has resided in West Virginia continuously for the four years immediately preceding the date on which the bid is submitted; or,

6. Application is made for 3.5% resident vendor preference who is a veteran for the reason checked:

- ____ Bidder is a resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard, if, for purposes of producing or distributing the commodities or completing the project which is the subject of the vendor's bid and continuously over the entire term of the project, on average at least seventy-five percent of the vendor's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years.

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

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

Under penalty of law for false swearing (*West Virginia Code*, §61-5-3), Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.

Bidder: Hornby Zeller Associates, Inc.

Signed: 

Date: February 22, 2011

Title: President

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



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

Request for Quotation

RFQ NUMBER
BCF11112

PAGE
1

ADDRESS CORRESPONDENCE TO ATTENTION OF
ROBERTA WAGNER 304-558-0067

VENDOR
*817114313 518-273-1614
HORNBY ZELLER ASSOCIATES INC
48 FOURTH ST #300
TROY NY 12180-3203

SHIP TO
HEALTH AND HUMAN RESOURCES
BCF - COMMISSIONER'S OFFICE
350 CAPITOL STREET, ROOM 730
CHARLESTON, WV
25301-3711 304-558-4682

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B	FREIGHT TERMS
02/10/2011				
BID OPENING DATE: 02/24/2011		BID OPENING TIME 01:30PM		

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
ADDENDUM NO. 1						
1. QUESTIONS AND ANSWERS ARE ATTACHED.						
2. ADDENDUM ACKNOWLEDGEMENT IS ATTACHED. THIS DOCUMENT SHOULD BE SIGNED AND RETURNED WITH YOUR BID. FAILURE TO SIGN AND RETURN MAY RESULT IN DISQUALIFICATION OF YOUR BID.						
EXHIBIT 10						
REQUISITION NO.: BCF11112						
ADDENDUM ACKNOWLEDGEMENT						
I HEREBY ACKNOWLEDGE RECEIPT OF THE FOLLOWING CHECKED ADDENDUM(S) AND HAVE MADE THE NECESSARY REVISIONS TO MY PROPOSAL, PLANS AND/OR SPECIFICATION, ETC.						
ADDENDUM NO.'S:						
NO. 1						
NO. 2						
NO. 3						
NO. 4						
NO. 5						
I UNDERSTAND THAT FAILURE TO CONFIRM THE RECEIPT OF THE ADDENDUM(S) MAY BE CAUSE FOR REJECTION OF BIDS.						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS			
SIGNATURE	TELEPHONE	DATE	
<i>Cennis E. Zell</i>	518-273-1614	February 22, 2011	
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE	
President	14-1777722		

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



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

Request for Quotation

RFQ NUMBER

BCF11112

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304-558-0067

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DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B	FREIGHT TERMS
02/10/2011				

BID OPENING DATE:

02/24/2011

BID OPENING TIME

01:30PM

LINE	QUANTITY	UOP	CAT NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>VENDOR MUST CLEARLY UNDERSTAND THAT ANY VERBAL REPRESENTATION MADE OR ASSUMED TO BE MADE DURING ANY ORAL DISCUSSION HELD BETWEEN VENDOR'S REPRESENTATIVES AND ANY STATE PERSONNEL IS NOT BINDING. ONLY THE INFORMATION ISSUED IN WRITING AND ADDED TO THE SPECIFICATIONS BY AN OFFICIAL ADDENDUM IS BINDING.</p> <p><i>Dennis G. Zeller</i> SIGNATURE</p> <p>...Hornby.Zeller.Associates,.Inc. COMPANY</p> <p>...February 22, 2011..... DATE</p> <p>NOTE: THIS ADDENDUM ACKNOWLEDGEMENT SHOULD BE SUBMITTED WITH THE BID.</p> <p>REV. 09/21/2009</p> <p>END OF ADDENDUM NO. 1</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
<i>Dennis G. Zeller</i>	518-273-1614	February 22, 2011
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE
President	14-177722	

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



State of West Virginia
Department of Administration
Purchasing Division
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3

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ROBERTA WAGNER
304-558-0067

*817114313 518-273-1614
HORNBY ZELLER ASSOCIATES INC
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DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
02/10/2011				

BID OPENING DATE:

02/24/2011

BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	JB		961-20		
EVALUATION OF PILOT PROJECT						
***** THIS IS THE END OF RFQ BCF11112 ***** TOTAL:						\$58,160.00

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE <i>Kenneth G. Zeller</i>	TELEPHONE 518-273-1614	DATE February 22, 2011
TITLE President	FEIN 14-1777722	ADDRESS CHANGES TO BE NOTED ABOVE

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

The University of Texas at Austin

has conferred on

Bennis Edward Zeller

the degree of

Master of Science in Social Work

and all the rights and privileges thereto appertaining.
In Witness Whereof, this diploma duly signed has
been issued and the seal of the University affixed.

Issued by the Board of Regents upon Recommendation of the Faculty
on this twenty-first day of May, A.D. 1977.

Allen Shivers
Chairman, Board of Regents
Charles A. LeMaster
Clerk



Lorne L. Rogers
President
Kevin C. Lieb
Dean



THE UNIVERSITY
of LIVERPOOL

FACULTY OF SCIENCE

Degree of Master of Science

We hereby certify that

Erin Elizabeth Arthur

*having satisfied the University requirements was admitted by resolution of
the Senate to the Degree of Master of Science (Psychology and
Investigation) on the thirteenth day of December 2005*

DEAN OF THE FACULTY OF
SCIENCE

VICE-CHANCELLOR

CHIEF OPERATING OFFICER



UNIVERSITY OF ABERDEEN

By authority of the Senatus Academicus
the Degree of

Master of Research

SOCIAL RESEARCH

was conferred upon

JENNIFER ANN BATTIS

with Commendation

ON 27 NOVEMBER 2009


Principal & Vice-Chancellor


University Secretary



State of Illinois

DEPARTMENT OF PROFESSIONAL & FINANCIAL REGULATION
BOARD OF SOCIAL WORKER LICENSURE

LICENSE # LS8781

Be it known that: **DARSHANA MUTZ SPACH**
has qualified as required by Title 32 MRSA Chapter 83 and is licensed
as a

SOCIAL WORKER

ISSUE DATE
Sep 01, 2010

EXPIRATION DATE
Aug 31, 2012

Anne L. Hend

Director, Office of Licensing & Registration
ANNE L. HEND