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Procurement Type: Central Master Agreement

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Legal Name: HORNBY ZELLER ASSOCIATES INC

Alias/DBA:

Total Bid: \$87,980.00

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Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
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State of West Virginia
 Solicitation Response

Proc Folder : 311508

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000000105770 HORNBY ZELLER ASSOCIATES INC

Solicitation Number: CRFQ 0511 BCF1800000002

Total Bid : \$87,980.00 Response Date: 2018-02-06 Response Time: 08:26:14

Comments:

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Signature on File	FEIN #	DATE
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All offers subject to all terms and conditions contained in this solicitation

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
1	Family Support Outcome Survey Analysis	30.00000	HOUR	\$188.000000	\$5,640.00

Comm Code	Manufacturer	Specification	Model #
81131504			

Extended Description : 4.1.1 Family Support Outcome Survey Analysis

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
2	CCR&R Quarterly and Annual Reporting Development	30.00000	HOUR	\$213.000000	\$6,390.00

Comm Code	Manufacturer	Specification	Model #
81131504			

Extended Description : 4.1.2 CCR&R Quarterly and Annual Reporting Development

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
3	Analysis and Reports of Results of CCR&R Data	100.00000	HOUR	\$191.000000	\$19,100.00

Comm Code	Manufacturer	Specification	Model #
81131504			

Extended Description : 4.1.3 Analysis and Reports of Results of CCR&R Data

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
4	Technical Assistance	100.00000	HOUR	\$173.000000	\$17,300.00

Comm Code	Manufacturer	Specification	Model #
81131504			

Extended Description : 4.1.4 Technical Assistance

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
5	Analysis and Reports of Results Survey	100.00000	HOUR	\$178.000000	\$17,800.00

Comm Code	Manufacturer	Specification	Model #
81131504			

Extended Description : 4.1.5 Analysis and Reports of Results Survey

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
6	Toll-free hotline	150.00000	HOUR	\$145.000000	\$21,750.00

Comm Code	Manufacturer	Specification	Model #
81131504			

Extended Description : 4.1.6 Toll-free hotline

West Virginia Department of Health and Human Resources
Bureau of Children and Families

Professional and Support Services Evaluation of Child Abuse

BUYER: April Battle, File #22
SOLICITATION NO.: CRFQ 0511 BCF1800000002
BID OPENING DATE: February 6, 2016
BID OPENING TIME: 1:30 PM EST
FAX NUMBER: (304) 558-3970



Submitted by:
Hornby Zeller Associates, Inc.

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February 6, 2018

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Understanding of Request

Hornby Zeller Associates, Inc. (HZA) is pleased to submit this proposal to West Virginia's Department of Health and Human Resources, Bureau for Children and Families (BCF) for Professional and Support Services Evaluation of Child Abuse, CRFQ 0511 BCF180000002. West Virginia is seeking evaluation of both its child abuse prevention programs and Child Care Resource and Referral agencies (CCR&R). With over 20 years of experience in evaluation of human services, including child welfare and child abuse prevention, HZA has the skills, expertise and experience to meet West Virginia's needs. As will be shown in this proposal, HZA exceeds all of the stated mandatory qualifications and with our subcontractor Public Consulting Group (PCG), has both the capacity to carry out the work for DHHR, and an eagerness to continue with this important work.

Child Care Resource and Referral (CCR&R) Agencies

West Virginia's CCR&R agencies provide support to child care services throughout the state, including managing its child care subsidy program, connecting parents to child care and education, and providing technical assistance and training to providers to improve the overall quality of child care. Agencies also maintain lists of community resources in their geographical region so that they can connect parents to any form of assistance they may need.

Currently six agencies provide services across West Virginia's six geographical areas. The state is seeking support with quarterly and annual reporting of agencies' professional development and subsidy activities.

Community Based Child Abuse Prevention (CBCAP) Activities

Evaluating programs and services that are designed to *prevent* something from occurring poses interesting challenges to the professional social scientist and program administrator. Considerable progress has been made over the past 20 years in developing methodologies to do just that. Some approaches look at changes in community indicators, some at changes in a particular targeted population, and others look at changes in the individuals served. West Virginia's Professional and Support Services Evaluation of Child Abuse is using the third approach. It aims to measure changes in the protective capacities of families who have participated in a child abuse prevention program.

Federal funding is available under the Community Based Child Abuse Prevention (CBCAP) program to support state and local prevention initiatives. This federal funding is used to mount programs, services and activities in the community that are designed to strengthen and support families and to prevent child abuse and neglect. The West Virginia Department of Health and Human Resources (DHHR) began administering the CBCAP program over ten years ago when the Governor's Cabinet on Children and Families was dissolved. At a national level, the program is funded with over \$40 million in federal monies per year. States are expected to leverage their federal money with state funds, and DHHR uses

resources from the Children’s Trust Fund, the Maternal Infant and Early Childhood Home Visiting Program and state dollars to support these services in West Virginia.

West Virginia provides prevention services through three types of prevention programs designed to promote resilience, increase protective factors and ultimately prevent child abuse and neglect. The program types are:

- In-Home Family Education,
- Partners in Prevention and
- Family Resource Center programs.

As the federal grant recipient, DHHR is responsible for supporting the community agencies administering these services in a variety of ways. These include supporting the operations of the programs, providing technical support and evaluation assistance, and providing or arranging for staff development opportunities. DHHR is seeking expert consultation to fulfill its evaluation and technical assistance mandates.

One of the conceptual foundations of the prevention programs in West Virginia is that their effectiveness comes from building on the inherent strengths of families, and particularly those items that are known to offset risk factors. The concept of promoting these “protective factors” has its foundation in resilience research, which focuses on the ways caregivers develop competence, confidence, and caring in the face of risk and adversity (Werner & Smith, 1992).¹ Following the Adverse Childhood Experiences Study (commonly referred to as ACEs) by Felitti and Anda (1998)² resilience research has advanced beyond traditional psychopathology and has been referenced in substance use prevention, youth development, family social science, and school readiness, among other areas that are clustered with child abuse and neglect prevention (Constantine et al., 1999).³ However, the precise nature of the relationships between risk and protective factors, and the conditions under which resilience is best fostered and risk most effectively moderated, are topics of ongoing research.

The Protective Factors Survey (PFS) was developed by the FRIENDS National Resource Center for CBCAP and the University of Kansas. This survey was rigorously tested and validated in two multi-state field tests. From that research the instrument was determined to be a valid and reliable tool for measuring family protective factors against child abuse and neglect. Currently FRIENDS is field-testing a new retrospective version of the survey in select states. Based on the results of that testing, changes in the administration of the survey from a pre/post design to only one administration may be coming.

¹ Werner, E. and Smith, R. (1992). *Overcoming the Odds: High-Risk Children from Birth to Adulthood*. New York: Cornell University Press.

² Felitti, V.J., Anda, R.F., Nordenberg, D., Williamson, D.F., Spitz, A.M., Edwards, V., Koss, M.P., Marks, J.S. (1998). *Relationship of childhood abuse and household dysfunction to many of the leading causes of death in adults: The adverse childhood experiences (ACE) study*. *American Journal of Preventative Medicine*, 14(4).

³ Constantine, N., Benard, B., and Diaz, M. (1999). *Measuring Protective Factors and Resilience Traits in Youth: The Healthy Kids Resilience Assessment*, School and Community Health Research Group, WestEd, Oakland, CA, Paper presented at the Seventh Annual Meeting of the Society for Prevention Research, New Orleans, LA.

In 2010, the West Virginia Department of Health and Human Resources, in conjunction with Hornby Zeller Associates (HZA), developed West Virginia's version of the Protective Services Survey, commonly referred to as the West Virginia Family Survey to determine whether familial protective factors changed following program participation. The survey, which makes significant use of the pre-post evaluation tool developed by the FRIENDS National Resource Center for Community-Based Child Abuse Prevention, was designed to measure common items including participant demographics, service and assistance information, protective factors and program satisfaction.

This West Virginia Family Survey is useful in that it is administered to all families participating in a wide range of prevention programs and fulfills program requirements to seek participant feedback and report on specific indicators to stakeholders, curricula developers and program leaders. It is used to evaluate the effectiveness of DHHR's prevention programs in the following five protective factors domains areas:

- Child development and knowledge of parenting,
- Family functioning and resilience,
- Social emotional support,
- Concrete support in times of need and
- Nurturing and attachment.

The child development questions ask whether parents have age-appropriate expectations for their children and whether they understand and use skills to respond to their children's behavior. Family functioning questions ask about how the members function in times of crisis or hardship, and whether they think they can manage problems. Social and emotional support questions ask families if they believe that there are other people who support them emotionally. Concrete support questions ask families if they believe they can access tangible goods and services such as food and shelter in times of need. Finally, nurturing and attachment questions are asked to measure whether the caregivers can connect with their children and whether they have positive interactions. Not every funded program in West Virginia will expect to influence each factor, but each should plan to concentrate programming efforts and services on at least one.

In addition, the West Virginia Family Survey collects important demographic information about participants and solicits feedback on families' satisfaction with services. It has been tailored to each of the three program types funded in West Virginia, including a one-time event survey for participants in Partnerships in Prevention events and specific questions about home visitors for those receiving in-home family education. In this CRFQ, West Virginia is looking for continued web-hosting of the West Virginia Family Survey, data analysis, reporting and technical assistance to maintain its current evaluation of community-based prevention activities.

Qualifications and Corporate Experience

Hornby Zeller Associates, Inc. is a management consulting, research and evaluation firm which focuses on child and family services including prevention, early intervention, child welfare, and children’s mental health among other areas. Incorporated in 1995, HZA has 38 staff in offices in four states. Offices are located in New York, where HZA is incorporated, Maine, Arkansas and Pennsylvania. The firm has had contracts in over 35 states, from coast to coast, including West Virginia.

HZA has assembled a team of staff who collectively have subject matter, data collection and survey administration, analysis, and presentation and dissemination expertise. Dennis E. Zeller, Ph.D., one of HZA’s two principals, will serve as the Principal Investigator. He will provide oversight and conceptual guidance to the project team. Erin Whitham will serve as the Project Manager, with support from Jay Joshi, Project Manager at Public Consulting Group, who will serve as the CCR&R reporting lead. In addition, Sherri Winton, Ph.D., will lead technical assistance efforts, Margaux Hoagland will serve as the project’s data analyst, while Kim Magoon will coordinate data entry and quarterly data quality checks. David Ricords will provide support with web development and data collection. Descriptions of each of these individuals follow the discussion of the firm’s qualifications.

3.1.1 Demonstration of Experience in Research Methods

As described below, HZA has well over twenty years of experience in providing quantitative and qualitative research/evaluation methodologies, data collection, and analysis; presentations, technical assistance and training; database and web development. Table 1 highlights a few of the projects HZA has worked on that meet the requirements.

Table 1. Project Experience in Research Methods

Project	Quantitative/ Qualitative methods, data collection and analysis	Presentations, technical assistance and training	Database and web development
WV – Home Visiting Evaluation	X	X	X
WV – CBCAP evaluation	X	X	X
IA – CBCAP evaluation	X	X	X
WV – Title IV-E Waiver Evaluation	X	X	X
CA – CCR & R Evaluation	X	X	
ME – Title IV-E Waiver Evaluation	X	X	X
ME – Child Welfare Organizational Assessment	X	X	X
ME – Title IV-E Waiver Evaluation	X	X	X
WV – Integrated Eligibility System (PCG)	X		X

West Virginia, Bureau of Children and Families, Division of Early Care and Education *Community Based Child Abuse Prevention (CBCAP) Evaluation*

HZA has worked with West Virginia's Bureau for Children and Families and its Division of Early Care and Education since 2010 administering the West Virginia Family Survey to prevention grantees, including home visiting agencies, and performing other research and development tasks to assist West Virginia in improving its child abuse prevention work. The West Virginia Family Survey is based on the nationally-recognized and validated survey tool, the Protective Factors Survey and includes supplemental questions for various programs such as home visiting. The PFS assesses five protective factors: nurturing and attachment, family functioning and resilience, social and emotional support, concrete support, and parenting and knowledge of child development. Using a seven-point agreement scale, participants are asked to rate a series of statements about their families, connection to their communities, parenting practices, and perceived relationships with their child(ren) before they started the program, then again after receiving services for six months or more.

HZA has continued to oversee the statewide implementation of the West Virginia Family Survey, as well as conducting the training and technical assistance which is required for the state's CBCAP-funded agencies. In addition to a statewide report, HZA produces a report for each participating agency inclusive of its families only, compared to statewide averages. Showcasing HZA's work with West Virginia, the FRIENDS National Center for Community-Based Child Abuse Prevention contacted HZA and DHHR for permission to share the West Virginia Family Survey with other states as a quality example of the PFS.

Iowa, Prevent Child Abuse Iowa *Community Based Child Abuse Prevention (CBCAP) Program Evaluation*

Since 2011 HZA has served as the evaluator of Iowa's CBCAP program, in addition to the state funded Iowa Child Abuse Prevention Program (ICAPP). HZA is evaluating the extent to which ICAPP- and CBCAP-funded programs increase protective factors in families and reduce the incidence of child abuse and neglect in Iowa. HZA administers the national Protective Factors Survey to assess community-based services including home visiting, crisis care and parent education and development. Surveys are administered to families as they enroll in a community-based program, and again six-months later and/or at discharge. HZA employs statistical tests to measure the significance of the change in families' protective capacities since enrollment. The firm produces a statewide report and individual reports for 70 community agencies.

In addition to the data analysis conducted on a quarterly and annual basis to measure the increased protective factors in families following program involvement, HZA annually conducts literature reviews to address topics in child maltreatment prevention and produces a directory of evidence-based prevention programs to help local agencies select the most effective programs or practices to implement. In 2017 HZA collaborated with Prevent Child Abuse Iowa, the administrator of ICAPP and CBCAP, and state leadership to develop a child abuse prevention needs assessment and strategic plan that will guide prevention efforts in the state over the next five years.

California, Department of Education, Child Development Division *Desired Results for Alternative Payment Programs and Resource & Referral Agencies*

HZA worked closely with California's Child Development Division (CDD) over a three-year period to alter how performance of child care and development programs are evaluated, doing so for Resource & Referral (R&R) and Alternative Payment Programs (APPs). The basic notion was to shift the evaluation from a process orientation to one which is results based driven. An advisory committee was formed to define the results which should be achieved by families and children. HZA transformed the desired results into a series of indicators and measures to determine if local programs were making a positive impact on the development and functioning of children and on the self-sufficiency and functioning of families. HZA created draft data collection instruments which were field tested across the state for a sample of programs and families, with final revisions applied for ongoing use. Training materials, including written guidebooks, were developed by HZA to help CDD continue to collect data from R&Rs and APPs to inform individual programs and the State overall of their ability to improve the well-being of families and children served over time.

Maine, Office of Child and Family Services *Child Welfare Organizational Assessment*

In 2015, HZA was contracted by Maine's Office of Child and Family Services (OCFS) to examine concerns it had with maltreatment reporting and assessment, process efficiency and family engagement. The analysis of laws, regulations and policies were used to specify what counts as child maltreatment, define the processes to handle cases and spell out the requirements for getting families involved in case planning. Interviews and focus groups conducted across the state were used to gather OCFS staff perspectives about the effectiveness and efficiency of the agency's efforts. A case record review of a sample of cases was also completed to examine family engagement and determine which policies were being followed. The agency's Continuous Quality Improvement reports, among other published analyses, provided information about practices the agency had identified, as well as practice issues around child maltreatment reporting and assessment. Calls to OCFS' central intake were also listened to in order to obtain first-hand knowledge of how the intake process works. Lastly, data from the state's case management system, MACWIS, were used to measure repeat maltreatment and examine issues about the reports accepted by central intake which were never assessed.

As an offshoot of the OCFS Organizational Assessment, HZA was hired to provide technical assistance to the same office in restructuring its child welfare policy and developing new policies and procedural manuals in light of new federal requirements. The company was asked to begin with restructuring Intake policy governing the centralized hotline for accepting calls of child abuse and neglect. HZA developed a structure for all policy statements, mapped the current statement to the structure and revised the policies based on national research and the state's desire to "narrow the door" regarding calls accepted for investigation. HZA then worked with OCFS to update its Child Care Subsidy Program procedural manual, application and provider agreement forms to align with new state rules for the program. Once this phase of the work was completed, HZA was asked to provide technical assistance in developing Plan of Safe Care policies and procedures. Plan of Safe

Care is the name provided at the national level for infants who are born substance-exposed and need further assistance, with or without direct child protective services intervention. Again, HZA conducted national research on the underlying topic as well as the practices that other states were adopting to comply with the new federal requirements. HZA has now completed the policy statement and the next step will be to develop the procedural manual.

West Virginia, Bureau for Children and Families *Title IV-E Waiver Evaluation*

Since 2015, HZA has been conducting a multi-year evaluation of West Virginia's Bureau for Children and Families' (BCF) Title IV-E Waiver initiative called Safe at Home West Virginia. To measure the success of the program, HZA has developed a federally approved evaluation methodology as well as the qualitative and quantitative data collection tools needed to evaluate the processes used to implement the initiative, measure its impact on children and families, and assess its cost neutrality.

The primary data analytic function of the evaluation involves using data from West Virginia's Statewide Automated Child Welfare Information System (SACWIS), called FACTS, to measure the outcomes the agency achieves for children and families. HZA uses statistical tests to determine whether the outcomes achieved for the treatment group are significantly different than those of a matched historical comparison group. HZA's programmers have also developed a web-based Child and Adolescent Needs and Strengths (CANS) tool for West Virginia's Title IV-E waiver cases, tailoring it to that State's specific requirements. The results of each assessment are maintained historically, enabling case managers—both within the public child welfare agency and among the private contracted providers—to identify additional needs and measure progress.

Results show that the initiative is having a positive impact, returning youth to West Virginia and enabling youth to move to lower levels of care. From a programmatic perspective, automation of the CANS has enabled staff to readily track changes over time and share the assessment results between contracted service providers and agency caseworkers.

Maine, Office of Child and Family Services *Title IV-E Waiver Demonstration Project Evaluation*

In 2015, HZA won the competitively bid contract to serve as the Title IV-E Waiver evaluator for the Maine Office of Child and Family Services (OCFS). Maine's Waiver initiative is targeting families with children ages zero to five whose families have been assessed at moderate to high risk, particularly for substance abuse. The innovation is to provide two types of evidence-based services at the same time, Matrix Intensive Outpatient and Triple P-Positive Parenting programs. By providing families with access to these evidence-based practices which improve parenting skills at the same time that they are being treated for substances, Maine is moving toward increasing family stability by reducing the number of children who enter foster care, reducing repeat maltreatment, increasing reunification and improving child and family well-being.

Soon after the start of the contract award, HZA developed a comprehensive evaluation plan which received federal approval. Interviews with OCFS managers, supervisors and caseworkers as well as service providers are being used to inform the process evaluation, in addition to surveys administered to families as they discharge from the program. Quantitative and qualitative data from Maine's Statewide Automated Child Welfare Information System (MACWIS) are being used for the longitudinal analysis of outcomes, measuring outcomes at six and 12 months following exit of the program. HZA project leads meet regularly with substance abuse treatment and parenting service providers to share data and provide technical assistance in data collection. The program's Leadership committee uses HZA's evaluation results for ongoing quality improvement process to improve fidelity to the service model and families' outcomes.

West Virginia, Department of Health and Human Resources, Bureau of Public Health *Evaluation of WV's Home Visiting System*

In 2012, HZA began an evaluation for the West Virginia Department of Health and Human Resources, Bureau of Public Health, Office of Maternal, Child and Family Health to determine the effectiveness of enhancements made to the statewide home visitation program. The evaluation focused on the extent to which the state's objectives were achieved primarily in the areas of professional development and community collaboration. It was designed to evaluate the effects of state level efforts on local level program efficiencies and effectiveness, barriers to implementing the enhancements and how challenges are overcome. The evaluation design focused on both process and impact and used both quantitative and qualitative data collection tools and analyses.

The *process* component of the evaluation was developmental, continuous and flexible, examining formal activities as well as unanticipated results in relation to the effectiveness of both local and state level collaboration efforts. Perceptions of those close to the program were examined through site visits and staff interviews as well as interviews with collaborative service providers. HZA also developed and administered a periodic staff survey and a community collaboration survey, requiring an examination of both the qualitative and quantitative data. The *impact* component evaluated changes in families as measured by improved prenatal, maternal and newborn health; improved economic self-sufficiency; decreased childhood injuries, abuse and neglect; reduced domestic violence; and improved school readiness. As with the CBCAP programs, HZA is using the West Virginia Family Survey in this study, having it administered to all participating families at enrollment and after receiving home visiting services.

Indiana, State Department of Health *Maternal, Infant and Early Childhood Home Visiting Benchmark Reporting*

In late 2017 HZA was hired by the Indiana State Department of Health's Maternal and Child Health Division (MCH) to provide the State's with Maternal, Infant, Early Childhood Home Visiting (MIECHV) benchmark reporting services to satisfy the state's federal reporting requirements and support continuous quality improvement efforts. HZA will perform data analysis and reporting of the federal MIECHV benchmark indicators for Indiana's two evidence-based home visiting programs, Healthy Families Indiana (HFI) and Nurse Family

Partnership (NFP), in ten counties. HZA will receive data extracts from two sources, Datatude and DMCN; construct a single database and develop SQL code to allow for all required benchmark reporting. HZA is also producing an interactive dashboard for use by state staff and the required federal reports as well as an annual report which digs more deeply into the data.

Public Consulting Group (PCG)

Hornby Zeller Associates, Inc. will utilize Public Consulting Group, Inc. (PCG) as a content expert in child care and early childhood services on this project. PCG is currently working with West Virginia's DHHR as a subcontractor with Optum on an implementation of a new integrated eligibility system, including child care subsidy management, child care licensing, child welfare and child support. PCG's role is to provide the Line of Business Managers for the child care and child welfare business lines, and to provide the overall training program across all systems. The company has over ten years of experience in early education and care and IT systems and data analysis of state child care programs. For example, PCG has contracted with Pennsylvania's Department of Human Services to provide information consulting services for six years. As part of this project, PCG has provided project management and technology planning services to support two reorganizations of its CCR&R networks (referred to locally as Child Care Information Services (CCIS)). One in 2013 consolidated the state's CCIS agencies regionally, and another currently to re-procure CCISs as Early Learning Resource Centers, combining a range of CCR&R and QRIS functions.

3.1.2 Detailed Work History and References

Resumes of staff are provided in the Appendix and descriptions of the key staff to be involved in the project are included in 3.1.4 below. The following list describes the firm's experience over the past ten years which is relevant to this RFQ, showing HZA projects first and then projects undertaken by PCG.

Hornby Zeller Associates

Arkansas Division of Children and Family Services

Quality Assurance, 1997 to present

Annually HZA's privatized Quality Assurance Unit, situated within the Division, evaluates Arkansas' intensive family services program which is designed to promote the capacities of families to keep their children safe, ensure their stability and avoid the removal of children from their homes. In addition, the unit provides tracks the agency's achievement of child and family outcomes and compliance with state and federal requirements.

Indiana State Department of Health

Maternal, Infant, Early Childhood Home Visiting (MIECHV) Benchmark Reporting, December 2017 to present

HZA is conducting data analysis of federal home visiting benchmarks for the state of Indiana, developing an interactive data dashboard and ongoing reports and presentations.

Prevent Child Abuse Iowa

Community-Based Child Abuse Prevention and Iowa Child Abuse Prevention Program, 2011 to Present

HZA has been responsible for identifying and evaluating evidence-based and evidence-informed practices, devising the protective factors survey instrument, assisting in educating local agencies in its use, analyzing the data and writing the statewide and program-level results based on the survey responses.

Maine Department of Health and Human Services

Evaluation Services for the State Incentive Program, 2001 to 2006

HZA conducted an evaluation of a three-year prevention initiative designed to reduce binge drinking and smoking behaviors among teenagers by implementing tested prevention projects.

Maine Children's Trust

Maine Families Program Evaluation, 2002 to 2013

Since 2002, HZA was involved in a comprehensive evaluation of Maine's Statewide Home Visiting Program and managed their program database.

Maine Department of Health and Human Services, Office of Substance Abuse and Mental Health Services

Strategic Prevention Framework State Incentive Grant, 2005 to 2009

Partnerships for Success, 2015 to present

HZA is conducting a multi-year evaluation of a project designed to support a statewide prevention/health promotion infrastructure created to reduce substance abuse, reduce risk factors and consequences with a demonstrated link to substance abuse, and reduce consumption and other health risk behaviors linked to substance abuse. In 2015, as a continuation of this work, HZA began serving as the evaluator of state and community-level prevention efforts.

The Greater Waterville (Maine) Prevention Coalition

Essential Prevention Services Grant, 2006 to 2008

HZA evaluated the coalition's Communities Mobilizing for Change on Alcohol, Coalition Development and Maine Youth Drug and Alcohol Use Survey data and use in conjunction with the Olweus Bullying Prevention Program.

Maine Department of Health and Human Services, Office of Substance Abuse and Mental Health Services

Higher Education Alcohol Prevention Partnership, 2007 to 2013

Annually, HZA evaluated this statewide initiative which was administered by the University of Southern Maine to reduce high-risk drinking among college students.

Maine Department of Health and Human Services

Building State Capacity for Preventing Youth Substance Use and Violence, 2010 to 2011

HZA conducted a comprehensive assessment to determine current state-level youth substance abuse and violence prevention strategies, programs and services and to identify associated needs, resources, gaps and duplication of effort.

Maine Department of Health and Human Services, Office of Substance Abuse and Mental Health Services

Enforcing the Underage Drinking Laws Assessment Project, 2011 to 2015

HZA conducted a multi-year evaluation of a discretionary grant program designed to reduce underage drinking and alcohol-related injuries.

Public Health Coalitions (Maine)

Office of Substance Abuse Strategic Prevention Enhancement, 2012

HZA facilitated the development of a five-year comprehensive strategic plan to reduce underage drinking, binge drinking, marijuana use and prescription drug abuse in youth and young adults. HZA provides ongoing support to what is now the Maine Center for Disease Control and Prevention as needed for updates to the strategic plan.

Nebraska Department of Health and Human Services

Evaluation Services for the Nebraska Family Helpline, Family Navigator and Post Adoption/Post Guardianship Services, 2009 to 2012

HZA conducted a legislatively required evaluation of three programs designed to enhance the coordination of children's behavioral health needs in the State, reducing their removal from the home.

Pennsylvania Department of Public Welfare, Office of Children Youth and Families

Technical Assistance, Training and Staff Support for Needs-based Planning and Budgeting, 2001 to Present

Annually, HZA analyzes data received from a statewide family prevention program which are analyzed to identify the characteristics of participating families, their service needs and the impact of the program. In addition, the firm provides ongoing measurement of the county child welfare agencies' achievement of positive outcomes for children and families.

West Virginia Department of Health and Human Resources, Bureau for Children and Families

Child Abuse Prevention Grantees Protective Factors Evaluation Project, 2010 to 2012, 2013 to Present

HZA was contracted to work with the Bureau to evaluate the effectiveness of the state's local programs funded with federal Community-Based Child Abuse Prevention funds. More recently, HZA has been contracted to analyze the Family Survey data, a protective factors survey which was developed during the initial evaluation of the State's prevention programs.

West Virginia Department of Health and Human Resources, Bureau for Public Health, Office of Maternal, Child and Family Health

Action Research Evaluation of West Virginia's Home Visiting System, 2012 to 2014

HZA evaluated the effectiveness of enhancements made to West Virginia's statewide home visitation program.

Public Consulting Group

West Virginia Department of Health and Human Resources

Integrated Eligibility System, 2017 to present

PCG is subcontracted to Optum to implement a new integrated eligibility system, including child care subsidy management, child care licensing, child welfare and child support. PCG's role is to provide the Line of Business Managers for the child care and child welfare business lines, and to provide the overall training program across all systems.

Massachusetts Department of Early Education and Care

Consultation Services for Differential Licensing Initiative, 2014 to present

PCG has been working with the EEC with the strategic planning, development, and implementation of a statewide differential licensing system, which determines the frequency and depth of monitoring visits needed for a child care program based on an assessment of a program's level of compliance with state regulation. Key deliverables include the development of an implementation plan for the differential licensing model, delivery of in-person trainings on the model and the application, coordination of UAT, and leading provider outreach for EEC to educate them on the upcoming changes to the process.

Massachusetts Department of Early Education and Care

Early Childhood Information System, 2011 to 2012

PCG performed the initial analysis and design of an Early Childhood Information System (ECIS). PCG facilitated a two-day Strategic Planning Institute, conducted national research, and defined the business specifications and recommendations.

Pennsylvania Department of Human Services

Information Technology and Support Services, 2012 to present

PCG is contracted to provide information technology consulting services a statewide home and community services case management system that provides data collection for state and local-level program management and case management functions for the Office of Long Term Living, *Office of Child Development and Early Learning (OCDEL)*, Office of Mental Health and Substance Abuse, Office of Children Youth and Families, and Office of Developmental Programs including Autism services.

County of San Diego Health and Human Services Agency (PCG)

CalWORKs Welfare-to-Work/Refugee Employment Services and Stage 1 Child Care Payment Services, 2010 to present

As part of this contract, PCG has developed and delivered curriculum materials on a variety of topics for clients and trained case workers. On an ongoing basis, PCG consulting staff conduct ongoing analyses and assessments to continually improve operations. PCG also operates the County's Stage 1 Child Care Payment Services. The work is performed by PCG's Child Care Unit staff, which manages a Stage 1 child care caseload of 1,000 families in a system with more than 3,600 active child care providers.

References

HZA's two references demonstrating evaluation projects dealing specifically in the field of child abuse prevention and the measurement of protective factors are the following.

Contact: Lisa M. McMullen

Project Director, Safe at Home WV
Department of Health and Human Resources
(304) 265-6483
Lisa.M.McMullen@wv.gov

Contact: Lisa Bender

Child Abuse Prevention Program Manager
Iowa Department of Human Services
Division of Adult, Children and Family Services
(515) 281-8787
lbender@dhs.state.ia.us

3.1.3 Evaluation Research of Social Service Programs

As described in the sections above, HZA has a wide variety of experience evaluating public social services programs. The narrative section here demonstrates the ongoing evaluation research the firm has been involved in since 2002 for public service programs which have the ultimate goal of promoting public health by addressing child protective service, child abuse prevention, public housing and financial assistance.

Maine Children's Trust

Maine Families Program Evaluation, 2002 to 2013

From 2002 through 2013 HZA served as the data system manager for Maine's Home Visiting program and developed and implemented a comprehensive evaluation of the (previously named) Healthy Families Program. The Healthy Families Program, rebranded as *Maine Families*, provides home-based education and support services to expecting or new families throughout Maine. Home visiting services are designed to help the Department achieve its goal of increasing the safety and health status and improve self-sufficiency of Maine's families, while also reducing child abuse and neglect. The program is intended to have a positive impact on maternal and child health, parent-child attachment, parenting knowledge and skill in supporting growth and development of children and improved family functioning and resilience.

Initially, HZA was contracted to develop and implement a comprehensive evaluation of three home visitation models, namely Healthy Families, Parents as Teachers and Parents as Teachers Too. The case management system described earlier was developed and implemented to standardize data collection across the program sites and universalize program evaluation. Evaluation results helped legislators and managers understand the effectiveness of the program and how resources could be maximized.

Now funded by the Federal Affordable Care Act under the Maternal, Infant and Early Childhood Home Visiting Program, the Maine Families statewide home visiting program seeks to ensure children and families are healthy by offering support to high-risk families through evidence-based home visitation service. Each of the community-based organizations providing home visiting services must commit to rigorous data collection and reporting while using federally-approved evidence-based models. Maine Families staff are trained in the Parents as Teachers curriculum, as well as Brazelton's Touchpoints model for encouraging parent and child connections. The objectives of the program, aligned with both the priorities identified in the State Needs Assessment and the Federally-identified maternal and child indicators, are tracked and measured in every program across the state using the web-based Home Visiting system. HZA provided the structure and technical support for high-quality data collection and evaluation of these measures, and was an integral part of the long-term quality assurance and technical assistance team.

Oklahoma House of Representatives *Performance Audit of the Department of Human Services*

In 2008 HZA was retained by the Oklahoma House of Representatives to conduct a comprehensive evaluation of programs and services provided by the Oklahoma Department of Human Services (DHS) with a focus on the child welfare division. The final report was issued in 2009. The project stemmed from the continued receipt of myriad complaints from constituents, including foster parents. While the scope of work was broader than child welfare, additional attention was given to this particular program to help identify what steps needed to be taken to improve outcomes for children. The scope of work involved assessing the results DHS achieves for its clients; evaluating how well policies and programs are implemented; evaluating the supply, training and retention of foster care providers; assessing the department's organizational structure and management and controls; and evaluating its personnel policies, staff training, retention and turnover. The evaluation encompassed multiple methodologies for data collection including analysis of large data sets (KIDS, the state's SACWIS); interviews with birth families, foster families, judges, attorneys, guardians, caseworkers, managers; online surveys of all staff; in-depth case record reviews, and focus groups. The result of the Performance Audit was that the Oklahoma Legislature passed by an overwhelming majority a bill containing 25 out of HZA's 26 recommendations for change.

Executive Board of the Legislative Council *Follow-up Evaluation of Child Welfare Privatization*

In 2014 the Nebraska State Legislature specifically sought out HZA to conduct an assessment of the State's child welfare privatization initiative. This assessment was a follow-up to an initial study that was conducted in 2012 by HZA and a partner agency, the Center for the Support of Families. The goal of the initial study was to evaluate Nebraska Department of Health and Human Services (DHHS) and the Nebraska Families Collaborative (NFC) (the privatized entity) to determine which agency, if either, was better suited to handle case management services in the state. The follow-up assessment aimed to answer a more fundamental question: Does privatization work in Nebraska? Specifically, are the outcomes

better for children and families and are the costs of privatization more or less than if the State assumed all responsibility?

To carry out this assessment, HZA compared DHHS and NFC on four domains of child welfare case management: compliance with laws and policy, family engagement, outcomes and cost. The first two represent process measures: each agency's performance on basic case management requirements, as articulated in state and federal policy; and the efforts and successes of each agency at engaging families in the casework process. For the assessment of outcomes, HZA examined DHHS' reports on each agency's achievement of national standards on relevant indicators from the CFSR. Finally, the cost comparison sought to determine whether the claim that privatization can provide the same or better services at lower cost is in fact justified, at least for Nebraska's child welfare system.

Ultimately, HZA concluded that the results NFC had achieved were essentially the same as those DHHS produced. The results of HZA's assessment indicated that the outcomes achieved for children and families by NFC were no better or worse than those produced by DHHS, largely because the private agency was operating under the same policies with comparable workloads and budget.

HZA's principals testified to a Legislative Committee on the findings and recommendations and had a private meeting with the governor, laying out three options as to how the State might proceed and specifying the prerequisites for success of each of the options.

3.1.4 Master's Degree in Research, Program Evaluation, or Related Field

As described earlier, Erin Whitham, M.S.W., will serve as the Project Manager for this evaluation. She will be the primary contact person for BCF. As Principal Investigator, Dennis Zeller, Ph.D., will provide conceptual guidance and oversight. In addition, Jay Joshi, M.Ed., at Public Consulting Group will serve as the lead of the CRR&R reporting component of the project. Brief biographies of the project staff follow.

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

Dennis E. Zeller is President and founder of Hornby Zeller Associates. Dr. Zeller's major areas of expertise include policy analysis, research design and data analysis.

Prior to founding the consulting firm in 1988, Dr. Zeller was Director of the Bureau of Policy Planning of the Division of Family and Children's Services at the New York State Department of Social Services. In that role he was responsible for all child welfare and child care regulations, for proposing and negotiating Department-sponsored legislation and for negotiating litigation settlements. He was instrumental in implementing the State's preventive service program, the uniform case record for foster care and preventive services, utilization review procedures for foster care cases and other aspects of New York's Child Welfare Reform Act of 1979. In addition, he worked on legislation authorizing group family day care and the registration of family day care providers. He also negotiated litigation regarding kinship care and foster children preparing for independence. Dr. Zeller worked with a group of advocates, county officials and private service providers to develop a new

accountability system related to child welfare and child care cases. Prior to his work in New York, he was a planner for the Texas Department of Human Services, performing research and policy analysis for the agency.

Ongoing performance measurement systems have been a primary focus of Dr. Zeller since he authored the monograph “Model Child Welfare Management Indicators,” published by the National Child Welfare Resource Center at the University of Southern Maine in 1991. He designed the initial versions of the child welfare performance reports which are still produced in both Pennsylvania and Arkansas.

Dr. Zeller co-authored “Kinship Care in America: What Outcomes Should Policy Seek” and “Improving Child Welfare Performance: Retrospective and Prospective Approaches,” both published in *Child Welfare*. He received a master’s degree in social work and a doctorate from the University of Texas at Austin.

Dr. Zeller also served for three years on the board of the New York State Child Care Coordinating Council, an organization whose members are the State’s CCR&Rs. In addition, he led the evaluation of California’s CCR&R and Alternative Payment programs discussed above.

Erin Whitham, M.S.W.

Erin Whitham is Co-Manager of the firm’s South Portland, Maine office. Ms. Whitham has contributed to several of HZA’s evaluations, including those of two child abuse prevention programs in Iowa and the CBCAP evaluation in West Virginia. For the firm’s evaluation of Iowa’s Community Based Child Abuse Prevention Program, she conducted the analysis and interpretation of quantitative data from a pre-/post-survey designed to measure change in families’ protective factors. For a similar evaluation in Iowa, Ms. Whitham has conducted literature reviews of child sexual abuse prevention outcomes and evidence-based child abuse prevention programs, compiling an index of evidence-based programs as part of a statewide needs assessment for the state’s child abuse prevention efforts. As part of a similar effort in West Virginia, she conducted the analysis of Protective Factors Survey data to measure change in families’ protective factors and program satisfaction for the statewide evaluation of West Virginia’s federally funded child abuse prevention programs.

Ms. Whitham is also responsible for the outcome evaluation of Maine’s Title IV-E Waiver initiative. She developed measurement tools for quantitative data analysis of the State’s case management data, conducted qualitative interviews with service providers, and regularly meets with state leadership and program service providers to discuss evaluation results and provide technical assistance.

Ms. Whitham came to HZA most immediately from Digital Research, Inc. in Kennebunk, Maine where she worked as a Research Associate, providing project management on a variety of market research studies for corporate and public-sector clients, including customer satisfaction, brand awareness, and travel and tourism studies. She developed project timelines, quantitative survey tools, and data analysis plans to deliver helpful insights. Her responsibilities also included programming online surveys using a web-based

survey tool, and drafting reports detailing research findings for clients using best practices in data visualization. Prior to that, Ms. Whitham was a Senior Research Assistant at the Center for Public Health Systems Science at Washington University in St. Louis. During her time there, she served as a member of the evaluation team for an evaluation of the Expanding Coverage Initiative, a project aimed at reducing the number of uninsured Missourians to less than five percent within five years. She worked in collaboration with funders, project partners, and other stakeholders to develop evaluation measures; provided technical assistance to grantee organizations regarding evaluation reporting; and developed and implemented data collection, management, and analysis protocols, including measures for evaluating health insurance literacy. Ms. Whitham has also served as the Research Coordinator at Gateway Rehabilitation Center in Pittsburgh, Pennsylvania, a multi-site addiction treatment provider where she provided oversight of day-to-day research activities including data collection and analysis, completion of literature reviews, and preparation of reports. She maintained tracking data on more than 800 former patients, developed, administered, and analyzed surveys for an organization-wide staff training needs assessment, and assisted with research dissemination efforts, including the preparation of manuscripts, presentations, and reports.

Ms. Whitham received a B.A. in Social Work from Seton Hall University in 2008, and earned her M.S.W. the following year from Washington University in St. Louis.

Jay Joshi, M.Ed.

Jay Joshi is a Project Manager at Public Consulting Group, Inc. (PCG) and an experienced early childhood educator, administrator and advocate with ten years of experience leading in the early childhood field and managing operations of statewide professional development. She brings a deep understanding of early childhood education policy to the project.

Since joining PCG, Ms. Joshi has acted as the Executive Director for PCG in leading the day-to-day operations and management of the state of New Jersey's Childcare Workforce Registry System, supporting cross-sector early childhood professionals, including: child care workforce, CCR&Rs, early intervention professionals, Head Start staff, higher education faculty and administrators as sponsoring agencies, and DFD state staff.

PCG's management of New Jersey's Workforce Registry includes management of all training and professional development certifications for early childhood providers across the state, review and approval of all training and sponsoring agencies offering training to the Registry membership, review and approval of state funded higher education tuition scholarships paid from Race to the Top (RTT) funds, and other workforce and state system support functions. Ms. Joshi has also assisted in the requirements collection, testing and training of a new web-based Registry IT system.

Prior to joining PCG, Ms. Joshi served as the Associate Program Manager of Rutgers University's educational training services team responsible for defining and implementing operational pieces for the statewide trainings that were offered for early childhood workforce. In addition, Ms. Joshi has worked as the Center Director of Acelero Learning Center—Head Start and was the Owner and Director of Lawrence Day School. In that role her

work included evaluating the program using the Infant/Toddler Environment Rating Scale (ITER-S) and Early Childhood Environment Rating Scale (ECERS-R). Ms. Joshi also brings over 13 years of experience in Information Technology, during which time she Led IT software development teams and IT consulting engagements for a wide range of public and private sector organizations.

Margaux Hoagland, B.A.

Margaux Hoagland is participating in the cost evaluations of the Title IV-E Waiver programs in Maine, Arkansas and West Virginia. She is measuring the costs of the Waiver programs, taking into account the placement, maintenance, and contracted service costs of all children and families who have participated in the Waiver initiatives. She is also measuring the average cost of achieving a successful outcome, including all of the resources expended on unsuccessful outcomes and the rate of success.

Ms. Hoagland also conducted quantitative data analysis of the Maine Title IV-E Waiver on the State's case management data and took a lead role on HZA's assessment of case processing practices in Maine, using data from a time study and random moment surveys to develop time standards for specific case types and measure the time caseworkers took to complete individual tasks, as well as the time they have available to work on cases.

Prior to joining HZA, Ms. Hoagland worked as an Analyst at THREE Group Market Research in Saratoga Springs, New York, where she was involved in the collection of web-based survey data used for brand tracking, brand positioning, concept testing, segmentation, pricing, market sizing, and feasibility studies. She coordinated with research personnel, clients, and outside vendors to ensure the necessary data were captured, and consulted on aspects of questionnaire design. A specialist in statistical analysis, she performed data manipulations and mergers, performed in-depth analyses, and drafted reports detailing findings for clients. Her responsibilities also included programming, sampling and banner plans, data quality and logic checks, monitoring of data collection, data cleaning and organization, and creating banners and crosstabs.

Ms. Hoagland received a B.A. *Magna Cum Laude* in Psychology from Skidmore College in 2011, and is currently pursuing her Master's in Data Analytics.

David Ricords, A.A.

Mr. Ricords is HZA's Senior Programmer. Since joining HZA in 2011, Mr. Ricords has played key roles in the development of a number of web-based data collection tools and techniques.

Mr. Ricords maintains and updates the West Virginia Family Survey website for the Community Based Child Abuse Prevention evaluations. Website. He has developed state level and individual program-level reports for the projects annual reporting. For a special study conducted by the privatized Quality Assurance Unit, which HZA operates on behalf of Arkansas' Division of Children and Family Services (DCFS), Mr. Ricords developed an ASP.Net web application for use by case workers to perform basic searches of available

foster homes. The automated tool, which stems from a review of placement stability of children in substitute care, utilizes state and federal standards to identify the best possible match for foster children and resource families. Mr. Ricords developed programming for a similar tool to match the dynamics of children seeking permanency with prospective adoptive families.

Mr. Ricords has developed a number of dashboards for HZA's clients to use, some of which are used to measure rates of participation, such as for Pennsylvania's National Youth in Transition Database (NYTD), and others to measure program impact. For an evaluation of three behavioral health programs initiated by Nebraska's Department of Health and Human Services to respond to the preventive service needs of families, HZA built and installed a dashboard providing basic information about each of the three programs—Nebraska Helpline, Family Navigator and Post Adoption/Post Guardianship Services—for both professionals and the public to use. Mr. Ricords has been responsible for enhancing the programming which measures program fidelity, effectiveness and outcomes, providing a new look and improved functionality.

Prior to joining HZA, Mr. Ricords was a Software Engineer for Webclients.net. There he designed, developed and maintained the internal company intranet and provided technical support to 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.

Sherrie Winton, Ph.D.

Dr. Winton has extensive experience conducting research in social services. She has served as the Director of Interdisciplinary Studies and Associate Professor at Saint Joseph's College of Maine where she provided program oversight and worked on several research and evaluation projects. These included research on best practices in high-impact educational initiatives. In addition, Dr. Winton worked at the Muskie School of Public Service as a Policy Associate, where she partnered with Maines Department of Health and Human Services (DHHS) to develop policies and educational guidelines, training and education for workforce development efforts. She developed educational toolkits for professionals and community members and provided training and technical assistance.

Dr. Winton earned a Master's degree in Counselor Education from the University of Maine in Orono, a Master's degree in Adult Education from the University of Southern Maine, and in 2013 earned her Ph.D. in Counselor Education from the University of Maine in Orono.

Kim Magoon, M.S.

Kim Magoon conducts data entry and quality assurance for Maine's Title IV-E Waiver Evaluation and the evaluation of West Virginia's Community Based Child Abuse Prevention (CBCAP) programs.

Before joining HZA Ms. Magoon worked at Centerstone Kentucky, providing case management services to adults with developmental disabilities and project management.

She performed analytical and evaluative work including extracting, compiling, tracking and reporting on program data. She monitored monthly Medicaid waiver spending, eligibility, patient liability and service usage and maintained client records. Prior to that she was the Residential Supervisor for Continuum of Colorado, leading operations and supervising 14 full-time staff to ensure the daily needs of six developmentally disabled, medically fragile adults. In addition, she worked as a Research Associate at Client Opinions, Inc., providing customer service, survey development and programming and data analysis.

Ms. Magoon received her Bachelor's degree in Sociology and Juvenile/Family Justice from Theil College and a Master's degree in Sociology from North Carolina State University.

Service Requirements and Deliverables

As outlined in the CRFQ under Mandatory Requirements, HZA proposes to continue the evaluation of CBCAP programs, meeting and exceeding the expectations of DHHR.

4.1.1 Initial and Quarterly Meetings with BCF and CBCAP Team

Within the first three weeks of the project start, or as early as is convenient for DHHR, HZA will meet at an all-day session with the Program Manager I and the Health and Human Resource Specialist in the Division of Early Care and Education, as well as at least eight other stakeholders identified by the Division, to review the proposed methodology, review the changes needed to the West Virginia Family Survey, make the changes working with the Division and proceed with implementation. HZA will present results from and experiences with the previous year's survey administration so that the state has complete information before making decisions about the revisions it wants. Part of the initial discussion will also focus on revisions which the Division may already have identified to the current survey. For example, if programs are required to collect information on financial self-sufficiency, HZA will work with the Division staff to incorporate what is needed. Throughout the process, HZA will be prepared to ensure the changes are in compliance with CBCAP, Prevent Child Abuse West Virginia, Partners in Prevention and other funding requirements.

For subsequent quarterly meetings, all of which HZA staff will attend in-person, HZA will lead participants through a discussion of the progress in making changes, and the status of survey administration and any recommendations. In addition, HZA staff will always be available to discuss ideas or concerns between the formal meeting times.

Services or Deliverables: Presentation at initial meeting; attendance and project updates at quarterly meetings

Timeframe: Initial meeting: three weeks after program start or at the convenience of the Division; quarterly meetings; ongoing.

4.1.2 Definition of Quarterly and Annual Reporting Elements for CCR&Rs

As part of the initial meeting at the start of the project, HZA will facilitate a discussion of quarterly annual reporting needs of West Virginia's CCR&R relating to professional development and subsidy activities with programmatic staff in the Division of Early Care and Education. Prior to the meeting HZA/PCG will research reporting requirements and develop recommendations for the state based on the data collected. Once the data elements are identified, HZA will develop an online reporting tool that agencies can use to input their data on an ongoing basis. The tool will be web-based, user friendly and HZA will also create a handbook and training for users.

Services or Deliverables: Presentation at initial meeting

Timeframe: Within first three weeks of project or at the convenience of the Division of Early Care and Education

4.1.3 Prepare Quarterly and Annual CCR&R Reports

Based on the data identified in the initial CCR&R planning meeting, HZA will set up region-specific and statewide annual and quarterly reports for the CCR&Rs. HZA will work closely with Division staff to develop these reports, providing a draft for review within one month of the initial planning meeting. Quarterly reports will be delivered by the end of each month after the end of the quarter, allowing CCR&Rs two weeks to enter any outstanding data and time for HZA to conduct follow-up regarding outstanding data elements before finalizing the reports. The annual report will be delivered with 60 days of the end of the Federal Fiscal Year.

Services or Deliverables: Regional quarterly and annual data reports

Timeframe: Draft for review within one month of initial meeting; Delivery of regional and statewide quarterly reports by the end of the month after the end of each quarter

4.1.4 Revision and Administration of the West Virginia Family Survey

a. Hosting the web-based survey

HZA has been administering the West Virginia Family Surveys via paper and web. Families are given the choice of completing the survey through either medium to encourage the highest level of participation possible. HZA proposes to continue hosting the existing web-based survey using the current domain name: www.wvfamilysurvey.org and to conduct all data entry of paper surveys itself.

Throughout the administration of the survey, HZA will monitor and perform quality control functions. This will include monitoring how the surveys are being administered, monitoring the response rates, and monitoring the quality of responses (e.g., determining whether the surveys are fully completed and legible). If there are particular grantees or regions of the state for which response rates are low or surveys are not usable, HZA will work with the grantees to determine the reasons and to take corrective action.

b. Revising the survey and materials

HZA will begin the process of revising the survey and handbook for the administration of the survey by verifying with FRIENDS National Resource Center that it has all relevant and new research and guidance associated with administering the Protective Factors Survey. HZA will share the feedback from FRIENDS with the State and consult with the agency on an ongoing basis as changes are made to the West Virginia Family Survey via the quarterly meetings. Possible modifications might include adjusting the language of any questions that did not appear to elicit accurate answers from the program participants in West Virginia.

HZA will also update the User's Guide for administering the Family Survey in preparation for training grantees in consistent and careful administration of the pre- and post-surveys. This guide provides programs with the rationale for measuring protective factors, who should be included in the survey process, and detailed information on how to administer the survey, both on paper and via the web.

c. Providing training and technical support to grantees

West Virginia has requested technical assistance in the form of in-person trainings, webinars and email correspondence. HZA is well-equipped to facilitate this type of support and currently does so for numerous projects (as described earlier in the description of qualifications). HZA will provide at least two in-person trainings during the contract, with at least one of these provided within three months of the completion of the first set of revisions to the survey. HZA will also make staff available to develop and/or assist with training required for the different program types. In years past, for example, HZA has been asked to present related material at the statewide *Leadership Institutes* and the *Parents as Teachers* state meetings, and the firm will continue to be available for these meetings.

In addition to the in-person trainings, HZA will develop webinars for training new staff as they are hired, as well as for those who are unable to attend the in-person trainings. The webinars will have the same content as the in-person training, instructing on who should be surveyed, how to administer the survey and how to interpret the data. HZA has the capability to offer webinars live or to record training videos so that staff can access them as needed. Videos can be posted to the West Virginia Family Survey website so that all grantees have access. The decision as to when and how the trainings are presented will be up to the State's Program Manager.

Aside from the formal, scheduled professional development sessions, the Project Manager and technical staff will be available to communicate regularly via email and phone to address any issues. Issues might include navigation of the Family Survey website or interpretation of the data.

Services and Deliverables: Hosting of website for West Virginia Family Survey; revised surveys and User's Guide; annual presentation providing overview and technical support; webinars on evaluation methods and survey administration; ongoing email and telephone support for all CBCAP grantees.

Timeframe: Ongoing hosting; Trainings as scheduled with DHHR staff

4.1.5 Annual Reporting and Presentation of Results

The West Virginia Family Survey website allows HZA's data analysis team to extract pre- and post-survey data efficiently and to create real-time reports which are used to inform the programs of their progress and provide a snapshot of the families served and the services they receive. HZA provides data entry assistance to programs whose families prefer to use the paper-based survey, and the firm is willing to continue that service, inputting the data as paper surveys are received.

On an annual basis, survey data will be compiled, cleaned and analyzed by the research team. Statewide results will be used to measure the protective factors of families involved in the In-Home Family Education, Family Resource Center and Partners in Prevention programs. Results will also be provided at the program and county-levels to allow comparisons among the programs in addition to the overall impact on West Virginia's families. To assure the anonymity of the respondents, at least ten surveys on both the pre-

and post-tests are required for county-specific results. All reports, regardless if produced at the statewide or county-level, will summarize demographic and service delivery information, protective factors data and program satisfaction information for Family Resource Centers, In-Home Family Education and Partners in Prevention programs.

All of the reports will include narrative analyses of the results, discussing the changes in results over time in both the characteristics of the clientele and the scores on the Family Survey. As noted above, HZA is prepared to make presentations on the results at statewide meetings, if those are held.

Services and Deliverables: Data entry, data preparation, quality control and analysis; annual county and program level reports; annual statewide report.

Timeframe: Within 60 days of end of Federal Fiscal Year

4.1.6 Toll-free Hotline

Formal technical assistance will occur through in-person meetings and webinars or conference calls as described in 4.1.4 above. Having started by meeting with the Program Manager and Health and Human Resources Specialist, HZA staff will know what issues or concerns to be mindful of in serving the local-level grantees. The request for this deliverable, namely the provision of a toll-free hotline, is to make available to grantees technical assistance on an ongoing basis. HZA currently provides this support for West Virginia's users of the Family Survey weekdays between 8:30am and 5:00pm Eastern Time. HZA proposes to continue this support.

Services or Deliverables: Toll-free Help Desk Support

Timeframe: Ongoing

Vendor Bid Summary

Pricing Page

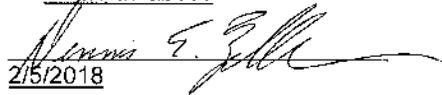
Professional and Support Services Evaluation of Child Abuse

Line Item	Description	Unit Price per Hour	Number of Hours	Total
4.1.1	Family Support Outcome Survey Analysis	\$188	30	\$5,640
4.1.2	CCR&R Quarterly and Annual Reporting Development	\$213	30	\$6,390
4.1.3	Analysis and Reports of Results of CCR&R Data	\$191	100	\$19,100
4.1.4	Technical Assistance	\$173	100	\$17,300
4.1.5	Analysis and Reports of Results Survey	\$178	100	\$17,800
4.1.6	Toll-free Hotline	\$145	150	\$21,750
			Total\$	\$87,980

Award will be made to the lowest overall total cost meeting all the mandatory requirements.

VENDOR NAME: Hornby Zeller Associates, Inc.
ADDRESS: 48 Fourth Street, Suite 300
Troy, New York 12180
FAX #: (518) 273 – 0431
PHONE #: (518) 273 – 1614
E-MAIL ADDRESS: dzeller@hornbyzeller.com
REMIT TO ADDRESS: Same as above

SIGNATURE: _____
DATE: 2/5/2018





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

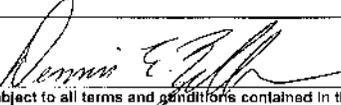
State of West Virginia
 Request for Quotation
 34 - Service - Prof

Proc Folder: 311508				
Doc Description: Professional and Support Services Evaluation of Child Abuse				
Proc Type: Central Master Agreement				
Date Issued	Solicitation Closes	Solicitation No		Version
2018-01-23	2018-02-06 13:30:00	CRFQ 0511 BCF1800000002		1

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

VENDOR
 Vendor Name, Address and Telephone Number:
 Hornby Zeller Associates, Inc.
 48 Fourth Street, Suite 300
 Troy, New York 12180
 (518) 273 - 1614

FOR INFORMATION CONTACT THE BUYER
 April Battle
 (304) 558-0067
 april.e.battle@wv.gov

Signature X  FEIN # 14-1777722 DATE 2/5/2018

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

ADDITIONAL INFORMATION:

The West Virginia Purchasing Division is soliciting bids on behalf of Department of Health and Human Resources, Bureau for Children and Families to establish a contract for professional and support services for evaluation of child abuse prevention programs and child care resource and referral services.

INVOICE TO:	SHIP TO:
ADMINISTRATIVE SERVICES ASSISTANT - 304-356-4528 HEALTH AND HUMAN RESOURCES BCF - COMMISSIONER'S OFFICE 350 CAPITOL ST, RM 730 CHARLESTON WV25301-3711 US	ADMINISTRATIVE SERVICES ASSISTANT - 304-356-4528 HEALTH AND HUMAN RESOURCES BCF - COMMISSIONERS OFFICE 350 CAPITOL ST, RM 730 CHARLESTON WV 25301-3711 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	Family Support Outcome Survey Analysis	30.00000	HOURL	\$188	\$5,640

Comm Code	Manufacturer	Specification	Model #
81131504			

Extended Description :
4.1.1 Family Support Outcome Survey Analysis

INVOICE TO:	SHIP TO:
ADMINISTRATIVE SERVICES ASSISTANT - 304-356-4528 HEALTH AND HUMAN RESOURCES BCF - COMMISSIONER'S OFFICE 350 CAPITOL ST, RM 730 CHARLESTON WV25301-3711 US	ADMINISTRATIVE SERVICES ASSISTANT - 304-356-4528 HEALTH AND HUMAN RESOURCES BCF - COMMISSIONERS OFFICE 350 CAPITOL ST, RM 730 CHARLESTON WV 25301-3711 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
2	CCR&R Quarterly and Annual Reporting Development	30.00000	HOURL	\$213	\$6,390

Comm Code	Manufacturer	Specification	Model #
81131504			

Extended Description :
4.1.2 CCR&R Quarterly and Annual Reporting Development

INVOICE TO:	SHIP TO:
ADMINISTRATIVE SERVICES ASSISTANT - 304-356-4528 HEALTH AND HUMAN RESOURCES BCF - COMMISSIONER'S OFFICE 350 CAPITOL ST, RM 730 CHARLESTON WV25301-3711 US	ADMINISTRATIVE SERVICES ASSISTANT - 304-356-4528 HEALTH AND HUMAN RESOURCES BCF - COMMISSIONERS OFFICE 350 CAPITOL ST, RM 730 CHARLESTON WV 25301-3711 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
3	Analysis and Reports of Results of CCR&R Data	100.00000	HOUR	\$191	\$19,100

Comm Code	Manufacturer	Specification	Model #
81131504			

Extended Description :

4.1.3 Analysis and Reports of Results of CCR&R Data

INVOICE TO	SHIP TO
ADMINISTRATIVE SERVICES ASSISTANT - 304-356-4528 HEALTH AND HUMAN RESOURCES BCF - COMMISSIONER'S OFFICE 350 CAPITOL ST, RM 730 CHARLESTON WV25301-3711 US	ADMINISTRATIVE SERVICES ASSISTANT - 304-356-4528 HEALTH AND HUMAN RESOURCES BCF - COMMISSIONERS OFFICE 350 CAPITOL ST, RM 730 CHARLESTON WV 25301-3711 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
4	Technical Assistance	100.00000	HOUR	\$173	\$17,300

Comm Code	Manufacturer	Specification	Model #
81131504			

Extended Description :

4.1.4 Technical Assistance

INVOICE TO	SHIP TO
ADMINISTRATIVE SERVICES ASSISTANT - 304-356-4528 HEALTH AND HUMAN RESOURCES BCF - COMMISSIONER'S OFFICE 350 CAPITOL ST, RM 730 CHARLESTON WV25301-3711 US	ADMINISTRATIVE SERVICES ASSISTANT - 304-356-4528 HEALTH AND HUMAN RESOURCES BCF - COMMISSIONERS OFFICE 350 CAPITOL ST, RM 730 CHARLESTON WV 25301-3711 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
5	Analysis and Reports of Results Survey	100.00000	HOUR	\$178	\$17,800

Comm Code	Manufacturer	Specification	Model #
81131504			

Extended Description :

4.1.5 Analysis and Reports of Results Survey

INVOICE TO		SHIP TO	
ADMINISTRATIVE SERVICES ASSISTANT - 304-356-4528 HEALTH AND HUMAN RESOURCES BCF - COMMISSIONER'S OFFICE 350 CAPITOL ST, RM 730 CHARLESTON WV25301-3711 US		ADMINISTRATIVE SERVICES ASSISTANT - 304-356-4528 HEALTH AND HUMAN RESOURCES BCF - COMMISSIONERS OFFICE 350 CAPITOL ST, RM 730 CHARLESTON WV 25301-3711 US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
6	Toll-free hotline	150.00000	HOUR	\$145	\$21,750

Comm Code	Manufacturer	Specification	Model #
81131504			

Extended Description :
4.1.6 Toll-free hotline

SCHEDULE OF EVENTS		
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Line	Event	Event Date
1	Questions Due	2018-01-29

BCF180000002	Document Phase Final	Document Description Professional and Support Services Evaluation of Child Abuse	Page 5 of 5
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ADDITIONAL TERMS AND CONDITIONS

See attached document(s) for additional Terms and Conditions

Appendix A. Staff Resumes

DENNIS E. ZELLER
Hornby Zeller Associates, Inc.

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

2451 N. Third St.
Harrisburg, PA 17110
(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

President, Hornby Zeller Associates, Inc. 1/95 – Present.
Principal, Zeller Associates. 12/88 – 1/95.

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

Director

Supervisor, Policy Analysis Unit
Program Research Specialist

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

Supervisor, Survey and Analysis Unit

Statistician, Planner

Administrative Technician, Consultant

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

**SAMPLE
PROJECTS**

Michigan Legislative Council, Criminal Justice Policy Commission, Study of 17-Year-Olds in the Adult Court and Correctional Systems, Lansing, MI: Oversaw the development of the data collection tools and analyses used to measure the costs to the state and its counties if the age of juvenile involvement in the justice system was raised to 17. Testified before the Commission to present the findings of the analyses. **2017 – 2018.**

Louisiana Department of Children and Family Services and Office of Juvenile Justice, Rate Setting and Time Study Project, Baton Rouge, LA: Provided guidance to the team responsible for developing rates for children placed in non-medical group homes, residential facilities and therapeutic foster homes as well as administrative expenditures incurred by child placing agencies for case management services. **2017.**

Maine Department of Health and Human Services, SAMHS Quality Management Plan, Augusta, ME: Provided guidance in the development of performance and outcome measures to be used in evaluating the effectiveness of Maine's mental health and substance abuse treatment programs in reducing clients' return to care or relapse. Worked with Maine's Office of Substance Abuse and Mental Health Services to develop a quality management plan. **2016 – 2018.**

Maine Department of Health and Human Services, Office of Child and Family Services, Workload Study, Augusta, ME: Provided guidance in the data analysis of a study used to measure how much time it takes to handle cases of varying type and the time staff have available

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to work on cases to measure resource need. **2016 – 2017.**

West Virginia Department of Health and Human Resources, Bureau for Children and Families, Title IV-E Waiver Evaluation, Charleston, WV: Drafted the evaluation plan and methodology for federal approval. Provided oversight and guidance in development of the tools used to assess the state's Title IV-E initiative as well as the data analysis and report writing. **2015 – 2018.**

Casey Family Programs, Eckerd Rapid Safety Feedback Evaluation, Hartford, CT and Augusta, ME: Developed the methodology for evaluation of children's safety resulting from the states' use of the assessment tool as reports of suspected abuse and neglect are received. The real-time quality assurance effort identifies high risk cases for death and serious injury. Provided guidance in the analysis of data and participated in the report writing. **2015 – 2016.**

Maine Department of Health and Human Services, Office of Child and Family Services, Child Welfare Organizational Assessment, Augusta, ME: Provided guidance in the analysis of qualitative and quantitative data used to measure the efficiency of child welfare processes, allocation of resources, discrepancies between reports of abuse accepted for assessment and those not assessed, reasons for repeat maltreatment, and use and effectiveness of engaging families in team meetings. **2015 – 2016.**

Maine Department of Health and Human Services, Office of Child and Family Services, Title IV-E Waiver Demonstration Project Evaluation Service, Augusta, ME: Developed the evaluation plan and methodology for federal review and approval. Provided oversight and guidance of the data collection tools used to assist the state Title IV-E initiative as well as the data analysis and report writing. **2015 – 2018.**

Arkansas Department of Human Services, Division of Children and Families, Arkansas' Creating Connections for Children Project, Little Rock, AR: Provided guidance for the process and outcome evaluation of a general and targeted recruitment initiative to increase placement stability and permanency. **2014 – 2018.**

Nebraska Legislative Council, Follow-up Evaluation of Child Welfare Privatization, Lincoln, NE: Provided guidance in the conceptual design of the evaluation plan. Oversaw the quantitative analysis of private and public agencies. Guided the report writing and recommendation development. **2014.**

Children's Rights, M.D. v. Perry Litigation, New York, NY: Provided conceptual guidance and oversight to HZA's data analysts responsible for using IMPACT and CLASS administrative datasets to measure child safety, permanency and well-being outcomes of children for whom Texas has permanent managing conservatorship. Drafted a report summarizing the findings from the analyses and provided expert testimony. **2014.**

Alaska Mental Health Trust Authority, Alaska Behavioral Health Systems Assessment, Anchorage, AK: Served as Co-Project Director with prime contractor, Agnew Beck. Directed quantitative analysis of case management and statewide data to identify the capacity, need and service gaps of the behavioral health system across Alaska at the state, regional and local levels. **2014.**

Colorado Department of Human Services, Division of Child Welfare, Child Welfare Abuse and Neglect Reporting Hotline Consulting, Denver, CO: Provided oversight and guidance to HZA staff serving Colorado in determining the design, technology, capacity, workflow, staffing and

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cost aspects associated with a centralized hotline for the reporting of child abuse and neglect as part of the Governor's "Keeping Children Safe and Families Healthy 2.0" initiative. **2013 – 2014.**

Colorado Department of Human Services, Division of Child Welfare, Implementing a Web-based Email Random Moment Time Study System and Services, Denver, CO: Provided guidance in the development and ongoing administration of a web-based data collection tool designed to capture the proportion of time Income Maintenance, social services and Department of Youth Corrections caseworkers spend on federally eligible administrative activities. **2013 – 2018.**

New Jersey Department of Children and Families, Longitudinal Data, Analysis and Reporting, Trenton, NJ: Provided guidance in 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*. Oversaw development of training curriculum of agency managers to use the reports for decision-making aimed at program improvement. **2012 – 2017.**

Arkansas Department of Human Services, Division of Children and Family Services, Evaluation of Title IV-E Waiver, Little Rock, AR: Principal investigator of a multi-year evaluation designed to measure the fidelity, outcomes and cost-neutrality of the Division's implementation of a program designed to improve placement stability of youth. **2013 – 2018.**

Alaska Office of Children's Services, Foster Care Rate Study, Juneau, AK: Provided conceptual guidance in the analysis of the family foster care base and augmented rates as well as the development of alternative methods for calculating foster care rates and identifying children qualifying for an augmented rate. **2012 – 2013.**

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 – 2014.**

Alaska Office of Children's Services, Workload Study, Juneau, AK: Provided guidance for a workload study designed to measure support staff needed to assist caseworkers and licensing resource staff needs as well as to update the time available for caseworkers to perform case work. Oversaw development of an automated tool for the agency to use on an ongoing basis to calculate resource need. **2012.**

Nebraska Department of Health and Human Services, Evaluation of Child Welfare Privatization, Lincoln, NE: Provided oversight in the development of evaluation protocol and analysis of privatized child welfare services. Oversaw the analysis of positive outcomes in meeting the needs of children and families, including children placed in residential care, as well as the costs of privatization. **2012 – 2013.**

Washington Attorney General, FPAWS v Dreyfus, et al. Litigation, Olympia, WA: Served as expert witness for litigation pertaining to the state's rate setting system for reimbursement to family foster care providers. Guided and supervised data analysis and research in preparation of the support to be provided to the state in defending its rate setting methodology. **2012 – 2014.**

West Virginia Department of Health and Human Resources, Evaluation of Jacob's Law

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Implementation, Charleston, WV: Provided overall conceptual guidance and oversight 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 – 2014.**

West Virginia Department of Health and Human Resources, Bureau for Children and Families, Child Abuse Prevention Grantees Evaluation, Charleston, WV: Served as Principal Investigator of an evaluation of the protective factors used to strengthen families and prevent child maltreatment for child abuse prevention grantees. The evaluation focused on measuring changes exhibited by families who participated in state-supported prevention programs and their ability to provide support and care for their children. **2010 - 2013.**

Mississippi Department of Human Services, Division of Family and Children Services, Financial Assessment, Jackson, MS: Provided guidance for 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 as well as the process modifications needed to access this revenue on an on-going basis. **2010 – 2012.**

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: Provided oversight of the quantitative components of an evaluation of the Nebraska Family Helpline, Family Navigator and Post Adoption/Post Guardianship Services, three prevention service programs developed in response to the state's Safe Haven Program. The evaluation was designed to measure fidelity, effectiveness and outcomes of these newly legislatively-funded services. **2010 – 2012.**

Iowa Department of Human Services, NYTD Baseline and Follow-up Population Data Collection, Des Moines, IA: Managed a project collecting data for the measurement of outcomes for youth participants of independent living services while in foster care as well as post-discharge prior to implementation. **2010 – 2016.**

Arkansas Department of Human Services, Division of Children and Family Services, Service Quality and Practice Improvement Unit, Little Rock, AR: Provided guidance to the public-private Unit in support of the reviews conducted as part of the Division of Children and Family Services' Program Improvement Plan and Practice Model building. **2009 – 2018.**

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

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

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

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2006, 2008 – 2009.

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

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

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

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

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

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

Virginia Department of Social Services, Workload Management Study Update, Richmond, VA: Provided quantitative oversight for the conduct of a follow-up statewide workload measurement study of TANF, Food Stamps, Child Protective, Adult Protective and nine other human services programs to determine both the time workers have available for case specific work and the time required to handle cases according to state and federal policy and procedure. **1999 – 2000, 2007 – 2008.**

Connecticut Judicial Branch, Court Support Services Division and Connecticut Department of

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

Florida Department of Children and Families, Florida Abuse Hotline Training, Tallahassee, FL: Provided guidance in the needs assessment, planning, curriculum development, training and evaluation component of the multi-year project to provide a comprehensive ongoing package of training for staff of the Florida Abuse Hotline. Four categories of training were delivered to front line staff, supervisors and managers. **2006 – 2012.**

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

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

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

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

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

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

Ohio Department of Job and Family Services, Adoption Services Specialized Administrative

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

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

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

Wisconsin Supreme Court, Reassess State Court Performance in Children in Need of Protection or Services Cases, Madison, WI: Supervised the analysis of quantitative data for a reassessment of the impact of the Court Improvement Project including the analysis of administrative data from CCAP and from a case reading. Analyzed the capacity and limitations of the Court system's management information systems and provided conceptual leadership for the development of an automated reporting system using CCAP data. **2004.**

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

ChildNet-PA: Led the development effort for this software package designed to provide both reporting and case management functions to social workers, supervisors and managers in public children and youth agencies across Pennsylvania. Created the initial outline the system's structure and drafted the initial functionality requirements, referring to SACWIS requirements. Provided conceptual oversight to the development team throughout each phase of development including the selection of fields; layout of screenshots; selection of forms, letters and reports; and creation of supporting system documentation and materials. **2001 – 2011.**

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

Pennsylvania Department of Public Welfare, Office of Children, Youth and Families, Technical Assistance, Needs Based Planning and Budgeting and CFSR Support, Harrisburg, PA: Provided conceptual oversight in the review of the state's data collection systems and evaluation methodologies used to measure performance and outcomes. Provided guidance in the development of county data packages and provided training to county, regional and state staff in the interpretation and use of county data packages. Analyzed and interpreted quantitative and qualitative data in support of the state's Child and Family Services Reviews. Assisted in the development of the Statewide Assessment. Supported OCYF in the Management & Monitoring the program improvement plan with additional focus on implementation of the counties Need Based Plans & Budgets to support county progress. **2002 – 2018.**

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

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

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

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

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

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

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

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

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

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

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

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

Pennsylvania Department of Public Welfare, PACWIS, Harrisburg, PA: Assisted in the development of User's Guides and training curriculum for statewide training delivery to 4,500 managers, supervisors and caseworkers in the use of the Pennsylvania Automated Child Welfare Information System. Participated in software development committees meetings. Provided the framework by which Help Desk support was modeled. **1999 – 2000.**

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

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

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

New Jersey Department of Human Services, Rate Setting for Foster Care, Trenton, NJ: Developed and implemented a rate setting system for foster home providers. Conducted a survey of foster care caseworkers to identify levels of care authorized for children in placement; developed

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alternatives for rate setting dependent on level of care need; proposed amendments for equitable distribution of available funding; and developed an automated system for determining the level of care and respective rate of care. **1998 – 1999.**

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

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

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

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

Arkansas Department of Human Services, Division of Children and Family Services, Quality Assurance, Little Rock, AR: Provided leadership to the Quality Assurance Unit for the child welfare division responsible for producing monthly and quarterly management reports, conduct of a time and workload study and special reports, such as the semi-annual report to the Legislature on the impact of welfare reform on child welfare. Assessed the use and continuance use of the Department's SACWIS to access and analyze data, as well the use of intranet resources to access additional case-related data. **1997 – 2018.**

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

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

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

Connecticut Department of Children and Families, Resource Development Plan, Hartford, CT:

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Hornby Zeller Associates, Inc.

Developed and executed a needs assessment methodology for in-home and residential services to children and families in compliance with a federal court order. **1996.**

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

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

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

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

Colorado Department of Social Services, Level of Care System for Residential Care, Denver, CO: Developed standards for levels of care and rates to support the standards for all levels of foster care; and developed an automated catalogue of placement services to assist counties in matching children to resources. **1994 – 1996.**

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

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

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

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

National Conference of State Legislatures and Corporation for Change, Seamless Child Care Funding, Topeka, KS: Reviewed the Kansas day care system and the state's ability to create a

DENNIS E. ZELLER
Hornby Zeller Associates, Inc.

seamless funding structure; reviewed the CARES computer system; reviewed policies regarding subsidy; reviewed rate and parent fee structures (under sub-contract to Stoney Associates, Albany, NY). **1993.**

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

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

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

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

American Civil Liberties Union, New York, NY: Supervised the review of case records in the Kansas litigation *Sheila A.* This included development of the case reading instrument, analysis of the data and final report writing. **1991 – 1993.**

**ARTICLES,
BOOKS &
REPORTS**

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

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

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

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

BOARDS

Arts Center of the Capital Region, Troy, New York. **06/14 – 06/17.**

New York State Child Care Coordinating Council, Albany, New York. **06/89 – 04/92.**

EDUCATION

M.S.S.W., University of Texas, Austin, 1977

Ph.D., University of Texas, Austin, 1975

B.A., University of Oklahoma, Norman, 1970

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EXPERIENCE

Co-Manager, Hornby Zeller Associates, Inc. Management consulting firm specializing in child welfare, juvenile justice, mental health and public assistance (see *Sample Projects* below). **10/16 – Present.**

Research Associate, Digital Research, Inc., Kennebunk, ME: Provided project management on a variety of market research studies for corporate and public-sector clients, including customer satisfaction, brand awareness, and travel and tourism studies. Developed project timelines, quantitative survey tools, and data analysis plans in order to deliver helpful insights. Programmed online surveys using a web-based survey tool. Drafted reports detailing research findings for clients using best practices in data visualization. **02/16 – 10/16.**

Senior Research Assistant, Center for Public Health Systems Science, Washington University in St. Louis, St. Louis, MO: Served as a member of the evaluation team for an evaluation of the Expanding Coverage Initiative, a project aimed at reducing the number of uninsured Missourians to less than five percent within five years. Worked in collaboration with funders, project partners, and other stakeholders to develop evaluation measures. Developed reports, papers, and other materials for dissemination to grantees and project partners. Provided technical assistance to grantee organizations regarding evaluation reporting. Developed and implemented data collection, management, and analysis protocols, including measures for evaluating health insurance literacy. **06/14 – 02/16.**

Research Coordinator, Gateway Rehabilitation Center, Pittsburgh, PA: Provided oversight of day-to-day research activities at a multi-site addiction treatment provider, including data collection and analysis, completion of literature reviews, and preparation of reports. Coordinated follow-up phone calls to former patients and maintained tracking data on more than 800 former patients. Developed, administered, and analyzed surveys for an organization-wide staff training needs assessment. Assisted with research dissemination efforts, including preparation of manuscripts, presentations, and reports. **10/12 – 04/14.**

SAMPLE PROJECTS

Indiana State Department of Health, Maternal and Child Health Division, Home Visiting Benchmark Reporting, Indianapolis, IN: Managed data collection and analysis activities for an evaluation of Indiana's Maternal, Infant and Early Childhood Home Visiting (MIECHV) program. Oversaw the development of an interactive data dashboard which enabled state staff and grantee managers to generate reports summarizing each grantee's performance against federal benchmarks. Led the production of quarterly and annual data reports as well as an annual report on the characteristics of those served by MIECHV funded sites, progress on benchmark indicators, and differences in outcomes across sub-groups. **2018.**

Iowa Department of Human Services, Prevent Child Abuse Iowa, Child Abuse Prevention Needs Assessment and Strategic Plan, Des Moines, IA: Participated in the production of a statewide needs assessment and strategic plan for child maltreatment prevention services. Assisted with the collection and analysis of statewide funding data for a needs assessment of the state's child abuse prevention programs. Developed focus group questions and surveys to collect input from key stakeholders. Conducted a literature review on evidence-based practices in child

ERIN WHITHAM
Hornby Zeller Associates, Inc.

maltreatment prevention. Assisted in the data collection of a statewide survey designed to measure change in families' protective factors, and provided on-going technical assistance to Prevent Child Abuse Iowa on the implementation of the survey. Completed annual and quarterly evaluation reports and periodic program-level data summaries. **2017 – 2018.**

Arkansas Department of Human Services, Division of Children and Family Services, Evaluation of Title IV-E Waiver, Little Rock, AR: Participated in onsite interviews for the multi-year evaluation of the Division's Title IV-E Waiver which consists of six initiatives designed to improve safety, placement stability of youth and permanency. **2016 – 2018.**

Iowa Department of Human Services, Prevent Child Abuse Iowa, Community Based Child Abuse Prevention Program, Des Moines, IA: Assisted in the analysis and interpretation of quantitative data from a statewide survey designed to measure change in families' protective factors. Drafted periodic reports of program participation. **2016 – 2017.**

Iowa Department of Human Services, Prevent Child Abuse Iowa, Iowa Child Abuse Prevention Program, Des Moines, IA: Conducted a literature review on outcomes of child sexual abuse prevention. Assisted in the data collection of a statewide survey designed to measure change in families' protective factors, and provided on-going technical assistance to Prevent Child Abuse Iowa on the implementation of the survey, including conducting a webinar on using data to inform program planning. Completed annual and quarterly evaluation reports and periodic program-level data summaries. **2016 – 2017.**

West Virginia Department of Health and Human Resources, Bureau for Children and Families, Child Abuse Prevention Grantees Protective Factors Evaluation, Charleston, WV: Assisted in the analysis and interpretation of quantitative data from a statewide survey designed to measure change in families' protective factors. Drafted periodic reports of program participation. **2016 – 2018.**

Maine Department of Health and Human Services, Office of Child and Family Services, Title IV-E Waiver Demonstration Project Evaluation Service, Augusta, ME: Conducted quantitative and qualitative data collection and analysis and assisted in the continued development and maintenance of a web-based Child and Adolescent Needs and Strengths assessment tool as well as other tools for the evaluation of an initiative designed to improve the stability, health and well-being and quality of permanent connections of young children and their families in Maine. Provided on-going technical assistance to contracted service providers on fidelity monitoring. Assisted with the development of an online dashboard to allow users to view the characteristics of children and families served as part of the initiative, and the outcomes achieved. **2016 – 2018.**

EDUCATION

M.S.W., Washington University in St. Louis, St. Louis, MO, 2009

B.A., Social Work, Seton Hall University, South Orange, NJ, 2008

TECHNICAL SKILLS

Microsoft Office, SPSS, Amazon Mechanical Turk, Qualtrics, SurveyMonkey, Kinesis

Jay, Joshi

Project Manager I
Public Consulting Group, Inc.

Early Childhood Expertise

Experienced early childhood educator, administrator, and an advocate with ten years of experience leading the early childhood field and managing operations of state wide professional development.

Deep understanding of early childhood education policies and child advocacy programs.

RELEVANT PROJECT EXPERIENCE

New Jersey – Department of Human Services, Division of Family Development (DFD)

Child Care Workforce Registry System

Executive Director

Act as the Executive Director for PCG in leading the day to day operations and management of the state of New Jersey’s Childcare Workforce Registry System, supporting cross sector early childhood professionals, including: child care workforce, CCR&Rs, early intervention professionals, Head Start staff, higher education faculty and administrators as sponsoring agencies, and DFD state staff.

PCG’s management of the Workforce Registry includes: management of all training and professional development certifications for early childhood providers across the state, review and approval of all training and sponsoring agencies offering training to the Registry membership, review and approval of state funded higher education tuition scholarships paid from Race to the Top (RTT) funds, and other workforce and state system support functions. Assisted in the requirements collection, testing and training of a new web-based Registry IT system.

RELEVANT PROFESSIONAL EXPERIENCE

Rutgers University

Associate Program Manager

Served as operation manager of educational training services team. Responsible for defining and implementing operational pieces for the statewide trainings that were offered for early childhood workforce. Oversight of project operations: planned and monitored 200+ training days annually. Provided supervision, and support to the operational team. Coordinated with vendors and managed subcontractor to ensure full implementation of various trainings. Designed and facilitated the implementation of the internal “Training Data Management System”

Acelero Learning Center – Head Start

Center Director

Served as educational lead for the center by providing supervision, support and training for teaching staff. Coordinated with Family Advocates to ensure full implementation of family services and parent involvement. Used various methods of record-keeping to ensure all state licensing, Head Start Performance Standards and Acelero Learning requirements are being met. Attended trainings in Early Learning Systems.

Lawrence Day School

Owner and Director

Authored the school, parent and employee policy manual. Worked on school program improvement plan for long term as well as short term goals. Evaluated the school program using ITERS and ECERS scales.

Jay, Joshi
Project Manager I
Public Consulting Group, Inc.

Monitored and controlled all the day-to-day activities at the child care center. Managed staff schedules, monitored timesheet hours and processed payroll. Managed budgeting for every aspect of the school including payroll, maintenance, and receivables. Recruited new staff members as per work demands. Mentored and supervised the staff of 22 members. Managed parents and children from diverse cultures, creed and race. Planned and executed fundraisers for the school and other charitable organization such as Trike-a-thon for St. Jude's Hospital for cancer research, Bake for Breast Cancer and Hot Coco stand for Shriner's Hospital. Adapted a curriculum based on its sophistication and being built on evidence-based materials incorporating diverse cultural needs. Developed rules, regulations, and policies and achieved the streamlined working of routine activities. Contacted various organizations to promote early childhood education. Maintained and created an environment necessary to motivate children to achieve learning goals according to NAEYC standards. Ensured that best practices as per NAEYC's Code of Ethical Conduct are implemented & training is offered. Steered the teachers in planning, supervising and applying educational programs for young children with Reggio Emilio philosophy.

NAEYC – Central Affiliate of NJAEYC
President

Worked on increasing membership. Worked on bringing awareness and importance in the local community for early childhood education. Recruited the members of and created the advisory committee. Worked with State and Federal Agencies as an advocate for public policies specific to early childhood education. Visited Capitol Hill as an advocate of children through public policy forum and on a personal level. Presented workshops at the conferences.

Additional Experiences

Previous Experiences in the field of IT - 1993-2007

IT Expertise
Led IT software development teams and IT consulting engagements for wide range of public and private sector organizations.

Senior Manager

Handled the responsibility for managing the entire project cycle of software development. Oversaw and managed team of software developers (team of 20+). Shouldered the responsibility for gathering requirements from clients to quality assurance to deploying the product. Acted as a liaison between client and development team. Provided financial budgeting, forecasting, and "actuals" analysis of over \$5M. Attended meetings with the business customers for reporting the financial status of active projects. Collected, analyzed and presented relevant data to clients in multi-national companies

Worked for following companies & clients

Carter Burgess
Senior Manager

Managed entire project cycle of software development. Served as a liaison between client and development team. Collected, analyzed and presented relevant data to clients in multi-national companies such as MTA. Performed business requirement analysis on major projects and

Jay, Joshi*Project Manager I*

Public Consulting Group, Inc.

served as content expert for high visibility projects that increased system functionality. Built higher performance team through managing and mentoring team of over 20 software developers. Worked with clients and end users to better understand their needs, gathered requirements, and identified business rules. In charge of quality assurance and deploying the product with client. Provided financial budgeting, forecasting, and "actuals" analysis of over \$5M. Recognized as a creative problem solver and go-to for bringing a high level of execution. Reported directly to the president and vice-president of a large construction company. Critical assignments involved the evaluation of existing products, designing and managing online applications, setting up client sites, reviewing industry trends, risk assessment and management, determination of choosing tools, and emerging technology initiatives. Managed team of 3 people. Work distribution was 50% for C-B office support and other 50% for client work. Out of which about 70% of work is hands on technology and the other 30% is management. Designed "Change Management" software using Visual Basic 6.0 and MS Access which is a client server application. The application maintained and managed multiple change orders at a client site for various contracts. Integrated multiple funding codes, CSI codes and contract codes within the application. Set up a wireless office at Nassau County Department of Public Works (DPW). Went through multiple demos of various vendor companies and choose an Expedition as the vendor for Web based Project Management tool. Installed and supported construction scheduling tool called P3ec (Primavera). Meet Nassau County (DPW) IT department several times to access their IT infrastructure. After careful research suggested IT architects with wireless network to meet C-B team and NC team members' needs. Designed a wireless network plan with 802.11b station points. Supported all the hardware - software needs on an ongoing basis. Coordinated all the efforts between C-B Corporate office, NC-DPW, and NYC office.

Client: MTA, NY

Directly involved in the hands on design, evaluation, staffing, implementation, deployment, QA and support for MTA. Designed and created an "Issue Management System" using Visual Basic 6.0 and MS Access 2000. This tool was used to monitor the progress and issues of the all ongoing projects within MTA that were managed by C-B team. Improved business processes and made recommendations.

Ensured project completion time and provided ongoing support management and staff.

AverCom, Inc.

Technical Manager

Client: Memorial Sloan-Kettering Cancer Center

Led the negotiations and then served as project manager and technical architect for the initial development, subsequent upgrade, and ongoing maintenance of the HIPAA compliant application. Worked as QA team lead, developed and helped manage a team of QA testers in determining and developing test methodology based on IEEE standards. Analyzed and designed test plans and test scripts. Worked on developing certain components of the system. Ensured business requirements were met and developed and communicated process changes and enhancements.

Jay, Joshi*Project Manager I*

Public Consulting Group, Inc.

Consistently exceeded expectations. During crunch time worked on development to help team members using Visual Basic 6.0, XML, XSL, HTML, Crystal Reports and Oracle. Reduced costs and saved time through research and streamlining processes.

KPMG Consulting LLC

Project Manager

Spearheaded and managed an enterprise-wide Image and Document Management system with customized workflow for Liberty Life Insurance. Assembled and helped manage a team of software developers in designing and developing a three-tiered, service-oriented, components-based web application. Held responsibility for analyzing and modifying previously built components. FileNET IDM modules were used for scanning and indexing. Managed component integration and testing and mentored the front-end development team. Organized, designed and built the middle layer components using Visual Basic 6.0. Components were being called from ASP built with InterDev. One of these components created strings using XML based on Insurance industry standards set by ACCORD. This XML string was then passed to MQ Series. Designed a component to communicate with MQ Series. Oracle 8i was used as a back-end. Implemented, modified and tested; stored procedures, triggers and tables within Oracle database. Performed testing and approved test results. Analyzed complex data models. Improved quality standards by introducing processes. Tracked and maintained accurate process data. Identified defects and worked with Technology for defect elimination.

Other Clients:

Liberty Insurance Services (LIS), SC
Merck, PA
PennDOT, PA
Daimler Chrysler, MI
Amica, RI
Impath, NY

MBNA Bank

Contractor

Keane, Inc.

Sr. Consultant

Clients:

Amoco, IL
Ameritech, IL
New York City School Construction Authority, NY
Colgate-Palmolive, NY
ABC Radio Networks, Inc., NY
General Electric, CT
Shoprite/Wakefern, Inc., NY

MBNA Systems, Inc.

Consultant

Jay, Joshi

Project Manager I
Public Consulting Group, Inc.

Analytical Resources, Inc.

Intern

EDUCATION

Albright College, Reading PA

Bachelor of Science Degree in Computer Science, 1993,

Teachers College, Columbia NY, NY

M. Ed. in Early Childhood Policy, 2017

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EXPERIENCE

Research Analyst, Hornby Zeller Associates, Inc. Management consulting firm specializing in child welfare, juvenile justice, mental health and public assistance (see *Sample Projects* below). **12/16 – Present.**

Analyst, THREE Group Market Research, Saratoga Springs, NY: Responsible for collecting data from online surveys implemented internationally and domestically to assess brand tracking, positioning, copy/ concept testing, segmentation, pricing, market size and feasibility. Communicated with research team and clients, including outside vendors. Conduct data analysis. Responsible for monitoring data collection, data cleaning, data quality and analysis. **09/13 – 11/16.**

Associate, THREE Group Market Research, Saratoga Springs, NY: 06/11 – 09/13.

SAMPLE PROJECTS

Michigan Legislative Council, Criminal Justice Policy Commission, Study of 17-Year-Olds in the Adult Court and Correctional Systems, Lansing, MI: Conducted data analysis of case management data files to project the impact of 17-year-olds if the age of juvenile involvement in the justice system was raised to 17. Participated in onsite data collection and assisted with writing the draft report. **2017.**

Arkansas Department of Human Services, Division of Children and Family Services, Service Quality and Practice Improvement, Little Rock, AR: Provided support to the agency in preparing its Program Improvement Plan in response to the third round of the Child and Family Services Review and assisted in monitoring progress in achieving the defined goals and objectives. **2017.**

Louisiana Department of Children and Family Services and Office of Juvenile Justice, Rate Setting and Time Study Project, Baton Rouge, LA: Assisted in the development of the tools used to collect budget data for a rate setting project involving non-medical group homes, residential facilities and child placing agencies. Participated in the data analysis. **2016 – 2017.**

Arkansas Department of Human Services, Division of Children and Family Services, Evaluation of Title IV-E Waiver, Little Rock, AR: Assisted with the data analysis of the costs incurred to measure each of the six initiatives, including maintenance costs, contracted service expenditures and administrative costs. **2016 – 2017.**

Maine Department of Health and Human Services, Office of Child and Family Services, Child Welfare Organizational Assessment, Augusta, ME: Conducted data analysis of time study and random moment survey data used to collect activities staff complete on a day-to-day basis for a variety of child welfare programs. Analyzed the average amount of times staff spent on cases and perform individual tasks in an average month and developed a time standard to use in measuring resource need on an ongoing basis. Developed analytic tools for use by state and district administrators, as well as supervisors, to manage workloads. **2016 – 2017.**

Maine Department of Health and Human Services, Office of Child and Family Services, Evaluation of Public Health Nursing-Home Visiting Bridging Initiative, Augusta, ME: Conducted interviews with key stakeholders to evaluate the implementation of a collaborative effort between state departments in Maine which were aimed at helping families with substance exposed newborns. **2016 – 2017.**

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Hornby Zeller Associates, Inc.

Casey Family Programs, Eckerd Rapid Safety Feedback Evaluation, Hartford, CT and Augusta, ME: Conducted the measurement of outcomes to assess the impact of the predictive risk modeling tool and identified factors which influenced the success of outcomes. **2016– 2017.**

West Virginia Department of Health and Human Resources, Bureau for Children and Families, Title IV-E Waiver Evaluation, Charleston, WV: Participated in the cost analysis of the Waiver program. Cost calculations involved those incurred for maintenance, services and administration of the *Safe at Home West Virginia* initiative. **2016 – 2017.**

Maine Department of Health and Human Services, Office of Child and Family Services, Title IV-E Waiver Demonstration Project Evaluation Service, Augusta, ME: Conducted data analysis of the costs associated with administering the Waiver program, including maintenance costs, administrative expenditures and costs for medical services. **2016 – 2017.**

**PAPERS &
PRESENTATIONS**

Dodge, T., & Hoagland, M. (2011). "The use of anabolic androgenic steroids and polypharmacy: A review of the literature." *Drug & Alcohol Dependence*, 114(2/3), 100-109.

Dodge, T., & Hoagland, M. *Message content and source credibility in parent-teen communication about anabolic steroids*, **12th Annual Meeting Of The Society For Personality And Social Psychology**, San Antonio, Texas, January 27-29, 2011 [Abstracts], Part 2, 227. doi:10.1037/e527772014-771

Hoagland, M., & Dodge, T. *Judging cheaters: Are academic and athletic domains viewed the same?*, **12th Annual Meeting Of The Society For Personality And Social Psychology**, San Antonio, Texas, January 27-29, 2011 [Abstracts], Part 2, 227. doi:10.1037/e527772014-771

EDUCATION

B.A., Psychology, Skidmore College, Saratoga Springs, NY, 2011

**TECHNICAL
SKILLS**

Microsoft Office, SPSS (with syntax), MarketSight, survey programming tools

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EXPERIENCE

Senior 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**

Michigan Legislative Council, Criminal Justice Policy Commission, Study of 17-Year-Olds in the Adult Court and Correctional Systems, Lansing, MI: Oversaw development of the online surveys used to collect data from district attorneys, sheriffs and the courts for a project designed to project the costs to the state and its counties if the age of juvenile involvement in the justice system was raised to 17. **2017.**

Louisiana Department of Children and Family Services and Office of Juvenile Justice, Rate Setting and Time Study Project, Baton Rouge, LA: Developed and administered the random moment survey used to apportion time across reimbursable activities for a rate setting project involving non-medical group homes, residential facilities and child placing agencies. **2017.**

Maine Department of Health and Human Services, Office of Child and Family Services, Workload Study, Augusta, ME: Developed and administered the web-based data collection tools used to measure workload need. **2016 – 2017.**

Iowa Department of Human Rights, Division of Community Action Agencies, Development of Family Development and Self-Sufficiency Program Software, Des Moines, IA: Developed web-based software for use by numerous agencies serving thousands of Family Independence Program clients to gain self-sufficiency. **2016 – 2018.**

Arkansas Department of Human Services, Division of Children and Families, Arkansas' Creating Connections for Children Project, Little Rock, AR: Oversaw the development of online surveys and case record review instruments used to measure the effectiveness of increasing foster and adoptive home resources. **2015 – 2018.**

Arkansas Department of Human Services, Division of Children and Family Services,

DAVID RICORDS
Hornby Zeller Associates, Inc.

Evaluation of Title IV-E Waiver, Little Rock, AR: Oversaw development of online surveys and case record review tools used to measure the impact of several Waiver initiatives in keeping children safe, helping them to achieve permanency and ensuring their well-being. **2015 – 2018.**

Colorado Department of Health Care Policy and Financing, Random Moment Time Study System and Services, Denver, CO: Expanded web-based random moment time study system to include Medicaid staff to capture the proportion of time staff spend on Title XIX federally eligible administrative activities. **2015 – 2018.**

Colorado Department of Human Services, Child Welfare Hotline Assessment, Denver, CO: Created a web-based survey for counties to identify their hotline call volume, phone technologies, training practices and hotline staffing for an assessment of the State's present hotline operations. **2013.**

Colorado Department of Human Services, Division of Child Welfare, Implementing a Web-based Email Random Moment Time Study System and Services, Denver, CO: Participated in the development and ongoing maintenance of the web-based Automated Random Moment and Reporting System (ARMARS) solution for use by Colorado as part of its quarterly administrative claiming process. **2013 – 2018.**

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*. Provided assistance to Rutgers University in their use of the automated evaluation and reporting tools **2012 – 2018.**

Maine Judicial Branch, Kennebec Regional Re-entry Project, Augusta, ME: Developed a web-based case management system for 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 wraparound services. **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. **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 – 2018.**

Pennsylvania Department of Public Welfare, Office of Children, Youth and Families, NYTD Survey Development, Harrisburg, PA: Enhanced the web-based application used by

DAVID RICORDS
Hornby Zeller Associates, Inc.

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 – 2018.**

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 – 2018.**

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 – 2015.**

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 - 2014.**

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 – 2015.**

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

SHERRIE WINTON
Hornby Zeller Associates, Inc.

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

2451 N. Third St.
Harrisburg, PA 17110
(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

Senior Research Associate, Hornby Zeller Associates, Inc. Management consulting firm specializing in child welfare, juvenile justice, mental health and public assistance (see *Sample Projects* below). **02/18 – Present.**

Director of Interdisciplinary Studies/Associate Professor, Saint Joseph's College of Maine, Standish, ME: Researched best practices in high impact educational initiatives and examined best practices in teaching and learning. Collaborated with multiple stakeholders to enhance academic programming for underrepresented students. Led collaborations across the college community to promote student success, such as researching peer advising models for students, developing assessment and screening procedures, and enhancing coursework/orientation initiatives for underrepresented students. Reviewed and managed all Interdisciplinary Studies curricula. Led program development, implementation and evaluation in Interdisciplinary Studies. **2013 – 2018.**

Administrative Staff Analyst/Training Coordinator, New York City Department of Health and Mental Hygiene, Queens, NY: Responsible for all aspects of training, monitoring and reporting requirements for a large federally funded grant. Contributed to the design and development of an educational program for the behavioral health workforce serving residents of New York City who experienced or were at risk of experiencing crises. Collaborated with national and international educators to customize their curricula and deliver education and training for the New York City crisis workforce in mental health services. **2012 – 2013.**

Coordinator/Policy Associate II, Muskie School of Public Service, Cutler Institute for Health and Social Policy, University of Southern Maine, Augusta/Portland, ME: Partnered with Maine's Department of Health and Human Services (DHHS) and engaged the state's college and university stakeholders to develop policies and educational guidelines, as well as coordinate and implement training and education for the workforce serving underrepresented populations. Held an active role in evaluating programs and recommending improvements, and collaborated with DHHS to develop, monitor and revise standards in behavioral health. Conducted research on national trends and examined issues affecting the workforce in behavioral health. Conducted and evaluation of the first phase of *First STEPS – Improving Immunization for Children and Adolescents*, a collaboration between DHHS and the Muskie School of Public Service. Served as co-writer and program designer for a large grant sponsored by the Center for Medicare & Medicaid Services (CMS), serving students with limited access to higher education. **2000 – 2001; 2004 – 2012.**

Worksite Coordinator, Pathways to Higher Education, University of Southern Maine, Portland, ME: Coordinated a community education program for the non-traditional workforce providing services in behavioral health. Co-led initiatives to promote outreach and access for underrepresented learners. Conducted research and evaluations on academic services. Provided regional oversight and conducted evaluations for a grant project supporting the professional development and education of direct service workers in Maine. Oversaw data collection and reporting for the community education program, monitoring, tracking and reporting on student progress. **2002 – 2006.**

Administrative Supervisor of Family Integration Specialists/Coordinator, Care Development

SHERRIE WINTON
Hornby Zeller Associates, Inc.

of Maine, Bangor, ME: Provided leadership to a program serving at-risk children and families in treatment foster care. Recruited, hired and supervised family integration specialists. Collaborated with families to enhance the educational, psychosocial and community experiences of at-risk youth. Ensured compliance with all state policies, as well as licensing, labor and funding requirements. **1996 – 1999.**

Work Supervisor, Phoenix Industries, Bangor, ME: Provided case management and vocational support for people being served in the field of mental health and intellectual disabilities. Collaborated with families, employers, vocational counselors and other relevant providers. Led efforts to meet CARF (Commission on Accreditation of Rehabilitation Facilities) requirements. **1989 – 1991; 1994 – 1996.**

**SAMPLE
PROJECTS**

Fedcap Rehabilitation Services, Inc., ASPIRE-TANF Quality Assurance and Evaluation Services, New York, NY: The evaluation of a program which provides education, training, supports and employment services to help Temporary Assistance for Needy Families (TANF) recipients to secure stable employment. **2018.**

Maine Department of Health and Human Services, Office of Child and Family Services, Title IV-E Waiver Demonstration Project Evaluation Service, Augusta, ME: Includes case record reviews, focus groups and stakeholder interviews for the evaluation of an initiative designed to improve the stability, health and well-being and quality of permanent connections of young children and their families in Maine. **2018.**

Maine Department of Health and Human Services, Office of Child and Family Services, Organizational Assessment, Augusta, ME: Includes developing policies and practice standards for child care subsidy program. **2018.**

EDUCATION

Ph.D., Counselor Education, University of Maine, Orono, ME, 2013

M.S., Adult and Higher Education, University of Southern Maine, Gorham, ME, 2003

M.A., Counselor Education, University of Maine, Orono, ME, 1999

B.U.S., University of Maine, Orono, ME, 1994

**PAPERS &
PRESENTATIONS**

Published *A Qualitative Study of East Asian Students in American High Schools: Experiences and Perspectives of Cultural Transition, Adjustment and Personal Growth*. University of Maine. (Dissertation). 2013.

Author of *Introduction to Human Resources Development*. Graduate professional studies course at Saint Joseph's College. 2010.

Published *It's Your Life: Building Connections through Work*. University of Massachusetts. 2009.

Co-authored *Seeds of Promise: Transformative Learning Communities for Diverse Schools*. 2008.

Co-authored *Mental Health Rehabilitation Technician (MHRT) Procedural Guidelines for Community Support Workers*. Professional development/certification program in Maine. 2008.

Co-authored *Introduction to Human Services*. Undergraduate course at Saint Joseph's College. 2006.

Co-authored *Practice Guidelines for Children's Targeted Case Managers*. 2004.

SHERRIE WINTON
Hornby Zeller Associates, Inc.

Both sides now: Meeting the Challenge of the Mixed Generation Online Classrooms. Co-presented at Saint Joseph's College Annual Faculty Conference. 2014.

Mirroring the Experiences of Multicultural Students. North Atlantic Regional Association for Counselor Education and Supervision, Lake George, NY. 2006.

The other Side of Silence. Alumni Banquet for Adult Education. University of Southern Maine. 2003.

Immigrants & Refugees: Their Stories to Enrich Maine. Co-presented at Maine Adult Education Association. 2003.

KIM MAGOON
Hornby Zeller Associates, Inc.

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

2451 N. Third St.
Harrisburg, PA 17110
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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 Assistant, Hornby Zeller Associates, Inc. Management consulting firm specializing in child welfare, juvenile justice, mental health and public assistance (see *Sample Projects* below).
02/18 – Present.

Principal Support Broker, Centerstone Kentucky, Louisville, KY: Provided case management to developmentally disabled adults and children. Conducted analysis and evaluation to monitor spending, Medicaid eligibility, patient liability and service usage. Monitored budgetary demands to ensure agency and Medicaid regulatory compliance. Selected as part of a six-person workgroup to review and revamp training materials and protocols. **2014 – 2018.**

Residential Supervisor, Continuum of Colorado, Aurora, CO: Led operations of staff responsible for the daily needs of developmentally disabled, medically fragile males. Ensured client and maintenance needs of the house were maintained. Reviewed and revised residential staff procedures, methodologies and policies. Wrote instructions and piloted an electronic medical record calendar software system. Documented process for client documentation, staff and training and house code to meet state regulations. **2013 – 2014.**

Executive Assistant, Habitat for Humanity of Wake County, Raleigh, NC: Provided assistance and support to Executive Director. Provided customer service. Wrote training manual. Redesigned online volunteer sign-up platform. **2009.**

Research Associate, Client Opinions, Inc., Chapel Hill, NC: Managed survey research projects. Developed surveys and programmed questions to launch data collection. Collected, reviewed and analyzed survey data. Compiled results and collaborated with peers, Chief Executive Officer to create client presentations. **2007 – 2008.**

SAMPLE PROJECTS

Maine Department of Health and Human Services, Office of Child and Family Services, Title IV-E Waiver Demonstration Project Evaluation Service, Augusta, ME: Includes case record reviews, focus groups and stakeholder interviews for an evaluation of an initiative designed to improve the stability, health and well-being and quality of permanent connections of young children and their families in Maine. **2018.**

West Virginia Department of Health and Human Resources, Bureau for Children and Families, Child Abuse Prevention Grantees Protective Factors Evaluation, Charleston, WV: Performs data entry and data quality checks of West Virginia Family Survey data. **2018.**

EDUCATION

M.S., Sociology (Social Psychology and Family), North Carolina State University, Raleigh, NC, 2007

B.A., Sociology and Juvenile/Family Justice, Thiel College, Greenville, PA, 2004

TECHNICAL SKILLS

Adobe, ADP, Avatar, Benefits Utilization System, Carasolva, Colorado Department of Healthcare Policy & Financing (HCPF) Billing Portal, Constant Contact, Cosmo, Keyscan, KYHealth.net, Mains'l, Medicaid Waiver Management Application, Microsoft Office Suite, Novatime, Paychex, Raiser's Edge, Salesforce, SharePoint, Survey Monkey, Trakstar, Volunteer Hub, Vovici, Windows (XP, Vista, 2008, 10), Zarca

Appendix B. West Virginia Purchasing Division Forms

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

Leona Miles Business Manager

(Name, Title)

Leona Miles, Business Manager

(Printed Name and Title)

48 Fourth Street, Suite 300, Troy, New York 12180

(Address)

Phone: (518) 273 - 1614 Fax: (518) 273 - 0431

(Phone Number) / (Fax Number)

lmiles@hornbyzeller.com

(email address)

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

Hornby Zeller Associates, Inc.

(Company)

Dennis E. Zeller, Principal

(Authorized Signature) (Representative Name, Title)

Dennis E. Zeller, Principal

(Printed Name and Title of Authorized Representative)

2/5/2018

(Date)

Phone: (518) 273 -1614, Fax: (518) 273 - 0431

(Phone Number) (Fax Number)

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFQ 0511 BCF180000002

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

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

Addendum Numbers Received:

(Check the box next to each addendum received)

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

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

Hornby Zeller Associates, Inc.

Company

Authorized Signature

2/5/2018

Date

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



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
09/13/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER James J. Houlihan Associates Inc. 333 Hoosick Street Troy NY 12180		CONTACT NAME: Jeanne Pashuta PHONE (A/C, No, Ext): (518)274-4470 FAX (A/C, No): (518)274-6349 E-MAIL ADDRESS: jeanne@houlihanassociates.com	
		INSURER(S) AFFORDING COVERAGE	
		INSURER A: Sentinel Insurance Company, LTD	NAIC # 11000
		INSURER B: Rated By Multiple Companies	00914
		INSURER C: Chubb/ Federal Insurance Company	
		INSURER D:	
		INSURER E:	
		INSURER F:	

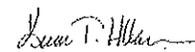
COVERAGES **CERTIFICATE NUMBER:** CL1791103175 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			01SBAAV5841	09/13/2017	09/13/2018	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 HRDDB \$ 1,000,000 COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			01SBAAV5841	09/13/2017	09/13/2018	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000 \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			01SBAAV5841	09/13/2017	09/13/2018	PER STATUTE <input checked="" type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	01WECJY3041	04/01/2017	04/01/2018	
C	Professional Liability			8225-6690	07/18/2017	07/18/2018	Occurrence \$5,000,000 Aggregate \$5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Requisition #BCF14076
 No West Virginia Employees
 Certificate holder is named as additional insured with respects to the liability arising out of the named insured's ongoing operations.

CERTIFICATE HOLDER The State of West Virginia Department of Administration 2019 Washington Street East Charleston WV 25305	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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**REQUEST FOR QUOTATION
CRFQ 0511 BCF180000002
Evaluation of Child Abuse Prevention Programs**

11. MISCELLANEOUS:

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

Contract Manager: Erin Whitham
Telephone Number: (207) 773 - 9529
Fax Number: (207) 773 - 9074
Email Address: ewhitham@hornbyzeller.com

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

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

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

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

DEFINITIONS:

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

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

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

AFFIRMATION: By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §61-5-3) that: (1) for construction contracts, the vendor is not in default on any monetary obligation owed to the state or a political subdivision of the state, and (2) for all other contracts, that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

WITNESS THE FOLLOWING SIGNATURE:

Vendor's Name: Hornby Zeller Associates, Inc.

Authorized Signature: *[Signature]* Date: 2/5/2018

State of New York

County of Rensselaer, to-wit:

Taken, subscribed, and sworn to before me this 5th day of February, 2018

My Commission expires 7/6/18, 2018

AFFIX SEAL HERE

SCOTT M. MORLEY
Notary Public, State of New York
Qualified in Albany County
No. 02W06077447
Commission Expires 07/08/2018

NOTARY PUBLIC

[Signature]

State of West Virginia

VENDOR PREFERENCE CERTIFICATE

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

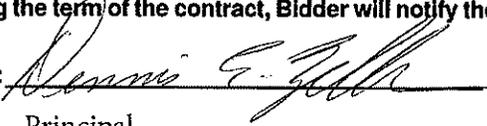
1. **Application is made for 2.5% vendor preference for the reason checked:**
 Bidder is an individual resident vendor and has resided continuously in West Virginia for four (4) years immediately preceding the date of this certification; **or**,
 Bidder is a partnership, association or corporation resident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

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

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

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

Bidder: Hornby Zeller Associates, Inc.

Signed: 

Date: 2/5/2018

Title: Principal

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

West Virginia Ethics Commission
Disclosure of Interested Parties to Contracts

(Required by W. Va. Code § 6D-1-2)

Contracting Business Entity: Hornby Zeller Associates, Inc. Address: 48 Fourth Street, Suite 300
Troy, New York 12180

Authorized Agent: Dennis E. Zeller Address: same as above

Contract Number: _____ Contract Description: _____

Governmental agency awarding contract: Department of Health and Human Resources

Check here if this is a Supplemental Disclosure

List the Names of Interested Parties to the contract which are known or reasonably anticipated by the contracting business entity for each category below (attach additional pages if necessary):

1. Subcontractors or other entities performing work or service under the Contract

Check here if none, otherwise list entity/individual names below.

Public Consulting Group

2. Any person or entity who owns 25% or more of contracting entity (not applicable to publicly traded entities)

Check here if none, otherwise list entity/individual names below.

Dennis E. Zeller (50%), Heloane Hornby (50%)

3. Any person or entity that facilitated, or negotiated the terms of, the applicable contract (excluding legal services related to the negotiation or drafting of the applicable contract)

Check here if none, otherwise list entity/individual names below.

Signature: Dennis E. Zeller Date Signed: 2/5/2018

Notary Verification

State of New York, County of Rensselaer:

I, Dennis E. Zeller, the authorized agent of the contracting business entity listed above, being duly sworn, acknowledge that the Disclosure herein is being made under oath and under the penalty of perjury.

Taken, sworn to and subscribed before me this 5th day of February, 2018

[Signature]
Notary Public's Signature

To be completed by State Agency:
Date Received by State Agency: _____
Date submitted to Ethics Commission: _____
Governmental agency submitting Disclosure: _____

SCOTT M. MORLEY
Notary Public, State of New York
Qualified in Albany County
No. 02MO6077447
Commission Expires 07/08/2018