

West Virginia
Department of Health and
Human Resources
Bureau of Public Health
Maternal and Child Health

07/29/13 09:31:06 AM
West Virginia Purchasing Division

Request for Quotation
No.14019

**Web-based Home
Visitation Data
Collection System
Cost Proposal**

ORIGINAL

Proposed by
Hornby Zeller Associates, Inc.
48 Fourth Street
Troy, NY 12180

Principals:
Dennis E. Zeller, Ph.D.
518 273-1614

Helaine Hornby, M.A.
207 773-9529

Hornby Zeller Associates, Inc. (HZA) is pleased to respond to West Virginia Department of Health and Human Resources' Solicitation for development and training of a Web-based Home Visitation Data Collection System. The following pages provide Unit Bid and Total Bid Prices for the fifteen deliverables to be provided over the term of the project. Prices are displayed on the requested Pricing Pages (Exhibit A) and the required Solicitation pages. As stated in the Technical Proposal, HZA will cover all costs for its staff to attend the various meetings and training sessions, including travel, lodging and meals, as well as materials that are produced.

PRICING: MCH 14019 PRICING PAGES


MCH14019 – PRICING PAGES				
DELIVERABLE (includes all requirements as described in specifications)	DUE DATE	ESTIMATED ANNUAL USAGE	UNIT BID PRICE	TOTAL BID PRICE (Est. Annual Usage x Unit Bid Price)
4.1.1 DELIVERABLE #1 Conceptual Design Development: Vendor will attend and participate in one, four-day meeting with WWHVP at 350 Capitol Street, Charleston, West Virginia to develop a conceptual design for the WWHVP web-based data collection system. Vendor will be responsible for all costs incurred for its staff attending the meeting.	Year 1, Month 1	1 four-day meeting	\$9,750	\$9,750
4.1.2 DELIVERABLE #2 Written Design: Vendor will complete a written design for the WWHVP web-based data collection system and provide a copy to WWHVP for review and approval prior to finalization.	Year 1, Months 1 - 2	1 design	\$13,000	\$13,000
4.1.3 DELIVERABLE #3 Web-Based Data Collection System Development: Vendor will develop and implement the WWHVP web-based data collection system and provide WWHVP schematics.	Year 1, Months 2 - 5	1 system	\$123,500	\$123,500
4.1.4 DELIVERABLE #4 Test Phase and Training for WWHVP: Vendor will conduct a one-day, onsite test of the WWHVP web-based data collection system at 350 Capitol Street, Charleston, West Virginia in conjunction with training WWHVP program and modify as necessary. Vendor will be responsible for all costs incurred for its staff attending the meeting.	Year 1, Month 6	1 two-day training	\$13,000	\$13,000
4.1.5.1.1 DELIVERABLE #5 Basic User Training Guide: Vendor will develop and provide a paper version of the Basic User Training Guide. Twenty five copies of the paper version are required.	Year 1, Month 7	25 copies	\$100	\$2,500

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4.1.5.1.2 DELIVERABLE #6 Advanced User Training Guide: Vendor will develop and provide a paper version of the Advanced User Training Guide. Twenty five copies of the paper version are required.	Year 1, Month 7	25 copies	\$100	2,500
4.1.5.1.3 DELIVERABLE #7 Basic User Training Webinar: Vendor will develop and provide Basic User Training Webinar directed towards local provider users (home visitors).	Year 1, Month 7	1 webinar	\$3,250	\$3,250
4.1.5.1.4 DELIVERABLE #8 Advanced User Training Webinar: Vendor will develop and provided Advanced User Training Webinar directed towards OMCFH/WVHVP staff and supervisors.	Year 1, Month 7	1 webinar	\$2,600	\$2,600
4.1.6.1.1 DELIVERABLE #9 Training for Home Visitation Sites: Vendor will provide one-day basic user training session for approximately 15 home visitation site users at the Charleston, West Virginia WVHVP supplied computer lab location. WVHVP will schedule and provide training sites, but vendor will be responsible for all costs incurred for its staff attending the meeting.	Year 1, Months 7 – 8	1 one-day training	\$2,600	\$2,600
4.1.6.1.2 DELIVERABLE #10 Training for Home Visitation Sites: Vendor will provide one-day basic user training session for approximately 15 home visitation site users at the Beckley, West Virginia WVHVP supplied computer lab location. SVHVP will schedule and provide training sites, but vendor will be responsible for all costs incurred for its staff attending the meeting.	Year 1, Months 7 – 8	1 one-day training	\$2,600	\$2,600

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DELIVERABLE (includes all requirements as described in specifications)	DUE DATE	ESTIMATED ANNUAL USAGE	UNIT BID PRICE	TOTAL BID PRICE (Est. Annual Usage x Unit Bid Price)
4.1.6.1.3 DELIVERABLE #11 Training for Home Visitation Sites: Vendor will provide one-day basic user training session for approximately 15 home visitation site users at the Parkersburg, West Virginia WVHVP supplied computer lab location. SVHVP will schedule and provide training sites, but vendor will be responsible for all costs incurred for its staff attending the meeting.	Year 1, Months 7 – 8	1 one-day training	\$2,600	\$2,600
4.1.6.1.4 DELIVERABLE #12 Training for Home Visitation Sites: Vendor will provide one-day basic user training session for approximately 15 home visitation site users at the Morgantown, West Virginia WVHVP supplied computer lab location. SVHVP will schedule and provide training sites, but vendor will be responsible for all costs incurred for its staff attending the meeting.	Year 1, Months 7 – 8	1 one-day training	\$2,600	\$2,600
4.1.7 DELIVERABLE #13 Live WVHVP Web-Based Data Collection System: Vendor will put the WVHVP web-based data collection system live on its website at which time a link to it will be placed on WVHVP's website resulting in it being available for full use by WVHVP and home visitation site users. <u>The source code will be owned by WVHVP once the contract is completed.</u>	Year 1, Month 9	1 system	\$10,000	\$10,000
4.1.8.1 DELIVERABLE #14 Live Support: Vendor will provide unlimited live, toll-free support (Monday through Friday, from 9:00 am to 5:00 pm EST) for the WVHVP data collection system to WVHVP and home visitation site users.	Years 1, 2, 3	Annual	\$50,000	\$112,500

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4.1.8.1.2 DELIVERABLE #15 Maintenance and Upgrades: Vendor will provide unlimited upgrades and maintenance of the WWHVP web-based data collection system.	Years 1, 2, 3	Annual	\$50,000	\$112,500
OVERALL TOTAL COST				\$415,500

Vendor Name: Hornby Zeller Associates, Inc. Vendor Telephone Number: 518-273-1614
Vendor Address: 48 Fourth Street, Suite 300 Vendor Fax Number: 518-273-0431
Troy, New York 12180
Contact Person: Helaine Hornby Fax: 207-773-9074
Authorized Representative: Dennis E. Zeller Email: dzeller@hornbyzeller.com
Authorized Representative Signature:  Date: 7/26/2013



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

Solicitation

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1

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HEALTH AND HUMAN RESOURCES
BPH/MCH--MATERNAL CHILD HEALTH

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25301-3714 304-558-5388

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06/26/2013

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BID OPENING TIME 1:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	JB		920-45	\$9,750.00	\$9,750.00
CONCEPTUAL DESIGN DEVELOPMENT: 1 FOUR-DAY MEETING						
0002	1	JB		920-45	\$13,000.00	\$13,000.00
WRITTEN DESIGN: 1 DESIGN						
0003	1	EA		920-45	\$123,500.00	\$123,500.00
WEB-BASED DATA COLLECTION SYSTEM DELVELOPMENT:						
0004	1	JB		920-45	\$13,000.00	\$13,000.00
TEST PHASE AND TRAINING FOR WWHVP: 1 TWO-DAY TRAININ						
0005	25	EA		920-45	\$100.00	\$2,500.00
BASIC USER TRAINING GUIDE:						

SIGNATURE

TITLE

TELEPHONE

DATE

President

518 273 1614

7/26/2013

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ADDRESS CHANGES TO BE NOTED ABOVE

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



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0006	25	EA		920-45		
				ADVANCED USER TRAINING GUIDE:	\$100.00	\$2,500.00
0007	1	EA		920-45		
				BASIC USER TRAINING WEBINAR:	\$3,250.00	\$3,250.00
0008	1	EA		920-45		
				ADVANCED USER TRAINING WEBINAR:	\$2,600.00	\$2,600.00
0009	1	JB		920-45		
				TRAINING FOR HOME VISITATION SITE: CHARLESTON, WV	\$2,600.00	\$2,600.00
0010	1	JB		920-45		
				TRAINING FOR HOME VISITATION SITE: BECKLEY, WV	\$2,600.00	\$2,600.00

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LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
0011	1	JB		920-45		
				TRAINING FOR HOME VISITATION SITES: PARKERSBURG, WV	\$2,600.00	\$2,600.00
0012	1	JB		920-45		
				TRAINING FOR HOME VISITATION SITES: MORGANTOWN, WV	\$2,600.00	\$2,600.00
0013	1	EA		920-45		
				LIVE WVHVP WEB BASED DATA COLLECTION SYSTEM:	\$10,000.00	\$10,000.00
0014	1	EA		920-45		
				LIVE SUPPORT - ANNUAL - YEAR 1	\$50,000.00	\$112,500.00
0015	1	EA		920-45		
				MAINTENANCE AND UPGRADES: - ANNUAL-YEAR 1	\$50,000.00	\$112,500.00

SIGNATURE <i>Annis E. Zeller</i>	TELEPHONE 518 273 1614	DATE 7/26/13
TITLE President	FEIN 14 17777 22	ADDRESS CHANGES TO BE NOTED ABOVE

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07/30/2013				BID OPENING TIME 1:30PM		
LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
***** THIS IS THE END OF RFQ MCH14019 ***** TOTAL:						<u>\$415,500.00</u>

SIGNATURE

TITLE President

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TELEPHONE
518 273 1414

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UNDERSTANDING OF REQUEST

West Virginia sponsors and oversees a statewide program of home visitation services for mothers of infants and toddlers as well as women preparing for motherhood. The West Virginia Home Visitation Program is overseen by the West Virginia Department of Health and Human Resources, Bureau of Public Health, Office of Maternal, Child and Family Health (OMCFH).

Several national models for delivering home visitation services are represented among more than 20 agencies currently delivering these services in West Virginia. These include Healthy Families, Parents as Teachers and Maternal Infant Health Outreach Worker (MIHOW.) Each of these models has somewhat different features and reporting requirements to their national sponsors or evaluators. The leaders of the West Virginia Home Visitation Program (WVHVP), as part of its development and enhancement initiative for home visitation services statewide, intends to sponsor the development of a web-based home visitation data collection system that will bring data management and benchmarking to scale in all evidence-based home visiting agencies across West Virginia. Staff of the WVHVP are seeking a firm which has both the knowledge of home visiting and associated reporting requirements as well as the technical experience and expertise to develop this statewide web-based system.

Hornby Zeller Associates, Inc., (HZA) is very pleased to respond to this request. HZA is uniquely qualified to perform this work because it has experience developing web-based databases similar to that requested by the OMCFH; it has worked as a consultant and evaluator to various home visitation agencies for over a decade; it is highly familiar with West Virginia's own home visitation program; it has helped other states comply with reporting requirements of the national home visitation models such as Healthy Families; it has developed and is currently hosting and maintaining a statewide home visitation data collection system in another state; it has provided comprehensive training of its web-based applications to program leaders and local users; it operates a toll-free help desk in support of its software applications; and it has experience using web-based databases to comply with the complex federal reporting requirements and benchmarks required by the federal Maternal and Infant Early Childhood Home Visiting (MIECHV) program and the Health Resources and Services Administration (HRSA).

The proposal which follows will provide detail about HZA's qualifications and its approach to fulfilling West Virginia's technical requirements for the database, training, help desk support and system maintenance.

MANDATORY QUALIFICATIONS

Hornby Zeller Associates, Inc. has the expertise, training, and experience needed to ensure that deliverables produced under this contract are accurate, rigorous, and of high quality. West Virginia's web-based case management development project will benefit from a highly-trained group who are familiar with home visiting models, West Virginia's program in particular, and have extensive experience both in evaluating such programs and in developing web-based applications.

HZA has an impressive record of conducting evaluation projects at the state, local, and national level. While we have an extensive history of evaluating a broad range of health, education, and human service programs, the proposed development team has substantial technical depth in developing and implementing web-based applications. Our content area expertise in maternal and child health, prevention and early intervention programs, child welfare services and health services research provides the background needed to ensure the case management system meets the need of West Virginia's home visitors' daily needs and the State's reporting requirements.

3.1¹ Minimum of Three Years of Experience Developing Web-Based Applications

HZA has designed, developed, implemented and hosted a variety of web-based tools, ranging from complex case management tools to numerous online survey instruments used for program evaluations and workload studies. Regardless of size and function, many of the web-based tools or systems designed by the firm's programmers are hosted on HZA's secure server. Extensive testing is conducted of every application to ensure its reliability, functionality and integrity. HZA employs a "test it until it does not break" approach; that is, applications are not released for beta testing or ongoing use until it has undergone an extensive regression testing protocol.

Maine - Healthy Families Program Evaluation (2002-Present): In 2002, HZA was contracted by the Maine Department of Human Services' Bureau of Health to develop and implement a comprehensive evaluation of the New Family Visitation or Healthy Families Program. Now, managed by the Maine Department of Health and Human Services Public Health's Family Health Division, the home visiting program is designed to help the Department achieve its goal of improving the health status and self-sufficiency of Maine's families. The particular focus is on new, first-time parents and their infants and young children. The program is intended to have a positive impact on child health, parent-child attachment, parent knowledge and skill in supporting childhood growth and development. Services are encouraged to begin as early as possible for families, ideally in the prenatal or immediate postnatal period. Services are provided by seventeen separate agencies located throughout the state.

¹ The numbering conforms to the RFQ for the Qualifications and Mandatory Requirements sections.

For this extensive, multi-site project, HZA developed and implemented an Access-based case management tool for home visitors to track the families they serve and managers to monitor progress. Periodically throughout the year, a data extract was submitted to HZA for use in evaluating the program. Five years ago, the tool was upgraded to a web-based case management and reporting system and has been actively used by Maine's home visiting programs for nearly four years. A phased-in approach was used, with data contained within the original Access-based system converted to the web-based application prior to a program actively using the web-based application. The system is hosted on HZA's secure server, and can be accessed by home visitors and program managers via password-protected input. The case management tool enables home visitors to enroll families for services, record detailed information about each home visit, identify client demographics, record findings of multiple assessments such as Ages and Stages questionnaires, and track progress and service needs.

HZA has worked closely with Maine since its early inception of the program to ensure the State has the capacity to generate federally required reports and enable program managers to monitor progress. HZA's subject matter expert and its Information Technology Manager continue to work closely with the Department to ensure the web-based tool is able to generate federal Benchmark reports at the agency and statewide level, including revising the reports as revisions are made to the measures.

Virginia - Workload Management Study Update (2007-2009): In 2007, HZA was contracted by the Virginia Department of Social Services (VDSS) to conduct a Workload Management Study. This study served as a follow-up to a two-year workload study conducted by HZA beginning in 1999. The original study addressed the staffing needs for all of the Department's case types, including income maintenance programs, children and adult services, employment programs and fraud. The primary goal of both studies was to examine or re-examine two key pieces of information from participating DSS agencies: the time workers have available for case specific work and the time required to handle cases of each type according to state and federal policies and procedures.

To complete this project HZA developed a web-based data collection instrument to measure the time it takes to handle specific types of cases. Workers were asked to track the type of cases they were working on and the time they spent on case specific activities for a sample of cases over a six-week data collection period. Staff participants logged into the secure web-based application to report their case activity using password protected input. Prior to implementation, Virginia conducted an intensive testing of the application's security, ensuring access to the system was not possible by individuals or groups outside of those granted access. The Time Study tool was designed with a management reporting feature which allowed caseworkers, supervisors and local coordinators to monitor the input of data into this component of the study.

Minnesota - Child Welfare Workload Study and Analysis (2008-2011): Similar to that used in Virginia, HZA used a web-based survey instrument to conduct a workload study for the Minnesota Department of Human Services' Child Safety and Permanency Division in 2008. HZA developed three web-based tools which were tailored to meet the specific needs of the study.

In addition to the Time Study Tool which was similar to that used in Virginia, two other web-based applications were developed for the study in Minnesota. The first was a survey which was used to poll supervisors and caseworkers on subjects related to job retention, which was perceived as a major issue in Minnesota at the time. Since Minnesota is a large, county-administered State, HZA developed and implemented a broadcast e-mail technology which allowed supervisors and caseworkers across the State who agreed to participate in the survey to be polled electronically. The e-mails contained a link that brought agency staff to the online survey hosted on HZA's secure server. This e-mail system generated an 84 percent response rate from the 1,013 agency staff surveyed.

The second web-based survey was in effect a Random Moment Survey used to measure the amount of time staff have available to perform client-specific casework, a critical element in calculating staffing need. An auto-generated e-mail message was used to alert staff to complete the survey at specific dates and times. As with the other survey, each e-mail message contained a link which would bring staff to the web-based survey. Based on the answer to the initial question, i.e., were you working on a case at the time specified, the survey would auto-populate pertinent follow-up questions, leading to better reporting of the type of activity being performed. The cycle of context-sensitive survey responses was repeated as additional questions were asked. Ultimately, of the 4,000 random moments selected, HZA achieved an overall response rate of 99 percent.

Nebraska - Web-Based System for Family Navigator and Family Peer Support (2011-Present): At the start of 2009, HZA was contracted by the Nebraska Department of Health and Human Services to evaluate services performed by the Nebraska Family Helpline, as well as its newly implemented Family Navigator and Post Adoption/Post Guardianship Services program called Right Turn. These new programs stemmed from legislation to bolster prevention services in Nebraska for families of children with emerging behavioral and mental health problems as well as families who have adopted children from the foster care system.

In 2011, a different vendor was contracted by the State to provide Family Navigator and Family Peer Support services. HZA was contracted by the new vendor, namely the Nebraska Federation of Families for Children's Mental Health, to design, develop and implement a web-based case management tool. The original purpose of the Pyramid system, as it is commonly referred, was to record client intake data. It was not long before the Federation realized there were a lot more data they wanted to record, and requested the Pyramid start tracking discharge data. Ultimately, per the request of the Federation, HZA modified the Pyramid system to track all of the Federation's data requirements, including Direct Contacts, Protective Factors, Contact Information, Demographics, Strengths, Risks and Family Plans. A reporting module was incorporated within the web-based system for ease of monitoring. In the end, the Pyramid system evolved into a complete web-based case management system, having begun as only a single input screen. HZA continues to provide support to the Pyramid system, and continues to work with program managers to develop additional reports to measure families served as well as progress and outcomes achieved.

3.2 One Statewide Web-Based Home Visitation Application in Operation

As described below, the web-based case management system which HZA developed for Maine's home visiting program continues to operate today, doing so for all programs across the State.

Maine - Healthy Families Program Evaluation (2002-Present): As part of the Maine Healthy Families Program Evaluation, described under requirement 3.1, HZA developed and implemented Maine's electronic data system, and continues to manage the system today. HZA designed the case management tool as a statewide system, with users gaining access to the system via a unique user ID and password. In addition to ensuring confidentiality, this allows users to view only their own cases and supervisors and managers to view only their respective units or agencies' records. The system developed for Maine enables agencies and state program managers to generate agency-specific which measure program capacity and performance, and allows for statewide reporting.

The Maine Families statewide home visiting program, following the requirements of both the Parents as Teachers (PAT) model developer as well as the Maternal, Infant, Early Childhood Home Visitation system (MIECHV), seeks to improve child and family health outcomes by offering support to all families in need through evidence-based practice. Each of the state-funded, community-based organizations providing home visiting services must collect data to support the State's reporting needs on many levels:

- individual agencies and program operations;
- state leadership and Legislators;
- PAT National Center; and
- Federally-required demographics, service delivery and Benchmark constructs.

HZA provides the structure and technical support for high-quality data collection and evaluation of all of these variables, and is an active member of the long-term continuous quality improvement team. The web-based case management application allows agencies to collect child-level and family-specific information gathered from home visits and collateral support provided to young children and their families.

Technical support for the home visiting application is available on a daily basis via a toll-free telephone line to HZA's Toll-free HELP DESK and via email.

3.3 Five Years of Experience Training on Software Applications

HZA has numerous years of experience training users of all backgrounds to use its software applications, including those who are technically savvy and those who are unfamiliar with using a computer. Two of the proposed staff alone have 19 years of experience training on software applications. In addition to providing on-site training sessions, HZA conducts training sessions remotely via webinars and remote access software. Additionally, these

software applications are supported by HZA's Toll-free HELP DESK, with support being available via e-mail or a toll-free telephone line.

Maine - Healthy Families Program Evaluation (2002-Present): For the Maine home visitor case management system, HZA has provided extensive on-site training to agencies at all seventeen program sites throughout the state of Maine. Class size was limited to thirty people at a session, with HZA conducting two sessions back to back when necessary. To augment this training, HZA also performed biannual site visits to each of the agencies. These site visits included providing training to new workers who joined the agency since HZA's last visit. As noted earlier, HZA operates a toll-free HELP DESK for the seventeen Maine agencies, providing them with extensive technical support and training in the use of the web-based case management system and the ability to generate reports for their own individual needs. Five years ago HZA employed the use of a remote access software called LogMeIn to conduct training sessions remotely and assist users who were having difficulties navigating through the application. Using this software, HZA's Help Desk technicians can log into a client's computer remotely and assist the individual with their particular questions or issues.

In recent few years, HZA has also conducted training sessions via webinars, which are recorded and made available for on-demand viewing after the webinar occurs. The Home Visiting software contains links to these recordings which new and old users can follow to learn about, or refresh their knowledge of the software. HZA does provide on-site training upon agency requests, although the number of these requests has dwindled in recent years.

Pennsylvania – ChildNet (2001 - Present): HZA led the development effort for a case management system designed to provide both reporting and case management functions to social workers, supervisors and managers in the Commonwealth's public children and youth agencies. This effort was prompted by the discontinuance of Pennsylvania's statewide case management system. The effort began with HZA's outline of the system's structure and functionality requirements, referring to federal structural and reporting requirements for statewide automated child welfare information systems (SACWIS). HZA has continued to maintain the ChildNet system currently in use by local agencies and over the years has created enhancements and additional reporting.

HZA was responsible for the design of the ChildNet system's comprehensive user guides to support local users. Staff conducted a series of extensive, two-day training sessions at sites throughout Pennsylvania, training users and administrators to use the application. The trainings took place in local computer labs, providing trainees hands-on instruction as they learned to navigate the system from receipt of a report of child maltreatment through to service planning and case closure, for families who were later served through in-home and/or foster care cases. Supervisors received an additional half day session to guide them through the reporting module. HZA continues to operate a Help Desk for ChildNet users to call when questions or issues arise.

Virginia - Workload Management Study Update (2007-2009)

Minnesota - Child Welfare Workload Study and Analysis (2008-2011):

Prior to data collection for the workload studies conducted in Virginia and Minnesota, HZA provided training to local agency participants. A series of regional training sessions were held in the respective states to ensure all participants understood how to use the various web-based tools and how to interpret the various terminologies used throughout the study.

HZA developed an automated Workload Analytic Tool at the conclusion of the study which enables county managers and supervisors to measure resource need and to link that need to meeting practice standards and achieving positive outcomes. HZA staff conducted a series of extensive regional training sessions across Minnesota, demonstrating how to navigate the tool, which portions of the tool required data entry, and how the outcome reports within Minnesota's Statewide Automated Child Welfare Information System (SACWIS) could be used to make correlations to improved outcomes on a county-wide basis as well as at the unit level. Training was also provided to the State's Quality Assurance team for use in their ongoing monitoring of county progress in achieving safety, permanency and well-being. Easy to use user guides were also developed for county and Quality Assurance team to refer to on an ongoing basis.

Colorado – Random Moment Sampling (2010-Present): A number of counties in Colorado have privatized portions of their foster care program in recent years, contracting both profit and non-profit child placement agencies (CPAs) to carry out the foster care work which would otherwise be conducted by county workers. Despite the fact that this work is not being carried out by county caseworkers, the costs incurred by CPAs in performing these administrative activities for the state's children in foster care custody are still subject to the same federal reimbursement under Title IV-E of the Social Security Act. In 2010, HZA was contracted, through competitive bid, by the Colorado Department of Human Services' Child Welfare Division to assist in the development and implementation of a system to claim case management and other administrative costs carried out by CPAs. HZA has conducted extensive training sessions as a part of this project.

For this project HZA needed to train both the DHS staff and the CPA staff, and created separate training materials for each group. In order to train the DHS staff who are responsible for administering the RMS application and process, including the automated claim calculator, HZA created a User's Guide with step-by-step technical instructions as well as a one-day curriculum using Powerpoint. The curriculum covers the reasons behind each element of the structure of the system, as well as technical instructions on how to use the application.

To train the child placement agency staff who are involved in the RMS process itself, HZA created an audio and video component in Flash using Adobe Captivate that can be utilized by anyone with access to a Windows media player. The materials provide a demonstration of the requests which the child placement agencies and their staff will receive and how they will respond.

HZA was recently contracted, again by competitive bid, by the Colorado Department of Human Services' Office of Administrative Solutions to develop a robust statewide random

moment time study. HZA will be implementing its Automated Random Moment and Reporting System (ARMARS™) in the months ahead, including similar training methods to those described above.

3.4 Two Years of Experience Generating Data to Fulfill Federal Home Visiting Benchmarks

Given its experience with home visiting programs, HZA has the knowledge and ability to work with States and local agencies to ensure they are able to fulfill their federal home visiting Benchmark and construct requirements.

Maine - Healthy Families Program Evaluation (2002-Present): HZA currently has a contract with the Maine Children's Trust to maintain the Maine Families Electronic Family Record System (EFRS). Along with meeting the needs of individual users in their day-to-day access and use of the system, "real-time" reports are available within the system. Over the course of its work with Maine's home visiting program, HZA has worked closely with the State's Continuous Quality Improvement (CQI) and program management teams to ensure that data required for reporting federal benchmarks are accurately captured and can be entered in the federal Discretionary Grant Information System (DGIS) reporting system within HRSA's Electronic Handbook. HZA assists with all aspects of data cleaning, analysis and reporting to constituents.

Following HZA's mission to go above and beyond client expectations, HZA is working with the CQI and Evaluation team to make the collected benchmark data even more meaningful by providing community context. For example the evaluation work for Maine's home visiting program includes helping the University of Southern Maine link EFRS data to external administrative databases which will be used to compare outcomes to those not enrolled in the program. Linking the EFRS to birth certificates will allow the examination of longitudinal prenatal enrollment and birth outcomes. Similarly, Maine's child welfare program maintains a data system, MACWIS, to track cases of reported child abuse and maltreatment. By linking MACWIS to the EFRS, evaluators will be able to longitudinally track outcomes such as multiple reports of abuse among children enrolled and those not enrolled.

West Virginia – Home Visiting Evaluation (2012-Present): HZA has become very familiar with West Virginia's benchmarks and associated constructs, which are not dissimilar to the constructs selected and tracked by other MIECHV-funded programs. HZA has participated in meetings and technical assistance calls to discuss and review the data collection and reporting requirements as part of the State's Stakeholders and Early Childhood Advisory Council workgroups. Likewise, HZA's project director for the evaluation, has worked with West Virginia's epidemiologist on modifications to some constructs as well as the current evaluation plan's data collection instruments to assure high quality data collection for thorough analysis.

3.5 Certificates or Degrees of Professionals in Data System Design

Below please find certificates or degrees of four staff who will be performing work for this contract: Tim Reed, David Ricords, Robert Junkins and Jack Frost. In addition to the copy provided of Mr. Junkins' degree, he has certifications in Time Management, Testing Information Systems, Small Project Management, DB/2 SQL Application Performance and Tuning, DB/2 SQL Application Programming, CICS Command Level Programming, Productivity Management and PC Maintenance, Tutoring and Repair. Unfortunately, the certificates are not available for replication.

Community College of the Air Force

*The Commander, Air Education and Training Command,
by virtue of the authority vested by law
and on the recommendation of the College does hereby confer on*

Timothy R. Reed

the degree of

**Associate in Applied Science
Electronic Systems Technology**

with all rights and privileges pertaining thereto

Given this 24th day of April 2001

In witness whereof the Seal of the College and our signatures are hereto affixed



[Signature]
General, U.S. Air Force
Commander, Air Education and Training Command

[Signature]
Chairman
Community College of the Air Force Board of Visitors

[Signature]
Chief Academic Officer
Community College of the Air Force



Harrisburg Area Community College

Upon the recommendation of the Faculty and by the authority
of the Board of Trustees

David M. Ricordz

is hereby granted the degree of

Associate in Arts

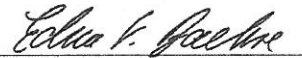
in CIS Microcomputer Specialist

with all rights, honors and privileges thereunto appertaining.

Given under the Seal of the College at Harrisburg, Pennsylvania,
this month of May, two thousand four.


Chairman of Board of Trustees




President of the College

Andover College

Upon the recommendation of the Faculty and with the sanction of the Board of Directors and by the authority of the State of Maine hereby confers upon

Robert D. Jenkins

the degree of



Associate in Applied Science

Computer Sciences

with all rights, honors, and privileges appertaining thereto.

Witness the Seal of the College and the signatures of its
duly authorized officers hereto affixed.

Given at Portland, Maine, this eleventh day of June, nineteen hundred and eighty-three.


Board of Directors

Academic Vice President




President

State University of New York

College of Technology at Alfred

On the recommendation of the Faculty and by virtue of the authority
vested in them, the Trustees of the University
have conferred upon

John Jason Frost

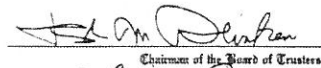
the degree of

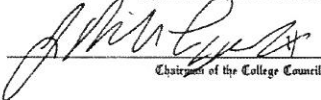
Associate in Applied Science

Computing Graphics Engineering Technology

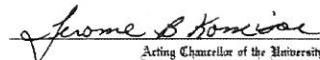
and have granted this Diploma as evidence thereof.

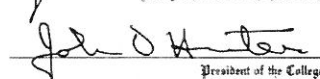
Given in the Village of Alfred, in the State of New York, in the United
States of America this month of May, one thousand
nine hundred and eighty-eight.


Chairman of the Board of Trustees


Chairman of the College Council




Acting Chancellor of the University


President of the College



SAP GLOBAL CERTIFICATION

CERTIFICATE

We hereby confirm that

Jack Frost

is certified as a

**SAP Certified Development Associate with SAP
Business One Release 8.8**

Certificate ID: [REDACTED]

Certified on: 16.12.2010

B.-M. Rumpf

Dr. Bernd-Michael Rumpf
Global Head of Field Services & Support



Bio-sketches of Proposed Staff

Helaine Hornby, Principal Investigator

Helaine Hornby is one of the two principals of Hornby Zeller Associates and has been a partner in the firm since 1995. She will provide conceptual oversight of the development of the web-based home visitation data collection system for this engagement and ensure training materials are complete and will meet the needs of all staff.

Ms. Hornby previously served as the Director of the Center for Child and Family Policy within the Edmund S. Muskie Institute of Public Affairs, at the University of Southern Maine. For eight years, Ms. Hornby directed one of the national child welfare resource centers. She has directed three national, federally-funded research projects: an analysis of adoption disruption (involving four states and six sites); an evaluation of risk assessment systems in child protective services (involving five states); and a policy study on kinship care (also involving five states) in which she was the co-principal investigator. These projects, sponsored by the U.S. Department of Health and Human Services, have utilized varied methodological approaches (both qualitative and quantitative) including case reading, document analysis, data analysis, interviews, focus groups and cross-site comparisons.

Ms. Hornby has provided oversight for the firm's evaluations of home visiting programs in Maine and West Virginia, becoming intimately familiar with the day-to-day requirements of home visitors, their supervisors and local agency and state program administrators. She provided guidance to the developers of the case management and reporting system developed for Maine's programs as well as the development of the reporting module, which is designed to meet local, state and federal reporting requirements. She developed the conceptual design for other web-based reporting systems developed by HZA such as the Maine Youth Court project.

Ms. Hornby is an expert in qualitative data analysis, as well as organizational and policy analysis. She has published broadly in professional journals including *Social Work*, *Child Welfare*, *OSERS News in Print*, *Children and Youth Review*, *Children Today* and *New England Journal of Human Services*. She has presented papers and conducted workshops at numerous national and state conferences, both domestically and abroad. Ms. Hornby earned a Master's degree in public policy and management from the Edmund S. Muskie Institute of Public Affairs at the University of Southern Maine, where she received highest honors; she also holds a B.S. from Simmons College in Boston.

Tim Reed, Project Manager

Timothy Reed is the Information Technology Manager for Hornby Zeller Associates and will manage the West Virginia data collection system development. He is responsible for the entire company's Information Technology operations, serving both customers and staff. As a vital member of the firm's computer applications team, Mr. Reed has worked to develop, enhance and manage three client case management reporting systems: *ChildNet-PA*, which has been used by multiple county-level Children and Youth Services agencies in Pennsylvania; *Maine Families*, a web-based application which is used by private providers of

Maine Families Electronic Family Record System; and *Pyramid*, which is used by the Nebraska Federation of Families to track services to families. Mr. Reed established and continues to supervise a toll-free live HELP DESK line that provides technical support and assistance to local users of the firm's computer applications. To this end, he functions as the primary client liaison for these systems, serving as a point of contact for program supervisors, holding video teleconferences, training and performing site visits in support of system upgrades and modifications.

Most recently, Mr. Reed provided guidance in the development of several web-based systems which are in use by several agencies in Maine. He worked with the respective clients to identify their data collection and reporting needs and participated in the development of the framework for ease of input and reporting. For example, he oversaw the development of the web-based Trauma-Informed Agency Assessment survey tool, currently being used by agencies who contract with Maine to provide Trauma-Informed System of Care services. Currently, he is providing guidance to HZA's developer responsible for building a web-based case management system for Maine's trauma-informed system of care practices which have expanded to juvenile services and children with mental health conditions.

Beyond his oversight of case management and assessment tools, Mr. Reed also provides primary oversight responsibility for HZA's automated email systems and related web-based applications, which the firm has used to conduct random moment surveys and time study data collection for several large-scale workload studies. These include studies performed on behalf of Alaska's Division of Public Assistance, Westchester County (NY)'s Department of Social Services, the Minnesota Department of Human Services, and Virginia's Department of Social Services. Mr. Reed takes the lead on programming, scheduling, testing and troubleshooting these automated mail functions and data-gathering tools, and establishing and overseeing data security measures relating to them. He has also developed reports to measure both data integrity and rates of participation; these have been incorporated within the web-based random moment survey tools, allowing local workload study participants and project managers to monitor study participation.

Prior to joining HZA in 2003, Mr. Reed served in the United States Air Force, holding various data management and IT positions over the course of his 20-year military career. After a stint as supervising manager of the Data Management Element of the Central Inertial Guidance Test Facility at Holloman Air Force Base, NM and a posting as the supervising manager of a communications unit in Kuwait, Mr. Reed acted as the Local Area Network administrator for the Radar Target Scatter test facility at Holloman AFB. He completed his service there as the Superintendent of the National Radar Cross Section Test Facility. He holds a degree in Electronic Systems Technology from the Community College of Air Force in Montgomery, Alabama.

Contact information for Project Manager/Contract Manager is as follows:

Phone: (207) 773-9529

Fax: (207) 773-9074

Email: TReed@hornbyzeller.com

David Ricords, System Architect

Since joining HZA in 2011, David Ricords has assumed the lead role in the development of a number of web-based data collection systems. He has contributed substantially to the firm's efforts to automate and streamline a wide range of applications and processes supporting projects across the firm's practice areas of child welfare, early childhood, public health and juvenile justice.

Based in HZA's Harrisburg, Pennsylvania office, Mr. Ricords is an integral part of the research team focused on work for Pennsylvania's Office of Children and Families. Most recently, he automated the process of producing Pennsylvania's federal Adoption and Foster Care Analysis and Reporting System (AFCARS) files, including implementing federal and HZA-enhanced utilities to check client records for actual and probable errors. For the Arkansas Division of Children and Family Services (DCFS), Mr. Ricords developed an ASP.Net web application for use by case workers; the tool uses state and federal standards to measure the degree of match between the characteristics of a child to be placed in foster care and those of available homes in order to identify the best possible match. DCFS was so pleased with the result that it requested a similar web-based tool be developed to match children seeking permanency with prospective adoptive homes. For the firm's quality assurance work in Arkansas he created a web-based data collection tool used by reviewers to record the findings of monthly compliance reviews of child protective investigations. Mr. Ricords has also developed or enhanced a number of dashboards for HZA's clients; some of these are used to measure rates of participation—such as for Pennsylvania's and Iowa's National Youth in Transition Database (NYTD)—and others to help measure program impact. For an evaluation of three behavioral health programs initiated by Nebraska's Department of Health and Human Services, HZA built and installed a dashboard providing basic information about each of the three programs for both professionals and the public to use. Mr. Ricords completely redesigned the dashboard, providing much improved functionality; the result has been so well received that the client requested a webinar to demonstrate the dashboard to others in the agency who want to create their own dashboards.

Most recently, Mr. Ricords developed a web-based case management tool for use by a new prison re-entry prevention program in Kennebec, Maine. The tool is being used by probation officers to assess the needs of individuals recently discharged from incarceration, link them to needed services and monitor their progress. A similar web-based tool was also developed by Mr. Ricords recently to assess the needs of youth and their progress who are involved in a specialty Teen Court program, also in Maine.

Prior to joining HZA, Mr. Ricords was a Software Engineer for Webclients.net. There he designed, developed and maintained the company intranet and provided technical support to end users. In addition, he created data entry forms utilizing client and server side validation as well as custom automation tools. Mr. Ricords holds an A.A. in Computer Information Systems from Harrisburg (Pennsylvania) Area Community College. He has over six years of experience working with UNIX and more than ten years working with DOS.

Jack Frost, System Architect

A recent addition to HZA's Troy, New York office, Jack Frost brings with him twenty years of hands-on experience in the design, development and support of information systems. Prior to joining the firm, Mr. Frost served as a programmer for America Online, Inc., specializing in web-based e-commerce applications; he also held software engineering positions at Valogix LLC (where his work focused on systems and database design and development) and Etransmedia, where he helped develop the Patient Portal, a web-based interface allowing patients to manage their health history and communications with healthcare providers. In the latter role, Mr. Frost also helped develop training materials and system documentation.

Since joining HZA, Mr. Frost has been able to employ his extensive programming skills, using a broad range of tools, on several ongoing projects. Notably, he recently developed the web-based Trauma-Informed Agency Assessment (TIAA) survey tool, being used by all agencies contracted with Maine's Office of Child and Family Services; based on feedback during the roll-out, Mr. Frost is adding refinements in real time to improve the end-user experience and enhance data quality. He also developed a web-based case management database for use by Project Vocational and Housing Support (VHS), a new reentry program at the Penobscot County Jail in Bangor, Maine; HZA is providing evaluation services to this project, which will expand the capacity of this justice-behavioral health collaboration. Mr. Frost is currently developing a web-based system for The THRIVE Expand ME project, intended to expand trauma-informed system of care (SOC) practices to the Department of Correction's Division of Juvenile Services and to all children's mental health providers in Maine. Finally, Mr. Frost is serving on the development team for ARMARS™ (Automated Random Moment and Reporting System), HZA's proprietary tool for conducting Random Moment Time Studies.

Mr. Frost holds an A.A.S. in Computing Graphics Technology (CAD/CAM) from Alfred State College (NY). He is currently completing coursework toward a B.S. in Information Systems at Empire State College in Saratoga Springs, NY (anticipated 2013).

Robert Junkins, Help Desk and Benchmarking

Since joining HZA in 2004, Robert Junkins has provided technical and programming support to end users of IT solutions developed by the firm and has long been an integral part of the firm's application and information systems development team. His involvement ranges from navigation, integrity and regression testing of existing applications to the development, testing and implementation of specialized tools and web-based survey applications. In addition, he plays a senior role within the firm's HELP DESK operation, fielding questions and troubleshooting issues for end-user clients across a broad range of projects involving all of HZA's practice areas.

Mr. Junkins has had lead responsibility for developing the Benchmark reports following federal guidelines for Maine's Home Visiting evaluation. These reports are driven from the Maine Families Electronic Family Record System which Mr. Junkins helped to develop and maintain. In addition, Mr. Junkins has developed a wide range of web-based data collection tools critical to the analysis of program evaluations. He designed two web-based surveys for a workload study conducted on behalf of the Minnesota Division of Child Safety and

Permanency Division; one was used to measure the time caseworkers and supervisors have available to devote to casework, while the other captured a series of items which affect caseworker retention. He also developed a web-based survey for the firm's statewide performance audit of Oklahoma's Department of Human Services. This survey (involving 4,000 agency staff members) was designed to measure caseworkers' and supervisors' impressions of the agency's management and organizational structure, its adherence to policy and process for distributing new and changing policy, and support of staff in their day-to-day responsibilities. Mr. Junkins played a central role in data collection and analysis, the results of which were used to inform subsequent policy change by the state legislature. Mr. Junkins also has served as the primary technical support and client liaison for ChildNet-PA.

In addition to fielding HELP DESK calls regarding the use of these web-based systems, he also participates in ongoing training efforts, instructing county-level ChildNet-PA users as well as agency-level staff involved in home visiting programs.

Prior to joining HZA, he worked as a Programmer Analyst for L.L. Bean, Inc. and Bath Iron Works, as well as Maine Savings Bank where he also served as an Associate Programmer. In all of these positions Mr. Junkins performed systems analysis and process improvements for various batch and online systems. Mr. Junkins holds an A.A.S. in Computer Science from Andover College.

Doug Landis, Training and User's Guide Development

Doug Landis has been extensively involved in supporting the informational needs of the Pennsylvania Department of Public Welfare's Office of Children, Youth and Family Services (OCYF) since joining the firm in 2000. Working from the Harrisburg, Pennsylvania office, Mr. Landis will lead the development of automated training applications and assist with the development the User's Guides for this project. Early in his tenure with HZA, Mr. Landis served as a trainer during the implementation of Pennsylvania's statewide child welfare information system, PACWIS. He later served as one of the firm's lead trainers during the roll-out of ChildNet-PA to counties when use of PACWIS was discontinued. Mr. Landis helped develop training materials and reference guides for ChildNet-PA, and has been instrumental in testing the system, including its enhancements, and documenting these changes in related materials. Mr. Landis also wrote detailed test case scenarios for child protective and foster care cases, and provided valuable suggestions for improvement to the development team for implementation.

As a member of the National Youth in Transition Database web-based development team for Pennsylvania and Iowa, Mr. Landis developed a training curriculum and has been responsible for documenting the structure, business logic and navigation of the system. Currently, Mr. Landis works with county representatives to ensure outcome survey responses are completed on time and service data are collected for federal reporting. Mr. Landis was also an integral member of the testing team used to validate the navigation, data integrity and regression modeling of the Random Moment Survey currently in use by Colorado's Child Placement Agencies. He developed a computerized training application, using Captivate, to illustrate how users respond to the surveys. Mr. Landis wrote the training

script, inserted screen shots of the system and narrated the training video. He will be developing similar training materials for the HZA's ARMARS™.

Prior to joining HZA, Mr. Landis gained extensive experience in training and process mapping at Hershey Chocolate, located in Hershey, Pennsylvania. As a Training Coordinator, Mr. Landis developed and implemented all facets of a computer-based training program. He incorporated workflow processes into his training modules and designed them to clearly define jobs and tasks, tailoring their focus to the target audience of each job category. Mr. Landis obtained his bachelor's degree in Music Education from Lebanon Valley College in Annville, Pennsylvania.

Kevin Zacks, Quality Assurance and Testing

Kevin Zacks is the Manager of Hornby Zeller Associates' Pennsylvania office, where he oversees the production of outcome and performance measures HZA generates semi-annually for each of the Commonwealth's 67 counties as part of their annual Needs-Based Plans and Budgets. Using AFCARS data, his project team developed automated applications to generate the county data packages, for which Mr. Zacks and his staff conduct extensive data quality reviews and troubleshoot problems that arise from the various data sources used by the Commonwealth and its counties. He leads a similar project for the New Jersey Department of Children and Families, the development of a web-based Longitudinal Data, Analysis and Reporting System, which draws from New Jersey's SACWIS to report performance measures for the state, regions and counties. Mr. Zacks holds oversight responsibility for the quality assurance function for this work, and provides training to state and local managers in the interpretation and use of the data in their decision-making.

Mr. Zacks oversees and has been a major contributor to the implementation of a number of web-based systems during his tenure with HZA. These include Time Study and Random Moment Survey tools used for workload studies (such as those conducted for Minnesota's Child, Safety and Permanency Division; Alaska's Office of Children Services and Westchester County New York's Child Welfare Division). Mr. Zacks has also provided guidance in the development and testing of case management systems, including ChildNet-PA, an application which has been used by a dozen counties in Pennsylvania. Mr. Zacks led the development of web-based National Youth in Transition Databases (NYTD) for both Iowa and Pennsylvania, where system-involved youth are required to complete a federally required outcome survey when they reach age 17 (while still in foster care) and again at 19 and 21. Beyond providing a web-based tool for caseworkers and youth to use in responding to the outcome survey, a real-time reporting feature has been added to help in monitoring rates of response. More recently, HZA was asked to collect data about the independent living services counties provide from Pennsylvania's 67 counties in support of the Commonwealth's federal reporting requirement, and Mr. Zacks heads that effort as well.

Prior to joining HZA, Mr. Zacks was a Program Specialist at CSR, Inc., in Arlington, Virginia, where he worked on a Research and Evaluation Technical Assistance contract with the U.S. National Institute of Justice (NIJ). In that role, he analyzed data and prepared reports in response to various *ad hoc* requests from federal agencies concerning both the adult correctional and juvenile justice systems, and provided assistance to other departments

within the company in writing grant applications for government funding. He also managed peer reviews of NIJ grant reports.

Darshana Spach, Subject Matter Expert

Darshana Spach, a specialist in Early Childhood Education, joined Hornby Zeller Associates, Inc. as a Research Associate in 2010. She is currently directing projects in West Virginia, Iowa and Maine, each of which deal with the subjects of home visitation, early childhood training, protective factors assessments and child abuse prevention. Prior to joining the firm, Ms. Spach served as Program Coordinator and Interim Director of 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.

Ms. Spach has also 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 through 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. 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 such topics as Cognitive Development in Infants and Young Children, Working with Highly Sensitive Children, Adverse Childhood Experiences, Dealing with Difficult Behaviors in Young Children, and Observing and Documenting Behaviors. She earned a Master's degree in Special Education from the University of Maine at Orono, obtained 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. Recently, Ms. Spach was invited to attend the Friend National Advisory Network to provide feedback and consultation on the design and delivery of training and technical assistance. She brings broad subject matter knowledge and specific knowledge of West Virginia and its In-Home Family Education programs, and has already established strong working relationships with a wide variety of key stakeholders in these programs.

MANDATORY REQUIREMENTS

4.1 Mandatory Contracted Services Requirements and Deliverables

Hornby Zeller Associates, Inc. has crafted an approach to meeting West Virginia's mandatory contract service requirements which builds upon our current operational Home Visiting database in Maine but tailors it to West Virginia's specific requirements. Because HZA is already producing federally required Benchmark reports for the State of Maine, it understands both the federal requirements and the ways to pull information from a Home Visiting database to meet them. However, each state is different and has the right to use tools of its choosing to meet certain federal Benchmark requirements. For example, the domestic violence screening tool used in Maine and currently reflected in its database is the *Behavioral Health Risk Screening Tool for Pregnant Women and Women of Childbearing Age* (BHRST) while that used for West Virginia is the *HITS Tool for Intimate Partner Violence Screening*. Also, each state has a degree of latitude in determining how to calculate the Benchmarks based on its own approach to meeting the federal requirement. Therefore, considerable work will be needed to understand the refinements of West Virginia's approach and to incorporate that into the functioning of the database.

There is another aspect of West Virginia's Home Visitation Database request that is unique. That is, it must be able to link to three other databases used by various models of home visitation in West Virginia: the Research Electronic Data Capture used by MIHOW programs; the Program Information Management System (PIMS) used by Healthy Families agencies; and the Visit Tracker system used by Parents as Teachers models. HZA's approach will give all home visitation agencies in West Virginia that use these models the capacity to map information from the new system we are creating to the existing systems. Our research on these systems in West Virginia leads us to understand that they are used to varying degrees by home visitors themselves. Healthy Families agencies use PIMS for record keeping but cannot pull basic information out of the system such as the number of families served by county. (These have to be hand counted.) It appears that the most important aspect of PIMS is that it allows Healthy Family agencies to report on factors required by the national organization for its accreditation standards. Therefore, one of HZA's strategies is to gather the accreditation standards to determine what data the agencies actually need and to make sure they can be accommodated in the new database.

The second required database for linkage is Research Electronic Data Capture. This one is used by the three MIHOW agencies who are participating in the evaluation of MIHOW as an evidence-based practice. It was developed by Vanderbilt University as part of the longitudinal study. Home visitors work with two data collectors from Vanderbilt and Marshall University to enter data on each family at four intervals: prenatal; birth of a child; six months; and one year. Examples of data are doctor's visits, birth weight and smoking frequency. The database does not record specific visits or any accompanying notes. Most of the requirements are fairly standard. HZA will work to be sure that the West Virginia Home Visitation Database encompasses all of the variables at the proper time periods used in the Research Electronic Data Capture system.

The third database is Visit Tracker which is used by the Parents as Teachers model. We estimate that 19 agencies in West Virginia use the database or the information that is derived from it. HZA has learned that home visitors do not consider the database to be particularly intuitive and fairly frequently a technical glitch prevents it from functioning at all. Similar to PIMS, one of the primary motivations for agencies to use Visit Tracker is to be able to complete the *Affiliate Performance Report* required by the national Parents as Teachers organization. Maine has faced this same issue and HZA has worked with the home visiting agencies there to address it. HZA has developed a template which contains the data elements required by the *Parents as Teachers Affiliate Performance Report*. We pull all of the information out of the home visiting database into this template for each agency that wants it, allowing the agency very simply to fill in the data that the national Parents as Teachers requires of affiliates. We will need to confirm with the West Virginia PAT State Office and home visiting agencies whether the real issue in mapping the data is to be able to complete this required report. If that is the case, then that will be our focus, as it has been in Maine. In that way the home visitors in the 19 agencies can use the new database fully but be assured that their needs for data associated with national accreditation or affiliation are being met.

West Virginia's database will be password protected with a secure logon. The web-based application will be accessible from IPADs, tablets, laptops and desktops. At the launch of the system, data will need to be imported from a mainframe system so that historical data will not be lost. HZA will work with West Virginia Office of Information Technology (WV OIT) staff to perform the data transfer.

Below is a discussion of each of West Virginia's Mandatory Requirements following the numbering system in the RFQ.

4.1.1 Conceptual Design of Web-based Data Collection System (Year 1, Month 1)

HZA will perform two key activities during the first month of the project. The first will be to manage a four-day meeting in which all key individuals will work together to discuss the conceptual design of the database. The second activity will be for HZA to commit the design to writing in the form of a *Requirements Document* which will guide the development of the database.

4.1.1.1 Conceptual Design Development (Year 1, Month 1)

The meeting will take place at 350 Capitol Street, Charleston, W VA. HZA will be responsible for all costs associated with the meeting for its staff to attend. At least three HZA staff will participate. The agenda for the four-day meeting will be approved by WWHVP staff prior to its start. The draft agenda is as follows:

- I. **Define Requirements**
 - a. Jointly review requirements set forth in the RFQ and HZA's response.
 - b. Determine what requirements may be missing based on the WWHVP federally-approved Benchmarks and other pertinent documents.
 - c. Review WWHVP staff's understanding of the national requirements associated with the three home visiting models used in the state.

- d. Review WVHVP staff's understanding of any other federal requirements associated with MIECHV funding.
 - e. For all of the above, determine whether a method *other than* the web-based Home Visitation Data Collection System will be used to gather required information.
- II. **Identify and Collect Written Documentation including but not limited to:**
 - a. Forms required in West Virginia of the home visitation programs now
 - b. Assessments associated with the Benchmarks
 - c. All Benchmark requirements
 - d. Federal forms required for federal Discretionary Grant Information System-Home Visiting (DGIS-HV) submission
 - e. Standards and reports required by MIHOW, Healthy Families and Parents as Teachers (e.g., Affiliate Performance Report)
- III. **Reconfirm, from all the above: What Information, if any, is Not Expected to be Derived from the Database**
- IV. **Discuss and Define Basic Functions of Database**
 - a. Child-specific
 - b. Family-specific
 - c. Supervisory-level
 - d. Agency-level
 - e. Cross-site level
 - f. Reporting (see below)
- V. **Discuss Basic Structure of Database including Linking Elements**
- VI. **Determine Reporting Requirements**
 - a. Agency-level
 - b. Cross-agency
 - c. Statewide
 - d. Federal
 - e. National Models (MIHOW, Healthy Families and Parents as Teachers)
- VII. **Determine Process for Reviewing Database Work in Progress**
 - a. State staff role (program, IT)
 - b. Advisory committee role
 - c. Agency management role
 - d. Home visitor role
- VIII. **Determine User Types and Security Levels**
- IX. **Discuss Hosting and Technical Issues of Concern to WVOT Staff**
- X. **Discuss Training and System Roll-out**

From the four-day meeting HZA will develop the *Requirements* document and conceptual design for the data collection system for WVHP and OIT staff to review.

4.1.1.2 Requirements Review and Confirmation

(Year 1, Month 1)

While all of the information outlined above will be gathered and reviewed at the meeting, HZA will bring and present its initial design, as described in this proposal. Together with the additional data gathered, this proposal will serve as the starting point from which HZA and WVHP staff will develop the system requirements from four perspectives:

The functional requirements will describe how end users of the system (HV staff and state users) are able to perform all tasks in the system that are required for robust outcome tracking, while minimizing the extent to which data entry must be duplicated in the site system and the proposed statewide system.

The administrative requirements will describe how administrators will be able to use the system not only to administer the data system from a program perspective (for example, by creating new user accounts), but also how the system can be used to monitor the performance of HV staff and programs.

The system maintenance requirements will outline what will be required of system administrators (both during the three contract years and in the future) to keep the system functioning correctly.

The reporting requirements will map how the data collected in the system will be summarized in the array of reports available in the system, including those pertaining to federal Benchmarks and the requirements of the three models.

HZA understands that the system will be designed for approximately 30 supervisors and 120 home visitors from approximately 25 agencies, although the numbers could be expanded. In addition state staff will access the data. From the four-day meeting HZA will work with WVHP staff to finalize a conceptual design for the data collection system assuming these parameters.

Due Date: 30 days after contract start

Key Staff: Tim Reed

Supporting Staff: Kevin Zacks, David Ricords, Jack Frost, Darshana Spach

4.1.2 Written Design of Web-based Data Collection System

(Year 1, Months 1 – 2)

By the end of the second month, the results of the four-day session will be converted into a complete written design of the data collection system, as described below.

4.1.2. 1 Complete Written Design and Conduct Bi-weekly progress reports

Following the initial four-day meeting, HZA will continue to refine the system requirements, collaborating with WVHP staff as necessary to ensure that the modified system

requirements continue to align with WVHP's objectives. Within 60 days of the contract start date, HZA will complete the written design documentation and provide a copy to WVHP staff for approval. The written design will follow the structure for a well-designed database, one which:

- Divides information into subject-based tables to reduce redundant data.
- Contain the fields required to join the information in the tables together as needed.
- Helps support and ensure the accuracy and integrity of client data.
- Accommodates data processing and reporting needs.

During the four-day session, HZA will have worked with OMCFH/WVHVP to make sure it understands all the intended purposes of the database. These will include purposes for: home visitors, supervisors, agency directors, OMCFH/WVHVP staff and federal reporting.

Next HZA will find and organize the information required. This will include the state forms that are currently required, the federal Benchmarks, all the assessment forms and screening tools, and the mandatory reports for the three program models.

HZA will then divide the information into tables relating to the major units of analysis. For example, there will be a "Family" table with one record per unique family served by each home visiting program; this table will contain a unique "Family Identifier" that is used to identify which data pertain to each family throughout the database. Similarly, there will be a "Family Member" table with one record per person in families served by the programs; family members will be "linked" in the database to the family of which they are a part via the unique family identifier.

Tables will also be included which correspond to the types of tasks that home visitor supervisors and agency administrators perform: the required supervisory functions; the agency level functions (such as developing memoranda of agreements) and the state level functions (such as DGIS reporting).

Throughout the process of designing the statewide database, the elements collected by each of the three program models and the national standards associated with them will be taken into account and included.

Next HZA will further subdivide each major unit or task represented by a table into the relevant individual data elements to be collected by the system. For example, the "Family Member" table will include information specific to each person, such as name, race/ethnicity, gender, and date of birth. A table that stores data about safety plans, on the other hand, would contain the date the plan was developed; the answers to each question addressed as part of creating the plan; and the unique family identifier.

Throughout the course of a client's involvement with the Home Visiting program, the status (and composition) of the family and its members will inevitably change over time. To this end, the proposed statewide database will contain a full transaction history from which a family's entire history can be re-created, and the status correctly reported that corresponds to the timeframe for which the report is being generated. For instance, if a mother's marital

status changes in 2012, a report generated showing marital status of enrolled clients in 2011 would differ slightly from one showing the same set of clients in 2013. Without explicitly capturing changes in status such as this, staff will lose the ability to accurately report aggregate statistics on the status of families served by the program. This "transaction history" will therefore be critical to the accurate compilation of program statistics.

The final design will show the table structure, the relationship of the tables to one another (an Entity Relationship Diagram) and a definition of each element in the table. The design will also include a description of Navigation protocols and Security standards.

Below is an example of three tables that could be included in the written design document. These illustrate the types of information that will be in the final design: Client table, Address table and Enrolled table. This information, defined below, includes: name of table; name of field; contents of field; the field's data type; the key type (primary or foreign); validation requirements; and whether the field itself will be mandatory.

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DATABASE STRUCTURE KEY

Table:	Name of table
Field Name:	What you are collecting, for example street address or client ethnicity
Contents:	What will appear in database, for example Last Name
Data Type:	How the field is structured in the database for example as a Text field or a Date field of a Checkbox (implying the possibility of multiple answers)
Key Type:	Primary key meaning the field that uniquely identifies a record within a table and a Foreign Key (FK) meaning it is used to establish a relationship with another table
Validation:	Whether edit checks are required (information in one field is tested for consistency with that in another)
Required:	Whether field is required to be completed

TABLE	FIELD NAME	CONTENTS	DATA TYPE	KEY TYPE	VALIDATION REQUIRED	FIELD REQUIRED (Y/N)
Client	CLID	Auto-generated	Integer	Primary		
	Last Name	Last name	Text		N	Y
	First Name	First name	Text		N	Y
	Middle Initial	Middle Initial	Text		N	N
	Date of Birth	mm/dd/yyyy	Date		N	Y
	Race	Race	Checkbox		N	Y
	SSNLastFour	Last four of SSN	Integer		N	Y
	Ethnicity	Hispanic Yes/No	Radio		N	Y

TABLE	FIELD NAME	CONTENTS	DATA TYPE	KEY TYPE	VALIDATION REQUIRED	FIELD REQUIRED (Y/N)
	Gender	Gender	Dropdown		N	Y
	Language	Language	Dropdown		N	Y
	Born	Born in US: Yes, No	Radio		N	N
	Insurance	Insurance Type	Dropdown		N	Y
	Relationship	Client relationship in Family; i.e., Enrolled Child, Other Children, Primary Enrolled Adult, Other Adult	Dropdown		N	Y
	FamilyID	Family ID from Family Table	Integer	FK from Family Table	N	Y
	TransDate	Last Date any field updated	DateTime		N	Y
	UserID	ID of user making latest changes	Integer		N	Y

TABLE	FIELD NAME	CONTENTS	DATA TYPE	KEY TYPE	VALIDATION REQUIRED	FIELD REQUIRED (Y/N)
Address	ContactID	Auto-generated	Integer	Primary		
	Street	Street	Text		N	Y
	City	City	Dropdown		N	Y
	State	State	Dropdown- preset to WV		N	Y
	Zip	Zip	Integer		N	Y
	County	County of residence	Dropdown		N	N

TABLE	FIELD NAME	CONTENTS	DATA TYPE	KEY TYPE	VALIDATION REQUIRED	FIELD REQUIRED (Y/N)
	Phone number	Phone Number	Integer		N	N
	FamilyID	Family ID	Integer	FK from Family table	N	Y
	DateMoved	Date moved (if blank then current)	Date		N	N
	TransDate	Last Date any field updated	DateTime		N	Y
	UserID	ID of user that made changes	Integer	FK from User table	N	Y

TABLE	FIELD NAME	CONTENTS	DATA TYPE	KEY TYPE	VALIDATION REQUIRED	FIELD REQUIRED (Y/N)
Enrolled	EnrolledID	Auto-generated	Integer	Primary		
	Referred	Date of Referral to WVHVP	Date		N	Y
	Enrolled	Date of Enrollment in WVHVP	Date		N	Y
	Closed	Date of Closure from WVHVP	Date		N	Y
	FamilyID	Family ID	Integer	FK from Family table	N	Y
	TransDate	Last Date any field updated	DateTime		N	Y
	UserID	ID of user that made changes	Integer	FK from User table	N	Y

Due Date:	60 days after contract start
Key Staff:	Tim Reed
Supporting Staff:	Kevin Zacks, David Ricords, Jack Frost

4.1.3 Development of Web-Based Collection System (Months 2 – 5)

As referenced above, there are three Home Visiting information systems in use throughout West Virginia. Sites employing the Healthy Families model use the Program Information Management System (PIMS), the data for which are stored locally in a Microsoft Access database on-site at the local office. Sites operating under the Parents as Teachers model use the Visit Tracker system, a centralized web-based system designed and administered by a third party vendor. The third data system in use in WV Home Visiting sites is Research Electronic Data Capture, a generalized survey instrument designed for use in research studies, particularly the validation test of MIHOW.

A significant challenge in West Virginia will be developing a manner by which data can be exchanged between the proposed statewide database and the various databases already in use throughout the state, while minimizing the extent to which data entry must be duplicated across multiple systems.

HZA is familiar with each of these three systems, and each of them poses different challenges when trying to integrate data from the local systems and the proposed statewide systems. One of the systems is a Microsoft Access-based system that is housed on a server at the local site; another is a national database into which data are entered and updated via a website. The extent to which each of the systems collects data that intersect with the data elements required by the state in order to report federally-mandated Benchmarks is almost certainly less than 100 percent as well. Finally, some systems may allow direct, "live" access to the database via an Application Programming Interface (API), whereas others may require local sites to periodically extract and import data or reports into the statewide system. More on this subject is provided in 4.1.3.3 below.

4.1.3.1 Use the OMCFH/WVHVP Written Design to Develop and Implement the Web-based Data Collection System

What follows is a discussion of how the system will meet the required minimum standards including how data will be summarized to create reports that are useful to state staff as well as site-level supervisors and workers. All reports can be generated for any timeframe, including weekly, monthly, quarterly, yearly, or for any user-defined date range.

4.1.3.1.1. Track and Allow Users to Access the Number of Families and Children Served

The fundamental unit of client-level data within the proposed system will be a family served by home visiting staff. Upon a new family entering the program, caseworkers using the new statewide system begin by entering information about that family, triggering the system to

generate a Family ID. The following screen shot has been developed to illustrate how a home visitor adds a new family to the database.

Hello, David
[Logout](#) | [Change Password](#) | [My Profile](#)



Home Visitation

Data Collection System

West Virginia Department of Health and Human Resources

Add New Family

Required fields are indicated with an asterisk (*)

Family ID:

Family Name: *

Date of Referral: * (auto-formatted, use the following format: mm/dd/yyyy)

Date of Enrollment: * (auto-formatted, use the following format: mm/dd/yyyy)

Address:

City:

State:

ZIP:

Phone: (auto-formatted, use 10 digit phone number)

Family Members

Name	DOB	Role
<input type="text"/>	<input type="text"/>	-Select Role- ▼
<input type="text"/>	<input type="text"/>	-Select Role- ▼
<input type="text"/>	<input type="text"/>	-Select Role- ▼
<input type="text"/>	<input type="text"/>	-Select Role- ▼
<input type="text"/>	<input type="text"/>	-Select Role- ▼

Worker Assignment

Workers assigned to the family: * (check all that apply)

☐ Bill Sheffield

☐ Jay Hammond

☐ Keith Miller

☐ Steve Cowper

☐ Wally Hickel

☐ William Egan

As part of the "new family" data entry or import process (in the case of agencies using other systems), the date the family's case was opened by the local home visitation agency will be recorded, as will the date the family exits the program. By collecting (or importing) those two important data elements, calculating the number of families served over a given timeframe is a straightforward calculation of counting the number of families where:

- The "service start date" was on or before the last day of the period; and

- The "service end date" was empty (implying the case remains ongoing) or was after the last day of the period.

Counts of children served can easily be derived by summing the number of children in each case served during the period as described above.

4.1.3.1.2 Track and Allow Users to Access Service Deliverables

The West Virginia Home Visitation Data Collection System will contain information on all service deliverables that are defined in the initial conceptual design and requirements document that is developed. Service deliverables include a home visit, a phone call, email or other forms of contact. The federal report must include whether the family is currently receiving services, completed the program, stopped services before completion and other.

Currently WV HVP also tracks whether the family is receiving services from other agencies such as Birth to Three, Right from the Start Program, WIC, Family Planning, HealthCheck, CSHCN, and other. During the initial design, HZA will work with the WVHVP staff to determine which service deliverables would be used in reports and whether services should be tied to the child, the family, or either one depending on the service type.

4.1.3.1.3 Allow OMCFH/WVHVP to Access Data from HV Agencies

With the wide variety of users accessing the system (state staff, local administrators, home visitors), it is crucial that the statewide database be designed in a manner that can serve the needs of users at various levels, while also maintaining the confidentiality of individual clients and local sites. HZA has experience working with clients to determine which level of staff can have which types of permissions to access data. The proposed statewide system will have three levels of access, subject to review by WV HVP staff:

- **Home Visitors** can enter case-specific data for families to which they are assigned and can view (but not edit) case data for other families served by their local site.
- **Supervisors and local administrators** can enter data and view reports for their agency. Administrators will also be responsible for managing permissions to the system for their site.
- **Statewide administrators** have full rights to the home visiting program statewide.

Such a system will allow OMCFH/WVHVP to access data from any and all home visitation agencies.

4.1.3.1.4 File Generation Tool for Federal Reporting

From its work in Maine, HZA is fully aware of the Benchmark and other federal reporting requirements for the various pools of MIECHV funds. These include, for home visitation:

- Demographic and Service Utilization Data for Enrollees and Children
- Grantee-Defined Performance Measures

- Benchmark Reporting in six areas:
 - Improved maternal and newborn health;
 - Prevention of child injuries, child abuse, neglect, or maltreatment, and reduction of emergency department visits;
 - Improvement in school readiness and achievement;
 - Reduction in crime or domestic violence;
 - Improvements in family economic self-sufficiency; and
 - Improvements in the coordination and referrals for other community resources and supports.
- Products, Publications and Submissions Data

HZA has all the federal guidance available from HRSA as well as working knowledge of the federal Discretionary Grant Information System-Home Visiting (DGIS-HV) for on-line reporting and already prepares data for this system in Maine. As the proposed system will collect (either via direct data entry or routine imports from local systems) each of the data elements required for the federally-mandated reports, HZA will design the West Virginia Home Visitation Data Collection System to conform to the file generation needs for federal reporting.


4.1.3.1.5 Home Visiting Logistics

The proposed database will include detailed logistical information about each home visit conducted, including the unique family identifier of the family subject to the visit; the unique identifier of the home visitor making the visit; the length of time of the visit (and travel to/from the visit); and the distance traveled by the home visitor. HZA will explore linking the website to mapping software such as Google Maps so that, by clicking on the address of the family as well as the Home Visitor's office or home, both the distance, the estimated time and the route will be automatically calculated and recorded.

Once these data are entered, a report summarizing local site home visits during a given timeframe is a straightforward analysis that looks only at home visits conducted during the specified timeframe, and can include aggregate data such as:

- Total number of visits conducted by each home visitor
- Total distance and time spent travelling (this can be calculated as average distance and time as well); and
- The total time spent conducting the visits themselves; and
- The average length of time of each home visit.

A screen shot of a sample home visiting logistics report containing this information is shown below.

<div> <div>  </div> <div> <div> Hello, David Logout Change Password My Profile </div> </div> </div> <div> <div>Home Visitation</div> <div>Data Collection System</div> <div>West Virginia Department of Health and Human Resources</div> </div>					
<div> <div>Summary of Home Visits Report</div> <div>July 2013</div> </div>					
		Travel		Home Visit Time	
Worker Name	Total Visits	Time (hours)	Distance (miles)	Total Time (hours)	Average Time (minutes)
Francis Warren	13	8.43	547	12.44	57
Amos Barber	8	8.11	527	9.87	74
John Osborne	16	23.98	1558	23.49	88
William Richards	15	18.47	1200	18.72	74
DeForest Richards	11	12.14	789	12.1	66
Fenimore Chatterton	19	22.55	1465	28.92	91

The reporting framework of the proposed system will allow the user to generate a report summarizing these data at the site, worker or family level over any timeframe. Users at the statewide level who have the appropriate system permissions will be able to view data across multiple sites and generate comparative reports between sites, for example, to compare the productivity of one agency’s home visitors to others, taking into account the average distance travelled per visit.

4.1.3.1.6 Demographic Data for Children and Families

Once a family is opened in the database, as illustrated above, the demographic data for children and families can be added. The demographic variables required by federal Form 1 includes Ethnicity, Race, Educational Attainment, Socioeconomic data, Employment Status, Education/Training Status, Primary Language Exposure of Index Children, Information on “Priority Populations,²” and Service Utilization. Not all of these variables are considered “demographic” but HZA will incorporate each in the appropriate place in the database to make sure each requirement is addressed for federal reporting. HZA’s reporting function will pull the variables into the format established by federal Form 1.

The information collected at intake on the composition and demographics of the family being served will include, but need not be limited to:

- Name;
- Date of birth;

² These are defined as low income; pregnant women under 21; prior history with child welfare system; history of substance abuse; use of tobacco products in the home; other child with low student achievement; other child with developmental delays or disabilities; and military families.

- Race and ethnicity;
- Gender/sex;
- Role in family (caregiver, child, family member);
- Pregnancy status;
- Marital status;
- Education level;
- Income level;
- Employment and education/training status;
- Language(s) spoken; and
- Substance use/abuse.

Although basic demographics should not change over time, information on the current status of the family which *can* change (such as income level, pregnancy(ies) and employment status) will be stored separately from the family record in family and client "history" tables, allowing the system to accurately generate reports detailing the most relevant status for that family – for example, a report summarizing families served by income in 2012 might differ slightly from a report summarizing income in 2013 – even for the same families – because the report will summarize for each family the most recent data applicable to the selected timeframe.

The above list of demographic and status-related elements is not intended to be comprehensive, and HZA will work with WVHVP staff to identify any additional client- or family-specific data points that may prove useful to track.

Putting data into a database is one thing, but getting it out requires a different set of programming skills. Using the same logic described above in section 4.1.3.1.1, information on the demographics of families and children served by each site and home visitor can be generated at the local or statewide level.

The following table represents a required federal DGIS report, specifically Table A.1 from the Home Visiting Form 1, Demographic and Service Utilization Data for Enrollees and Children. HZA labeled the fields Data 1 – 6 to illustrate how such a report would be generated, with the explanation provided below.

MIECVH Home Visiting Form 1 Section A Table A.1		
1. Total numbers Newly enrolled and Served during reporting Period	Numbers Newly Enrolled	Numbers Served during Reporting Period
Enrollees	Data 1	Data 2
Index Children	Data 3	Data 4
Households	Data 5	Data 6

Data 1: Data 1 would be a count of clients identified as Enrolled Child or Primary Enrolled Adult (see Prenatal Intake Client Profile) where the Removal/Entry/Start date is within the requested report period; and

Either:

Discharge/Exit/End/Stop date is on or after the first day of the period; or
Discharge/Exit/End/Stop date is NULL/empty.

Data 2: Data 2 would be a count of clients identified as Enrolled Child or Primary Enrolled Adult (see Prenatal Intake Client Profile) that also have the Removal/Entry/Start date on or before the last day of the period; and

Either:

Discharge/Exit/End/Stop date is on or after the first day of the period; or
Discharge/Exit/End/Stop date is NULL/empty.

Data 3: Data 3 would be a count of clients identified as Enrolled Child (see Prenatal Intake Client Profile) that also have a Removal/Entry/Start date within the requested report period; and

Either:

Discharge/Exit/End/Stop date is on or after the first day of the period; or
Discharge/Exit/End/Stop date is NULL/empty.

Data 4: Data 4 would be a count of clients identified as Enrolled Child (see Prenatal Intake Client Profile) Removal/Entry/Start date is on or before the last day of the period; and

Either:

Discharge/Exit/End/Stop date is on or after the first day of the period; or
Discharge/Exit/End/Stop date is NULL/empty.

Data 5: Data 5 would be a count of discrete Family ID's from the Enrolled table where the Removal/Entry/Start date is on or before the last day of the period; and

Either:

Discharge/Exit/End/Stop date is on or after the first day of the period; or
Discharge/Exit/End/Stop date is NULL/empty.

Data 6: Data 6 would be a count of discrete Family ID's from the Enrolled table with either of the following:
Removal/Entry/Start date is on or before the last day of the period; and

Either:

Discharge/Exit/End/Stop date is on or after the first day of the period; or
Discharge/Exit/End/Stop date is NULL/empty.

4.1.3.1.7 Dates and Scores of Ages and Stages

The West Virginia Home Visitation Data Collection System will have an Assessments component which includes all assessment forms that are either required or optional. These will include the Ages and Stages Questionnaire-3rd Edition and Agency and Stages Questionnaire-Social/Emotional which HZA already owns and uses in Maine. Home visitors will be able to complete the assessments and record dates and scores for each age grouping encompassed in these tools.

It is important to note that due to copyright on the Ages and Stages Questionnaire instruments, the screening instrument itself will not be replicated within the proposed system. Rather, the system will allow users to record the scores calculated during the administration of the questionnaire. These scores are recorded by individual child (each of which is in turn linked to a family record in the database), and reports will be available to all users listing and summarizing the results of questionnaires administered over a given timeframe, although home visitors will only be able to see lists and summaries of questionnaires administered on behalf of families to whom the home visitor is assigned.

4.1.3.1.8 Domestic Violence Screening

Tracking the extent to which home visitors screen clients for domestic violence is one of the federal requirements. The WVHVP employs the HITS Tool for Intimate Partner Violence Screening, a four-question survey on which the respondent provides Likert scale responses (from 1 being "never" to 5 being "frequently") on the frequency with which their partner (a) physically hurts the respondent; (b) insults or talks down to the respondent; (c) threatens the respondent with harm; and (d) screams or curses at the respondent. Home visitors collect data at intake and at each six month visit, unless a situation warrants screening more often, as well as twelve months post-enrollment.

The West Virginia Home Visitation Data Collection System will have the capacity to record or import the screening results, including any referrals that may emerge from the screening as well as whether those referrals are acted upon. This information will be incorporated in the benchmark reports in the file generation tool for federal reporting. Several reports summarizing the data will also be available for any timeframe, including:

1. Mean/median scores of all new clients starting the program;
2. Longitudinal analysis (over time) of improved outcomes for clients starting the program;
3. Pre/post scores of all clients exiting the program; and
4. Analyses of pre/post scores by services received, length of enrollment or total length of home visits.

4.1.3.1.9 Memorandum of Understanding

Home visitation agencies develop Memoranda of Understanding with other community providers. These need to be recorded in the database and reported as Benchmark 6. WVHVP must report on the number of MOUs or other formal agreements with other social service agencies; the purpose is to demonstrate the coordination of resources and the level of referrals made.

The West Virginia Home Visitation Data Collection System will contain a module via which local site administrators and state-level users may enter relevant information about each MOU into which they enter, including the partner agency and the dates during which the MOU is effective. HZA will also configure the system to collect any additional MOU-related data elements that are requested by WVHVP staff.

Using these data, staff with the appropriate system permissions can view reports showing the number of MOUs active or newly-initiated during any given timeframe, as well as detailed information about each MOU.

4.1.3.1.10 Map Home Visiting System to Other Data Systems

West Virginia has several models of home visitation operating throughout the state, some having their own databases. These are the Program Information Management System; Visit Tracker and Research Electronic Data Capture. To avoid duplicate data entry on the part of the home visitors it is necessary for the West Virginia Home Visitation Data Collection System to be able to map information from the new system to the existing systems. HZA has mapped one data system to others successfully in the past, going field by field to determine whether a data element is common and then looking at how it is expressed (for example, as a date field; as a text box or a drop down). That is, having the same general data element does not necessarily make the field compatible. HZA plans to use the framework described in section 4.1.3.1.3 to allow data from local systems to be imported into the statewide database and be used to facilitate statewide and inter-site reporting.

Systems for Mapping

Information System	Home Visiting Model	W VA Usage	Notes
Program Information Management System (PIMS)	Healthy Families	2 agencies (includes a large one with 26 staff)	Developed as Access database; does not appear to be web-based. Used to produce data for the national standards compliance.
Visit Tracker	Parents as Teachers	19 agencies	Web-based system; programs use it as a default (only option) and to be able to complete the Affiliate Performance Report
Research Electronic Data Capture	MIHOW	3 agencies	Used for MIHOW evaluation.

As described above, the first step in this process will be confirming the reason for collecting each data point. If the data element is required to complete the required reports for the national program offices and to comply with the national MIHOW evaluation, HZA has designed a more direct way to fulfill the requirements for one of these groups, and will propose the same manner of data collection for West Virginia sites. This method will ensure that the statewide database will contain the required information for the national reports and will generate spreadsheets so that the local agencies can use the data to fulfill their own requirements. If this is not acceptable for one or more of the three models, the mapping approach described below will be used.

The primary challenge when constructing the interoperability model – that is, the workflow processes and technical routines via which the local data system and the statewide database will exchange information – under which the proposed system will operate is the widely varying architecture of the three data collection systems already in use. At least one of the systems – PIMS, in use at two WWHVP sites – is installed locally at each site, using a Microsoft Access database as the backend. HZA will employ a series of internally-developed routines to extract and process these data into the common structure used by the statewide system, and will work with local site administrators to ensure that data can be regularly extracted and imported into the statewide system.

Understanding that each local site will have varying levels of technical competency (especially in the realm of server/database administration), HZA will work individually with each site using PIMS to ensure that the needs of the local site are not burdened with system administration tasks. In some agencies with robust IT infrastructure in place, HZA may seek to set up a nightly automated extraction routine that will extract data from the local database and post it securely to an HZA server, from which a separate routine will download and parse the data, and post the data to the statewide database.

In other sites using PIMS, however, in which the technical skills to assist in setting up such procedures may not exist, different methods will be employed to ensure that the data in the statewide database remain up-to-date with that collected at the local level, including using Virtual Private Networking (VPN), secure File Transfer Protocol (FTP), or web-based secure file transfers.

A second system in use by West Virginia Home Visiting sites is Visit Tracker, used by the 19 sites employing the Parents as Teachers (PAT) model. Visit Tracker is a web-based system used nationally by all PAT sites; although the system tracks a wide variety of case-specific information and is used by local sites to complete the Affiliate Performance Report, it is unknown whether detailed case-level data can be extracted from the system. Since the Visit Tracker application is centrally-hosted in a single database, extracting those data could require coordinating with the national organization that hosts the database.

If the national organization is willing to work with HZA to periodically extract the data for the WVHVP sites using the system, HZA will map the data collected by Visit Tracker into the corresponding fields in the statewide system, and develop a series of routines by which the case-level data extracted from Visit Tracker can be imported into the system. If, however, case-specific data can not in any way be extracted from the system, HZA will work with local sites (and, to the extent possible, the national organization³) to determine the extent to which aggregate reports available in the system can be imported and integrated into the reports that will be available in the statewide system.

The third system, Research Electronic Data Capture (REDCap), is used by three agencies, and is also a web-based, centrally-hosted application. The extraction of detailed case-level data is an advertised feature of REDCap, therefore HZA does not anticipate any difficulty developing routines by which data can easily be exported from REDCap and imported into the statewide system and vice versa.

HZA will work with each local site, regardless of which case management system it uses, to ensure that the data in the statewide database remain current with data tracked at the local level. Administrators of the statewide system and state-level WVHVP staff will have access to an administrative report detailing, for each local home visiting site, how up-to-date the data in the statewide system are (that is, the date the statewide database was last synchronized with the local database).

There must be a flip side to this process, however, as there will be many pieces of data entered into the online data collection system which have no analog in the local data systems. These data are useful from a local administrator standpoint, however, and HZA proposes that mechanisms be put in place to allow local site administrators to routinely extract, use and report data that exists solely in the statewide system. At a minimum, this will be performed monthly, although once an electronic routine is established it can be executed far more frequently.

³ HZA has already reached out to Parents as Teachers who has expressed a willingness to cooperate with the data transfer effort if this is the approach used.

The methods by which these data are extracted and reported back to local sites may vary widely, again depending on the technical capacity of the local sites. Some sites may have staff fluent enough in database design and reporting that a simple extract of the data in a common format (such as a tab-delimited text file, or Microsoft Excel format, or some other format) will suffice to meet the site's needs for reporting and analysis. Other sites, however, whose technical proficiency may be lacking, will require more guidance in order to make use of the available data. HZA will work with each of these sites to ensure that they have access to the data collected in the statewide system. To the extent possible, the routines for each site to view, extract or report their data will be built into the statewide system itself, although some effort will remain necessary on the part of the local site if the data extracts are to be integrated into the site's analysis or reporting framework.

4.1.3.1.11 Record Collaborative Meetings among Community

Similar to the above-described requirement that agencies track MOU data, state agencies are also required to report benchmark data about the number of collaborating community agencies with which home visitors have clear points of contact.

The existing "Points of Contact" form that home visitors use and submit to the state will be entered into the database instead. At the roll-out of the database, HZA will permit a 30-day grace period for this and other existing forms to be submitted to HZA staff who will enter the data by hand while staff are being acclimated to the new system. A screen shot for adding a Point of Contact is shown below for illustration purposes.

The screenshot displays the 'Home Visitation Data Collection System' interface. At the top, the logo features a heart with a person inside, and the text 'Home Visitation Data Collection System' is prominently displayed. Below the logo, it states 'West Virginia Department of Health and Human Resources'. In the top right corner, a user greeting 'Hello, David' is shown alongside links for 'Logout', 'Change Password', and 'My Profile'. The main section is titled 'Add Point of Contact'. A note indicates that required fields are marked with an asterisk (*). The form includes the following fields: 'Contact ID:' with a text input; 'Agency Name: *' with a dropdown menu currently showing '-Please Select-'; 'Contact Name: *' with a text input; 'Agency Type: *' with a dropdown menu currently showing '-Please Select-'; and 'Date of Referral: *' with a text input and a note '(auto-formatted, use the following format: mm/dd/yyyy)'. A 'Save Contact' button is located at the bottom right of the form area.

4.1.3.1.12 Record Documentation of Supervisory Sessions

This requirement will fit into the administrative component of the database. It will be completed by supervisors, or, in small agencies, the individual responsible for supervision regardless of their title. The record will include the date of the session, the staff involved, the length of the session, the families discussed (if family-specific), the issues identified, and follow up steps, if any. Thus the data will help supervisors to monitor progress at the subsequent session.

To the extent possible, the data entry form via which system users record the details of the session will contain minimal text data entry fields, except for those where narratives are recorded. Data on attending workers, families discussed, issues identified and steps required at follow-up will be recorded via a series of dropdowns and/or checkboxes. These dropdown selections and checkbox states will then be stored in the database in a normalized fashion; storing data in this fashion will allow for robust, detailed analysis pertaining to supervisory sessions, and HZA will work with WVHVP staff to create reports that meet the needs of system users.

HZA will work with WVHVP staff to develop reports from these data that output the data in a clear, useful manner at the level (or levels) of analysis that staff will find useful:

- A **program- or state-level report** would summarize the extent and frequency at which supervisory sessions occur over a given timeframe.
- A **family-level report** would summarize the activity conducted on behalf of a given family during a given timeframe.
- A **session-level report** would be a detailed record of the session, including most (if not all) of the data collected by the system that pertain to that session.

4.1.3.1.13 Record Prenatal Care Visits

Agencies often follow the American Council of Obstetricians and Gynecologist Schedule for prenatal visits. The proposed system can use this schedule, or any other schedule that West Virginia may select, as the basis for recording (and reporting on) the frequency of clients' pre-natal visits. The module in which these data are tracked will contain the information needed for the Prenatal Care construct of Benchmark 1 (Improved Maternal and Newborn Health) which is primarily concerned with women who begin prenatal care within four weeks of enrolling in a home visiting program. The pre-natal care module will also cover questions related to the Preconception Care benchmark, which addresses visits with primary care or family planning providers within three months of the baby's birth.

Several reports summarizing these data will be made available to system users. These reports can be generated to show families active during a given timeframe, or for families currently active in the system.

- The **program- or state-level report** will summarize the extent to which clients served during a given timeframe received the necessary pre-natal care, broken down by local site.

- The **site-level report** will list all currently-active cases, along with the same information available to individual home visitors. A summary of cases by home visitor will also be available.
- The **home visitor-level report** will list each of the active cases to which the home visitor is assigned, including for each family (and each person in the family, if appropriate) the date of the last pre-natal visit as well as that of the next scheduled visit.

4.1.3.1.14 Record Mother's Access to Birth Control

In order to allow WVHVP staff to report on the benchmark in which the percentage of women enrolled in the program use birth control, the statewide database will allow users to enter/import data on each female postpartum participant's use of birth control, including the date of the response and whether the participant is using birth control (and if so, what kind). The birth control options currently captured are: vasectomy, tubes tied/blocked (female sterilization, Essure, Adiana), Birth Control Pills, Condoms, Injection (Depo Provera), Withdrawal (pulling out), Contraceptive Implant (Implanon), Patch (OrthoEvra), or Vaginal Ring (Nuva Ring), Not having sex (abstinence), IUD (including Mirena or ParaGard), and Natural Family Planning (including rhythm method), and Other. During the 4-day database design meeting these will be confirmed or modified for inclusion.

Data will either be entered into the statewide system directly (if the data elements are not already captured locally) or imported when local data are synchronized with the statewide database.

With responses being collected and stored in the database with the date of the screening and unique client identifier, producing a report that can meet the state's requirements to report on the proportions of eligible women who use birth control each year constitutes a routine analysis. This report will be available at the state and local site level, and can give not only the percentages of eligible women who use birth control by site, but also the proportion of clients who are using birth control six months postpartum.

As with other data elements, data summarizing the extent to which clients served by each site use birth control in accordance with the appropriate "Improved Maternal and Newborn Health" benchmark will be available in the system at the state, program and local site levels.

4.1.3.1.15 Record Subsequent Pregnancies

Over the course of a family's involvement with the Home Visiting program, if a mother of a child in the program becomes pregnant during the course of the younger child's participation, the data of subsequent pregnancies (including estimated conception date, due date and actual date of birth) will be recorded in the database.

Although the prevalence of re-pregnancy is not a statistic that is reported as part of any federal benchmark, several do exclude pregnant women from the calculations (for example, use of birth control). Storing in the database the (sometimes estimated) dates of pregnancy

will permit these reports to be properly filtered to exclude clients who are pregnant during the reporting timeframe.

4.1.3.1.16 Record Depression Screening

Another "Improved Maternal and Newborn Health" benchmark is the percentage of enrolled women breastfeeding after discharge from the hospital. This question is administered using a structured interview process that asks the respondent about whether they breastfeed, and (if applicable) reasons for not doing so. These data points are collected four weeks and six months postpartum, although the federal benchmark only covers breastfeeding at the four-week mark.

The proposed statewide system will contain reports allowing users to view summary data (again, at the state, program or local level) over a given timeframe on the number of eligible women who report breastfeeding at the first home visit following the 28th day after the newborn's birth. Although not required for federal benchmark purposes, a similar report will be available summarizing the extent to which eligible women are breastfeeding six months after the birth of their children.

4.1.3.1.17 Record Breastfeeding Information

Another "Improved Maternal and Newborn Health" benchmark is the percentage of enrolled women breastfeeding after discharge from the hospital. This question is administered using a structured interview process that asks the respondent about whether they breastfeed, and (if applicable) reasons for not doing so. These data points are collected four weeks and six months postpartum, although the federal benchmark covers breastfeeding only at the four-week mark.

The proposed statewide system will contain reports allowing users to view summary data (again, at the state, program or local level) over a given timeframe on the number of eligible women who report breastfeeding at the first home visit following the 28th day after the newborn's birth. Although not required for federal benchmark purposes, a similar report will be available summarizing the extent to which eligible women are breastfeeding six months after the birth of the child.

4.1.3.1.18 Record Health Insurance Status

Health insurance is another standard associated with Improved Maternal and Newborn Health. The performance measure is the percentage of enrolled clients with health insurance; the issue is reviewed at two points in time, both at enrollment and one year post-enrollment. Therefore the database must be able to retain both statuses to show change. The database must reflect all household members and children separately and provide options for various insurance types such as Medicaid, CHIP and private. Specifically, the federal reporting requirements are:

- No insurance
- Title XIX (Medicaid)/Title XXI (State Children's Health Insurance Program)

- Tri-care
- Private or Other
- Unknown/Do Not Report

The database will allow the user to record for each client and family the various insurance types such as Medicaid, CHIP and private, including multiple selections for each client, as well as the date on which the insurance status was recorded so that changes in status can be tracked. This will allow the user to generate quarterly benchmarks reports summarizing (at the state, program or local level) the proportion of eligible clients enrolled during that period that have health insurance (as reported during the most recent home visit).

The federal benchmarks require that home visitors obtain insurance enrollment information quarterly, but the data in the statewide system will be structured so that an effectively unlimited number of updates to a client's insurance status may be recorded over time.

4.1.3.1.19 Record Emergency Department visits

Emergency Department visits for any and all causes need to be tracked, in part, to comply with Benchmark 2, Child Injuries, Child Abuse, Neglect or Maltreatment and Reduction of Emergency Room Visits. The database will be designed to record the events and dates (where available; where exact dates are not known, then month/year will be used) of Emergency Department visits for enrolled children. Whether the visit resulted in an admission will also be recorded.

In addition, to comply with federal benchmarks, the statewide system will also record information about Emergency Department visits by mothers and pregnant clients. Similar to the manner by which children's Emergency Department visits are to be recorded, the system will have the flexibility to allow the user to record information on adult visits any number of times for each client.

Reports summarizing the number of Emergency Department visits (both for children and mothers/pregnant women) will be available in the system and at the state, program and local levels.

4.1.3.1.20 Record Smoking Information

One element of improved maternal and newborn health is reducing or ceasing the use of tobacco during pregnancy. The federal benchmark for this outcome measures the number of pregnant women who quit/reduce the use of tobacco during pregnancy and continue to abstain or reduce use for 90 days after delivery. During the pregnancy, clients are asked about their current smoking habits (including number of cigarettes per day); at 90 days postpartum, they are asked again about their tobacco use. Using the responses to the standardized questions, the system will be able to generate summary statistics on the number of clients served during a given timeframe who reduced (or eliminated entirely) their use of tobacco after the birth of a child.

Other: Testing

While not stated as a requirement, HZA puts its software through extensive, rigorous testing, starting with its own staff and then extending to field testing before the entire system is rolled out. HZA staff develop scripts for the testers to use, following various scenarios that would be employed by each category of system user, for example home visitors from each of the three program models; supervisors from each of the models; agency administrators; and WV MVP staff at the state level. The testing will include both the data entry functions and the reporting functions for each of these types of users.

Once internal testing is completed, HZA employs regression testing, that is the testing is repeated after fixes are made to see if any new problems were created by the fixes.

Due Date:	153 days after contract start
Key Staff:	David Ricords
Supporting Staff:	Tim Reed, Kevin Zacks, Jack Frost, Bob Junkins, Darshana Spach

4.1.4 Web-based Data Collection System Training

(Month 6)

By the sixth month, HZA will be ready to provide training to the OMCFH/WVHVP staff on the new system. HZA will develop a User's Guide and Training Materials (see 4.1.5) which it will test with the OMCFH/WVHVP staff before taking it to the field the following month. HZA will cover all the costs of attending the session including travel, lodging and meals, as well as materials that are produced.

4.1.4.1 Two-day Staff Training

The OMCFH/WVHVP staff training will be two days long, allowing time for presentation and a little practice. The following topics will be covered, although the agenda can be modified by OMCFH/WVHVP staff:

1. Purpose of the System: what it can and cannot do
2. Broad Domains: child, family, supervisory, agency, cross-agency
3. Navigation: standard protocols, logon procedure
4. Security and Permissions: who can do what
5. Mapping to Other Databases: Import and export functions
6. More Detailed Look at What is in the System
7. Sample of How System Functions: enter a family, conduct assessments, record a visit, close a family
8. Reports: Management reports, Benchmark reports, other Performance reports
9. Scripts and Practice

HZA staff will prepare somewhat abbreviated versions of the training materials for the state staff training since one of the purposes is to test the materials and see how long training takes.

Due Date:	182 days after contract start
Key Staff:	Tim Reed and Darshana Spach
Supporting Staff:	David Ricords, Jack Frost

4.1.5 Web-based Data Collection System Training Material (Month 7)

The four tasks that follow are designed to prepare the 25 or so agencies in the field with the background and experience needed to use the new system. These include: writing and creating paper versions of the Basic User Training Guide; writing and creating paper versions of the Advanced User Training Guide; developing, hosting and recording the Basic User Training Webinar; and developing, hosting and recording the Advanced User Training Webinar.

4.1.5.1 Provide Training Materials for Approval

HZA will develop, produce and provide to WWHVP staff both basic and advanced versions of the Training Guide and basic and advanced versions of Webinars. Each is described below.

4.1.5.1.1 Paper version of User Training Guide

While the West Virginia Home Visitation Data Collection System will have on-line context sensitive help screens so that users can get help in real time, HZA will also produce paper versions of a User Training Guide. HZA has extensive experience writing User Training Guides to accompany our software. The box below provides an excerpt from one of these guides. The guide will contain step-by-step instructions for using the data collection system and generating reports. It will be geared to people without a lot of experience using web-based databases. While 25 copies of the paper version are required, HZA will produce a sufficient number for each home visitor, supervisor and manager to have one. A sample Table of Contents from an HZA guide is displayed below, prior to the sample excerpt page.

Sample User's Guide Table of Contents

Introduction	1
Getting Started.....	1
Navigating the System	2
Menu Tabs.....	2
User Management	2
System Messages.....	2
Adding a New Client.....	3
Locating Existing Clients	4
Updating and Saving Client Information	4
Screening and Referral	4
Demographic Information.....	5
Assessments	5
Plans	5
Events.....	6
<i>Program Participation</i>	6
<i>Contact</i>	7
<i>Program Compliance</i>	8
<i>Program Discharge</i>	10
Change User Settings	10
Logging Out	10
Getting Help	10
New password.....	11
New account	11
Changing access levels	11
Other problems	11

Navigating the System

Menu Tabs

When you log into the system, you will see a series of buttons running along the top of the page. From left to right, these menu tabs are: Home Page, Add New Client, Client List, Client Search, and Reports. Depending on your level of access to the system, you may also see a tab for User Management.



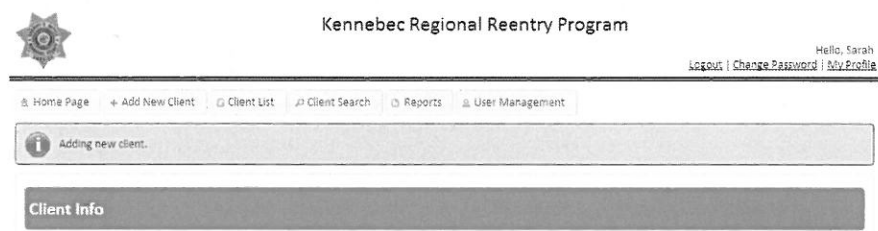
The menu tabs remain in the same location as you move throughout the entire system; clicking on any of them will bring you immediately to that section. You may click on the Home Page button at any time to return to the first screen.




User Management

In the upper right corner of the screen, there are three additional options related to users: the first logs you out of the system, the second allows you to change your user password and the third brings you to your user profile information.

System Messages

As you navigate through the system, various messages will appear at the top of the screen, under the navigation buttons. These begin with an icon and are color coded to tell you briefly what is going on with the system. A list of icons and the meaning is below.



-  New information can be added.
-  New Information has been updated and saved.
-  Information is required; record has not been saved.

For required information, the system will tell you what information is missing, and highlight the field(s). Also note that required fields are indicated with a red asterisk. If there is a required date that you do not have, enter 55/55/5555. This will allow you to save the record but indicates that the information is unknown.

4.1.5.1.2 Paper Version of Advanced User Training Guide

The Advanced User Training Guide will differ from the basic guide in that it will be geared towards OMCFH/WVHVP program staff and supervisors. It will include information on the highest level of system permission as well as step by instructions for system development. HZA will make available 25 copies of the Advanced User Training Guide.

4.1.5.1.3 Basic User Training Webinar

The Basic User Training Webinar will be developed and produced for local agency home visiting providers. It will include step by step instructions for using the web-based data collection system and generating reports. HZA uses Adobe Captivate software to develop professional webinars. The software helps to rapidly author a wide range of interactive and HTML5-based eLearning content without programming. HZA has a professional teacher/trainer, Doug Landis, who records the webinar in a sound studio. It will be accompanied by graphics and screen shots and will allow viewers to track the movements of the trainer. The webinar will be designed to last for approximately 45 minutes. HZA will make the program available to OMCFH/WVHVP for ownership and unlimited hosting on its website.

4.1.5.1.4 Advanced User Training Webinar

The Advanced User Training Webinar will mirror the Advanced User Training Guide in terms of the extra information that will be available to OMCFH/WVHVP program staff. Like the webinar for basic users, this webinar will be recorded by HZA's professional teacher/trainer. It will be at least sixty minutes long and will be divided into two thirty minute segments so that listeners have the option of taking the training in one session or two. HZA will make the program available to OMCFH/WVHVP for ownership and unlimited hosting on its website.

Due Date:	215 days after contract start
Key Staff:	Doug Landis
Supporting Staff:	David Ricords, Jack Frost, Darshana Spach

4.1.6 Web-based Data Collection System Training for Site Users (Months 7-8)

This deliverable consists of HZA providing a one-day basic user training session for a maximum of 15 home visitation site users at four sites in which computer labs are available. HZA has experience providing live user training on its home visiting software in Maine. HZA will pay for all costs incurred in having its staff attend the training programs. HZA will send three staff: the trainer and two technical people including a developer. The curriculum will be built from the training that was presented to state staff (see outline above) eliminating those aspects that are not directly applicable to home visitors, supervisors and agency staff.

4.1.6.1 One day training session at multiple locations

4.1.6.1.1 Charleston

A one-day training session will be conducted in Charleston.

4.1.6.1.2 Beckley

A one-day training session will be conducted in Beckley.

4.1.6.1.3 Parkersburg

A one-day training session will be conducted in Parkersburg.

4.1.6.1.4 Morgantown

A one-day training session will be conducted in Morgantown.

Due Date: 242 days after contract start

Key Staff: Tim Reed

Supporting Staff: David Ricords, Jack Frost, Darshana Spach

4.1.7 Live Web-based Data Collection System

(Month 9)

4.1.7.1 Live web-site roll out

In the ninth month of the project the West Virginia Home Visitation Data Collection System will go live. HZA will stand up the database at its secure host site. HZA will work with OMCFH to acquire a list of authorized system users along with their access levels, agencies, and email addresses to be used in the generation of user accounts. After the user accounts have been generated each user will receive two emails; the first will contain a link to the live site and his or her username. The second email will contain a system generated password and a request to perform a validation login. One week after the validation logins are mailed HZA will call all users that have not validated their accounts to ensure each user can access the live site. HZA will also provide a link to the West Virginia Office of Information Technology who will place a link to the live site on the OMCFH/WVHVP website. HZA will provide the source code to the OMCFH/WVHVP at the end of the project.

Due Date: 275 days after contract start

Key Staff: Kevin Zacks

Supporting Staff: David Ricords, Jack Frost, Tim Reed

4.1.8 Web-based Data Collection System Maintenance, Support and Upgrades

(Years 1, 2, 3)

4.1.8.1 Toll-free support

HZA already operates a toll-free HELP DESK to support the users of its software application. It provides immediate, friendly support to callers, no matter what the problem. HZA also

owns LogMeIn software which allows HZA's IT staff to log onto the caller's computer and view the problem in real time, if the problem is not easily solvable by walking the person through a fix. This service will be made available to West Virginia Home Visitation staff through this Toll-free support deliverable. There will be no restrictions on who can call, or how often and all people will be provided with a toll-free number for their use.

HZA maintains a "ticket" system whereby every call is recorded. If a problem emerges that relates to the database rather than user error, even if it is more a question of usability than an actual error, HZA will work to resolve it under the next deliverable, system maintenance.

Since this activity commences after the roll-out in Month 9, we are assuming that it will be required for 2.25 years in our pricing.

4.1.8.2 Maintenance and Unlimited Upgrades

HZA will provide maintenance to the West Virginia Home Visitation Data Collection System for two years beyond the first full year of development and roll out. HZA will fix any problems that arise and will make improvements based on user feedback. More importantly, HZA will provide unlimited upgrades based on the parameters of the system as outlined in the 20 requirements for this RFP. If the federal government introduces new requirements beyond those already outlined here, HZA will fulfill them.

Since this activity commences after the roll-out in Month 9, we are assuming that it will be required for 2.25 years in our pricing.

Due Date:	Years 1 – 3
Key Staff:	Tim Reed (Maintenance and Upgrades) Robert Junkins (Help Desk Support)
Supporting Staff:	David Ricords, Jack Frost, Kevin Zacks

APPENDIX A

Resumes

HELAINÉ HORNBY
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

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

Principal, Hornby Zeller Associates, Inc. Management consulting firm specializing in child welfare, juvenile justice, mental health and public assistance (see *Sample Projects* below). **4/95 – Present.**

Director, National Child Welfare Resource Center for Management and Administration; Director, Center for Child and Family Policy, Edmund S. Muskie Institute of Public Affairs, University of Southern Maine, Portland, ME: In both capacities, directed federally-funded research, management and professional education projects on the subjects of child abuse prevention, child protective services, foster care, adoption, adolescent and youth services. Directed state-funded evaluations and technical assistance projects. Supervised 25 staff researchers as well as the design and production of nationally disseminated books and publications; developed grant proposals and received funding worth over \$9 million. **1986 – 1995.**

Research Associate, Edmund S. Muskie Institute of Public Affairs, 1974 – 1986.

Deputy Director, Monticello Area Community Action Agency, Charlottesville, Virginia. 1970 – 1974.

Research Assistant, Model Cities Program City of New Orleans, New Orleans, Louisiana. 1969 – 1970.

**SAMPLE
PROJECTS**

Louisiana Commission on Law Enforcement and Administration of Criminal Justice, Assessment of Disproportionate Minority Contact, Baton Rouge, LA: Provided guidance in the development of data collection processes to measure DMC at nine contact points along the juvenile justice continuum and resources to guide parishes in identifying strategies to implement in reducing DMC contact. **2012 - 2013.**

Alaska Office of Children's Services, Foster Care Rate Study, Juneau, AK: Guided the survey of other state methodologies for calculating family foster care rates and determining when children qualify for special needs or augmented rates. **2012 - 2013.**

West Virginia Department of Health and Human Services, Evaluation of Home Visiting Program, Charleston, WV: Provided conceptual guidance for an evaluation of the fidelity and outcomes of West Virginia's home visiting program. Assisted with development of the federally approved evaluation methodology. **2012 – 2013.**

Children's Rights, M.D. v. Perry Litigation, New York, NY: Provided training to case reviewers in data collection for an assessment of conformity to federal and state laws, regulations and policies as well as national best practice standards. **2011 - 2012.**

West Virginia Department of Health and Human Resources, Evaluation of Jacob's Law Implementation, Charleston, WV: Provided conceptual guidance for an evaluation of the effectiveness of a pilot program established to address the placement stability needs of foster care children age four to ten with difficult behaviors. **2011 – 2012.**

HELAINÉ HORNBY
Hornby Zeller Associates, Inc.

Nebraska Department of Health and Human Services, Division of Children's Behavioral Health, Evaluation Services for Family Helpline, Family Navigator and Post Adoption/Post Guardianship Services, Lincoln, NE: Served as Project Director of an evaluation of the Nebraska Family Helpline, Family Navigator and Post Adoption/Post Guardianship Services designed to measure fidelity, effectiveness and outcomes of these new legislatively-funded services. **2010 - 2012.**

West Virginia Department of Health and Human Resources, Bureau for Children and Families, Child Abuse Prevention Grantees Evaluation, Charleston, WV: Provided guidance in the tool development and implementation for 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 - 2012.**

Mississippi Department of Human Services, Division of Family and Children Services, Financial Assessment, Jackson, MS: Provided guidance in a financial assessment of the Division which was aimed at identifying opportunities for increased Title IV-E and Title XIX federal funding to support child welfare programs and process modifications which were needed to access additional financial assistance. **2010 - 2012.**

Arkansas Department of Human Services, Division of Children and Family Services, Service Quality and Practice Improvement Unit, Little Rock, AR: Provided leadership 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 - 2013.**

Arkansas Department of Human Services, Division of Children and Family Services, Special Projects, Little Rock, AR: Provided administrative oversight in the review of 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.**

Minnesota Department of Human Services, Division of Child Safety and Permanency, Child Welfare Workload Study and Analysis, St. Paul, MN: Provided qualitative 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.**

Oklahoma House of Representatives, Oklahoma Department of Human Services Performance Audit, Oklahoma City, OK: As a principal investigator of 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, led the literature review research and interview and survey tool development. Participated in onsite interviews, met with legislative representatives and led the staff responsible for analysis of the qualitative data and recommended standards for future performance measurement. **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 assessment of the service needs for children sexually abused and/or seriously physically abused and maltreated. Led the literature and contract reviews, participated in interviews with child advocacy center and multi-disciplinary team representatives including coordinators, medical personnel, prosecutors, law enforcement and agency staff, and assisted with the identification of service gaps. **2008 - 2009.**

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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 analysis of qualitative data. **2008 - 2010.**

Wisconsin Supreme Court, Director of State Courts Office, State Courts Role in the Effective Interstate Placement of Children, Madison, WI: Provided conceptual guidance in 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. **2008.**

North Carolina Judicial Department, Juvenile Court Assessment, Raleigh, NC: Provided conceptual guidance and leadership in the assessment of the state's juvenile courts' role, responsibilities and effectiveness in the interstate placement of children. **2008.**

Day One, Natural Helpers of Maine, Building Evaluation Capacity for Evidence-based Interventions, South Portland, ME: Designed and executed the evaluation enhancement of a Center for Substance Abuse Prevention Service to Science initiative to improve Day One's school-based Natural Helper of Maine program. Assisted with improvements to the program's theory of change, evaluation tools and overall evaluation design and analysis to strengthen the evidence base of Natural Helpers of Maine. **2007 – 2008.**

Georgia Department of Human Resources, Title IV-E Penetration Rate Study, Atlanta, GA: Provided conceptual guidance in the design of the data collection tool used to identify areas of improvement in determining Title IV-E eligibility. Conducted interviews with state representatives to identify increased funding for administrative cost pools. Assisted with the development of recommendations to amend the state's Cost Allocation Plan and Random Moment Sample Survey to increase federal funding. Provided guidance in the review of training contracts to identify opportunities to increase federal funding. **2007.**

Alaska Court System, Division of Public Assistance, Evaluation of the Anchorage Coordinated Resources Project, Anchorage, AK: Directed the qualitative component of a comprehensive evaluation of a mental health court, the Anchorage Coordinated Resources Project, to determine program effectiveness and contribute to literature and discussion of mental health courts nationally. **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. **2007.**

Virginia Department of Social Services, Workload Management Study Update, Richmond, VA: Provided qualitative oversight for the conduct of a follow-up statewide workload measurement study of TANF, Medicaid, 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. **1999-2000, 2007-2008.**

Maine Office of Elder Services, Evaluation of Independent Housing with Services Program, August, ME: Provided guidance in the data collection, analysis and report-writing of a needs assessment of the services provided by five Area Agencies on Aging through their Resident Service

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Coordinators to enable elderly community members to live independently. **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: Provided qualitative guidance during the conduct of a comprehensive service need study for 16 & 17 year-old court-involved youth. The study 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 the Florida Abuse Hotline. Four categories of training were delivered to front line staff, supervisors and managers. **2006 – 2011.**

HealthReach Network, Maine General Medical Center, Pediatric Rapid Evaluation Program (PREP), Augusta, ME: Provided oversight in the data collection, analysis and report-writing for an evaluation of a program that provides a comprehensive medical examination as well as assessment of mental health, school performance, family history and substance abuse of children shortly after initial placement into foster care, comparing outcomes between children receiving PREP services with a matched comparison group of children entering foster care that did not receive PREP services. **2006 – 2007.**

Alaska Department of Corrections, Mental Health Trust Benefit Study, Anchorage, AK: Provided guidance in the conduct of a comprehensive study of Alaska Mental Health Trust beneficiaries who are served by the Department of Corrections identifying the numbers of beneficiaries entering and exiting DOC facilities; definition of their demographic and clinical characteristics and service needs; identification of services available and received, with a focus on alternatives to incarceration; and an analysis of recidivism rates and associated factors. **2006 – 2007, 2013.**

Maine Health Access Foundation (MeHAF), Evaluation Services for I³ Initiative, Augusta, ME: Developed working papers to design the evaluation of the visioning and implementation phases of an initiative to integrate physical health, behavioral and mental health services throughout Maine. Participated in Steering Committee and workgroup meetings for the initiative. Authored the visioning evaluation report and global evaluation plan for the implementation of the MeHAF's future integration efforts. **2006 – 2007.**

Maine Judicial Branch, Evaluation of Maine's Family Drug Treatment Courts, Augusta, ME: Provided guidance in the development of case record review instruments developed for the study of a family drug treatment court program in Lewiston, Maine. The goal of the study was to assess the impact of intensive judicial supervision on child protective custody cases involving substance abuse among parents, examining the differences in outcomes between program participants and those who did not participate. **2006 – 2007.**

Maine Judicial Branch, Kennebec County CODC Program, Kennebec, ME: Provided oversight and guidance in the conduct of an evaluation of a newly-developed drug court designed to exclusively serve offenders with co-occurring disorders. The evaluation included an analysis of mental health outcome measures and an analysis of post-program recidivism. **2006 – 2009.**

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. Conducted focus groups across the state to map work flow

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processes and trained workers in the participation of the time study component. **2006.**

Maine Department of Health and Human Services, Strategic Prevention Framework State Incentive Grant, Augusta, ME: Provided guidance in the methodology and tool development and conduct of an evaluation of Maine's Strategic Prevention Framework State Incentive Grant at the state, community and program levels. **2005 – 2010.**

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 focus groups across the state to identify tasks completed in day-to-day case practice; assisted with the identification of required tasks by which time standards would later be measured; and presented findings. **2005, 2012.**

Maine Children's Behavioral Health Services, Implementing a Trauma-informed System of Care for Children with Serious Emotional Disturbances in Maine, Augusta, ME: Provided conceptual oversight, ensured Institutional Review Board protocol was followed, assisted with database development and participated in both evaluation sub-committee and steering committee meetings for a project designed to build an infrastructure and implement an integrated system of care for children with serious emotional disturbances and those who have experienced trauma. **2005 – 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; tested the process in nine pilot sites over a three-year period. **2005 – 2010.**

Oregon Department of Human Services, SACWIS Inventory, Salem, OR: Provided conceptual oversight in the inventory and compilation of federal and state law, regulations, rules, policies and procedure documents governing the provision of child welfare in Oregon. Conducted a qualitative review of the inventory to ensure its completeness, thoroughness and accuracy. **2005.**

Maine Department of Health and Human Services, Inventory and Analysis of Adult Mental Health Crisis Services, Augusta, ME: Assessed data collection tools in active use and developed supplemental tools to verify information about agencies providing adult mental health crisis services; provided support in the analysis to produce judgments about the quantity, quality and accessibility of these services. **2005.**

Co-Occurring Collaborative of Southern Maine (CCSME), Program Evaluation, Portland, ME: Provided oversight in the creation of an evaluation design and data collection tools as well as in the analysis and reporting of the evaluation outcomes to the Centers of Excellence. **2004 – 2006.**

Pennsylvania Department of Public Welfare, Family Group Decision Making (FGDM) Evaluation Plan, Harrisburg, PA: Assisted in the development of a design strategy for evaluation of the relationship between changes implemented in the planning and delivery of services encompassing the Family Group Decision-making principles and the results or outcomes achieved for children, youth and families. Provided guidance in the development of survey tools to measure satisfaction with FGDM and a case tracking system to monitor participation and achievement of results. **2004 – 2005.**

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

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.**

Alaska Department of Health and Social Services, Assessment Study of Disproportionate Minority Contact with the State Juvenile Justice System, Anchorage, AK: Coordinated the evaluation and assessment of the issue of minority overrepresentation in Alaska's juvenile justice system, including development of case file review instrument; training of case readers; and conduct of a literature review. **2004.**

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. **2004 – 2007.**

Wisconsin Supreme Court, Reassess State Court Performance in Children in Need of Protection or Services Cases, Madison, WI: Provided supervision and leadership in determining the extent to which Wisconsin's state courts operate in ways that conform to the changes in federal law and regulation and take account of new issues emerging since their last assessment. Designed and supervised the design of observation and interview instruments; oversaw the development of a federal and state law and regulation catalog. **2004.**

US National Science Foundation/Subcontract to University of Southern Maine, EAST (Eastern Alliance in Science Technology, Engineering and Mathematics), Augusta, ME. Provided conceptual leadership and oversight in the development of powerful materials to assist in the marketing, recruitment and presentation of EAST's goals and objectives to increase the number of quality students with disabilities receiving degrees in science, technology, engineering and mathematics. **2003 – 2004.**

Nevada Department of Human Resources, Division of Child and Family Services, Child and Family Services Review, Carson City, NV: Provided technical assistance and support to the Division in the development of the Statewide Assessment in conjunction with the federal Child and Family Services Review. **2003 – 2004.**

New Jersey Department of Human Services, Qualitative Service Reviews, Trenton, NJ: Analyzed and interpreted data for the Statewide Assessment of the Child and Family Services Review; worked with the agency to develop a prototype for Qualitative Services Review and provided guidance in the conduct of a sample case review to validate the prototype. **2003.**

Maine Medical Center in Conjunction with the Maine Department of Health and Human Services, Partnership for Youth in Transition, Augusta, ME: Designed and performed a process evaluation of systemic and programmatic changes associated with the Partnership for Youth in Transition project. Provided technical assistance to project leadership to guide the direction of the Transition Linkage Coalition, the group of mental health and other providers charged with driving systems change efforts. Conducted focus groups with youth and families to assess satisfaction with the project's Odyssey Program. Completed annual process evaluation reports for submission to the Substance Abuse and Mental Health Services Administration (SAMHSA). Participated in SAMHSA site visits. **2002 – 2007.**

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Maine Department of Health and Human Services, Center for Disease Control, Healthy Families Program Evaluation, Augusta, ME: Provided the conceptual leadership of an evaluation of the Healthy Families, Parents as Teachers and Parents are Teachers Too Home Visiting projects in the State of Maine for the Bureau of Health. **2002 – 2008.**

Nevada Department of Human Resources, Division of Child and Family Services, Title IV-E Eligibility Review, Carson City, NV: Maximized Title IV-E funding for qualifying foster care services through the conduct of case record reviews and development of a database for input and analysis of data. Drafted a final report which included areas for improvement and recommendations for training. **2002.**

Pennsylvania Department of Public Welfare, Child and Family Services Review/Program Improvement Plan, Harrisburg, PA: Analyzed and interpreted qualitative data throughout the state's Child and Family Services Review. Assisted in the development of the Statewide Assessment. Supported OCYF in the management and monitoring of the Program Improvement Plan. **2002 – 2006.**

Pennsylvania Department of Public Welfare, Technical Assistance, Training and Staff Support for Needs-based Planning and Budgeting, Harrisburg, PA: Participated as a member of the Child and Family Services Review committee and assisted in drafting the Commonwealth's Self-Assessment. Participated in training county and regional staff in the interpretation of federal outcome measures and their use in planning. Provided guidance in the design of the Quality Services Review tool used to measure local performance toward Program Improvement Plan goals. **2001 – 2013.**

ChildNet-PA: Mapped out detailed components for each phase and release of the software program; provided feedback to the development team; and ensured AFCARS and NCANDS compliance. Worked directly with individual county representatives and with the entire user's group to ensure that the program met the needs of the counties. Conducted quality reviews of all marketing materials and participated in teleconferences, as needed. **2001 – 2011.**

Washington Department of Social and Health Services, Division of Developmental Disabilities, Voluntary Placement Program Rate Redesign Project, Olympia, WA: Participated in the development of a rate setting system for youth in the Voluntary Placement Program, including an assessment tool and software. **2001 – 2003.**

Maine Department of Health and Human Services, Evaluation Services for the State Incentive Program, Augusta, ME: Provided guidance in the design of a local evaluation of community coalitions of the State Incentive Program designed to reduce smoking and binge drinking among teenagers, funded by SAMHSA. **2001 – 2005.**

Nevada Department of Human Resources, Division of Child and Family Services, Program Evaluation Data Unit, Carson City, NV: Designed and supported a Program Evaluation and Data Unit which allowed the Division to develop an expertise in gathering, analyzing and using SACWIS data and to improve their research and evaluation infrastructures. **2001 – 2004.**

Alabama Department of Human Resources, Revenue Enhancement/Rate Setting, Montgomery, AL: Participated in the development of new rates for residential care providers who contract with the Department and processes to maximize federal funds. **2001 – 2003.**

Maine Department of Health and Human Services, Dual Diagnosis, Augusta, ME: Developed an evaluation methodology to measure process and outcome performance for treatment of individuals with co-occurring disorders; funded by SAMHSA. **2001 – 2002.**

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New Jersey Department of Human Services, Restructuring Rates for Regional Diagnostic and Treatment Centers, Trenton, NJ: Developed rates for the hospital-based Regional Diagnostic and Treatment Centers; defined the core services required to be provided by the centers to children alleged to be physically and/or sexually abused; 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; and maximized federal revenue. **2001 – 2002.**

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.**

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 the agency is achieving the outcomes it seeks for the children who come to its attention; provided technical assistance in developing a quality assurance capacity within the agency; and developed and delivered a supervisory training series. **2001 – 2002.**

Maine Department of Corrections, Offender Reentry Grant Writing, Augusta, ME: Developed an application for federal funding under the Offender Reentry Grant. **2001.**

Maine Administrative Office of the Courts, Evaluation of Child Protection Case Management System and Lewiston Mediation Project, Augusta ME: Performed an assessment of the effectiveness of the case management system and determined whether the use of mediation in Lewiston has been an effective tool. **2001.**

Nevada Department of Human Resources, Division of Child and Family Services, Youth Corrections Strategic Plan, Carson City, NV: Provided technical assistance to the Division in the facilitation of the development of a Nevada Youth Corrections Strategic Plan; conducted research and prepared materials in advance of the strategic planning retreat; managed and conducted the retreat. **2001.**

National Family Planning and Reproductive Health Association, Evaluation of Membership Recruitment and Retention, Washington, DC: Performed an evaluation of the membership base of a national organization. Evaluated the products and services provided and researched potential membership bases. Developed a marketing plan for future development. **2001.**

Ohio Department of Job and Family Services, Study of Validity and Reliability of the Family Risk Assessment Matrix, Columbus, OH: Assisted with the study of Ohio's Family Risk Assessment Matrix and its capacity to validly and reliably measure risk and safety of children at all key decision points in the casework process. **2000 – 2001.**

Pennsylvania Council of Chief Juvenile Probation Officers, Redesign of Juvenile Justice Case Management Software, Doylestown, PA: Designed forms, letters and reports for the new juvenile justice case management software to be used by counties in the Commonwealth, allowing for the replacement of outmoded paper forms and the production of reports, including case-specific, resource, performance and results-based. **2000.**

Pennsylvania Department of Public Welfare, PACWIS, Harrisburg, PA: Developed a User's Guide and training curriculum for the statewide implementation of the Pennsylvania Child Welfare Information System (PACWIS) into county program operations. **1999 – 2000.**

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California Department of Education, Child Development Division, Quality Improvement Programs, Sacramento, CA: Provided conceptual leadership in the development of logic models, assessment strategies, data collection tools and data analysis for a series of evaluations focused on quality improvement programs designed to improve the child care and development services provided to children and families. **1998 – 2001.**

Ohio Department of Job and Family Services, AdoptOHIO, Columbus, OH: Implemented the evaluation of the Adopt OHIO initiative designed to increase the number of adoptions of children in public custody, including the conduct of surveys of families interested in adoption; analyzed downloaded data from the child welfare tracking system to track the progress of children waiting for adoption; and provided guidance in the development of an automated application for tracking both children and families being served by public and private adoption agencies. **1998 – 2001.**

Pennsylvania Department of Public Welfare, Office of Children, Youth and Families, Results-based Management Reporting, Harrisburg, PA: Implemented the results-based management reporting system as part of a development of statewide automated information system; provided specifications for all reports to be generated from the system; mapped data elements from the system to the reports; trained all state and county managers in the generation and utilization of the reports. **1998 – 2000.**

Illinois Department of Children and Family Services, Front-end Redesign of Child Protective Services, Springfield, IL: Developed models for the redesign of the organization of child protective investigations and service delivery to intact families and evaluated the impact of each model. **1998 – 2000.**

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. **1998 – 1999.**

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 – 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.**

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. **1997 – 2013.**

California Department of Education, Child Development Division, Desired Results for Resource and Referral and Alternative Payment Programs, Sacramento, CA: Developed an

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outcome evaluation system for Child Care Resource and Referral and Alternative Payment programs; developed program standards which supported 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.**

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.**

Spurwink Institute, Healthy Tomorrows Partnership for Children, Portland, ME: Evaluated the federally-sponsored Healthy Tomorrow's project aimed at reducing the incidence of child abuse in two rural counties. **1996 – 2001.**

Louisiana Office of Youth Development, Classification System for Adjudicated Females, Baton Rouge, LA: Developed classification system and treatment approaches for adjudicated female offenders. **1996 – 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. **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. **1995 – 2000.**

Maine Medical Center, Evaluation of Employment of People with Psychiatric Disabilities, Portland, ME: Evaluated the employer's component of Mental Health Employer's Consortium, funded by U.S. Public Health Service. **1995 – 2000.**

Colorado Department of Human Services, Evaluation of Intensive Family Preservation Program for Juvenile Offenders, Denver, CO: Evaluated the Intensive Family Preservation Program for juveniles and assisted with development of a rate setting system for residential care. **1995 – 1998.**

Louisiana Department of Social Services, Rate Setting for Foster and Residential Care, Baton Rouge, LA: Developed a Family Preservation and Support Services Plan as well as a multi-agency Children's Cabinet Plan. **1995 – 1996.**

Delaware Department of Services for Children, Youth and Their Families, Evaluation of Alternatives to Incarceration Services for Youth, Wilmington, DE: Evaluated the effectiveness of Alternative Care services for juveniles. **1995.**

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

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Arkansas Department of Human Services, Intensive Family Preservation Services Evaluation, Little Rock, AR: Developed a conceptual model and implemented a programmatic evaluation of Arkansas' Intensive Family Preservation Services Program. **1994 – 1996.**

Arkansas Department of Human Services, Contract and Outcome Monitoring, Little Rock, AR: Assisted in the development of a micro-computer application designed to accept monthly downloads of mainframe data and produce agency performance indicators; developed contract monitoring procedures for contracted services; re-wrote policy manual; 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: Directed program redesign effort to reform policies and casework practices in the Administration for Children, Youth and Families. **1994 – 1996.**

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

Oregon Department of Human Resources, Children's Service Division Focus 90s Initiative, Salem, OR: Evaluated the Children's Services Division's Focus 90s initiative. **1992 – 1994.**

**ARTICLES,
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Balser, R.M., Harvey, B. and Hornby, H., *Building Employer Support for Hiring Persons with Psychiatric Disabilities*, **Mental Health, American Occupational Therapy Association**, Vol. 21, No. 4, December 1998.

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McDonald, T., Lieberman, A., Poertner, J., Hornby, H., *Child Welfare Standards for Success*, **Children and Youth Services Review**, Pergamon Press, New York, Vol. 11, 1989.
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Hornby, Helaine, *Managing Workloads in Public Child Welfare Agencies*, **New England Journal of Human Services**, Vol. III, Issue 1, 1988.

Hornby, Helaine, *Why Adoptions Disrupt and What Agencies Can Do to Prevent It*, **Children Today**, United States Children's Bureau, Washington, D.C., July-August 1986.

Hornby, Helaine, *Foster Care and the Power of the State--Understanding the Client's Perspective*, **Children Today**, United States Children's Bureau, Washington, D.C., March-April 1981.

Hornby, Helaine and Collins, Mary, *Teenagers in Foster Care: The Forgotten Majority*, **Children and Youth Services Review**, Pergamon Press, New York, Vol. 3, No. 1, 1981.

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Hornby, H. et al. **Strategic Plan for the Office of Youth Services in Hawaii**, Portland: National Child Welfare Resource Center for Management and Administration, 1991.

Hornby, H. et al. **Runaway Youth in Hawaii: Assessment and Recommendations Report to the Legislature**, Portland: National Child Welfare Resource Center for Management and Administration, 1991.

Balser, R. M., Harvey, B. and Hornby, H. **A Focus on Job Coaching: The Untapped Potential**, Portland: Maine Medical Center, 1991.

Hornby, H. et al. **Study of Foster Care in Hawaii: A Report to the Governor and the Legislature of the State of Hawaii**, Portland: National Child Welfare Resource Center for Management and Administration, 1990.

Coleman, L., Tilbor, K., Hornby, H., Boggis, C., Eds., **Working With Older Adoptees**, Portland: University of Southern Maine, 1990 (Second Printing).

Hornby, H., Wells, S., **Risk Assessment in Child Protective Services: Issues in Field Implementation**, Portland: National Child Welfare Resource Center for Management and Administration, 1990.

Balser, R. M., Hornby, H., **Summer: A Transitional Work Opportunity**, Portland: Maine Medical Center, 1989.

Hornby, H. et al., **Preventing Placement and Reunifying Families: 1988 Ohio Needs Assessment**, Columbus: Ohio Department of Human Services, 1988.

Lieberman, A. and Hornby, H. **Professional Social Work Practice in Public Child Welfare: An Agenda for Action**, Portland: Human Services Development Institute, 1987.

Partridge, S., Hornby, H. and McDonald, T. **Learning From Adoption Disruption**, Portland: Human Services Development Institute, 1986.

Helaine Hornby, **Portland Community Leadership: Improving Secondary Programming for Handicapped Students**, Portland: Human Services Development Institute, funded by the United States Department of Education, 1983.

Helaine Hornby, **Improving Protective Services for Older Americans, Program Development and Administration**, Portland: Human Services Development Institute, funded by the United States Department of Health and Human Services, 1982.

Helaine Hornby, **Using Citizens Effectively in Child Welfare Program Review**, Portland: Human Services Development Institute, funded by the United States Department of Health and Human Services, 1981.

**PRESENTATIONS
& PAPERS**

Helaine Hornby, Tim Reed, Candy Kennedy-Goergen and Sarah Nicholson, *Taking the Pain Out of Measuring Performance*, 23rd Annual Conference, National Federation of Families for

HELAINÉ HORNBY
Hornby Zeller Associates, Inc.

Children's Mental Health, Washington, D.C., November 16, 2012
Medication Assisted Treatment: Results of Statewide Evaluation, **Spring 2010 Maine Learning Collaborative**, Augusta Civic Center, Augusta, ME, April 30, 2010.

Understanding Trauma: Its Impact on Child and Family Outcomes, **The 23rd Annual Children's Mental Health Research and Policy Conference**, Tampa, Florida, March 9, 2010.

Co-occurring Mental Health and Substance Use Disorders in Maine: New Data and New Directions, **NASW Maine Chapter Conference**, Rockland, ME, April 24, 2009.

First Look: The Intergenerational Effects of Trauma on Child and Family Outcomes, **System of Care for Children's Mental Health: 22nd Annual Research Conference**, Tampa, Florida, March 3, 2009.

Workload Studies: The HZA Experience, **ACTION for Child Protection Conference**, Santa Fe, New Mexico, December 13, 2005.
Desired Results Institute, In Our Hands: Quality Makes the Difference, **California Department of Education**, Anaheim, CA, September 21, 1999.

Desired Results for Children and Families, The Age of Change, **California Department of Education 14th Annual Child Development Conference**, Ontario, CA, November 2, 1998.

Plenary presentation on Desired Results, **California Child Care Network 20th Annual Conference**, Asilomar, Pacific Grove, CA, October 19, 1997.

Policy Issues in Kinship Care, **Second Annual National Child Welfare Conference**, Washington, D.C., March 17, 1994.

Don't Get Hung Up on Start Up: Initial Implementation Issues Surrounding Family-Centered Services, **Children's Bureau Invitational Conference on Family-Centered Services**, Washington, D.C., February 10, 1994.

Managing for the Year 2000, **New York State Department of Social Services**, Albany, New York, December 16, 1993.

Results Oriented Management, **Sixth National Conference of the National Staff Development and Training Association**, Atlantic City, New Jersey, November 7, 1993.

Managing Family and Child Services for the Year 2000, Keynote address, **Child Sexual Abuse Institute, St. Joseph College**, Hartford, Connecticut, October 14, 1993.

Contemporary Systems Barriers to Family Continuity, **Family Continuity: The New Paradigm for Permanence Planning in the Nineties**, Ypsilanti, Michigan, June 21, 1993.

Child Protective Services in Maine, **Legislative Policy Seminar**, Augusta, Maine, January 26, 1993.

Careers in Public Agencies, **Educating for Service: Public Human Service Agencies and Schools of Social Work**, **National Conference of the American Public Welfare Association**, San Diego, California, December 5, 1992.

Empowering Workers and Improving the Workplace, **1992 National Child Welfare Research, Demonstration and Training Grantees Conference**, Washington, DC, March 17, 1992.

HELAINÉ HORNBY
Hornby Zeller Associates, Inc.

Developing Service Contracts and Payment Rates for Specialized Foster Care, North American Out-of-Home Care Conference sponsored by the Child Welfare League of America, St. Louis, Missouri, October 18, 1991.

Tracking Child Welfare Performance, National Conference of State Legislatures Assembly, Portland, Maine, September 27, 1991.
Does Training Work, 1991 National Staff Development and Training Association Conference, Oakbrook, Illinois, September 16, 1991.

Focus for Children, 7th International Foster Care Conference, Jönköping, Sweden, August 2, 1991.

Improving the Quality of Staff and the Work Place in Child Welfare Agencies, 1991 National Child Welfare Research, Demonstration and Training Grantees Conference, Washington, D.C., April 10, 1991.

Risk Assessment in Child Protective Services: Policy Implications of Recent Studies, 1991 State Liaison Officers Meeting, National Center on Child Abuse and Neglect, Washington, DC, April 5, 1991.

Combating Staff Turnover in Child Welfare, National Adoption Leadership Institute, Spaulding for Children, Washington, DC, April 1990.

Evaluating Child Abuse Prevention Programs, New England Conference for Prevention Practitioners, Worcester, Massachusetts, April 1990.

Early Case Review: Is Sooner Better, Fifth National Conference, Coalition of Administrative Reviewers, Denver, Colorado, May 1989.

U.S. Department of Health and Human Services, Arlington, Virginia, May 1989. *Staffing Child Welfare Service Delivery, Child Welfare League of America Southeast Regional Conference*, Atlanta, Georgia, May 1989.

Understanding Adoption Disruption, Child Welfare League of America National Conference, Washington, DC, March 1986.

Factors Leading to Disrupted Adoptions, North American Council on Adoptable Children Annual Conference, Toronto, Canada, August 1986.

CONSULTATION **Education Development Center**, Newton, MA. Consultant, Northeast Regional Expert Team, 2010- Present.

Education Development Corporation, Newton, MA. Evaluation Consultant, January 2010 – present.

Maine Medical Center, Writer and Evaluator, Hospital Industries Program. 1984-1994; **Member, Business Advisory Committee**, 2000-Present.

U.S. Department of Health and Human Services, National Panelist, Washington, D.C.: Relative Foster Care Policy Review. 1994-1995.

HELAINÉ HORNBY
Hornby Zeller Associates, Inc.

Andersen Consulting, *Subject Matter Expert*, Texas Department of Human Services Child Welfare Automation Project. 1993-1994.

BOARDS

Spurwink Institute, Portland, Maine, 1995-2000.

National Staff Development and Training Association, Washington, D.C., 1991-1995.

EDUCATION

M.A., Public Policy and Management
Edmund S. Muskie Institute of Public Policy and Management, University of
Southern Maine, 1986, Highest Honors, Phi Kappa Phi Honor Society
B.S., Political Science and Publications
Simmons College, Boston, 1968, Honors, Jessie Bancroft Cox Award

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EXPERIENCE

Information Technology Manager, Hornby Zeller Associates, Inc. Management consulting firm specializing in child welfare, juvenile justice, mental health and public assistance (see *Sample Projects* below). **7/03 – Present.**

Computer Technician, Steel Construction Worker, Dahlgren Construction, Yarmouth, ME:
8/01 – 5/03.

United States Air Force. 1981 – 2001.

Superintendent, National Radar Cross Section Test Facility, HAFB, NM

Local Area Network Administrator, RATSCAT, HAFB, NM

Supervising Manager, Communications Shop, 4077 Provisional, Kuwait

Supervising Manager, Data Management Element, HAFB, NM

**SAMPLE
PROJECTS**

Alaska Department of Corrections, Mental Health Trust Benefit Study Update, Anchorage, AK:
Provided support for the conduct of an update to a four year retrospective analysis study of Alaska Mental Health Trust beneficiaries who were served by the Department of Corrections between state fiscal years 2009 and 2012 by coordinating with six different agencies to provide secure data transfer capability. **2013.**

Maine Judicial Branch, Kennebec Regional Re-entry Project, Augusta, ME: Oversaw conversion of a Microsoft Access based data collection tool to a secure web based data collection system designed to support an evaluation of a criminal re-entry program focused on increasing public safety and reducing recidivism by providing high-risk inmates with transition planning involving an integrated system of proactive health care, case management, risk assessment, medication monitoring, behavioral health treatment and comprehensive, community-based wrap around services. Produced annual reports documenting both quantitative and qualitative results as well as an analysis of cost-savings. **2013.**

Maine Department of Health and Human Services, Peer Mentors in Youth Courts, Augusta, ME: Oversaw the development of a web-based case management system to be used to assess youth as they enter the program, identify planned activities and monitor those results and complete assessments during and post-involvement to measure progress and behavioral improvement. **2012 – 2013.**

New Jersey Department of Children and Families, Longitudinal Data, Analysis and Reporting, Trenton, NJ: Managed the development and ongoing production of statewide and county automated reports used to measure the agency's rates of achieving successful outcomes for children and families in response to a Modified Settlement Agreement in the case of *Charlie and Nadine H. et al. vs. John S. Corzine*. Developed training curriculum of agency managers to use the reports for decision-making aimed at program improvement. **2012 – 2013.**

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West Virginia Department of Health and Human Resources, Bureau for Children and Families, Home Visiting Evaluation, Charleston, WV: Provided support to the development of web-based home visitor and community stakeholder surveys for an evaluation of the home visiting program supported through a federal grant award. Maintained web server and SQL database providing access security and file control. **2012 – 2013.**

Maine Office of Substance Abuse and Mental Health Services, Maine Youth Treatment and Recovery Enhancement Project, Augusta, ME: Developed web-based database and proposed web interface for the multi-year evaluation of the Maine Youth Treatment and Recovery Enhancement Project which is designed to increase a sustainable and culturally competent workforce capacity in Maine to deliver evidence-based substance abuse treatment to adolescents. **2012 – 2013.**

Louisiana Commission on Law Enforcement and Administration of Criminal Justice, Assessment of Disproportionate Minority Contact, Baton Rouge, LA: Developed an automated Microsoft Excel tool to assist parishes with federal data collection and reporting requirements which measure DMC at nine contact points along the juvenile justice continuum and assist parishes in monitoring mitigation strategies implemented to address disproportionality. Trained parish users and provided Help Desk support. **2012 – 2013.**

Maine Department of Health and Human Services, Peer Mentors in Youth Courts, Augusta, ME: Oversaw the development of a secure web-based case management system designed for a study of peer mentors working with youth in the judicial system. **2012 – 2013.**

Children's Rights, M.D. v. Perry Litigation, New York, NY: Developed database used to record case record review results. **2012.**

Alaska Office of Children's Services, Workload Study, Juneau, AK: Developed random moment sampling tool of agency staff, including the automated routine to notify staff of the moments in time they are to respond. Developed the web-based time study tool for staff to report case specific activities. Monitored rates of participation and verified data integrity. **2012.**

Iowa Department of Human Services, Prevent Child Abuse Iowa, Iowa Child Abuse Prevention Program, Des Moines, IA: Programmed web-based family protective factors surveys in English and Spanish and facilitated survey trainings which aim to assess the state's preventive services program. Maintained web server and SQL database providing access security and file control for the survey. **2011 – 2013.**

Maine Children's Trust, Home Visiting Evaluation, Augusta, ME: Designed system enhancements to incorporate new requirements. Monitored Help Desk phone calls and emails for a program seeking to ensure healthy children and nurture healthy families by offering support to all families in need through evidence-based practices. Maintained web server and SQL database providing access security and file control. Identified data fields in the existing Maine Home Visiting database that met the requirements for new federal benchmarks. Determined where new fields were needed, designed preliminary federal benchmark reports for annual reporting to assess community risk factors and service capacity by county for the state. Maintained web server and SQL database providing access security and file control. **2010 – 2013.**

Nebraska Federation of Families for Children's Behavioral Health, Web-based Software Development, Minden, NE: Created website and automated case management tools designed to assess the needs of families, develop service plans and track service delivery for families with children who have behavioral health issues as a means to avoid foster care placement. Maintained web server and SQL database providing access security and file control. **2011 – 2012.**

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Pennsylvania Department of Public Welfare, Office of Children, Youth and Families, NYTD Survey Development, Harrisburg, PA: Maintained NYTD website for the Commonwealth's foster care system enabling caseworkers to identify qualifying youth eligible to respond to an outcome survey designed to measure a youth's preparedness to live independently upon exit from foster care. Performed data entry for mailed survey responses and sent weekly status updates to all NYTD county supervisors. Maintained web server and SQL database providing access security and file control. **2010 – 2013.**

West Virginia Department of Health and Human Resources, Bureau for Children and Families, Child Abuse Prevention Grantees, Charleston, WV: Programmed web-based Family Protective Factors survey for an evaluation of protective factors used to strengthen families and prevent child maltreatment for Child Abuse Prevention Grantees. Maintained web server and SQL database providing access security and file control. **2011 – 2012.**

Iowa Department of Human Services, NYTD Baseline and Follow-up Population Data Collection, Des Moines, IA: Instrumental in the development and implementation of a web-based survey tool designed to measure outcomes for youth participants of independent living services while in foster care as well as post-discharge. Developed the protocol for the daily information exchange with the Department. **2010 – 2013.**

West Virginia Department of Health and Human Resources, Bureau for Children and Families, Evaluation of Jacob's Law Implementation, Charleston, WV: Developed a web-based family survey tool for program participants and staff to complete in the evaluation of the state's federally funded protective services programs. **2010 - 2012.**

Colorado Department of Human Services, Division of Child Welfare, Implementing a Time Study/Random Moment Sampling for Claiming Title IV-E Allowable Administrative Costs for Child Placement Agencies, Denver, CO: Developed the secure server location and connections for child placement agency to report administrative activities allowable for Title IV-E claiming and for state staff to monitor rates of participation and calculate federal claim values. **2010 - 2013.**

Minnesota Department of Human Services, Division of Child Safety and Permanency, Workload Study and Analysis, 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. Managed the Gammadyne system which generated automated e-mails to a random selection of workers and times to measure the time staff have available for case work. Monitored participation of workers in both the random moment survey and case time study as well as the integrity of the data reported. Assisted with the setup of a series of webinars used to report the results of the study and demonstrate an analytic tool developed for calculating resource need. **2008 – 2011.**

Westchester County Department of Social Services, Workload Study, White Plains, NY: For a follow-up workload study to provide empirically-based estimates of staffing levels needed, managed the Gammadyne system which generated automated e-mails to a random selection of workers and times to measure time staff have available for case work. Worked with the county's information technology staff to ensure staff from all district offices had access to the web-based tool and were able to participate in the random moment survey. **2006, 2008 – 2009.**

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**

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Virginia Department of Social Service, Workload Management Study Update, Richmond, VA: Programmed Gammadyne system to broadcast e-mails for the conduct of a random moment survey of caseworkers, supervisors and support staff. Maintained security for data collected on a web-based system of time staff spent on case work. Coded and data entered random moment survey responses into a web-based tool used to determine the time staff have devote to casework. **2007 – 2008.**

Maine Office of Elder Services, Homemaker Program, Augusta, ME: Assisted in the services needs evaluation of a community based program for elderly and disabled clients. Developed a database to catalogue survey responses and reviewed a web-based survey of residential service coordinators to verify the program's completeness. Provided oversight in the population of survey responses as they were scanned into the Gammadyne system. **2008.**

Day One, Natural Helpers of Maine, Building Evaluation Capacity for Evidence-based Interventions, South Portland, ME: Provided database testing and configuration of web-based surveys for data collection in support of the Center for Substance Abuse Prevention Service to Science initiative for improvement of Day One's school-based Natural Helper program. **2007 – 2008.**

Alaska Department of Health and Social Services, Division of Public Assistance, Workload Analysis, Anchorage, AK: As part of a workload study to determine reasonable workloads for eligibility technicians, supervisors and clerical staff, performed Quality Assurance and Legacy software testing on the design and operation of the Microsoft Access based data collection package to ensure functionality for clients. Programmed the Gammadyne system to schedule and send broadcast e-mails for the random moment survey. **2006.**

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: Configured client laptops and facilitated large data transfers for the conduct of a comprehensive service need study for 16 & 17 year-old court-involved youth. **2006 – 2007.**

Maine Children's Behavioral Health Services, Implementing a Trauma-informed System of Care for Children with Serious Emotional Disturbances in Maine, Augusta, ME: As part of an effort to build an infrastructure and implement an integrated system of care for children with serious emotional disturbances who have experienced trauma, performed a software assessment of six county case management agencies to design a reasonable way to collect client service information. Configured an automated electronic data collection and emailing process for caseworkers. **2005 – 2011.**

Maine Department of Health and Human Services, Strategic Prevention Framework State Incentive Grant, Augusta, ME: Performed data cross maps of Community Level Survey instruments to the Performance Based Prevention System (PBPS) database in an effort to reduce duplicative data collection efforts for an evaluation of Maine's Strategic Prevention Framework State Incentive Grant at the state, community and program levels. **2005 – 2010.**

Maine Department of Health and Human Services, Co-occurring State Integration Initiative, Augusta, ME: As part of an effort build an infrastructure in the State of Maine for programs to treat clients with substance and mental illnesses concurrently in the same location, performed testing and training on the data collection software; installed the database and software; provided technical assistance via site visits and a toll-free Help Desk; and maintained quarterly data uploads. Developed a database to track Help Desk calls, system problems and generate monthly reports on Help Desk activity. **2005 – 2010.**

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Co-Occurring Collaborative of Southern Maine (CCSME), Program Evaluation, Portland, ME: Restructured database modules and input forms to accommodate one agency's specialized forms and prepared data files for analysis for an on-going study tracking services and outcomes at Maine agencies serving specialized populations with both mental health and substance abuse needs. **2004 – 2006.**

Alaska Department of Health and Social Services, Office of Children Services, Statewide Workload Study, Juneau, AK: Designed the Cardiff Teleform system database and forms to populate data from two instruments used by local participants. Supervised scanning of data forms and conducted initial data cleansing. Developed a series of automated processes used to filter the data and highlight data integrity issues as data is scanned. Programmed the Gammadyne system to schedule and send broadcast e-mails for the random moment survey. Participated in the conduct of telephone calls to gather random moment data. **2005.**

New Jersey Department of Human Services, Division of Youth and Family Services, Restructure DYFS Regulations, Trenton, NJ: In the effort to revise and develop a new set of state regulations consistent with A New Beginning: The Future of Child Welfare in New Jersey, configured client computers to run DYFS' on-line manual program from the network ensuring everyone was working with the same version of the manual. **2004 – 2005.**

Harborcreek Youth Services, Management Information System, Harborcreek, PA: For a project involving an assessment of the Residential Services Program's case tracking needs and selection of a case tracking system which would enable workers to perform efficiently, create quality documentation and ensure Title XIX requirements are met, provided testing of software on multiple computer operating systems to ensure functionality when the package was delivered to clients. **2005.**

SACWIS DataMax: Provided testing on multiple computer operating systems to ensure functionality of the software being marketed nationally to enable standardized reporting of federal child welfare outcome and other performance measures by public child welfare agencies. **2005.**

Alaska Department of Health and Social Services, Assessment Study of Disproportionate Minority Contact with the State Juvenile Justice System, Anchorage, AK: Prepared data files for data analysis for an evaluation and assessment of the issue of minority overrepresentation in Alaska's juvenile justice system. **2004.**

Wisconsin Supreme Court, Reassess State Court Performance in Children in Need of Protection or Services Cases, Madison, WI: Managed automated data capture system in the outcome evaluation of the state's reassessment of cases involving children in need of protection or services. Prepared data dictionaries for use in analysis. **2004.**

Ohio Department of Job and Family Services, Adoption Services Specialized Administrative Support Quality Assurance, Columbus, OH: As part of the effort to help the Department of Job and Family Services continue to increase the number of adoptions of children in public custody, reviewed survey instruments to properly configure databases for data collection and analysis. Restructured survey instruments and databases along with creation of data dictionaries for data analysis. **2004 – 2007.**

Maine Department of Health and Human Services, Center for Disease Control, Healthy Families Program Evaluation, Augusta, ME: Trained home visitors and program administrators in the use of the Home Visiting Tracking System. Provided database installation assistance to local programs. Provided support through a toll-free Help Desk line. Compiled monthly reports on Help Desk activity. Designed a database to track calls and document system problems. Designed

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and developed a database and forms to be scanned for the collection of Family Strengths data. Assisted in the design of software updates and utilities. Wrote documentation for software users. Designed and maintained a *Frequently Asked Questions* web-page for local users to reference for the case tracking system. Maintained the *Maine Home Visiting* website. Assisted in the conversion of the Access case tracking management system to an intranet based application. **2003 – 2011.**

Maine Department of Health and Human Services, Office of Substance Abuse, State Incentive Program Grant, Augusta, ME: Managed automated data capture system used in the outcome evaluation of Maine's state incentive grant Program. Trained staff on use of system for scanning surveys, verifying data and creating forms and surveys. **2003 – 2005.**

ChildNet-PA: Provided support through a toll-free Help Desk Line. Compiled monthly reports on Help Desk activity. Resolved data integrity issues at the user level. Tested software upgrades and participated in developing code for application enhancements. **2003 – 2011.**

**PAPERS &
PRESENTATIONS**

Helaine Hornby, Tim Reed, Candy Kennedy-Goergen and Sarah Nicholson, *Taking the Pain Out of Measuring Performance*, **23rd Annual Conference, National Federation of Families for Children's Mental Health**, Washington, D.C., November 16, 2012

Timothy Reed and Trista Deame, *Staying on Track: DMC and the Juvenile Justice Parish Tracking Tool*, **33rd Annual Louisiana Governor's Conference on Juvenile Justice**, New Orleans, LA, April 5, 2013.

EDUCATION

A.A.S., Electronics Systems Technology, Community College of Air Force, Montgomery, AL, 2001

**TECHNICAL
SKILLS**

Microsoft Windows VISTA XP Professional, Windows Local Area Networks, Adobe Acrobat LiveCycle Designer, Adobe Creative Suite 3, Visual Basic for Access, Microsoft NT 4.0, MS 2000 Server and Professional, MS Exchange Server, MS Office Suite Advanced, Fortran, Auto CAD, UNIX, HP Assembler, SQL Server. Familiar with C+, HTML, XML, ASP and Web page design.

**HONORS/
AWARDS**

Eagle Scout, Boy Scouts of America, 1979.

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EXPERIENCE

Programmer, Hornby Zeller Associates, Inc. Management consulting firm specializing in child welfare, juvenile justice, mental health and public assistance (see *Sample Projects* below). **09/11 – Present.**

Software Engineer, Webclients.net, Harrisburg, PA: Served as technical support contact for intranet users. Designed, developed and maintained internal company intranet providing blueprints, database schemes, procedural flowcharts and project documentation to increase functionality. Created and maintained enterprise software. Optimized existing software, GUIs and back-end code to alleviate processing requirements and increase user productivity. Created data entry forms using client-side and server-side validation as well as custom automation tools as requested by external clients. **02/10 – 08/11.**

Software Quality Assurance Engineer, ValueClick Media, Harrisburg, PA: Managed all stages of software quality assurance core business systems. Coordinated with engineers and end-users to develop and maintain web-based software applications. Assessed project requirements to gain an understanding of client needs and software capabilities. Provided usability testing, data process software analysis and provided guidance in the implementation of improvements based on testing results. Produced user's manuals and documentation of finished products for clients. **05/06 – 01/10.**

**SAMPLE
PROJECTS**

New Jersey Department of Children and Families, Longitudinal Data, Analysis and Reporting, Trenton, NJ: Developed an automated report application for use by the state and counties to measure the agency's rates of achieving successful outcomes for children and families in response to a Modified Settlement Agreement in the case of *Charlie and Nadine H. et al. vs. John S. Corzine*. **2012 – 2013.**

Maine Department of Health and Human Services, Peer Mentors in Youth Courts, Augusta, ME: Developed a web-based case management system used to track youth participating in the program and assess their behavioral improvement. **2012 – 2013.**

West Virginia Department of Health and Human Resources, Bureau for Children and Families, Home Visiting Evaluation, Charleston, WV: Programmed web-based home visitor and community stakeholder surveys for an evaluation of the home visiting program supported through a federal grant award. Maintained web server and SQL database providing access security and file control. **2012 – 2013.**

Iowa Department of Health and Human Services, Iowa Child Abuse Prevention Programs, Des Moines, IA: Developed a web-based protective services factor survey for families to complete prior to participation in a local prevention program and post-participation. Managed SQL database providing access security and file control. Created automated reports to assist in periodic reporting of program participation. **2012 – 2013.**

Iowa Department of Health and Human Services, Iowa Child Abuse Prevention Programs, CBCAP, Des Moines, IA: Modified the web-based protective services factor survey used to evaluate the Iowa Child Abuse Prevention Programs to assess the improvement of participating families to keep children safe. Managed SQL database providing access security and file control.

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Created automated reports to assist in periodic reporting of program participation. **2012 – 2013.**

Pennsylvania Department of Public Welfare, Office of Children, Youth and Families, NYTD Survey Development, Harrisburg, PA: Enhanced the web-based application used by caseworkers to identify youth qualifying for inclusion in the outcome survey process and for youth to use to respond to survey questions designed to measure outcomes of the agency's independent living program. Developed an automated system to receive county service data to create a statewide file satisfying federal reporting requirements. **2010 – 2013.**

Nebraska Department of Health and Human Services, Division of Children's Behavioral Health, Evaluation Services for Family Helpline, Family Navigator and Post Adoption/Post Guardianship Services, Lincoln, NE: Modified and enhanced an internet based dashboard for an evaluation of the Nebraska Family Helpline, Family Navigator and Post Adoption/Post Guardianship Services programs. Developed automated routines for the import of data and reports which provide client volume and characteristics, report case flow and measure the effectiveness and outcomes of these new legislatively funded services. **2011 – 2012.**

Pennsylvania Department of Public Welfare, Office of Children, Youth and Families, Needs-based Planning and Budgeting and CFSR Support, Harrisburg, PA: Responsible for the maintenance of an internal data warehouse used to respond to the data analytic needs of OCYF. Developed automated routines for creating statewide AFCARS files from individual county AFCARS files, ensuring the validity and integrity of the quarterly data files, including that submitted semi-annual to the Administration for Children and Families. **2011 – 2013.**

Iowa Department of Health and Human Services, NYTD Baseline and Follow-up Population Data Collection, Des Moines, IA: Enhanced the web-based tool used to track contact with youth, updated youth contact information and to auto-generate correspondence with youth dependent on age and date of correspondence. **2012 – 2013.**

Arkansas Department of Human Services, Division of Children and Family Services, Quality Assurance Unit, Little Rock, AR: In response to a special study focusing on the length of time in care and placement stability, created an ASP.Net web application for caseworkers to use to perform basic searches of available foster homes within a specified radius of a child's home zip code utilizing data from the state's case management system. A scoring mechanism was developed which matches a child's or sibling group's demographic characteristics and disabilities with the preferences of prospective foster home resources. **2011 - 2012.**

Arkansas Department of Human Services, Division of Children and Family Services, Child Protective Services, Little Rock, AR: Developed a web-based data collection tool used by multiple reviewers from different offices to record the findings of monthly/quarterly case reviews which are used to measure compliance with regulatory and policy requirements. **2011 – 2013.**

EDUCATION

A.A., Computer Information Systems, Microcomputer Specialist, Harrisburg Area Community College, Harrisburg, PA, 2004.

**TECHNICAL
SKILLS**

Programming languages: PHP, PERL, HTML, DHTML, JavaScript, AJAX, JQuery, SQL, UNIX OS, ASP.NET, C# and VB

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EXPERIENCE

Programmer, Hornby Zeller Associates, Inc. Management consulting firm specializing in child welfare, juvenile justice, mental health and public assistance (see *Sample Projects* below). **05/13 – Present.**

Software Engineer, Etransmedia, Troy, NY: Focused on systems/database design and development. Created Patient Portal, a web- and mobile-based interface for patients to manage health history and communications with their healthcare providers. Developed and designed associated video training materials and help documentation websites. Created back-end systems to process incoming and outgoing referrals (for a local area medical center) involving Etransmedia's flagship Connect product, which handles all the electronic communications within a healthcare community. **12/11 – 05/13.**

Software Engineer, Valogix LLC, Saratoga Springs, NY: Designed and developed Valogix's three main product types: a Windows version, a SAP add-on, and a web-based version of the Valogix Planner. Involved in the entire Systems Development Life-Cycle (SDLC). Responsible for the design and implementation of systems to extract data from customer's ERP systems into Valogix, as well as the return interface for approved orders back into the ERP system (Sage, SAP Business One, NetSuite). Designed, developed and documented interfaces for customers to write their own integration with Valogix. Defined and restrained points of customization and configuration options for customers allowing for one standard Valogix product. Responsible for optimizing and defining the data import and validation of large amounts of data into the SQL database. Designed and updated database queries used for solving complex data manipulation and aggregation during the daily Valogix planning process. Responsible for supporting the latest generation of the Valogix Planner as a virtual appliance and SaaS model. **02/05 – 12/11.**

Senior Software Engineer, America Online, Inc., Malta, NY: Designed and developed web-based e-commerce, inventory management and administration systems. Served as one of the primary developers at AOL responsible for webServices API, billing, listing detail, reply and purchase pages, as well as administration and data warehousing on the e-commerce platform. The AOL e-commerce platform had very high performance requirements due to the large amount of data and traffic on the site, requiring a development environment heavy on team participation and constantly evolving understanding of business needs and targets. **12/00 – 11/04.**

Systems Programmer, Pearse EFT, Inc., Malta, NY: Designed and developed web-based remote banking and administration tools. Designed and implemented the bank's end-of-day processing and reporting system for both the internet banking product and the Intercept Processor (ATM network). As a special project for OneMADE, Inc., designed and developed an online auction system, focusing primarily on the bidding/purchase requests, administration and static listing pages; this auction system was an extensive and complex team effort. In addition to programming work, was responsible for training and monitoring contract programmers. In May of 2003, America Online, Inc. (AOL) acquired OneMADE, Inc. **11/97 – 10/00.**

**SAMPLE
PROJECTS**

Maine Department of Health and Human Services, Office of Child and Family Services, THRIVE Expand ME, Augusta, ME: Developed the web-based Trauma-Informed Agency Assessment (TIAA) survey tool, currently being used by all agencies contracted with Maine's Office of Child and Family Services as part of an existing effort to expand the Trauma-Informed

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System of Care in Maine. **2013.**

Maine Department of Corrections, Division of Juvenile Services, THRIVE Expand ME, Augusta, ME: Developed a web-based system for a new juvenile justice-focused project intended to expand trauma-informed system of care practices to juvenile services and to all children's mental health providers in Maine. The case management system will be used to analyze newly implemented policies and practices of the Juvenile Services Division from a trauma-informed system of care perspective, create best practice standards, assess juvenile justice staff and providers, provide training/technical assistance on trauma and ensure that Continuous Quality Improvement (CQI) practices are trauma-informed. **2013.**

NAMI, Project Vocational and Housing Support (VHS), Bangor, ME: Developed a web-based case management database for use by Project Vocational and Housing Support (VHS), a new reentry program at the Penobscot County Jail in Bangor, Maine. HZA is providing evaluation services and technical support to this project, which will expand the capacity of this justice-behavioral health collaboration. **2013.**

Colorado Department of Human Services, Web-Based Email Random Moment Time Study System and Services, Denver, CO: Actively participated on the development team for ARMARS™ (Automated Random Moment and Reporting System), HZA's proprietary tool for conducting Random Moment Time Studies (RMTS). Developed navigation screens to identify and update quarterly participants in the RMTS used to allocate administrative costs across funding streams, record participant responses and generate reports used to support federal claims for Title IV-E reimbursement. **2013.**

EDUCATION

B.S., Information Systems, Empire State College, Saratoga Springs, NY, 2013 (Anticipated).

Coursework at Adirondack Community College, Queensbury, NY

A.A.S., Computing Graphics Technology (CAD/CAM), Alfred State College, Alfred, NY, 1988

**TECHNICAL
SKILLS**

Programming: ASP, COM, Visual Basic, HTML, XML, XSL, CSS, JavaScript, C++, Transact, Crystal Reports, Java, C#, Hibernate/Spring, SQL SERVER (2000, 2005, 2008), Transact SQL & IBM Db2 SQL (Stored Procedures, Functions, Views, Triggers, Indexes, Query Optimization, Database configurations), IBM Db2 v9 CTE (Common Table Expressions), Eclipse, MS Visual Studio (2008, 2010) ant, AJAX, JSP, JSTL, SVG, Talend (integration tool), SoapUI, Tomcat, WebSphere, Axis2 (Apache WebServices), Toad (for Db2), Management Studio, Jira (bug tracking), DeZign (database design and modeling tool), SVN (Tortoise windows explorer plugin.), SAP Certified Development Associate with SAP Business One Release 8.8 (Certified on 12/16/2010), PHP, Postgres, NetBeans, JSON, JQuery, JQuery UI, WebServices, Selenium, Management Studio, pgAdmin, Rally, MVC (C# and Java).

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EXPERIENCE

Help Desk Specialist, Hornby Zeller Associates, Inc. Management consulting firm specializing in child welfare, juvenile justice, mental health and public assistance (see *Sample Projects* below). **8/04 – Present.**

Programmer Analyst, L.L. Bean Inc., Freeport, ME: Provided IBM Mainframe COBOL/CICS and DB/2 production support, on-call support for multiple mainframe batch and online systems and provided PowerBuilder development and upgrade support. Performed systems analysis and process improvements for various batch and online systems. Provided systems expertise for co-brand relationship between employer and credit card vender. **9/97 – 2/04.**

Programmer Analyst/PC Desktop Technician, Bath Iron Works, Bath, ME: Provided IBM Mainframe COBOL/CICS and DB/2 production support, on-call support for multiple mainframe batch and online systems and provided PowerBuilder development and upgrade support. Performed systems analysis and process improvements for various batch and online systems. Performed troubleshooting, repairs and upgrades on individual workstations. Coordinated planning, purchase and staging for individual workstations. Purchased and installed hardware and software products and provided individual and small group training. **7/91 – 9/97.**

Computer Operator/Associate Programmer/Program Analyst, Maine Savings Bank, Portland, ME: Provided IBM Mainframe COBOL/CICS and DB/2 production support, on-call support for multiple mainframe batch and online systems. Performed systems analysis and process improvements for various batch and online systems. **11/82 – 7/91.**

**SAMPLE
PROJECTS**

Maine Judicial Branch, Kennebec Regional Re-entry Project, Augusta, ME: Assisted with development of a secure web based data collection system designed to support an evaluation of a criminal re-entry program focused on increasing public safety and reducing recidivism by providing high-risk inmates with transition planning involving an integrated system of proactive health care, case management, risk assessment, medication monitoring, behavioral health treatment and comprehensive, community-based wrap around services. **2013.**

Maine Department of Health and Human Services, Peer Mentors in Youth Courts, Augusta, ME: Assisted in the development of a web-based case management system used to track youth participating in the program and assess their behavioral improvement. **2012 – 2013.**

West Virginia Department of Health and Human Resources, Bureau for Children and Families, Home Visiting Evaluation, Charleston, WV: Assisted with programming web-based home visitor and community stakeholder surveys for an evaluation of the home visiting program supported through a federal grant award. **2012 – 2013.**

Nebraska Federation of Families for Children's Behavioral Health, Web-based Software Development, Minden, NE: Worked on design team for a web-based case management system and wrote web applications and performed initial test cycles in the development of the application. **2011 – 2012.**

Arkansas Department of Human Services, Division of Children and Family Services, Child Protective Services Unit, Little Rock, AR: Converted an existing Microsoft Access database

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into an on-line web application using Microsoft SQL for assessing the extent to which investigative workers follow policies and agency practices and policies and practices need to be amended or strengthened. **2011 – 2012.**

Maine Department of Health and Human Services, Home Visiting Needs Assessment, Augusta, ME: Programmed web code enhancements for existing case management system features. Wrote code for new features and modified existing features to fix bugs. Developed enhanced reporting, including those used to respond to federal reporting requirements. Provided technical assistance to clients via Help Desk calls and trouble ticket emails for an assessment of community risk factors and service capacity by county for the state. **2010 – 2013.**

Iowa Department of Human Services, NYTD Baseline and Follow-up Population Data Collection, Des Moines, IA: Provided technical support in the development of the web-based survey tool designed to measure outcomes for youth participants of independent living services while in foster care as well as post-discharge. **2010 – 2013.**

Pennsylvania Department of Public Welfare, Office of Children, Youth and Families, NYTD Survey Development, Harrisburg, PA: Provided technical support in the development of the 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 – 2013.**

Colorado Department of Human Services, Division of Child Welfare, Implementing a Time Study/Random Moment Sampling for Claiming Title IV-E Allowable Administrative Costs for Child Placement Agencies, Denver, CO: Provided technical support in the development of a web-based data collection tool designed to capture the proportion of time child placement agency staff are engaged in administrative activities allowable for Title IV-E claiming. **2010 – 2012.**

Maine Department of Health and Human Services, Moving Forward: Achieving Independence in Transition-Aged Youth, Augusta, ME: Constructed a multi-site access web-based database for information collected in the field. Standardized reporting structures and reminders of overdue evaluation protocols and instruments for an evaluation to address systematic issues of mental health agencies. **2009 – 2011.**

Maine Medical Center, Employment Services, Portland, ME: Produced a series of reports from state databases using COGNOS to provide information on trends involving employment needs and responses to those needs for mental health and substance abuse clients. **2009.**

Maine Department of Health and Human Services, Strategic Prevention Framework State Incentive Grant, Augusta, ME: Produced and monitored a web-based survey to collect information pertaining to young adult drug and alcohol use for the state, community and program-level evaluation of Maine's Strategic Prevention Framework State Incentive Grant. **2009.**

Minnesota Department of Human Services, Division of Child Safety and Permanency, Child Welfare Workload Study and Analysis. 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. Developed the web-based survey tools, monitored participation and conducted the analysis of caseworker and supervisor responses which measured staff retention needs and time available for caseworkers and supervisors to devote to casework. Provided Help Desk support to counties in the use of the automated Workload Analytic Tool designed to correlate workload need to the ability to achieve positive outcomes and meet practice standards. **2008 – 2011.**

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Oklahoma House of Representatives, Oklahoma Department of Human Services Performance Audit, Oklahoma City, OK: Developed a web-based survey tool for department staff to complete to measure adherence to policy, management and organization structure, supervisory and peer support, training, service availability and job satisfaction. **2008 – 2009.**

Maine Office of Elder Services, Homemaker Program, Augusta, ME: Developed a web based survey for those who provide elder services using HTML and ASP to catalogue responses. **2008.**

North Carolina Judicial Department, Juvenile Court Assessment, Raleigh, NC: Conducted case record reviews to determine the courts' adherence to federal and state interstate placement of children policy and inclusion of out-of-state participants. **2008.**

Day One, Natural Helpers of Maine, Building Evaluation Capacity for Evidence-based Interventions, South Portland, ME: Developed a web-based survey to collect data in support of a Center for Substance Abuse Prevention Service to Science initiative to improve Day One's school-based Natural Helper of Maine program. **2007 – 2008.**

Virginia Department of Social Services, Workload Management Study Update, Richmond, VA: Assisted in the development and troubleshooting of a web-based data collection tool and led several on-site training sessions on the use of the tool for a statewide workload measurement 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. **2007.**

Bucksport Bay Healthy Communities Coalition, Essential Substance Abuse Prevention Evaluation, Bucksport, ME: Developed a series of interactive PDF survey forms to support data collection for the evaluation of the Community Assistance and Communities Mobilizing for Change Programs. **2006 – 2007.**

Maine Judicial Branch, Evaluation of Maine's Family Drug Treatment Courts, Augusta, ME: For an evaluation project designed to assess the impact of intensive judicial supervision on child protective custody cases involving substance abuse among parents, designed and built an MS Access data input utility to enable workers to collect data from family court dockets for analysis. **2006.**

Maine Children's Behavioral Health Services, Implementing a Trauma-informed System of Care for Children with Serious Emotional Disturbances in Maine, Augusta, ME: As part of an effort to build an infrastructure and implement an integrated system of care for children with serious emotional disturbances who have experienced trauma, created a series of interactive PDFS forms for administering surveys; and designed and built an application in Visual Basic which provided access to the various forms from a menu selection; designed and built a procedure to process the survey data and merge it into a master database in MS Access format. **2005 – 2011.**

Greater Waterville Prevention Coalition, Evaluation of the Greater Waterville Prevention Coalition, Waterville, ME: Converted a manual survey form to a Teleform document that can be scanned electronically to capture data for analysis for the Olweus Bullying Prevention Program component of an evaluation effort involving the Drug-free Communities and Essential Substance Abuse Prevention Services grants. **2005 – 2006.**

Maine Department of Health and Human Services, Co-occurring State Integration Initiative, Augusta, ME: Created a data entry tool utilizing Microsoft Access 2002 to be used for recording surveys as part of the evaluation and cost study of people with co-occurring disorders in the state of Maine. **2005 – 2010.**

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Alaska Department of Health and Social Services, Statewide Workload Study, Juneau, AK: Programmed the Gammadyne system to schedule and send broadcast e-mails for the random moment survey, cleansed scanned data in preparation for analysis and participated in the conduct of the random moment survey of child welfare workers involved in intake, investigation, case management of in-home and foster care services, and foster care licensing to measure the time it takes to work on a case in a quality manner and the time workers have available to devote to case practice. **2005.**

Maine Department of Health and Human Services, Inventory and Analysis of Adult Mental Health Crisis Services, Augusta, ME: Developed a database to capture data collected via surveys and case record reviews. The database was used in conjunction with other data collected to determine the extent to which crisis agencies were in conformance with the settlement order *Bates v. Department of Health and Human Services*. **2005.**

Harborcreek Youth Services, Management Information System, Harborcreek, PA: For a project involving an assessment of the Residential Services Program's case tracking needs and selection of a case tracking system which would enable workers to perform efficiently, create quality documentation and ensure Title XIX requirements are met, conducted testing of the software program and provided feedback to developers. **2005.**

SACWIS DataMax: Tested, debugged and packaged the software application being marketed nationally to enable standardized reporting of federal child welfare outcome and other performance measures by public child welfare agencies. **2005.**

Maine Department of Health and Human Services, Office of Substance Abuse, State Incentive Program Grant, Augusta, ME: For the outcome evaluation assessing the impact eighteen coalition projects had on reducing alcohol and drug use among high school students in Maine, responded to inquiries received through the Help Desk and assisted the user community with questions, data entry issues and other various problems. Tracked all calls received and resolutions reached in a database utilized for research and reporting purposes. **2004 – 2005.**

Maine Department of Health and Human Services, Center for Disease Control, Healthy Families Program Evaluation, Augusta, ME: For a Center for Disease Control project to evaluate the Healthy Families, Parents as Teachers and Parents are Teachers Too Home Visiting projects in all counties in the State of Maine, provided support for administrators through a toll-free Help Desk line. **2004 – 2013.**

ChildNet-PA: Provided technical assistance and training, both on- and off-site, to state and county employees in the use of the ChildNet-PA case tracking system. Assisted in the code development and testing of enhancements to the system. **2004 – 2011.**

EDUCATION	A.A.S., Computer Science, Andover College, Portland, ME, 1982
CERTIFICATION	PC Maintenance, Tuning and Repair; Macintosh Maintenance, Tuning and Repair; Small Project Management; Time Management; Testing Information Systems; DB/2SQL Application Programming, Performance and Tuning; CICS Command Level Programming; Productivity Management
TECHNICAL SKILLS	DOS, Windows, COBOL, CICS, DB/2, SQL. PowerBuilder, Xpediter, Microsoft Office, PC, Macintosh, FTP, HTML, JCL, TSO, NEAT/3, RPGII, MS Access, Visual Basic, Gammadyne, Front Page, MS SQL Server, Teleform, ADOBE Designer

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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). **11/00 – Present.**

Hershey Chocolate, Hershey, PA. 5/79 – 7/99.

Area 1 Training Coordinator: Developed and implemented a training program to meet the training needs of the area. Initiated a Computer Based Training program for the operation of the Bar Molding lines. Defined jobs, tasks and target audience. Developed training materials. Interviewed and selected training employees from each department. Established clear and measurable goals for training employees. Coordinated new equipment training between the employees and equipment vendor.

Area 1 Waste/Rework Reduction Leader: Established and worked with teams to develop a plan for reducing waste and rework in specific departments. Determined the proper training for each team member. Reduced the rework percentage and implemented cost saving measures through waste reduction. Received certification to teach Interaction class through Development Dimensions International and in-house Teambuilding.

Supervisor: Assigned duties to 75 – 100 employees. Maintained standards of product quality and productivity. Ensured safe working conditions. Coordinated product availability with production scheduling.

**SAMPLE
PROJECTS**

New Jersey Department of Children and Families, Longitudinal Data, Analysis and Reporting, Trenton, NJ: Conduct testing and validation of the statewide and county automated reports used to measure the agency's rates of achieving successful outcomes for children and families in response to a Modified Settlement Agreement in the case of *Charlie and Nadine H. et al. vs. John S. Corzine*. **2012 – 2013.**

Arkansas Department of Human Services, Division of Children and Family Services, Child Protective Services Unit, Little Rock, AR: Developed a mechanism to automate a series of Excel worksheets to generate and display the results of an ongoing case record review of investigative cases to assess the extent to which investigative workers follow policies and agency practices and to identify if policies and practices need to be amended or strengthened. Assisted with writing syntax to query data collected through the case record reviews. **2011 – 2012.**

Iowa Department of Human Services, NYTD Baseline and Follow-up Population Data Collection, Des Moines, IA: Developed test scripts for comprehensive testing of the web-based survey tool designed to measure outcomes for youth participants of independent living services while in foster care as well as post-discharge prior to implementation. Developed training materials and reference guides for system users. **2010 – 2013.**

Pennsylvania Department of Public Welfare, Office of Children, Youth and Families, NYTD Survey Development, Harrisburg, PA: Developed test scripts for comprehensive testing of the 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.

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Developed training materials and reference guides for system users. Monitored rates of completion of outcome surveys and served as a liaison with counties in their submission of service data for statewide reporting in response to federal requirements. **2010 – 2013.**

Westchester County Department of Social Services, Workload Study, White Plains, NY: Conducted training sessions for caseworkers and supervisors on the use of a web-based tool for reporting case specific tasks and time to complete those tasks in the measurement of time needed to handle cases. Populated responses to a Random Moment Survey used to measure the time staff have available for casework and shadowed selected workers from various district offices and programs to validate time study results. **2006, 2008 – 2009.**

North Carolina Judicial Department, Juvenile Court Assessment, Raleigh, NC: Participated in case file reviews to collect data on the effectiveness of the interstate placement of children and involvement of out-of-state participants in the court process. **2008.**

Maine Department of Health and Human Services, Center for Disease Control, Healthy Families Program Evaluation, Augusta, ME: Performed functionality testing of the web-based version of the case tracking and reporting application used by home visitors to manage cases, report visits with families and document family and child progress. **2007 – 2011.**

Georgia Department of Human Resources, Foster Care Needs Assessment, Atlanta, GA: Assisted with the identification and categorization of the placement needs of children in substitute care and surveyed childcare institutions in order to gauge systemic capacity to serve children with varying special needs as part of a needs assessment of foster care placement services for Fulton and DeKalb Counties. **2007.**

Harborcreek Youth Services, Management Information System, Harborcreek, PA: For a project involving an assessment of the Residential Services Program's case tracking needs and selection of a case tracking system which would enable workers to perform efficiently, performed basic function testing of the selected system and discussed potential issues with the software representative. **2007.**

Virginia Department of Social Services, Workload Management Study Update, Richmond, VA: Participated in the random moment survey portion of the workload study collecting data from local participants via e-mail and telephone to assist in the measurement of time staff have available for case specific work. **2007.**

Ohio Department of Job and Family Services, Adoption Services Specialized Administrative Support Quality Assurance, Columbus, OH: As part of the effort to help the Department of Job and Family Services continue to increase the number of adoptions of children in public custody, developed three survey tools: Federal Adoption Assistance Subsidy Survey, State Adoption Special Services Subsidy Survey and AdoptOHIO Kids Funds Survey. **2006 – 2007.**

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: Conducted case record reviews for a comprehensive service need study for 16 & 17 year-old court-involved youth. **2006 – 2007.**

Alaska Department of Health and Social Services, Division of Public Assistance, Workload Analysis, Anchorage, AK: As part of a workload study designed to evaluate work flow processes to identify potential areas for improved efficiencies and determine staffing needs, conducted data entry and data analysis of workload surveys, contacting workers as necessary. **2006.**

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Greater Waterville Prevention Coalition, Evaluation of the Greater Waterville Prevention, Waterville, ME: Conducted data entry of survey results and wrote an outline of the analysis of survey data for an evaluation effort involving the Drug-free Communities and Essential Substance Abuse Prevention Services grants. **2006.**

New Jersey Department of Human Services, Division of Youth and Family Services, Quality Assurance to New Jersey's State Central Registry, Trenton, NJ: Conducted on-site reviews of abuse and neglect calls to determine whether the people taking the calls and dispatching information to the field for child abuse investigations were operating within legal and best practice guidelines. Listened to taped calls and completed a review instrument, recording judgments and making recommendations about the call screeners. **2006.**

Erie County Office of Children and Youth, Quality Assurance, Erie, PA: Conducted on-site reviews of case records to determine whether the criteria that are used to determine whether a case should be closed were appropriate. **2004 – 2006.**

Alaska Department of Health and Social Services, Office of Children's Services, Statewide Workload Study, Juneau, AK: Participated in the conduct of the random moment survey of child welfare workers involved in intake, investigation, case management of in-home and foster care services, and foster care licensing to measure the time it takes to work on a case in a quality manner and the time workers have available to devote to case practice. **2005.**

Ohio Department of Job and Family Services, Adoption Services Specialized Administrative Support Quality Assurance, Columbus, OH: As part of the effort to help the Department of Job and Family Services continue to increase the number of adoptions of children in public custody, conducted quality control reviews of tables and related data used for reporting purposes. **2004 – 2007.**

ChildNet-PA: Provided training and technical assistance to state and county child welfare workers in the use of the ChildNet-PA case tracking system. Provided onsite technical assistance to county workers on how to use the system from receipt of a call of abuse and/or neglect, through to disposition of the investigation, through to case management including removing a child from the home and authorizing services. Performed basic functionality testing of the system. Wrote case scenarios for general protective and child protective sample cases with various allegations. **2002 – 2011.**

Pennsylvania Department of Public Welfare, Office of Children, Youth and Families, Needs-based Planning and Budgeting and CFSR Support, Harrisburg, PA: Developed system requirements for the Department of Public Welfare's Annual Report on Child Abuse, Adoption and Foster Care Automated Reporting System (AFCARS) and various state forms automated by the state of Pennsylvania. Conducted case record reviews and documented AFCARS elements. Compared documentation to AFCARS information reported by each county to identify areas of inconsistency which may negatively impact a county's federal outcome measures. Assisted with development of an improvement plan. On a semi-annual basis, received county AFCARS file submissions, decrypted the county files, identified and analyzed data inconsistencies and possible penalties, produced the Data Quality and Penalty Calculation reports, transferred the data to a remote location and communicated results to the counties. Documented all steps involved in this process in an AFCARS Submission Procedure manual. Developed a Software Requirement Specification Documentation to provide a detailed description of all fields associated with the state mandated CY28 form and AFCARS system. Conducted data analysis in response to ad hoc data requests which provide short turnaround analyses responding to policy makers' and other stakeholder data requests. Assisted in the semi-annual production of county data packages, including the writing of key data highlights. Assisted in the analysis and report writing of Quality

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Services Reviews used to measure local CFSR performance, generated the CY-28 reports and performed data analysis for the annual Family Centers Report as part of a statewide effort to improve service planning by coordinating local data development. Coordinated receipt of county NYTD service files for creation of the statewide semi-annual file. **2002 – 2013.**

Arkansas Department of Human Services, Division of Children and Family Services, Arkansas, Quality Assurance, Little Rock, AR: Conducted telephone interviews of caseworkers, casework supervisors and foster parents regarding the recurrence of child maltreatment, child re-entry into foster care after previous placement and multiple placements of children while in foster care. **2000 – 2007**

Pennsylvania Department of Public Welfare, PACWIS, Harrisburg, PA: Provided training to local county personnel in the use of the Pennsylvania Automated Child Welfare Information System (PACWIS). Responsible for understanding child welfare policy implications as PACWIS was implemented statewide and navigation of the case management automated tool. Provided analysis of problems encountered during the testing of the PACWIS program. Developed scripts needed to complete the testing process. Submitted reports and feedback to the development staff. Received training in Boot Camp for Software Testers class. **2000.**

EDUCATION	B.S., Music Education, Lebanon Valley College, Annville, PA, 1978
CERTIFICATION	Interaction (DDI)
TECHNICAL SKILLS	Microsoft Word, PowerPoint and Windows OS

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EXPERIENCE

Manager, Hornby Zeller Associates, Inc. Management consulting firm specializing in child welfare, juvenile justice, mental health and public assistance (see *Sample Projects* below). **4/04 – Present.**

Program Specialist, CSR, Incorporated, Arlington, VA: Worked on Research and Evaluation Technical Assistance (RETA) contract with the U.S. National Institute of Justice. Analyzed data and prepared reports in response to various ad hoc requests from federal agencies. Assisted other departments within the company with writing grant applications for government funding. Coordinated peer reviews of NIJ grant reports, peer review panel and meetings of 5-130 attendees. **2/00 – 4/04.**

Field Account Manager, Beaulieu of America, Dalton, GA: Worked on the largest account for the world's largest carpet manufacturer. Provided field support for client locations, resolved claims and provided training for employees. Arranged product knowledge certification classes, ranging in length from 30-minute to eight-hour sessions. Sessions involved the education and testing of one to thirty participants from locations across the PA/NJ/NY/CT region. **10/97 – 12/99.**

**SAMPLE
PROJECTS**

New Jersey Department of Children and Families, Longitudinal Data, Analysis and Reporting, Trenton, NJ: Managed the development and ongoing production of statewide and county automated reports used to measure the agency's rates of achieving successful outcomes for children and families in response to a Modified Settlement Agreement in the case of *Charlie and Nadine H. et al. vs. John S. Corzine*. Developed training curriculum of agency managers to use the reports for decision-making aimed at program improvement. **2012 – 2013.**

Arkansas Department of Human Services, Division of Children and Family Services, Quality Assurance Unit, Little Rock, AR: Provided conceptual guidance and leadership in the design of a web-based tool created for caseworkers to use to perform basic searches of available foster homes within a specified radius of a child's home zip code utilizing data from the state's case management system. A scoring mechanism was developed which matches a child's or sibling group's demographic characteristics and disabilities with the preferences of prospective foster home resources. **2011 - 2012.**

Iowa Department of Human Services, NYTD Baseline and Follow-up Population Data Collection, Des Moines, IA: Managed the development, implementation and administration of a survey process of youth to measure their preparedness to live independently post-discharge from foster care. Guided the development of the web-based tool and management reports to monitor rates of participation. **2010 – 2013.**

Pennsylvania Department of Public Welfare, Office of Children, Youth and Families, NYTD Survey Development, Harrisburg, PA: Developed a web-based application for caseworkers to identify youth qualifying for inclusion in the outcome survey process and for youth to use to respond to survey questions designed to measure outcomes of the agency's independent living program. **2010 – 2013.**

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Colorado Department of Human Services, Division of Child Welfare, Implementing a Time Study/Random Moment Sampling for Claiming Title IV-E Allowable Administrative Costs for Child Placement Agencies, Denver, CO: Managed the development and administered the implementation of a web-based data collection tool designed to capture the proportion of time child placement agency staff are engaged in Title IV-E qualifying administrative activities on behalf of foster children in custody. **2010 - 2013.**

Nebraska Department of Health and Human Services, Division of Children's Behavioral Health, Evaluation Services for Family Helpline, Family Navigator and Post Adoption/Post Guardianship Services, Lincoln, NE: Served as Technical Lead of an evaluation of the Nebraska Family Helpline, Family Navigator and Post Adoption/Post Guardianship Services designed to measure fidelity, effectiveness and outcomes of these new legislatively-funded services. Developed the dashboard using program data extracts to measure case volume and performance. **2010 - 2012.**

Minnesota Department of Human Services, Division of Child Safety and Permanency, Workload Study and Analysis, St. Paul, MN: Identified samples of in-home and placement cases to be monitored as part of a workload study designed to measure resource need based on the ability of the state to achieve positive safety and permanency outcomes for children served. Calculated county scores on CFSR measures and developed a ranking algorithm for the CFSR and other outcome measurements so that staffing changes could be identified. **2008 – 2011.**

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.**

North Carolina Judicial Department, Juvenile Court Assessment, Raleigh, NC: Participated in case file reviews and interviews of key stakeholders to collect data on the effectiveness of the interstate placement of children and involvement of out-of-state participants in the court process. **2008.**

Georgia Department of Human Resources, Foster Care Needs Assessment, Atlanta, GA: As project manager of a needs assessment of foster care placement services for Fulton and DeKalb Counties, led 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. Conducted a series of interviews with placement providers to identify needs and barriers. Participated in data analyses used to identify gaps in service needs. Developed the conceptual model for development of an automated ongoing monitoring tool. **2007.**

Virginia Department of Social Services, Workload Management Study Update, Richmond, VA: Led focus group discussions and group training sessions for a statewide workload measurement 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. **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: Conducted interviews of agency staff and service providers, and coordinated the collection of case reading data for the conduct of a comprehensive service need study for 16 & 17 year-old court-involved youth. The study 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

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and interventions. **2006 – 2007.**

ChildNet-PA: Trained county Children & Youth Service agencies on the use of the ChildNet-PA case management software program. Provided technical assistance to local users and served as liaison between client agencies and development/support teams. Developed automated sequences to convert data from prior systems to ChildNet, conducted verification and integrity tests to ensure the quality of the data and to eliminate potential navigation conflicts. Provided ongoing support to client agencies to ensure consistency and validity of data across release cycles, and to ensure the system and data are compliant with state and federal standards. Led an integral portion of the testing efforts for ongoing software releases. Led the development of data quality checks of AFCARS files, as those prescribed by ACF as well as augmented data integrity checks developed by the state in conjunction with HZA. Developed and coded the syntax needed for additional management reporting and for inclusion of system enhancements. **2004 – 2011.**

DataMax for ChildNet-PA: Developed and implemented a supplemental reporting tool to extend the functionality of the ChildNet-PA tool for local users in measuring safety, permanence and well-being of clients served. Provided updates as new releases of ChildNet-PA were distributed. **2005 – 2009.**

DataMax: Developed and implemented a reporting tool for child welfare agencies to use to assist with outcome and performance reporting. Created the data structure, which was largely based on AFCARS and NCANDS data structures, navigation code and outcome/performance reporting sequences. Drafted documentation of the system and user reference materials. **2004 – 2005.**

Pennsylvania Department of Public Welfare, Technical Assistance, Training and Staff Support for Needs-based Planning and Budgeting, Harrisburg, PA: Project manager responsible for the development of automated processes for updating data files into a data warehouse and automating the analysis of child welfare, foster care and other data sources for 67 counties designed to create semi-annual data packages. Automated the production of the county, region and statewide semi-annual data packages. Updated the semi-annual data packages for inclusion of the new CFSR measures. Participated in trainings of local representatives on the use and interpretation of data as a management monitoring and program development tool. Researched and responded to data quality questions and provided ad hoc data analysis for OCYF staff and county agencies. Participated in CFSR planning meetings. Conducted data analysis of quarterly Quality Services Reviews and drafted reports to identify progress toward Program Improvement Plan goals. **2002 – 2013.**

Ohio Department of Job and Family Services, Adoption Services Specialized Administrative Support Quality Assurance, Columbus, OH: As part of the effort to help the Department of Job and Family Services continue to increase the number of adoptions of children in public custody, developed and implemented programming to parse, analyze and summarize data from 88 counties, as well as automate the creation of reports based on the data. Developed revised automated data analysis routines to reflect changes in statewide data sources based on implementation of the state's SACWIS. **2004 – 2007.**

Maine Department of Health and Human Services, Strategic Prevention Framework State Incentive Grant, Augusta, ME: For the state, community and program-level evaluation of Maine's Strategic Prevention Framework State Incentive Grant, conducted stakeholder interviews, inventoried data sources and analyzed state-level data in order to identify at-risk populations to be targeted by state grants. **2005 – 2009.**

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Erie County Office of Children and Youth, Quality Assurance, Erie, PA: Conducted on-site reviews of agency case management decisions and decision-making processes to determine whether the criteria that are used to determine whether a case should be closed were appropriate. Evaluated case documentation and conducted staff interviews. **2004 – 2006.**

New Jersey Department of Human Services, Division of Youth and Family Services, Quality Assurance to New Jersey's State Central Registry, Trenton, NJ: Conducted on-site reviews of abuse and neglect calls to determine whether the people taking the calls and dispatching information to the field for child abuse investigations were operating within legal and best practice guidelines. Listened to taped calls and completed a review instrument, recording judgments and making recommendations about the call screeners. **2005 – 2006.**

Alaska Department of Health and Social Services, Office of Children's Services, Workload Study, Juneau, AK: Participated in the conduct of the random moment survey of child welfare workers involved in intake, investigation, case management of in-home and foster care services, and foster care licensing to measure the time it takes to work on a case in a quality manner and the time workers have available to devote to case practice. **2005.**

Oregon Child Welfare Law, Policy and Practice Inventory for the Statewide Automated Child Welfare Information System (SACWIS) Project, Salem, OR: Conducted a review and inventory of applicable federal and state laws, regulations, policies, procedures and practices as part of a three-phase plan by the State of Oregon to develop a new SACWIS. Compiled the inventory based on SACWIS functional requirements. Developed code to automate the final formatting of the inventory files. **2005.**

New Jersey Department of Human Services, Division of Children, Youth and Families, Analysis of State Central Registry Implementation, Trenton, NJ: Participated in an on-site review of live calls and conducted a paper review of standardized logs of reports of child abuse and neglect received at the State Central Registry for the purposes of evaluating the appropriateness and accuracy of agency response to calls of alleged abuse and/or neglect. Compared individual report information with agency regulations and definitions to make recommendations on the appropriateness of agency responses. **2005.**

Co-Occurring Collaborative of Southern Maine (CCSME), Program Evaluation, Portland, ME: Developed schema to allow for routine parsing, analysis and output of program-specific data for an evaluation design, data collection and data analysis and reporting project. **2004 – 2006.**

Harborcreek Youth Services, Management Information System, Harborcreek, PA: For a project involving an assessment of the Residential Services Program's case tracking needs and selection of a case tracking system which would enable workers to perform efficiently, created quality documentation and ensured Title XIX requirements were met, inventoried data collection tools, conducted stakeholder interviews and developed a comprehensive list of client data requirements for the assessment of the case tracking needs of the behavioral residential services program. **2004 – 2007.**

EDUCATION

B.S., Political Science and B.S., Economics, University of Houston, Houston, TX, 1997

**TECHNICAL
SKILLS**

SQL Server, Access, Visual Basic, Perl, ASP, PHP, SPSS, SAS and database design and administration.

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Suite 300
Troy, NY 12180
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(717) 540-7740

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 Services, Evaluation of Home Visiting Program, Charleston, WV: Managed an evaluation of the MIECHV funded grant designed to examine professional development systems, capacity and community collaboration of four different in-home family education curricular models. Developed survey instruments to measure job preparedness and satisfaction and conducted interviews with program representatives. Developed a survey to measure family satisfaction and outcomes. Provided ongoing support and technical assistance. Presented results to state and program constituents. **2012 – 2013.**

Iowa Department of Human Services, Prevent Child Abuse Iowa, Iowa Child Abuse Prevention Program, Des Moines, IA: Conducted a literature review of evidence-based

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prevention programs and curricula. Developed guidelines summarizing best practices in Child Sexual Abuse Prevention and Respite and Crisis Care to assess the state's preventive services program. Assisted in the development of a statewide survey designed to measure change in a family's protective factors; provided on-going technical assistance to Prevent Child Abuse Iowa on the implementation of the survey. Contributed to the completion of the annual evaluation. **2011 – 2012.**

Maine Department of Health and Human Services, Home Visiting Needs Assessment, Augusta, ME: Compiled an inventory of all existing home visiting programs and determined the extent to which programs met the needs of high-risk families. Analyzed and reported data. Conducted interviews with area experts and key informants. Facilitated focus groups with targeted populations identified as underserved to assess community risk factors and service capacity by count for the state. Wrote and produced the report and presented findings at public hearings. **2010 – 2011**

Maine Children's Trust, Home Visiting Evaluation, Augusta, ME: Served as Project Manager and Evaluator for a program seeking to ensure healthy children and nurture healthy families by offering support to all families in need through evidence-based practices. Assisted with database development and updates. Provided technical assistance to county users. Performed data analysis and presented findings in reports. Administered a state-wide family survey for quality improvement. **2010 – 2011.**

West Virginia Department of Health and Human Resources, Bureau for Children and Families, Child Abuse Prevention Grantees Evaluation, 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 - 2012.**

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 evaluation to address systematic issues of mental health agencies. **2010 – 2011.**

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 and Parents as Teachers 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.

DARSHANA MUTZ SPACH
Hornby Zeller Associates, Inc.

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

SOLICITATION NUMBER: MCH14019
Addendum Number: 1

The purpose of this addendum is to modify the solicitation identified as MCH14019 ("Solicitation") to reflect the change(s) identified and described below.

Applicable Addendum Category:

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

Description of Modification to Solicitation: See attached

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

Terms and Conditions:

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

SIGN IN SHEET

Page 1 of 1
Date: 7/15/13

Request for Proposal No. MCH14019

PLEASE PRINT

* PLEASE BE SURE TO PRINT LEGIBLY - IF POSSIBLE, LEAVE A BUSINESS CARD

FIRM & REPRESENTATIVE NAME		MAILING ADDRESS	TELEPHONE & FAX NUMBERS
Company:	West Virginia Interactive	10 Hale St., 3rd Floor	PHONE 304-638-1137
Rep:	Ian McQuinn	Charleston, WV 25301	TOLL FREE
Email Address:	ian@wvinteractive.com		FAX 304-414-0265
Company:	Hornby Zeller Associates, Inc.	75 S. Hawks Rd.	PHONE 717-540-7740
Rep:	Kevin Zacks	Harrisburg, PA 17109	TOLL FREE
Email Address:	kzacks@hornbyzeller.com		FAX 717-540-7760
Company:	Social Solutions		PHONE 443-676-7923
Rep:	Andy Hicks	425 Williams (T Suite 100	TOLL FREE
Email Address:	ahicks@socialsolutions.com	Baltimore MD 21220	FAX 443-460-3473
Company:	CDI Technology Solutions	5908 Beigins Chase DR.	PHONE 614-389-2801
Rep:	Geoff Little	Dublin, OH 43017	TOLL FREE
Email Address:	Geoffrey.Little@cdicorp.com		FAX
Company:	GST	Fairmont, WV	PHONE 804-552-2515
Rep:	Harvey Sweeney		TOLL FREE
Email Address:	hsweeney@gst.com		FAX

ADDENDUM #1**MCH14019****VENDOR QUESTION #1:**

Do you think a minimum of one statewide web-based home visitation application in operation and a minimum of two years of experience generating data to fulfill federal home visiting benchmarks are too restrictive?

RESPONSE:

No, due to very tight timelines we have regarding the implementation of the data system. There are multiple vendors that have experience in home visitation applications and are familiar with the federally required benchmarks. If a vendor is already familiar with both home visitation and the data requirements, it will help with ensuring timelines are met.

VENDOR QUESTION #2:

Would maintaining ownership of our source code, but provide the source code in an escrow account be acceptable?

RESPONSE:

No, that would not be acceptable.

VENDOR QUESTION #3:

Would limiting the provision to the source code developed under the agreement (we utilize an existing code base that is simply configured through the browser to meet each of the home visiting requirements) be acceptable?

RESPONSE:

Yes, this would be acceptable.

VENDOR QUESTION #4:

Is there an incumbent for this bid?

RESPONSE:

No.

agencies just need to transport data from the Home Visitation Database to these others? Is this real-time transfer or can the information be uploaded periodically?

RESPONSE:

It would be uploaded periodically and would need to be both to and from the systems.

VENDOR QUESTION #11:

In requirement 4.1.3.1.19, when you refer to "monthly client report" of Emergency Department visits, where does this information come from?

RESPONSE:

Self-report by the family on the Client Profile form.

VENDOR QUESTION #12:

In requirement 4.1.3.1.20, when you refer to the "client profile form", do you intend for that form to be replaced by the Home Visitation Database?

RESPONSE:

The client profile form would be entered into the database.

VENDOR QUESTION #13:

Should we assume that the database should allow for the reporting only of those federally-approved benchmarks specifically referenced in the RFQ (such as Depression Screening and prenatal visits) or ultimately should West Virginia's approved benchmarks be the primary source for the database's system development? For example, benchmark 4 references the database as a source of **safety plans** pregnant women and mothers but the recording of safety plans does not appear to be required in the RFQ database description.

RESPONSE:

Ultimately West Virginia's approved Benchmarks would be the primary source for the database's system development.

VENDOR QUESTION #14:

In requirement 4.1.8.2, can you describe what you mean by "unlimited upgrades"? Also, you reference Sections 3.1.3.1.1 through 3.1.3.1.20 of the RFQ; do you mean 4.1.3.1.1 through 4.1.3.1.20?

RESPONSE:

Upgrades would be based upon federal reporting requirement changes (if any). This would apply for any benchmark reporting requirements.

RESPONSE:

Site Admin and Reporting Admin would be our program staff (3 staff) and would have full access to each section

Home Visitor would enter client records and would have access to only their caseloads

Agency Supervisor would have access to their home visitor information and caseload, along with their agency reports

VENDOR QUESTION #21:

Will the site be publicly visible or will the user need to be on a corporate VPN? Are there any pages that are viewable to non-logged in users?

RESPONSE:

There will be a place on the WVVHVP site to logon, but it would need to be password protected and not accessible to anyone else.

VENDOR QUESTION #22:

Is there a requirement to have a mobile-optimized version of the website? If so, just the data-entry screens for the home visitors? Phones or Tablets or both?

RESPONSE:

No mobile apps, but should be accessible to IPADS and tablets.

VENDOR QUESTION #23:

Is there existing case/family data that will need to be preloaded/imported into the system at launch? If so, please provide more information on the data profile.

RESPONSE:

Yes, and it is a mainframe-based system.

VENDOR QUESTION #24:

Will any documents need to be uploaded into the system and archived on the servers (e.g. the "Memorandums of Understanding" from 4.1.3.1.9)?

RESPONSE:

Yes.

VENDOR QUESTION #25:

Will any audio or video files need to be uploaded into the system and archived on the servers (e.g. Collaborative Community Meetings or Supervisory Sessions)?

VENDOR QUESTION #31:

With this project being part of the Affordable Care Act, will you provide the maximum budget for this project?

RESPONSE:

This information cannot be provided.

VENDOR QUESTION #32:

Please confirm that this is an RFQ and no technical proposal is required.

RESPONSE:

This is an RFQ.

VENDOR QUESTION #33:

For the degree in data system design, is a four-year degree in computer science and/or in electrical engineering/digital computer systems acceptable?

RESPONSE:

Yes, this is acceptable.

VENDOR QUESTION #34:

Is there a preferred programming language?

RESPONSE:

Compatible with Microsoft and SQL

VENDOR QUESTION #35:

How many agency and other system users – frontline, supervisors and administrators – are anticipated?

RESPONSE:

Initially 150 but could expand to 200 as the program expands

VENDOR QUESTION #36:

What types of user permissions will be required?

RESPONSE:

Administrative – full rights to the system; Supervisor – restricted to their individual agency; and Home Visitor – their caseload.

RESPONSE:

For each visit, so it could be weekly, bi-weekly or monthly based upon individual needs of family.

VENDOR QUESTION #42:

What is the format of the required federal reports? What other reporting capabilities will be required, if any?

RESPONSE:

Data report ran and then entered into HRSA EHB. Would like monthly auto generated reports on several activities to monitor for Continuous Quality Improvement.

VENDOR QUESTION #43:

Are screening results/outcomes tracked at multiple points during the life of an active case or only at case opening/closure?

RESPONSE:

Multiple data points.

VENDOR QUESTION #44:

If there is no requirement for a technical proposal, should the vendor submit evidence regarding minimum qualifications with its bid?

RESPONSE:

The vendor can submit evidence of their minimum requirements with the bid.

RFQ No. MCH14019STATE OF WEST VIRGINIA
Purchasing Division**PURCHASING AFFIDAVIT**

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

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

DEFINITIONS:

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

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

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

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

WITNESS THE FOLLOWING SIGNATURE:Vendor's Name: Hornby Zeller Associates, Inc.Authorized Signature: [Signature] Date: 7/26/2013State of New YorkCounty of Rensselaer, to-wit:Taken, subscribed, and sworn to before me this 26th day of July, 20 13My Commission expires 7/8, 20 14**AFFIX SEAL HERE**SCOTT M. MORLEY
Notary Public, State of New York
Qualified in Albany County
No. 02MO6077447
Commission Expires 07/08/2014**NOTARY PUBLIC**[Signature]

Purchasing Affidavit (Revised 07/01/2012)

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.

7. **Application is made for preference as a non-resident small, women- and minority-owned business, in accordance with West Virginia Code §5A-3-59 and West Virginia Code of State Rules.**

- ___ Bidder has been or expects to be approved prior to contract award by the Purchasing Division as a certified small, women- and minority-owned business.

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) 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: [Signature]

Date: 7/26/2013

Title: President

CERTIFICATION AND SIGNATURE PAGE

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

Hornby Zeller Associates, Inc.
(Company)

Dennis E. Zeller
(Authorized Signature)

Dennis E. Zeller, President
(Representative Name, Title)

518 273 1614 518 273 0431
(Phone Number) (Fax Number)

7/26/2013
(Date)

ADDENDUM ACKNOWLEDGEMENT FORM

SOLICITATION NO.: MCH14019

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

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

Addendum Numbers Received:

(Check the box next to each addendum received)

☒ Addendum No. 1

☐ Addendum No. 6

☐ Addendum No. 2

☐ Addendum No. 7

☐ Addendum No. 3

☐ Addendum No. 8

☐ Addendum No. 4

☐ Addendum No. 9

☐ Addendum No. 5

☐ Addendum No. 10

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

Hornby Zeller Associates, Inc.
Company


Authorized Signature

7/26/2013
Date

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