

Form A
Bidder Contact Sheet
Request for Proposal Number 6084 Z1

Form A should be completed and submitted with each response to this RFP. This is intended to provide the State with information on the bidder's name and address, and the specific person(s) who are responsible for preparation of the bidder's response.

Preparation of Response Contact Information	
Bidder Name:	Public Consulting Group, Inc.
Bidder Address:	148 State St, 10th Floor Boston, MA 02109
Contact Person & Title:	Katie Bright
E-mail Address:	kbright@pegus.com
Telephone Number (Office):	872-888-6223
Telephone Number (Cellular):	
Fax Number:	

Each bidder should also designate a specific contact person who will be responsible for responding to the State if any clarifications of the bidder's response should become necessary. This will also be the person who the State contacts to set up a presentation/demonstration, if required.

Communication with the State Contact Information	
Bidder Name:	Public Consulting Group, Inc.
Bidder Address:	148 State St, 10th Floor Boston, MA 02109
Contact Person & Title:	Katie Bright
E-mail Address:	kbright@pegus.com
Telephone Number (Office):	872-888-6223
Telephone Number (Cellular):	
Fax Number:	



Nebraska Department of Health and Human Services

Division of Child and Family Services
Child Welfare Reform Analysis Proposal

Original

June 14, 2019

RFP#: 6084 Z1

Annette Walton, Julie Schiltz, and Buffy Meyer
State Purchasing Bureau
1526 K Street, Suite 130
Lincoln, NE 68508



148 State Street, Tenth Floor
Boston, Massachusetts 02109
Tel. (617) 426-2026, Fax. (617) 426-4632
www.publicconsultinggroup.com



Public Focus. Proven Results.™

June 14, 2019

Annette Walton, Julie Schiltz, and Buffy Meyer
State Purchasing Bureau
Address: 1526 K Street, Suite 130
Lincoln, NE 68508

Solicitation Title: Child Welfare Reform Analysis
Solicitation Number: RFP# 6084 Z1

Dear Ms. Walton, Ms. Schiltz, and Ms. Meyer:

Public Consulting Group, Inc. (PCG) is pleased to submit this response to solicitation **Child Welfare Reform Analysis (RFP# 6084 Z1)**. The Nebraska Department of Health and Human Services (DHHS), Division of Children and Family Services (CFS) is dedicated to providing services based on family voice and choice and designed to give families and children the opportunity to safely preserve their family whenever possible, engage with both formal and informal community resources, strengthen parents' protective capacity in order to keep children safe from harm, meet the needs of children and families as identified through the assessment process, be culturally humble, and include parents, siblings, and extended family. DHHS seeks a contractor to conduct an operational review of Child Welfare services within CFS.

PCG is highly qualified to perform a rigorous operational review of CFS's Child Welfare services. Within this proposal, you will find our team's comprehensive experience in conducting organizational assessments for public and social services programs including child welfare programs, and our vast knowledge of child welfare services more broadly. As you read our proposal, please note the following highlights which make PCG unique in our ability to meet DHHS's goals:

- **PCG's evaluation team has been providing program evaluation services for public human services programs in over 35 states for more than two decades.**
- **Nebraska DHHS is a current valued client of ours.**
- **PCG has conducted numerous organizational assessments that are similar in size, scope, and complexity to this scope of work.**

In this proposal, we have outlined our understanding and approach to this project. Please do not hesitate to contact our Engagement Manager, Katie Bright, at (872) 888-6223 or kbright@pcgus.com if you have any questions about this proposal.

Sincerely,

Kathleen Fallon
Practice Area Director
Public Consulting Group, Inc.

TABLE OF CONTENTS



TABLE OF CONTENTS

Contents

TABLE OF CONTENTS 1

CORPORATE OVERVIEW..... 2

 a. Bidder Identification and Information 2

 b. Financial Statements 2

 c. Change of Ownership..... 2

 d. Office Location 2

 e. Relationship with the State 3

 f. Bidder’s Employee Relations to State 4

 g. Contract Performance 4

 h. Summary of Bidder’s Corporate Experience 4

 i. Summary of Bidder’s Proposed Personnel/Management Approach..... 9

 Project Team..... 11

 Staff Resumes 19

 j. Subcontractors..... 39

TECHNICAL APPROACH 40

 a. Understanding of the Project Requirements..... 40

 b. Proposed Development Approach 41

 c. Attachment B: Business Requirements Matrix 61

 d. Draft Project Work Plan 76

 e. Deliverables and Due Dates 78

COST PROPOSAL 79

FORMS 82

 a. Request for Contractual Services Form 82

 b. Terms and Conditions 83

 c. Licenses & User Agreements..... 84

 d. Insurance Certificates 85

 e. Financial Statements 86

 f. Banking Reference Letter 87

CORPORATE OVERVIEW



CORPORATE OVERVIEW

a. Bidder Identification and Information

Public Consulting Group, Inc. (PCG) is a privately-owned management consulting firm that primarily serves public sector human services, health, and education agencies and other state, county, and municipal government clients. Established in 1986, PCG has dedicated itself almost exclusively to the public sector for over 25 years. PCG employs over 2,000 professionals in more than 45 offices across the United States and in the United Kingdom, Canada, and Poland. The firm currently holds 2,000 active contracts. Our Corporate Headquarters are located at 148 State Street, 10th Floor, Boston, Massachusetts, and the name and form of the firm have not changed since it was first organized.

For over 30 years, PCG has used its unique government focus, seasoned management consulting expertise, and integrity-driven approach to deliver outstanding management and operations results to clients. PCG has five designated practice areas that specialize in human services, health, education, technology, and consumer direction. All five practice areas have a proven track record of achieving desired results for our public-sector clients.

PCG Human Services will be the lead practice area for this engagement. PCG Human Services is a recognized leader in management consulting with extensive nationwide experience in executing comprehensive time and rate studies, developing and administering cost reports, and conducting holistic program evaluations and reviews. We work with state child welfare and juvenile justice programs, Temporary Assistance for Needy Families (TANF) programs, workforce investment boards, Social Security advocacy, early childhood programs, including significant work with early intervention, and state Supplemental Nutrition Assistance Programs (SNAP).

b. Financial Statements

For comprehensive FY18 financial statements, please see Section "e" under FORMS.

For banking reference letter, please see Section "f" under FORMS.

PCG has no judgements, pending or expected litigation, or other real or potential financial reversals which might materially affect the viability or stability of the organization.

c. Change of Ownership

PCG does not anticipate a change of ownership during the twelve months following the proposal due date.

d. Office Location

PCG's office location associated with the performance of the work covered in this contract will be our Corporate Headquarters in Boston, Massachusetts, which is located at the following address:

Public Consulting Group
148 State Street, 10th Floor
Boston, MA 02109-2589
United States

e. Relationship with the State

The following table describes all PCG involvement with the State of Nebraska over the previous five (5) years.

Table 1. PCG involvement with Nebraska over the last five years

Project name	NE DHHS IST Independent Security Assessment
Project dates	8/12/2013 – 3/31/2014
Description	PCG performed an Independent Security Assessment for NE DHHS.
Project name	NE DHHS Cross-System analysis
Project dates	10/18/2012 – 6/30/2014
Description	NE DHHS with direction from the Nebraska Children’s Commission, contracted with PCG to conduct a cross-system analysis of current prevention and intervention programs and services provided by the department for the safety, health, and well-being of children.
Project name	NE State Purchasing Bureau Feasibility Study
Project dates	4/1/2013 – 9/29/2014
Description	PCG provided a billing feasibility study and pilot project among Nebraska Public Immunization Clinics.
Project name	NE DHHS Title IV-E Consultant
Project dates	9/1/2015 – 3/1/2016
Description	PCG supported the Division of Children and Family Services with their Title IV-E waiver, technical assistance with Administration of Children and Families, and training on Nebraska-specific information regarding Title IV-E.
Project name	NE DHHS DCFS Title IV-E Stipend
Project dates	3/15/2016 – 7/1/2016
Description	PCG developed a process for identifying, reporting, and claiming Title IV-E costs at each college and university interested in participating in the Title IV-E Education Tuition Assistance Program.
Project name	NE Migrant Technology Feasibility Study - IRRC
Project dates	1/19/2019 – 6/30/2019
Description	The Identification and Recruitment Rapid Response Consortium (IRRC) is requesting a report focused on the feasibility of a software solution supporting states in the identification and recruitment of migrant students.
Project name	NE Family Support Network Pyramid Hosting
Project dates	5/1/2018 – 6/30/2019
Description	PCG is serving as the website host, database manager, performing minor report modifications, offering helpdesk assistance, and making requested software modifications for the NE Family Support Network.
Project name	NE DHHS Asset Verification Services
Project dates	9/25/2018 – 12/31/2023
Description	PCG is performing asset verification services for NE DHHS.

f. Bidder’s Employee Relations to State

The following table represents any PCG employee who has been an employee of the State within the past sixty (60) months.

Table 2. PCG staff previously employed by Nebraska within the past 60 months

Name	State agency	Job title/position	Date of separation
Sara Gilbert	Child and Family Services	Program Specialist	11/25/2015

g. Contract Performance

PCG has experienced no termination for default in the past ten (10) years.

h. Summary of Bidder’s Corporate Experience

PCG has conducted organizational assessments for a number of public and social services programs, including child welfare programs. Below is a summary matrix listing projects previously completed by PCG that are similar in size, scope, and complexity to this scope of work.

Table 3. Summary matrix of relevant previous contracts

Project Title & Timeframe	Relevant Project Scope		
	Summary	Business Process Review	Child Welfare
<p>Missouri Department of Social Services, Child Abuse and Neglect Hotline Assessment (-2017)</p> <p><i>Reviewed the child abuse and neglect hotline unit and identified the strengths and gaps of the programmatic/business and technology processes; provided recommendations for opportunities to improve processes, including cost and time estimates for completion.</i></p>	✓	✓	✓
<p>Virginia Prince William County, No Wrong Door Human Services Solution Study (-2018)</p> <p><i>Identified recommendations to streamline access to and provision of human services across seven agencies serving County residents.</i></p>	✓		✓

Table 3 Continued. Summary matrix of relevant previous contracts

Project Title & Timeframe	Relevant Project Scope		
Summary	Business Process Review	Child Welfare	Report with Recommendations
<p>LA Department of Children and Family Services, Organizational Climate Assessment (2016–2017)</p> <p><i>Assisted leadership to implement an evidence-based model for recruitment, develop a process to ensure transparency in competencies required for promotion, determine root causes for issues impacting retention, and align the practice model and social work principles with the agency's leadership philosophy.</i></p>	✓	✓	✓
<p>North Carolina Cumberland County, Foster Care Assessment (–2017)</p> <p><i>Evaluated the root causes contributing to the growth in the County's foster care population and provided actionable recommendations to improve county practices to promote reunification and permanency while reducing entries into foster care.</i></p>	✓	✓	✓
<p>Nebraska Department of Health and Human Services, Cross Systems Analysis (2012)</p> <p><i>Performed a cross-system analysis of current prevention and intervention programs and services provided by the department for the safety, health, and well-being of children. Identified resources that could be better allocated to provide more effective services to at-risk children and juveniles transitioning to home-based and school-based interventions, and provided information which allowed the replacement of state General Funds for services to at-risk children and juveniles with federal funds.</i></p>		✓	✓
<p>Minnesota Department of Human Services, Child and Safety Permanency Division Workload Study (2008–2011)</p> <p><i>Conducted a workload study and developed an ongoing mechanism for counties to determine how many staff were needed for workers to meet state and federal performance standards for their caseloads.</i></p>	✓	✓	
<p>Children's Aid Society of Toronto, Child Protection Services Workload Study (2017–2018)</p> <p><i>Conducted a workload study to assess the demands on child protection services caseworkers to develop equitable caseload standards.</i></p>	✓	✓	

Table 3 Continued. Summary matrix of relevant previous contracts

Project Title & Timeframe	Relevant Project Scope		
Summary	Business Process Review	Child Welfare	Report with Recommendations
<p>Nebraska Family Support Network Pyramid System Development and Hosting (2011, 2016–Present)</p> <p><i>Designed, developed, and implemented a web-based case management tool, now known as Pyramid. The system is a complete web-based case management system used by multiple agencies for two programs, Family Navigation and Family Peer Support.</i></p>		✓	

PCG Experience Conducting Organizational Assessments

Below are more detailed summaries of three projects similar in size and scope to this scope of work.

Table 4. Highlighted Project #1

Maine Department of Health and Human Services, Office of Child and Family Services, Child Welfare Business Process Review and Re-engineering	
Timeframe:	<p>October 2018 – March 2020 <i>Anticipated completion date listed above.</i></p>
PCG Responsibilities:	<p>PCG is presently conducting an assessment of the Maine Office of Child and Family Services to help strengthen the agency’s operations, staffing allocations, policy and practices, technology, and training with the aim of improving outcomes for children and families. PCG conducted focus groups and surveys, shadowed staff and mapped processes, and collected and analyzed data from the state’s child welfare system to identify areas of strength and opportunities for improvement in the areas of intake, assessment, permanency, foster care, and licensing.</p> <p>Recommendations were developed in line with the vision of the agency, drawing on national best practices and grounded in ensuring child safety, permanency, and well-being. Following the presentation of our recommendations, PCG worked with OCFS to combine PCG’s recommendations with those of multiple other oversight entities that had recently conducted reviews, and prioritized a subset of recommendations into a manageable and realistic plan for OCFS. PCG is now assisting OCFS with implementing the recommendations.</p> <p>Additionally, PCG is creating a workload analytic tool to help the department better manage and justify staffing allocations.</p>
Contract Holder:	<p>PCG is the prime contractor.</p>
Reference Information:	<p style="text-align: center;">John Feeney, Chief Operating Officer Maine Office of Child and Family Services 207-626-8614 John.Feeney@maine.gov</p>

Table 5. Highlighted Project #2

North Carolina Department of Health and Human Services Division of Social Services, Statewide Child Protective Services Evaluation	
Timeframe:	October 2015-March 2016 <i>Anticipated & actual completion dates are the same, as listed above.</i>
PCG Responsibilities:	<p>PCG was contracted by North Carolina’s Department of Health and Human Services, Division of Social Services to conduct a statewide evaluation of their child protective services (CPS) system. The evaluation was legislatively mandated by the state’s General Assembly to evaluate the following areas of CPS: county performance, caseload sizes, administrative structure, adequacy of funding, social worker turnover, and monitoring and oversight of county departments of social services. PCG aimed to fully understand both the state’s responsibilities and capacity to oversee CPS and the performance of individual county Departments of Social Services. To accomplish this, PCG used a variety of qualitative and quantitative methods to obtain information and data including:</p> <p>Ten county site visits including observation, interviews, and focus groups; Meetings with the NC Association of County Directors of Social Services; Distribution of a statewide web-based survey; Full document, regulation, and policy review; and Stakeholder focus groups including former foster youth and foster parents.</p> <p>PCG produced a final report detailing findings, including strengths, and recommendations for each focus area as well as a presentation for the North Carolina General Assembly.</p>
Contract Holder:	PCG was the prime contractor.
Reference Information:	Kevin Kelley, Services Business Manager North Carolina Department of Health and Human Services 919- 527-6401 Kevin.Kelley@dhhs.nc.gov

Table 6. Highlighted Project #3

Missouri Department of Social Services, Child Abuse and Neglect Hotline Assessment	
Timeframe:	<p>June 2017 through October 2017 <i>Anticipated & actual completion dates are the same, as listed above.</i></p> <p>The Missouri Department of Social Services (DSS) contracted with PCG to review their Child Abuse and Neglect Hotline Unit (CANHU) and develop a written assessment report that includes the following:</p> <p>Strengths of the programmatic/business and technology processes; Opportunities to improve the programmatic/business and technology processes based on best practices to increase efficiency in the CANHU; Recommendations to maintain the strengths of the programmatic/business and technology processes; Recommendations to implement the suggested improvements, including cost estimates and time frames for completion; and Summary of industry best practices, including an assessment of best practices from other states that collect child abuse and neglect reports.</p>
PCG Responsibilities:	<p>PCG interviewed CANHU staff to assess how the current programmatic/business process flows and statutory requirements were currently being met. PCG reviewed the CANHU's current use of structured decision making as a means for gathering information and assigning follow-up to staff in the field as a result of the call, staffing patterns, training, and the functionality of the current automated system used to capture information from callers. In addition, PCG assessed the CANHU's current technology for the call management system's ability to triage calls that assures the most critical calls receive priority attention. Factors to be considered when making recommendations included a high volume of calls in a 24-hour-a-day, seven-days-a-week environment with limited down time; routing calls to call centers in multiple cities; recording calls in a non-proprietary audio file format that can be stored for one year; and using comprehensive management tools, including On Screen Group status of agents. PCG also completed a cost analysis and identified the fiscal impact associated with the implementation of any recommendations. This included the cost of hiring additional staff and the short- and long-term costs of implementing new technology.</p>
Contract Holder:	<p>PCG was the prime contractor.</p>
Reference Information:	<p style="text-align: center;">Sara Smith, Unit Manager Department of Social Services 573-751-3448 Sara.E.Smith@dss.mo.gov</p>

i. Summary of Bidder’s Proposed Personnel/Management Approach

Project Management

Our Project Management Methodology (PMM) is tailored to support the objectives of our work with the Nebraska Department of Health and Human Services’ Division of Children and Family Services (CFS). To complete the comprehensive scope of work, our PMM requires the completion of detailed analysis tasks by our team.



Figure 1. Project Management Methodology (PMM)

The PCG approach to manage those tasks contains several factors that provide a strong foundation to successfully complete the analysis and documentation required to develop results for CFS. This includes the use of a formal interview process to gather information, advance planning for events during the contract period to optimize access to stakeholder resources, and facilitating review sessions prior to finalizing the reports we develop.

By focusing on identifying the right combination of stakeholders and their level of involvement, communication, and scope management, PCG ensures that the project is managed efficiently so that it progresses to a successful conclusion.

Project Communications

Consistent, effective communication among stakeholders, including the project team, is key to project success. It is a critical criterion of completing tasks in the right way, on schedule, and on budget. We value shared knowledge and empower project stakeholders with frequent, dependable project communication. Our team will constantly be surveying for project issues and opportunities for updates, in addition to communicating project issues during bi-weekly Executive update reports and meetings.

It is important that this project be a joint, collaborative effort between the contractor, state subject matter experts, and technical staff. PCG will take the leadership role in seeing the project through to fruition, while maintaining open and transparent communication among all stakeholders.

- **Bi-Weekly Status Reporting**

The PCG project manager will provide bi-weekly status updates to CFS, ensuring there is sufficient and honest feedback to identify and solve issues, and ensure policies and procedures are clearly understood and followed. Project issue updates will be included in the bi-weekly status reports. Additionally, we will include plans for a resolution of any issues identified, staff responsibility assignments, schedule impacts, and target and actual resolution dates. These weekly status reports will serve as an imperative means for PCG to communicate to CFS project staff any relevant project issues, current and future activities, milestones, risks and mitigations, or obstacles and solutions.

- **Internal Weekly Status Meetings**

The project team will meet weekly to review progress and next steps. This will be an important element of our management plan, especially given the short timeframe in which to complete the first Phase of the engagement. The meetings will be used to plan for next steps, identify if additional resources are needed, and identify risks along with strategies to address and mitigate any anticipated risks.

PCG's PMM is built on three tenets that serve as its cornerstone. These are applicable to all projects, and reinforce the notion that projects require a commitment that starts on day one:

- **Understand the Goal:** Success begins with an understanding of the project. Project Managers (PMs) must be active listeners, avid consumers of information, and facilitators of structured discussion that results in a common understanding of the project goals by all parties.
- **Be Proactive and Stay on Task:** Progress is maintained by thinking ahead, communicating actively, being collaborative, leading decisively, and accepting responsibility for outcomes.
- **Deliver Results:** Success is realized when a project is delivered on time, in scope, and on budget – and we have exceeded our clients' expectations.

Our PMM employs a structured and repeatable process that is broken into five industry-standard process groups that interact and overlap iteratively over the life of the project:



Figure 2. Project Management Methodology (PMM) processes

This process serves as the framework by which our Project Managers fulfill their responsibilities related to project integration, scope, time, cost, quality, human resources, communication, and risk management. While the specific skills and tasks may vary by project, the underlying PMM remains universally applicable.

Project Team

We have assembled a project team comprised of staff who are experienced in assessing child welfare programs and who, when combined, understand the full facet of service assessment and delivery for child welfare services, from receipt of a report of alleged maltreatment through to adoption; funding sources, including those which states will face with the implementation of the Family First Prevention Services Act; and needed supports, e.g., information technology solutions and program monitoring. A brief vitae is provided below for each project team member, along with references, following an organizational chart of our team that illustrates our team leadership and reporting relationships.

Project Team Organizational Structure

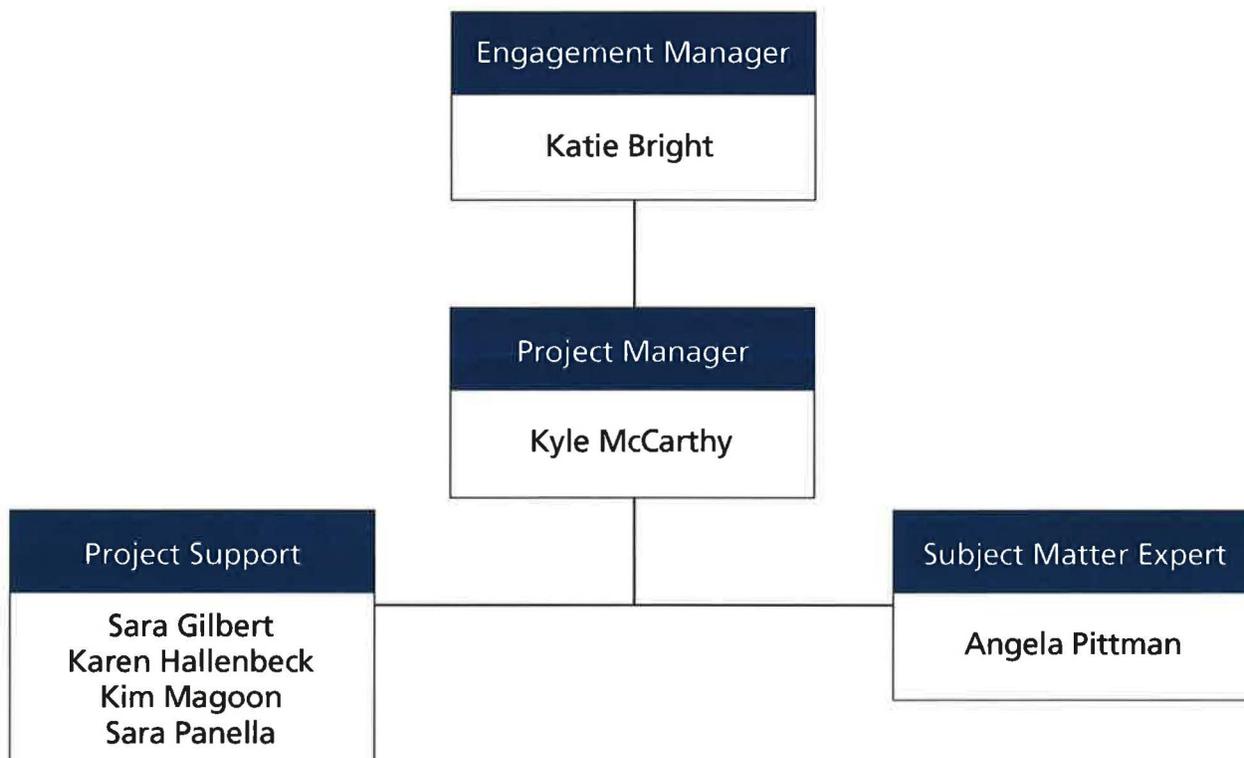


Figure 3. Project team organizational structure

Katie Bright, Engagement Manager

Katie Bright has over 20 years of experience providing support to state and local child welfare agencies. She has extensive knowledge of the funding streams which are used to support programs for children and families who come into the child welfare system, as well as the mechanisms which are needed to maximize federal revenues. Ms. Bright has assisted a number of states, including Kentucky, Pennsylvania, and Tennessee, to design their Title IV-E Waiver initiatives, helping them to develop their strategic vision, develop the interventions to implement, identify target populations, and assess cost-neutrality. She is currently assisting Kentucky, Indiana, and Missouri to prepare for implementation of the Family First Prevention Services Act, helping to identify what practices will change, what processes need to be put in place and how program, practice, and process changes will impact the financial support they will receive.

Ms. Bright will serve as the Engagement Manager for this project. She has extensive experience providing guidance and oversight for similar projects. Ms. Bright will work closely with the Project Manager to ensure tasks are completed on time and in a quality and comprehensive manner, identify where additional resources might be needed, and assist in developing corrective action plans where challenges are faced. She will also lead the financial assessment of Nebraska’s CFS given her extensive experience evaluating other states’ claiming practices, such as Kentucky, Massachusetts, Pennsylvania, and the District of Columbia. Ms. Bright is also familiar with Nebraska, having served as the project manager for a cross-systems analysis of strategies which the Department was to undertake to use federal

funding and make the best use of state general funds to provide comprehensive prevention services across the state.

References:

Don D. Grant, III, CPA
Chief Financial Officer
South Carolina Department of Social Services
P. O. Box 1520
1535 Confederate Avenue, Columbia, South Carolina 29202
(803) 898-7402
don.grant@dss.sc.gov

TaWonda Jones Williams
Chief, Division of Fiscal Policy
Pennsylvania Department of Human Services
Office of Children, Youth and Families, Bureau of Budget & Fiscal Support
Room 103 Health & Welfare Building, Harrisburg, PA 17105
(717) 787-5199
TJONESWILL@pa.gov

Misty Sammons
Director
Division of Administrative & Financial Management
Kentucky Department of Community Based Services
275 East Main Street, 3W-B, Frankfort, KY 40621
(502) 564-7463 Ext 3813

Kyle McCarthy, Project Manager

Dr. Kyle McCarthy will serve as the Project Manager for the operational review of Nebraska's child welfare services. He will be the primary source of contact with the Nebraska project team, reporting on progress made, next steps to complete, and challenges which were encountered or are anticipated, providing possible solutions to overcome those challenges. Dr. McCarthy will oversee the work completed by PCG's project team to ensure activities are completed on time and in a quality and comprehensive manner.

In the last few years, Dr. McCarthy has had lead responsibility for evaluating the process, outcome, and cost evaluations of the Title IV-E Waiver initiatives implemented in Arkansas, Maine, and West Virginia, and a Diligent Recruitment Grant awarded to Arkansas. Dr. McCarthy understands the importance of using data to inform decision-making. For example, his use of quantitative and qualitative data to look into the practices and their impact to better recruit families to meet the needs of the children in foster care for the evaluation of Arkansas' Diligent Recruitment grant was instrumental in helping the Division of Children and Family Services to make key decisions to improve its grant program.

Dr. McCarthy is a member of the team currently assessing the business practices of Maine's child welfare system. For this engagement, he is responsible for analyzing data from the state's case management system to assess caseworkers' compliance with policy and best practice standards, and the impact that compliance has in achieving positive outcomes for children and families. Dr. McCarthy is also working with Indiana to implement benchmark reporting for the state's home visiting programs.

Given his familiarity with child welfare case management data, which he uses to measure processes and outcomes, Dr. McCarthy will lead the effort of reviewing CFS' current process and outcome measures and

how the results are used to inform decision-making in addition to guiding the work of the project team. He will lead and participate in the onsite data collection phase and guide the development of steps needed to implement recommendations, especially as they aim to focus on improved data reporting to drive good practice decision-making.

References:

Beki Dunagan
Department of Human Services, Division of Children and Family Services
700 S. Main St., Little Rock, AR 72203
(501) 682-8432
beki.dunagan@dhs.arkansas.gov

Casey Kinderman
State Department of Health, Maternal and Child Health Division
2 N Meridian St, Indianapolis, IN 46204
(317) 234-8173
CKinderman@isdh.IN.gov

Robert Blanchard
Department of Health and Human Services, Office of Child and Family Services
2 Anthony Avenue, Augusta, Me 04333-0011
(207) 624-7955
Robert.Blanchard@maine.gov

Sara Gilbert, Business Analyst

Sara Gilbert's knowledge of and experience with the Nebraska Department of Health and Human Services will be insightful in understanding the results of our review of CFS. Ms. Gilbert has served in several capacities within the Department, including as a social services worker, resource developer, Children and Families' supervisor and specialist, and program specialist, with involvement in many facets of the agency's programs and services. Since coming to PCG, Ms. Gilbert has been instrumental in conducting feasibility studies of specific child welfare and development disability programs, doing so for Minnesota's respite and Texas's independent living services programs, as well as an evaluation of Virginia's child welfare case management systems to streamline processes to expedite accurate results and ensure compliance with development of Comprehensive Child Welfare Information Systems.

Ms. Gilbert will be a key member of the team, participating in data collection from interviews and focus groups, to constructing business maps of all phases of work, to conducting a review of national and other states' best practices. She will also assist in developing the detailed steps needed to implement the recommendations resulting from the review.

References:

Laura Polk
COMPASS Program Manager
Virginia Department of Social Services
801 East Main Street, Richmond VA 23219
(804) 815-3003

Tony Green
Deputy Director for Division of Developmental Disabilities
PO Box 95026

June 14, 2019

Nebraska Department of Health and Human Services
Child Welfare Reform Analysis Proposal
Submitted by Public Consulting Group, Inc.

Lincoln, NE 68509
402-471-7909

Alyene Calvo
210 E. College Avenue, Tallahassee, FL 32309
850-685-9967

Karen Hallenbeck, Practice Program Manager

Karen Hallenbeck has over 20 years of experience evaluating child welfare programs. She leads the firm's child welfare and youth services evaluation team, providing guidance and oversight to the analysts responsible for measuring practice compliance and performance and outcome measures. She presently oversees such work in Arkansas, Maine, Pennsylvania, and West Virginia. Ms. Hallenbeck leads the Human Services Practice Area's workload studies, having managed workload studies conducted for state and county child welfare agencies in Alaska, Maine, Minnesota, New York (Westchester County), Pennsylvania (Philadelphia), and Toronto, Canada. Mapping of business processes and practices and reviewing policies and practice guidelines are used as part of that effort to capture the full range of activities staff complete on a day-to-day basis, regardless if they are required in policy or best practice or intended to meet the needs of children and families, i.e., not required but driven by good case practice decision-making. Over the last five years, Ms. Hallenbeck has provided guidance and oversight to the firm's evaluation teams that have been responsible for the Arkansas, Maine, and West Virginia Title IV-E Waiver evaluations, including the process, outcome, and cost components. Most recently, Ms. Hallenbeck has provided guidance to the firm's team responsible for conducting a business process redesign of Maine's child welfare system.

For the operational review of Nebraska's CFS, Ms. Hallenbeck will participate in onsite data collection, conducting interviews and focus groups in several of the agency's regions; provide guidance in the analysis of the assessment of CFS' current performance and outcome measurement; and assist with the development of resulting recommendations and next steps to implement needed changes.

References:

Amy L. Hymes, MSW, LSW
Deputy Commissioner Operations
West Virginia Department of Health and Human Resources
Bureau for Children and Families
350 Capitol Street, Room 712, Charleston, WV 25301
(304) 356-4543
Amy.L.Hymes@wv.gov

John Feeney,
Office of Child and Family Services
Maine Department of Health and Human Services
2 Anthony Street, Augusta, ME 04330
(207) 624-7900
John.Feeney@maine.gov

Dr. Deborah Goodman, Director Child Welfare Institute
Children's Aid Society of Toronto
30 Isabella Street, Toronto, ON M4Y 1N1, Canada
(416) 924-4640 ext. 2793
dgoodman@torontocas.ca

Kim Magoon, Research Analyst

Kim Magoon, a Research Analyst with our evaluation team, has participated in two recent business process reviews in Maine, one of the state's child welfare system and the other of the state's child behavioral system. She conducted a review of the state's policy manuals, participated in focus groups to map processes used by caseworkers to meet the needs of children and families, and met with key stakeholders to identify areas for practice improvement. Ms. Magoon is also familiar with analyzing outcomes for child welfare programs. As part of the teams responsible for evaluating Maine and West Virginia's Title IV-E Waiver programs, Ms. Magoon uses qualitative data collected through interviews with staff and key stakeholders to inform whether outcomes, as measured using quantitative data measured using case management data or data collected through case record reviews, were achieved.

Ms. Magoon came to PCG from Centerstone Kentucky, a mental and behavioral health services provider, where she provided project management and case management services to adults and children with developmental disabilities. 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, Ms. Magoon was the Residential Supervisor at Continuum of Colorado where she led operations and supervised 14 full-time staff to ensure the daily needs of six developmentally disabled, medically fragile adults were met. In addition, she previously worked as a Research Associate at Client Opinions, Inc. in Chapel Hill, North Carolina where she provided customer service and participated in survey development and programming. There, she collected, reviewed, and analyzed survey data, compiled the results, and collaborated with peers and the Chief Executive Officer to create individualized client presentations.

References:

Liam Shaw, Maine Enhanced Parenting Project Region II Coordinator
MaineGeneral Medical Center
6 East Chestnut Street, Augusta, ME 04330
207-458-5229
Liam.Shaw@MaineGeneral.org

John Feeney, Chief Operating Officer
Office of Child and Family Services
Maine Department of Health and Human Services
2 Anthony Ave, Augusta, ME 04330
207-626-8614
John.Feeney@maine.gov

Erin Whitham, Performance Management Coordinator
Maine Children's Trust
56 Leighton Road, Augusta, ME 04330
207-623-5120
erinw@mechildrenstrust.org

Sara Panella, Business Associate

Sara Panella, a consultant, has 5 years of experience working with PCG, providing business process analysis, streamlined eligibility policy, training development, focus group facilitation, stakeholder engagement, and implementation assistance for projects across child welfare, early education/child care, TANF, SNAP, and Medicaid programs. Ms. Panella has worked extensively in Maine to evaluate programs and operations within DHHS's Office of Child and Family Services (OCFS) and Office of Family Independence (OFI), including an assessment of Child Welfare, an assessment of Children's Behavioral

Health and implementation planning for both, and a large-scale business process redesign for OFI. For OFI's business process redesign, Ms. Panella conducted data analysis on processing timeliness and facilitated stakeholder workgroups to build a cohesive, engaged process that successfully supports implementation. Her work in Maine has included interviews, focus groups, stakeholder workgroups, process mapping, and survey result analysis. Also in Maine, she has helped to plan and design a streamlined strategy for DHHS's Child Care subsidy system and continues work in identifying opportunities for Maine to maximize federal TANF revenue. Ms. Panella is experienced in conducting as-is business process analysis and developing recommendations for operational improvements within child welfare and public assistance benefits programs.

Ms. Panella is conducting business process work with Rhode Island Department of Human Services, including the development of a quality improvement program. She has also led stakeholder workgroups in New Hampshire for development of a TANF Care Coordination model to enhance the state's ability to improve families' health, wellness, and self-sufficiency outcomes. Prior to joining PCG, Ms. Panella worked for 8 years as a Program Evaluator for non-profit housing and case management programs.

References

Tony Pelotte, Director
Maine Department of Health & Human Services, Office for Family Independence
17 Eastward Lane, Ellsworth, Maine 04605
Anthony.Pelotte@maine.gov
(207) 624-4104

Maureen Donnelly, Associate Director of Operations
Rhode Island Department of Human Services
Louis Pasteur Building
25 Howard Avenue, Cranston, Rhode Island 02920
Maureen.Donnelly@dhs.ri.gov
(401) 415-8409

Kerry Nelson, TANF Administrator
New Hampshire Department of Health & Human Services
129 Pleasant Street, Concord, NH 03301
Kerry.Nelson@dhhs.nh.gov
(603) 27-9280

Angela Pittman, Subject Matter Expert

Since joining PCG, Angela Pittman has lent her experience in conducting programmatic assessments and data analysis of other state's child welfare programs. In North Carolina, she conducted a root cause analysis of Cumberland County caseworkers, courts, and community partners in improving the outcomes for children in foster care. In Mecklenburg County, NC, Ms. Pittman assessed the call center's intake process related to adult and child safety, including the outsourcing of noncore functions, reclassifying positions, and identifying other approaches to ensure calls related to safety have an immediate response. As part of those assessments, Ms. Pittman assessed the administrative structure, funding streams, policies and programs, performance, caseload sizes, and staff turnover for the local county child welfare programs. She has also helped to redesign Arizona's case management system to ensure the system integrates the fiscal, programmatic, reporting, and workflow needs of the agency's child welfare system.

Prior to joining PCG, Ms. Pittman served as the Social Welfare Director for Buncombe County (North Carolina) Health and Human Services agency. She has also served as the Services Director for a local managed care organization and as the Chief Financial Officer for a local provider services organization that worked with children and families involved in the child welfare system. Ms. Pittman has presented at conferences on topics involving the resiliency of social services leaders in transforming their organizations and has authored "Signs of Safety: A Child Welfare Practitioners Model."

References:

Lisa Webb
Budget and Strategic Initiatives
Hamilton County Administration Building
138 East Court Street, Room 603, Cincinnati, OH
(513) 946-4306

Brenda Reid Jackson, Director
Cumberland County Department of Social Services
Post Office Box 2429
1225 Ramsey Street, Fayetteville, NC 28302-2429
(910) 677-2035
brendajackson@ccdssnc.com

Kevin Kelley
North Carolina Department of Health and Human Services, Division of Social Services
820 S. Boylan Avenue, Raleigh, NC 27603
(919) 527-6401
Kevin.Kelly@dhhs.nc.gov

Staff Resumes

For staff references, please see staff bios under the "Project Team" section above.



Katie Bright
Associate Manager
Public Consulting Group,
Inc.

EXAMPLES OF RELEVANT PROJECT EXPERIENCE

Pennsylvania, Department of Human Services; Office of Children, Youth and Families

Provide Title IV-E and Compliance Services

June 2015-Present

Serve as Contract Manager for statewide quality control and random moment time study administration for 67 counties. Project responsibilities include providing quality assurance and technical assistance and training to counties regarding Title IV-E maintenance and administrative claiming, providing Title IV-E compliance assistance in all aspects of Title IV-E claiming to the Office of Children and Youth Services, and administering and calculating statistical results for the statewide random moment time study of social workers. Work with the state to lead a joint public-private legislatively mandated working group tasked with redesigning the process for establishing provider payment and federal reimbursement rates for child welfare services. Provide national best practice, literature reviews, and consulting on child welfare systems and practices.

Title IV-E Waiver

Assisted the Commonwealth in successfully applying for and receiving a Title IV-E Waiver. This included managing a collaborative process of designing the waiver project and writing the application, responding to Federal questions, and developing and negotiating the base allocation for the waiver.

Kentucky, Department of Community Based Services

Title IV-E Waiver

September 2013-June 2016

As Project Manager, assisted DCBS in the development of a waiver demonstration project. Facilitated the Department's internal waiver workgroup. As part of this group, helped DCBS identify demonstration components, interventions and target populations and the strategic vision of the program implementation. Assisted DCBS with the fiscal analysis that will determined the cost-benefit of each intervention and the overall cost savings/cost neutrality of the demonstration project. Worked with DCBS through the first year of implementation, assisting with implementation strategy.

Title IV-E Assessment

September 2013-June 2014

PCG worked with DCBS to conduct a business process review of the Title IV-E determination process. The assessment resulted in recommendations and an action plan to help the Department appropriately maximize Title IV-E revenue and stay compliant with Title IV-E rules and regulations.

Massachusetts, Department of Children and Families

Title IV-E Revenue Management Services

1993-Present

Serve as a technical advisor to the Title IV-E eligibility unit and assist with work flow management, Title IV-E eligibility policy and procedures. Assist DCF in obtaining increased Title IV-E revenue by working with courts to collect outstanding documents. Work with DCF Information Technology (IT) staff to identify improvements to the current automated Title IV-E eligibility system. Assist in ongoing quality assurance activities and audit preparation and defense efforts. Assist the Title IV-E eligibility supervisor with any resource or policy issues that may arise.

Title IV-E Training Claiming

Project manager for implementation of Title IV-E training claiming process. Managed consulting staff responsible for reviewing curriculum, designing and implementing claiming methodology and make necessary changes to cost allocation plan and Title IV-B Plan.

Internal Quality Assurance Review

Project Manager for bi-annual Title IV-E quality assurance review. Managed consulting staff who complete review. Responsible for ensuring that review is completed within given timeframes, that written report is completed and presented to client, and responsible for assisting the Title IV-E eligibility supervisor with the implementation of any policy or procedural changes as a result of the review.

Title IV-E Revenue Maximization Services

Led revenue maximization project to increase Title IV-E eligibility by working with courts to locate outstanding court documents. Additionally reviewed financial eligibility to identify cases that pass the 1996 AFDC needs test. Performed review of court document exchange between courts and DCF.

Title IV-E Specialist

Responsible for providing technical assistance to regional and area office staff regarding revenue management activities. Assisted the development and testing of new DCF Title IV-E Solution software. Identify and verify consumer asset/income via the Department of Transitional Assistance Medicaid Management Information System (MMIS) and Beacon systems. Evaluate case records and documents received for Title IV-E eligibility in accordance with federal regulations. Consolidate data found during the Title IV-E review and research to produce final eligibility determinations and enter them into the DCF IV-E Solution subsystem. Participate in quality control reviews.

South Carolina, Department of Social Services

Settlement Agreement Budget

April-June 2018

As Engagement Manager, developed a comprehensive five-year budget plan including estimated costs associated with the additional child welfare case workers and supervisors, technology, training and other resources necessary to meet the performance requirements set forth in a civil action Settlement Agreement as required by the United States District Court,

District of South Carolina, Charleston Division. Under the Settlement Agreement SCDSS is required to meet certain standards of care provided to children in out-of-home care.

Tennessee, Department of Children's Services

Title IV-E Waiver

June 2013- June 2014

Assisted the State in successfully applying for and receiving a Title IV-E Waiver. This included managing a collaborative process of designing the waiver project and writing the application, responding to Federal questions, and developing and negotiating the base allocation for the waiver. Currently, serving as part of the implementation team to oversee the execution and ongoing monitoring of the waiver and changes needed to the State child welfare system resulting from the waiver requirements.

Nebraska, Department of Health and Human Services

Cross-Systems Analysis

October 2012-January 2013

As Project Manager, performed a cross-system analysis of the six divisions in the state's Department of Health and Human Services (HHS). This analysis outlines the strategies that the state will undertake to utilize federal funding and make the best use of state general funding and to provide comprehensive prevention services to children across the state. The main focuses of the state-funded services are to service at-risk youth, and prevent the custody placement with the Department as a ward of the state.

EDUCATION

Simmons College

Bachelor of Arts, Political Science



Kyle McCarthy
Research Supervisor
Data Analyst/Statistician
Public Consulting Group,
Inc.

EXAMPLES OF RELEVANT PROJECT EXPERIENCE

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

Arkansas' *Creating Connections for Children* Project

2016–2018

Managed the process and outcome evaluation of a general and targeted recruitment initiative to increase placement stability and permanency. Conducted qualitative and quantitative data analysis. Provided periodic presentations to stakeholders and wrote semi-annual reports.

Evaluation of Title IV-E Waiver

2016–2018

Managed the process and outcome evaluation components of the waiver. Conducted data analysis of case management information system data to measure the impact of several Waiver initiatives in keeping children safe, helping them to achieve permanency and ensuring their well-being. Used propensity score matching to select a comparison group for analysis. Conducted interviews with key stakeholders. Drafted the evaluation portions of the semi-annual reports.

Indiana, State Department of Health; Maternal and Child Health Division

Home Visiting Benchmark Reporting

2018–Present

Managed the analysis and reporting efforts of the program. Conducted data analysis of case management data to satisfy the state's federal benchmarking requirements. Assisted in developing reports for dashboard reporting.

Maine, Department of Health and Human Services; Office of Child and Family Services

Business Process Reengineering

2018–Present

Conducted quantitative data analysis using data from the state's case management system to measure staff's performance in satisfying policy requirements.

Title IV-E Waiver Demonstration Project Evaluation Service

2016–2019

Managed the process and outcome evaluation of the waiver. Conducted quantitative data analysis using data from the state's case management system to measure outcomes in reducing the re-abuse of children 0 to 5 and their reunification when placed into foster care and the cost impact of the program to Maine.

Eckerd Rapid Safety Feedback Evaluation

2016–2018

Conducted the measurement of outcomes to assess the impact of the predictive risk modeling tool and identified factors which influenced the success of outcomes.

Workload Study

2016–2017

Conducted data analysis of the time needed to handle activities for a range of case types in a quality manner which will satisfy policy requirements. Conducted the analysis of time staff have available for casework and developed the analytic tool for Districts and the State to measure resource need on an ongoing basis. Analyzed data from a case record review used to measure the impact of implementing structured decision making at intake.

Michigan, Legislative Council, Criminal Justice Policy Commission

Study of 17-Year-Olds in the Adult Court and Correctional Systems

2017–2018

Conducted data analysis and predictive analytics of court data to estimate the number of 17-year-olds who would enter the juvenile justice system, how far they would penetrate into the system, and the services they would receive.

Virginia, Office of Children’s Services

Special Education Day Program Rate Setting

2018–Present

Developed methodology to determine rates for special education day programs. Conducted data analysis of financial data to estimate rates for special education programs.

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

Title IV-E Waiver Evaluation

2016–2018

Conducted quantitative data analysis using an extract from the state’s child welfare case management system to measure outcomes in preserving children’s safety and achieving permanency.

EDUCATION

University of Kentucky

Ph.D., Physics, 2015

University of Kentucky

M.A., Physics, 2013

Georgia State University

B.S., Physics, Cum Laude, 2010

PUBLICATIONS AND PRESENTATIONS

McCarthy, K. A. (2015). Characterizing the Nearest Young Moving Groups (Doctoral Dissertation, University of Kentucky). Also presented at the 225th AAS Meeting.

McCarthy, K., & Wilhelm, R. J. (2014). Characterizing the AB Doradus moving group via high-resolution spectroscopy and kinematic traceback. *The Astronomical Journal*, 148(4), 70.

June 14, 2019

Nebraska Department of Health and Human Services
Child Welfare Reform Analysis Proposal
Submitted by Public Consulting Group, Inc.

McCarthy, K., & White, R. J. (2012). The Sizes of the Nearest Young Stars. *The Astronomical Journal*, 143(6), 134.

SDSS-IV Collaboration Meeting, Madrid – Invited Talk (2015)

Penn State Center for Exoplanet and Habitable Worlds Seminar – Invited Talk (2015)



Sara Gilbert
Business Analyst
Public Consulting Group,
Inc.

EXAMPLES OF RELEVANT PROJECT EXPERIENCE

Virginia, Department of Social Services

Child Welfare System Design Services

Support the conduct of a feasibility study throughout the Commonwealth addressing the constraints and short-comings of the current IT system while considering functionality needed to meet proposed Comprehensive Child Welfare Information System (CCWIS) compliance. Assist in using the information gathered in the feasibility study to identify possible system solutions, the evaluation of these solutions, and the development of a firm understanding of the day-to-day needs of the end system users which will drive the development of a request for proposals for the procurement of a Comprehensive Child Welfare System for the Commonwealth.

Minnesota, Department of Human Services

Feasibility Study

Conducted an assessment of the current state grant funded respite care services strengths and gaps through interviews, focus groups, surveys, and data analysis. Gather input from state leadership, county mental health agencies, respite care providers, tribal representatives, and families. Conducted research on best practices in children's mental health respite care services, other state models, and Medicaid options including 1915(c) HCBS waivers and State Plan Amendments.

Texas, Department of Assistive and Rehabilitative Services

Capacity Assessment

Provided project support in conduct of an evaluation of independent living services available in communities throughout the state. The evaluation includes an assessment of the capacity, or the ability and willingness to develop the capacity, of Centers for Independent Living (CILs) and other service providers to provide a statewide network of independent living services currently being provided by DARS. Our project will also evaluate whether services currently provided through the DARS Office of Deaf and Hard of Hearing Services could be better provided through the CILs. This project includes documenting the current goods and services provided by the Office of Deaf and Hard of Hearing, and providing an analysis of which processes could potentially be outsourced to the CILs.

Kansas, Department of Children and Families

Training, Technical Assistance and Evaluation

Project Support for ongoing training, technical assistance and evaluation. PCG provides support in the areas of; implementation, strategic change and evaluation necessary for the project's success and sustainability.

OTHER RELEVANT EXPERIENCE

Nebraska, Department of Health and Human Services

Program Specialist

Served as a manager over adult and child abuse registry requests. Conducted program evaluation, analyzed data, and reviewed current functions of the states SACWIS system to identify ways to streamline the request process to expedite accurate results. Served as a committee member for implementation of Results Based Accountability as part of

Nebraska's IV-E Waiver team. Provided oversight for statewide service providers; specifically, in contract development and definition development of services. Analyzed data related to outcome measures to ensure compliance with Federal guidelines and policies for several programs including foster care, adoption, and Title IV-E waiver services.

Children and Family Services Specialist

Provided ongoing case management and service coordination for children, youth, and families served by NDHHS. Facilitated family team meetings consistent with the Family Centered Practice philosophy. Collaborated with community partners. Wrote court reports, case plans, conducted ongoing assessments and documentation for each family served on caseload and documenting in the states SACWIS system, NFOCUS to ensure a case history was available to all relevant parties. Prepared for and provided testimony in regards to case plan progression.

Children and Family Services Supervisor

Supervised, trained, and provided consultation to eight staff. As part of ongoing supervision, Ms. Gilbert reviewed assessments, placement history and required documentation by children and family services case managers into the states SACWIS system to ensure compliance timeframes. Facilitated weekly staff meetings and provided consultation on individual case decisions. Collaborated with community partners including judicial parties, law enforcement, and mental health professionals. Analyzed case planning documents, assessments, and reports submitted to court and other legal parties. Provided oversight of case management functions using data, drawn from NFOCUS, the states SACWIS system.

Resource Developer

Consulted and coordinated with staff on placement availability including detention facilities, foster homes and other out of home placements by reviewing and entering information into NFOCUS, the states SACWIS system. Performed quality assurance work of contract providers to ensure compliance with children and family services review expectations. Researched, gathered and maintained community resource reference library. Maintained data on placements, referrals, denials and utilization of services, in the statewide SACWIS system to ensure consistent information be available. Administered placement classification tools to determine level of care. Appeared in court to present alternative placement options and service plans to judges and attorneys. Conducted aggregated review of service outcomes to identify efficiency and gap existence.

Social Services Worker

Performed interviews for applicants who were applying for benefits such as Medicaid, Medicare, SNAP and energy assistance by conducting over the phone and in person interviews then entering information NFOCUS, the states SACWIS system. Compiled budgets using all relevant financial and residential information to determine program eligibility. Conducted work within State and Federal time frames and guidelines. Maintained electronic record of contacts, activities and ongoing concerns. Reviewed case actions regarding complaints or violations.

June 14, 2019

Nebraska Department of Health and Human Services
Child Welfare Reform Analysis Proposal
Submitted by Public Consulting Group, Inc.

EDUCATION

Wayne State College
Bachelor of Science in Criminal Justice



Karen Hallenbeck
Program Manager
Public Consulting Group,
Inc.

EXAMPLES OF RELEVANT PROJECT EXPERIENCE

Alaska, Office of Children’s Services

Workload Study

2005 and 2012

Developed the methodology used to measure resource need of staff to support front line caseworkers and of licensing specialists. Provided guidance in the development of the web-based data collection tools and training of local participants. Guided the analysis of time available for casework, time needed to handle cases and revisions of earlier time standards developed for caseworkers.

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

Title IV-E Waiver Evaluation

2014-2019

Provided support to the project manager responsible for leading the process, outcome and cost evaluation of six initiatives implemented to address the safety and permanency of the state’s children.

Canada, Children’s Aid Society of Toronto

Workload Study

2017–2018

Managed a workload study to support the agency and its union in developing a system to measure the number of staff needed to handle the child welfare caseload on an ongoing basis. Conducted focus groups to identify activities completed by supervisors, caseworkers and support staff were captured in meeting the needs of children and families.

Maine, Department of Health and Human Services; Office of Child and Family Services

Business Process Reengineering

2018–2020

Served as the engagement manager for an assessment of the agency’s practices from Intake to Adoption, including Licensing, to identify strategies to improve practice and technology efficiencies to improve outcomes.

Title IV-E Waiver Demonstration Project Evaluation Services

2015–2018

Oversaw the process, outcome and cost evaluation of an IV-E Waiver demonstration project implemented to reduce the re-abuse of children ages 0 to 5 and their reunification when placed into foster care.

Workload Study

2016–2017

Served as the project manager for a study used to measure how much time it takes to handle cases of varying type and the time staff have available to work on cases. Oversaw the development of the data collection tools and the analyses used to derive the calculations to measure resource need. Guided development of the tool used to measure resource need on an ongoing basis.

Minnesota, Department of Human Services; Division of Child Safety and Permanency

Child Welfare Workload Study and Analysis

2008–2011

Directed a workload study designed to measure resource need based on the ability of the state and its counties to achieve positive safety and permanency outcomes for children served. Developed curriculum and materials for training local trainers to prepare caseworker participation, following a series of focus groups to map processes and a review of the state's policy manual. Developed an analytic tool to project resources as well as user reference materials. Developed a reporting mechanism that allows counties to assess outcome performance in conjunction with workload.

Montana, Department of Public Health and Human Services

Time Study and Workload Measurement

1998–1999

Developed the tools for measuring case and worker activities. Prepared training materials for statewide instruction by state representatives on the use and completion of the data gathering instruments. Supervised the gathering and data entry of the instruments, worked closely with state representatives to ensure results were complete and accurate.

Nevada, University of Nevada School of Medicine

Productivity Study

2015

Provided guidance in the development and analysis of a productivity study of the Mojave Adult, Child and Family Services clinics. Responsible for working with project team in developing improved rates for Medicaid reimbursement and updating the Cost Allocation Plan to reflect the change in rates and the methodology used to establish the rates.

New York, Westchester County Department of Social Services

Workload Study

2006, 2008–2009

Directed a follow-up workload study for the county's child welfare division. Conducted focus groups as part of the development of an inventory of tasks and definition of case types. Supervised the data collection process, including development of a web-based tool, training of county staff and monitoring of participation. Guided the data analysis and staff projections, drafted the final report and developed an analytic tool for ongoing calculation of resource need.

Oklahoma, House of Representatives

Oklahoma Department of Human Services Performance Audit

2008–2009

Managed resources to ensure survey, interview and case reading tools were developed and staff were available to conduct the qualitative and quantitative data collection and analyses of the organizational and management structure of the department especially as it relates to child welfare. Participated in onsite interviews and case record reviews.

Pennsylvania, Department of Public Welfare

Needs-based Planning and Budgeting and CFSR Support

2001–2018

Provided project guidance in the review of the state’s data collection systems, including the validation of the integrity of locally generated AFCARS files, and developed measures for an automated tool to ensure the integrity of locally produced data files beyond those which ACF created. Managed the data entry, analysis and report writing of county Quality Services Reviews, including statewide aggregation. Reviewed the syntax and results of ad hoc data requests for completeness and accuracy. Provided quality reviews of reports used to summarize the results of focus groups and surveys administered as part of the Self-Assessment of the second CFSR round.

Virginia, Department of Social Services

Workload Management Study Update

1999–2000, 2007–2008

As project manager, led focus group discussions, drafted case type and task code documents, ensured timely and quality products and staff allocations for a statewide workload measurement study to determine both the time workers have available for case specific work and the time required to handle cases according to state and federal policy and procedure. Developed the analytic tool for localities and the state to use for measuring future resource need. Served as the primary liaison with state and local representatives.

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

Title IV-E Waiver Evaluation

2015–2018

Conducted the cost evaluation of the Title IV-E Waiver initiative designed to prevent foster care placement and use of congregate care. 2015 – 2018.

EDUCATION

Siena College

B.S., Finance, 1981

PRESENTATIONS

Safe at Home West Virginia: Using Data and Evaluation to Strengthen Program Practices in Preparation for Family First

CWLA 2019 National Conference, April 2019, Washington, D.C.

Hymes, Amy Lawson; Hallenbeck, Karen



Kim Magoon
Research Analyst
Public Consulting
Group, Inc.

RELEVANT PROJECT EXPERIENCE

Maine, Department of Health and Human Services; Office of Child and Family Services

Title IV-E Waiver Demonstration Project Evaluation Services

2018–Present

Managed provider database and conducted 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.

Business Process Re-engineering

2018–Present

Facilitated listening sessions and stakeholder committee meetings. Analyzed agency data, completed review of agency policies, and researched child welfare best practices surrounding specific policies and practices. Led team to policy and practice recommendations to improve service delivery and, in turn, further improve child safety within the child protection system.

Business Process Assessment and Implementation Planning

2018–Present

Assisted with visioning facilitation for strategic planning with staff and stakeholders. Supported implementation planning and “projectizing” recommendations into concrete, actionable steps. Facilitated staff/stakeholder committee workgroups and planning sessions. Participated in the process of redefining staff roles and responsibilities.

Maine, Department of Health and Human Services

State Epidemiological Outcome Workgroups (SEOW)

2018

Assisting project coordinator and co-chair for a grant to expand and support the capacity for data-driven substance abuse prevention in Maine. Compiled and analyzed community and state-level data to monitor substance abuse trends in Maine. Analyzed data sources to update annual epidemiological profiles. Produced supplemental materials and provided community level data to prevention-focused groups.

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

Child Abuse Prevention Grantees Protective Factors Evaluation

2018–Present

Performed data entry and quality checks of data from a statewide survey designed to measure change in families’ protective factors.

West Virginia, Department of Health and Human Resources

Title IV-E Safe at Home

2018–Present

Conducted consumer and stakeholder interviews for an evaluation of Safe at Home wraparound facilitation program.

EDUCATION

June 14, 2019

Nebraska Department of Health and Human Services
Child Welfare Reform Analysis Proposal
Submitted by Public Consulting Group, Inc.

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

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



Sara Panella
Consultant
Public Consulting
Group, Inc.

RELEVANT PROJECT EXPERIENCE

Maine, Department of Health and Human Services; Office of Child and Family Services (DHHS/OCFS)

Child Welfare Evaluation and Business Process Redesign

Conducted an evaluation of Child Welfare program's business processes to identify changes needed to improve the safety, permanency, and well-being for children and their families who are served by the agency, as well as develop a plan which will be used to implement and sustain needed change. Conducted stakeholder outreach and surveying, facilitated internal OCFS workgroups, conducted as-is process mapping and analyzed national best practices to make recommendations for changes to OCFS policy and practice. Led implementation planning efforts.

Rhode Island, Department of Human Services

Quality Improvement Program

Establish a sustainable practice of identifying and remedying case processing issues that lead to payment errors, by developing a stronger infrastructure for the training, communication, monitoring, and measurement of SNAP case processing. Facilitated an internal DHS workgroup to conduct a current state analysis to identify current practices, pain points, and opportunities related to SNAP errors. Developed key processes and tools to support a Quality Improvement Program, including a case review process, error rate measures, corrective action plan process, and coaching and training tools.

SNAP Business Process Improvement

Designed a new operating model and providing recommendations for improving business processes and customer service. On-site observations and interviews of staff and leadership. Developed a strategy to incentivize preferred channels and improved service; and developed a plan for improving office design and lobby management.

Maine, Department of Health and Human Services; Office of Child and Family Services (DHHS/OCFS)

Children's Behavioral Health Assessment

Evaluate Children's Behavioral Health Services (CBHS) to identify current problems or gaps and develop recommendations for short- and long-term solutions. Conduct site visits and interviews with staff to review OCFS operations. Use focus groups to validate themes, present preliminary findings and recommendations.

Maine, Department of Health and Human Services; Office for Family Independence (DHHS/OFI)

Business Process Redesign

Implemented a business process transition to statewide, task-based management. Conducted site visit outreach to gather qualitative data, streamline procedures and establish statewide standards for SNAP, Medicaid and TANF program delivery. Produced business process and workflow mapping, analyzing processing times to develop standardized performance metrics and management expectations. Updated and redesigned staff procedures bring in line with streamlined processing. Designed and conducted trainings in conjunction with the development of

a business process management tool and statewide electronic management system. Completed data analysis to determine resource allocation, evaluate progress and ensure a successful statewide transition.

Massachusetts, Department of Early Education and Care
Child Care Transportation

Conducted a Transportation Study with the goal of providing data and analysis to assess the impact of implementing the recommendations made for system-wide improvements in the areas of eligibility, quality monitoring and oversight and rate adjustment. Completed stakeholder outreach, and real-time transportation route cost analysis, to gather additional data to inform the implementation recommendations.

Missouri, Department of Social Services; Children's Division
Registered Child Care Monitoring Services

Developed and implemented processes and staffing to provide on-site monitoring of child care providers applying to become registered, currently registered child care providers, and child care providers determined to be license-exempt by the State of Missouri. Monitoring includes confirming the child care provider's compliance with health and safety requirements; pre-service training; and documentation required to contract with the state agency. The project included three phases: Start-Up, Go-Live and Annual Monitoring. Developed process workflows and guides during the Start-Up and Go-Live phases. Conducted training on the Registered Child Care Monitoring process for all Registered Monitoring Specialists in Missouri.

New Hampshire, Department of Health and Human Services,
Division of Family Assistance

TANF Coordination of Care Model Design

Developed a strategy to coordinate state resources to better address the needs of children and families that are chronically low income. Facilitated stakeholder workgroup sessions among more than twenty agencies to incorporate perspectives across the Department. Reviewed current policies and assessed caseload and service population data to identify coordination design elements. Completing logic models and sustainability planning for interventions that bridge gaps in coordination for vulnerable populations.

California, County of San Mateo Human Services Agency (HSA)

Staff Development and Training Infrastructure Design

Agency wide Staff Development and Training Infrastructure Design which included conducting initial needs assessments and gap analysis activities with HSA leadership, supervisors, and stakeholders. Project work includes: Designing a New Worker and On the Job Training Program that supports all program areas within the agency, creating a Business Model for ongoing staff development and ensuring agency handbooks and training materials remain updated, develop a "Train-the-Trainer" curriculum and train existing staff on the areas of curriculum development, adult learning theory, learning objectives, transference of learning and measurement of trainee performance.

Massachusetts, Department of Early Education and Care
Child Care Differential Licensing Initiative

Implemented a differential licensing model for EEC to maximize the utilization of agency staff and enhance the quality of programs. The project includes the facilitation of three established to guide their work in developing the differential licensing process and licensing tools. Developed and conducted training on the use of a focused licensing model for all EEC Licensors in Massachusetts.

North Carolina, Department of Health and Human Services

Work Support Strategies - Integrated Eligibility Manual (IEM)

Integrating eligibility policy into a user-friendly, cross-program manual for North Carolina DHHS, including Medicaid, SNAP, TANF, Special Assistance, Child Care, Refugee Assistance and energy assistance programs. Streamline the similar standards and reporting for eligibility determination processing to improve access for individuals and families applying for benefits.

Maine, Department of Health and Human Services, Office for Family Independence (DHHS/OFI)

TANF and TANF Maintenance of Effort Claiming

Conducting outreach and research to assist Maine DHHS toward increasing the state's Maintenance of Effort (MOE) claim for the Temporary Assistance for Needy Families (TANF) programs, based on opportunities identified by PCG. Establishing partnerships with several organizations to develop a TANF MOE estimate. Develop contracts and collect data for processing claims from partnering organizations.

Maine, Department of Health and Human Services, Office of Child and Family Services (DHHS/OCFS)

Child Care Program Redesign

Transforming service delivery of three (3) federally supported child care programs – ASPIRE Child Care, Transitional Child Care (TCC), and the Child Care Subsidy Program (CCSP) within DHHS. Worked to evaluate the policy and operational decisions that support the redesign goal. Developed a phased implementation approach to execute policy decisions, redefine roles and responsibilities and reorganize program rules that govern finance, payment, eligibility, licensing and quality in an effort to streamline work administered by each agency.

PROFESSIONAL BACKGROUND

Frannie Peabody Center

Program Evaluator/Contract Manager

Bristol-Myers Squibb, Co.

Training Specialist

EDUCATION

University of Southern Maine, Muskie School of Public Service

Master of Public Policy and Management, 2014

Syracuse University

Bachelor of Arts in Political Science, 2004

Bachelor of Arts in International Relations, 2004



Angela Pittman
Senior Advisor
Public Consulting
Group, Inc.

EXAMPLES OF RELEVANT PROJECT EXPERIENCE

Signs of Safety, Regional Director for U.S.

Consulted with jurisdiction leadership to implement Signs of Safety practice model within state and local government human services organizations. Oversight of licensed Signs of Safety trainers and consultants in U.S. Member and participant in International Signs of Safety and Resolutions Consultancy team.

North Carolina, Cumberland County Department of Social Services Comprehensive Evaluation of Foster Care Outcomes & Critical Thinking for Decision Making Curriculum Development and Training

Conducted systematic root cause evaluation and analysis of qualitative and quantitative (key interviews) data related to DSS, Court and community partner factors impacting increase in foster care and delays in permanence. Worked directly with County Manager, Director, Judges and other Court personnel, as well as engagement of staff and community partners to address operational and practice factors, workforce retention and organizational factors, Court system improvement and utilization of data to drive and track progress on implemented strategies. Developed critical thinking for decision-making curriculum and training delivery for all supervisors, trainers and quality assurance staff.

Louisiana, Department of Children & Family Services

Workforce Recruitment & Retention

Developed and implemented recruitment and retention strategies within DCF. Developed curriculum and training of staff to execute a competency based interviewing model & transparency in promotion practices. Improvement of organizational climate through identifying root causes contributing to climate issues. Implemented a variety of retention strategies through engagement of leadership, managers, supervisors and direct practitioners.

Arizona, Department of Children Services

CWIS/SACWIS System Replacement – Business Integration

Participated in redesign of child welfare case management system including integration of fiscal/programmatic/data analytics/workflow. Assisted with development of a child welfare practice model that is integrated into technology to support direct practitioners and assist in managing daily operations and predictive data metrics, as well as real time data analytics to improve child welfare performance measures.

Ohio, Hamilton County Job & Family Services

Child Welfare Tax Levy

Conducted comprehensive evaluation of programmatic outcomes and effectiveness of child protective services system in Hamilton County. Responsible for fiscal analysis related to tax levy directed towards child welfare services, including compliance with previous levy cycle and recommendations for new levy. Worked with Tax Levy Commission, County Manager and JFS Director to address challenges and strategic plan for the next five years.

North Carolina, Mecklenburg County

Health & Human Services Call Center

Conducted data analysis and programmatic assessment of social work services intake process directly related to adult and child safety. Recommended best practices to ensure a coordinated social work intake within overall call center structure, including outsourcing noncore functions, reclassifying positions and other approaches to ensure calls related to adult and child safety have immediate response.

North Carolina, Department of Health and Human Services; Division of Social Services

Statewide Child Protective Services Evaluation

Served as subject matter expert for a large statewide evaluation of NC child protective services (CPS) including administrative structure, funding, CPS policies and programs, county performance, caseload sizes, and caseworker turnover. Contributed to a comprehensive report for the Division of Social Services and the North Carolina General Assembly with findings and recommendations to improve the CPS system.

North Carolina, Buncombe County Health and Human Services

Social Work Director

Managed urban social work department including: child abuse prevention, child welfare, aging, veteran's and adult services and legal services within an integrated Health and Human Services system. Led a team of executive managers and a team of 25 child welfare supervisors and a staff of 200 direct practitioners. Led efforts to implement a direct practitioner driven, management guided and organizationally focused model of resilient workforce strategies that led the organization to from a 39% turnover rate in child welfare to 7.6% in 2014.

North Carolina, Foothills Managed Care Organization

Provider Service Director

Managed a team of clinicians responsible for all performance based contracts, program evaluation and implementation of evidence based practices within a mental health network, based on identified service gaps. Implemented a comprehensive community based system of programs and services for a four-county area.

North Carolina, The Family Center Charlotte

Chief Operations Officer

Facilitated a 30-person board and was responsible for a \$3.2 million budget, as well as assisted with fundraising of \$7 million goal Capital Campaign for Treetops, a camp for abused/neglected children in a two-state area. Management and supervision of finance, volunteer services, technology, billing and human resources for an accredited mental health organization. Implemented evidence based practices to address the needs of children and families who were involved with the child protective services system.

North Carolina, Department of Health and Human Services

Child Welfare Consultant

Provided consultation and technical assistance with county DSS' regarding interpretation of federal and state child welfare laws, as well as mandates, policy and best practices. Facilitated Child & Family Service Reviews & IVE

Reviews statewide and implementation of strategies from Federal Program Improvement Plan to improve outcomes for families and evaluate benchmarks in conjunction with DSS Board and community leaders

OTHER RELEVANT EXPERIENCE

NATIONAL ASSOCIATION OF PUBLIC CHILD WELFARE ADMINISTRATORS

Speaker, June 2015

Presented on multi-disciplinary strategies to ensure a “Resilient Workforce: Protecting Our Most Valuable Asset”, focused on retention of child welfare staff and building a resilient workforce and organization.

SIGNS OF SAFETY – THE GATHERING

Speaker, October 2015

Co-presented on “Learning from Failure: How Resilient Leadership Transforms an Organization”, describing leadership through a child fatality and how one leader and organization evolved from a reactive to a responsive supportive model

PUBLICATIONS

Pittman, A.L., Shook, T. & McGuire, M. (2014). “Signs of Safety: A Child Welfare Practitioners Model.” NACHSA, Winter 2014, 3-8.

Pittman, A.L. (2016). “Leading Through Crisis: The Importance of Investment in the Child Protection Workforce.” *Child Welfare 360*. Spring 2016, 18-19.

EDUCATION

University of St. Thomas

Doctorate of Social Work (in progress)

UNC Chapel Hill

Master of Social Work

Western Carolina University

Bachelor of Social Work

June 14, 2019

Nebraska Department of Health and Human Services
Child Welfare Reform Analysis Proposal
Submitted by Public Consulting Group, Inc.

j. Subcontractors

PCG does not plan to utilize subcontractors for this engagement.

TECHNICAL APPROACH



TECHNICAL APPROACH

a. Understanding of the Project Requirements

Public Consulting Group (PCG) is pleased to offer its experience and expertise in conducting business process reviews of other state agencies, including that of child welfare programs, to provide the Nebraska Department of Health and Human Services Division of Child and Family Services with an assessment of how decisions are made, how decisions are documented, whether the correct information is being captured, and the extent to which that information is used to best serve the children and families involved with the agency.

NE CFS provides a broad scope of services to ensure the safety, permanence, and well-being of children in Nebraska. The continuum of services includes child protective services intake, investigations/assessment, ongoing services, foster care, and adoptions. In addition, there are other supportive services, e.g., continuous quality improvement, that undergird core child welfare services. Although NE CFS is a state administered system, leaders must still be mindful of local county differences including that of privatized support resources in providing technical assistance, support, and guidance to assist caseworkers in achieving positive outcomes and the mission of the state overall.

NE CFS has continued to evolve and enhance its child welfare system through a number of strategies. In 2017, Child Focus partnered with NE CFS and other organization to design a blueprint plan for change for children in Nebraska's foster care system. The state's recent CFSR findings show some strengths of the agency such as the robust Continuous Quality Improvement process, but also several areas of improvement such as decision making within safety assessments and services to kinship families among other outcomes which focus on the shortcomings in addressing safety, permanency, and well-being. The intent of this assessment is to identify strengths and weaknesses in current practice and to identify recommended changes to assist with social worker decision making to ultimately improve the outcomes for the children and families that are served by NE CFS.

This assessment requires subject matter expertise and the ability to plan, coordinate, and execute an exploration and analysis of a complex system. ***As a flexible, mid-size firm stocked with child welfare experts, PCG brings the knowledge, know-how, and capacity to complete a meaningful assessment.*** Our strategy for this project is informed by similar system-wide assessments that we have completed in the health and human services world and our experience working with Nebraska. Our strategy is rooted in the following three tenets:

1. ***Deep understanding of the complexity and interconnectedness of all parts of the child welfare system.*** These include state and county structure, policies, culture, funding, judicial restraints, advocacy group pressure, and provider community responsiveness. Prioritizing and organizing the many pressing needs at NE CFS such as caseload size, turnover, training, practice model design, the selection and delivery of services which can be complicated given the privatization of service delivery in some areas, outcomes measurement, and prevention activities are a prerequisite for making good decisions for children and families and for the agency in making smart funding decisions. PCG will help Nebraska develop a path forward based on lessons learned from this assessment of NE CFS and a literature review of national best practices and that of other states, and recommend mechanisms that hold stakeholders at all levels accountable and provide feedback to keep NE CFS moving forward with continuous improvement.
2. ***A streamlined plan for gathering data and information that will support all assessment requirements yet avoid duplication of effort.*** We have mapped information and data sources to policy requirements and best practice standards, and have developed a holistic approach to collecting information, limiting the burden on the state, to inform our evaluations of current business

practices. We will deploy our team to complete information and data gathering activities, and use standardized tools to help ensure consistency and quality.

3. **Commitment to a collaborative process.** Our team will synthesize research, draft findings, and conduct a thoughtful and iterative analysis. And near the conclusion of the project, we will produce a cohesive and meaningful final report. Along the way, we will “pressure test” our initial ideas with the NE CFS leadership. We will share ongoing progress with NE CFS through status meetings and aim to foster a collaborative and creative partnership that values communication and problem solving.

b. Proposed Development Approach

In our work with NE CFS, we will use our sustainable change improvement cycle – **Dream, Explore, Shape, Implement, Nurture (DESIN)** – which comes from more than 30 years of helping government transform. It provides a practical model for navigating and executing change, blending the human, organizational, and technical aspects of change. Since the scope of NDHS proposal is an evaluation of the foster care system and recommendations for improvement, **PCG will only dive deeply into the four phases of the process, Dream, Explore, Shape and Implement.**

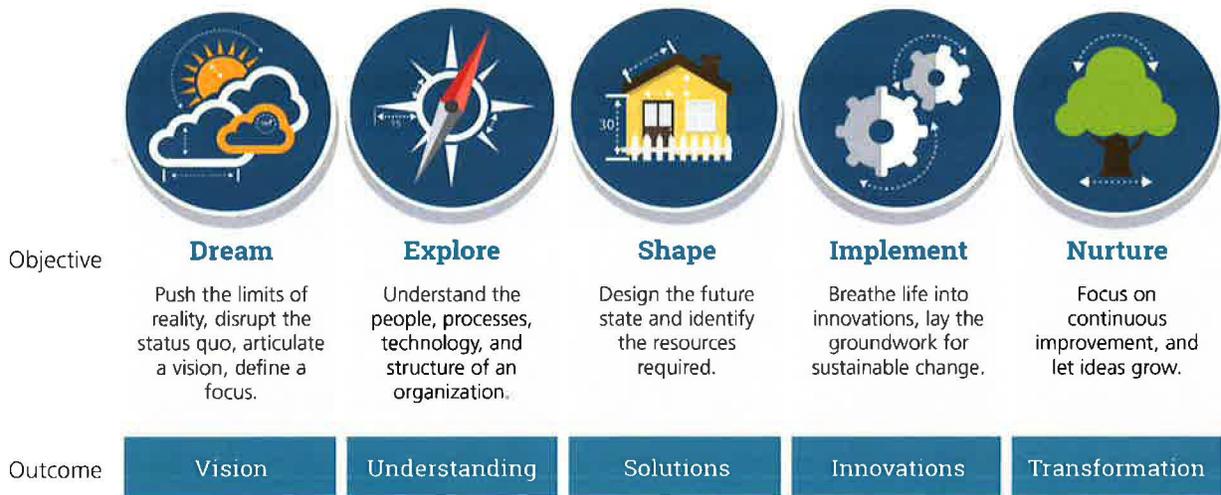


Figure 1. Sustainable change improvement cycle – Dream, Explore, Shape, Implement, Nurture (DESIN)



In the **Dream** phase, we will bring together NE CFS stakeholders, articulate the vision, and define a focus. Key activities include:

Articulate the Vision – Through a kick-off meeting with executive leaders and project sponsors, we establish a vision for the future that is specific. The project kick-off meeting is one of the first opportunities to initiate a solid foundation of strong communication. One primary purpose of this kickoff meeting is to identify all individuals who will be working on the project, understand how they are organized as well as their roles in the project, and ensure there are effective pathways for communication.

Scan the Environment – To understand the context and environment of a project, we conduct an initial review of available information about the organization and its history, people, and services. Due to the timeline of this project, it will be imperative for us to submit and receive information about the agency within

the first few weeks of the project. PCG will submit a data request to NE CFS, asking for specific information for review. PCG has a secure email function to keep documents confidential. Since the focus is on the child welfare services, examples of data to be requested include:

1. Organizational Chart/Structure to identify if any recent changes have been made, and an understanding of any planned changes
2. Partner organizations providing services to support safety, permanence, the well-being of foster children, including any performance contract and any pertinent data
3. Current Policy and Procedure Manuals that may not be posted online
4. Child Welfare Practice Model requirements and expectations
5. Child & Family Service Review and Safety Measure data and outcomes
6. Continuous Quality Data Reports, including additional Performance Outcome Reports and access to current management dashboards, if appropriate

On-site Sessions – During that same week that PCG will be on-site for a kick-off meeting with leadership and other stakeholders, staff will meet with organizational leadership and key workforce members (direct practitioners, supervisors, managers) to begin to understand the landscape of NE CFS system and continuum of care. PCG will return to do another week-long on-site visit, in order to continue to meet with the workforce, as well as other key stakeholders detailed below. PCG will be on-site for a week in order to facilitate the review of the claiming process. Finally, PCG will be on-site to deliver the final report and presentation to the leadership team, which will include recommendations for implementation.



Explore

In the **Explore** phase, we will gain an understanding of the people, processes, technology, and structure of the organization and the key organizations that support safety, permanence, and well-being of children in foster care. Key activities are described below.

PCG will take a detailed approach to the assessment of programs and services currently being provided by NE CHS. Based on the priorities established by NE CHS, we will evaluate the programs and services, starting with a comparison to national and best practice standards as well as complete the business process mapping. To accomplish this, PCG will carry out the following work steps.

Our Process Analysis and Design efforts takes place in two major phases: the **As-Is Analysis** and the **To-Be Design**. During these phases, we apply a series of techniques in order to determine the root cause of process problems, which may be impacted by policies and practice standards, organizational structures, and even funding processes. Using multiple data collection strategies and resources to inform the As-Is Analysis, we then develop sound and feasible solutions. The first phase focuses on exploring current processes and barriers which impact staff in achieving successful outcomes for children and families they work with, as well as those that prevent access to funding streams that can better support the agency's mission. The second phase focuses on developing and prioritizing solutions for each of those barriers.

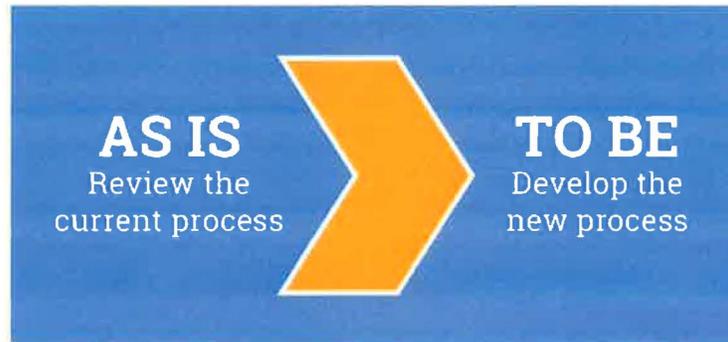


Figure 2. Two major phases of our Process Analysis and Design efforts

The **PCG toolKIT** – Knowledge, Imagination, and Techniques – provides our staff with a broad range of tools and skills that can be applied to any process and organizational improvement effort. The toolKIT includes **techniques**, such as group facilitation and root cause analysis, **templates**, such as Process Scorecards and site visit agendas, and **technology**, such as business process mapping and process modeling tools. Every environment in which we work is different. The toolKIT approach gives our clients options based on the goals, timeframes, scope, and environment in which the process improvement effort is taking place.

For any Process Analysis and Design effort, there are at least three preconditions that must be in place. These preconditions include the identification of project goals, the specification of processes to be reviewed, and the assembly of the right team for the job.

Identify the Processes

An important step in the process analysis is identifying which specific processes need to be reviewed. The Request for Proposal lays out a comprehensive list of items to address, ranging from organizational structure, to casework processes and decision-making, to quality assurance and resource development and support, to fiscal responsibilities and funding streams. Each of one these items, when considered from an “as-is” perspective, can either positively or adversely impact the agency’s ability to achieve successful outcomes. For example, if supervisors are not providing guidance or the tools which caseworkers are to use to collect data are not being used to inform decision-making, CFS will likely not be able to achieve positive outcomes for children and families, at least in part.

Organizations looking for a top-to-bottom process review of all its functions should start with a bite-size segment of its operations. This approach provides the opportunity to gain traction with a manageable scope of work, identify areas where immediate changes can be implemented, and increase the chances of later success in redesigning other processes.

In looking at an organization’s operations, we first identify the **service** that the organization is delivering. Next, we identify key **processes** that contribute to service delivery, carrying those processes forward to assess the impact on funding to support those services. And finally, we identify specific **steps** within each process. Identifying these distinct parts helps target our process analysis. At the *service* level, we look at the relationships between the various supporting processes and overarching issues that may be hampering effectiveness; changes for improvement are usually at a *strategic* level. At the process level, we look at the granular steps that are hindering efficiency and identify *tactical* changes for improvement.

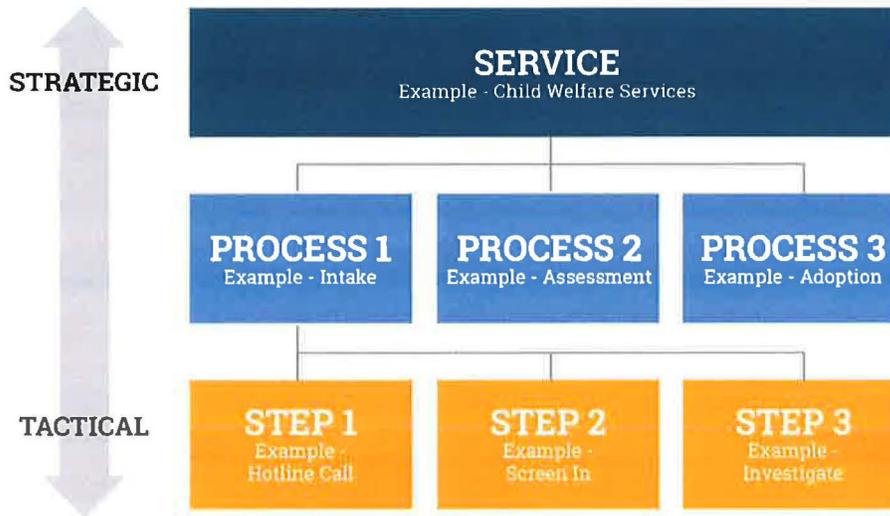


Figure 3. Approach for identifying the processes for review for the process analysis

Identify the Team

At the onset of any process improvement effort, we establish a **Process Improvement Team**, which takes time and capacity to participate in meetings and work sessions—they must be fully engaged. For the evaluation of CFS’s practices, we will want to include staff across the regional offices, including regional leaders as well as local supervisors, caseworkers, and support staff.

If we have not identified an **Executive Leadership Team** during project start-up as part of the project management process, we recommend doing so. This team should include executive-level staff who are responsible for making sure the project stays on track, who can intervene when project barriers arise, and who have the power to execute decisions.

Establishing the right Process Improvement Team for the job is critical for any process improvement effort. We encourage meaningful participation of **front-line staff** directly involved in the processes being reviewed. While we remain accountable for driving the process improvement effort, the input, support, knowledge and talent of front-line staff and their supervisors will vastly increase the likelihood of meaningful and sustainable change. Members of the Process Improvement Team often become the **ambassadors of change** during implementation phases.

As-Is Analysis

The purpose of the As-Is Analysis is to gain a complete understanding of the business processes under review. This analysis goes deeper than documenting the basic steps involved in a process. For this engagement we will incorporate a comprehensive review of CFS’s organizational structure, including at the regional and county level, and reporting between the agency and its private counterparts. It will also address performance measures, customer service aspects, and organizational health assessments, such as ability to maximize federal revenues, as part of our review. Based on the project goals, timeframes, and other factors, we employ a regimen of tools to explore, evaluate, and document the processes under review.



Information Request

Reports which are used to monitor compliance with practice requirements and identify where practices need to change will be requested and reviewed to inform the evaluation of CFS' business practices. As part of that process, we will formulate a request for a data extract of Nebraska's case management data from NFOCUS. It is often effective to not only review the reports which are used by managers and supervisors, but also to replicate the measures to help identify improved strategies for measuring compliance and the impact of when sound practices are not employed. For one recent evaluation, PCG found that an agency was using a retrospective form of measuring impact. While the results for the agency appeared favorable in terms of satisfying specific outcomes, the true impact of program changes and caseworker decisions were not measured, i.e., what happened to the child or family once those changes or decisions were made were not being assessed.



Interviews

Interviewing key process participants is important in gaining an in-depth understanding of the current state. Prior to interviews, we prepare a list of guiding questions and prepare a template for collecting responses. Referencing CFS's policies and practice as well as our knowledge and experience with child welfare agencies in improving outcomes and maximizing federal revenues, we will prepare intensively by studying the relevant information already available, and conduct an internal review of questions in advance of the interviews to help ensure completeness.

One-on-one interviews can be an opportunity to ask individuals questions they may not be able to answer as frankly in a group setting. For this engagement, individual interviews will also provide an opportunity to gain input from program leaders at both the central and regional office levels, as well as a sample of supervisors and caseworkers. Depending on the situation, interviews may be more illustrative when held following group meetings in which sensitive issues are identified but not thoroughly explored. One example is when a particular person or team is viewed as a barrier to success or the root cause of a problem – individuals may be hesitant to discuss that situation in sessions including those co-workers. Accordingly, it is vital to maintain the confidentiality of the interview responses. It also provides an opportunity to gain insight from leaders, managers, and supervisors to better understand why barriers exist.

While time and resource constraints can limit the number of one-on-one, in-person interviews conducted for a project, we will meet with all program leaders, including key fiscal staff. Although not optimal, a phone call or email to confirm understanding of a policy, process, or organizational dynamic is always preferable to the absence of any information.

An important part of the interview process will be gaining an understanding of where CFS is with implementing the Family First Prevention Services Act (FFPSA). Through our interviews and time spent with CFS executive leadership team, we will gather the necessary information to complete a gap analysis and an implementation roadmap. In our FFPSA work with other states, we've found that creating a road map for implementation allows agency leadership to identify clear action items and responsible parties for ensuring all key steps are taken to allow for maximum benefit for NE CFS of this exciting funding

opportunity. PCG has spent significant time understanding the requirements of the EBP clearinghouse, and will, through the interview process, gather information needed to advise CFS on choosing the prevention EBP's that address the needs of the children and families of Nebraska.



Facilitated Sessions

Facilitated sessions, sometimes called “focus groups,” are a primary way that we detail processes and diagnose barriers to efficiency. A group setting brings multiple perspectives to the table and helps build a more definitive picture of the current state. Ideally, the **Process Improvement Team** will be the prime participants in facilitated sessions, however, collecting the full picture of the current state may require establishing more targeted groups.

In general, facilitated sessions will consist of 2-12 participants depending on the complexity of the process and the number of people involved. In all cases, it is important to include participants who know the process inside-out, preferably individuals who are on the front line of the work. There is no substitute for their firsthand experience.

Participants often find it easier to answer questions and provide insight about a process or activity when a visual is created during the session. Typically, the visual would be a workflow or other diagram produced on a white board, paper, or software such as Visio.

Prior to holding the focus groups, we will prepare a preliminary set of process maps which will be provided either on paper or PowerPoint. Materials such as the agency's policy manual, practice standards, training materials, and quality assurance reviews will be used to help formulate those maps and prepare a list of guiding questions to facilitate the focus group sessions. Here, it will be important to understand the overall processes and practices of CFS, but also the nuances across regions.

During the focus group, we have at least two staff members available to facilitate the session and make sure that responses are well documented. During the As-Is Analysis, we use the information gathered from the focus group sessions to create a detailed map of business processes, including quality and time estimates and the impact of practices in decision-making. We also catalogue perceived problem areas, whether they are purely a mechanical issue or a more human one.

Focus Groups will be held across the state in each of the five service regions. Focus groups will be held with the following types of stakeholders:

- Front-line staff, including caseworkers and support staff;
- Court staff including judges, CASA, and court staff; and
- Community prevention service providers.



Observations

During the As-Is Analysis, we recommend completing **site visits** to one or more locations where the processes under review take place. This provides the opportunity to validate information gathered to date, and close gaps in our understanding of the current state.

Prior to the site visits, we will develop a detailed **site visit agenda** that includes a timeline of activities we expect to complete during the visit. These will be coordinated with the interviews which will be conducted with managers and supervisors, and focus groups with front line staff. Office tours and over-the-shoulder job shadowing, if possible, will be done regionally.

Job Shadowing is a valuable method to experience a process first hand. By observing a staff person's (typically on the front line) actions in their everyday environment, insight is gained on the way they interact with clients, utilize technology, rely on assessments and tools to guide decision-making, and are impacted by (or compensate for) the existing processes. It also provides a means to build trust in staff who may be significantly affected when a change effort is implemented. When planning job shadowing as part of the regional office observations, the following should be considered:

- If a client will be present during the exercise, we are sure to have the staff person ask the client's permission for someone outside the agency to observe the interaction.
- Office management tends to direct consultants to shadow their strongest staff, so we shadow multiple staff members to gain a more balanced understanding.
- We ask about specific processes that have been described or identified as part of other data-gathering; when the worker demonstrates the activity, our understanding is validated or modified.

Office Tours are an effective tool to gain understanding of the physical space in which operations occur and meet individuals involved. If feasible, we ask that the tour mirror the process being reviewed – if the experience of a client in the office environment is the focus of the work, we proceed through the office in the same order that the client would, in this instance from receipt of a report of alleged maltreatment through to the investigation and receipt of services, be they provided to intact families or those in which children are removed from the home. Along the way, we ask questions based on our previously-developed understanding and/or take notes for questions that should be directed to staff not involved in the tour. Above all, we *do* ask questions to clarify understanding; although it may seem repetitive to do so, the alternative of using incorrect assumptions in a change effort must be avoided.



Surveys

In an effort to connect with a large portion of the CFS workforce as well as key stakeholders, PCG will conduct several surveys to gather important information. We find that a well-designed survey can effectively gauge the frequency in which a problem occurs, and potentially dictate the priority placed on solving it.

Surveys will be sent to the following groups of individuals involved with CFS:

- Caseworkers and Supervisors – The worker survey will focus on several areas including: supervision, training, workload, and career path. We will work with CFS leadership to identify the correct mix of staff to include in the survey.
- Resource Families – The resource family survey will be used to understand the recruitment, approval and licensure processes, placement decisions, and placement stability.
- Agency Partners – The agency partner survey will be used to gain an understanding of services provided by CFS partner agencies such as education, Medicaid, and other community partners, and the collaboration between CFS and its agency partners.

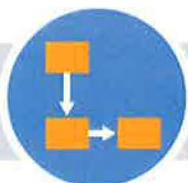


Case Record Review

With a key focus of this engagement on identifying opportunities to improve decision-making, which should in turn enable CFS to better achieve outcomes for children and families, a case record review will be conducted for a sample of cases to assess the extent to which processes are used to guide case practice. PCG commonly uses case record reviews to evaluate the effectiveness of a program and to inform why outcomes are not being achieved. For example, one review of a state's use of the Child and Adolescent Needs and Strengths (CANS) assessment found that results of the assessment were not being used to guide case planning and subsequent assessments were cookie-cutter of the first, with little if any changes noted. In another review of a state's investigation practices, we assessed the extent to which staff were meeting timeframes to contact the family, address presenting issues, identify sustainable supports, provide appropriate referrals for services, document decisions made, and complete supervisory reviews.

A sample will be selected for different types of cases, e.g., intake, investigation, in-home services, and foster care, with cases selected from each of the agency's regions. PCG will develop a case record review instrument that focuses on key processes that are to be used to inform case practice. Each of those processes will be reviewed to determine if they are done and if they are done on time, the quality or completeness in which they happen, and to what extent the information collected from those processes is used to make decisions for children and families.

We will take the case record review one step further, for cases in which processes are done in a quality manner as well as those in which they are not. That is, we will review each case to determine whether positive outcomes were achieved. In instances where safety, permanency and/or well-being outcomes were not met, it is likely to be a combination of processes that impacted the negative outcome. And, it cannot be said that all negative outcomes are the result of having not completed a process or documentation request on time or in a quality manner; however, it does provide an opportunity to gauge the impact of informed decision-making on achieving positive outcomes.



Process Mapping

Through facilitated sessions, interviews, surveys, and observations, we will produce detailed process maps. These maps provide a valuable tool for learning about the processes used by CFS to address the safety, permanency, and well-being needs of children and families; how those processes impact receipt of federal

dollars; and to expose the system’s strengths and weaknesses. We either design process maps in real-time during the focus groups, or we gather the information and take it home for processing and mapping.

Here are the steps we take in order to understand a process:

- 1. Identify process steps.** Steps are the discrete tasks within a process that have a specific stop and start. We start by charting the major process steps, identifying a specific start and finish point. In the example below, recommendation for services is the final output.

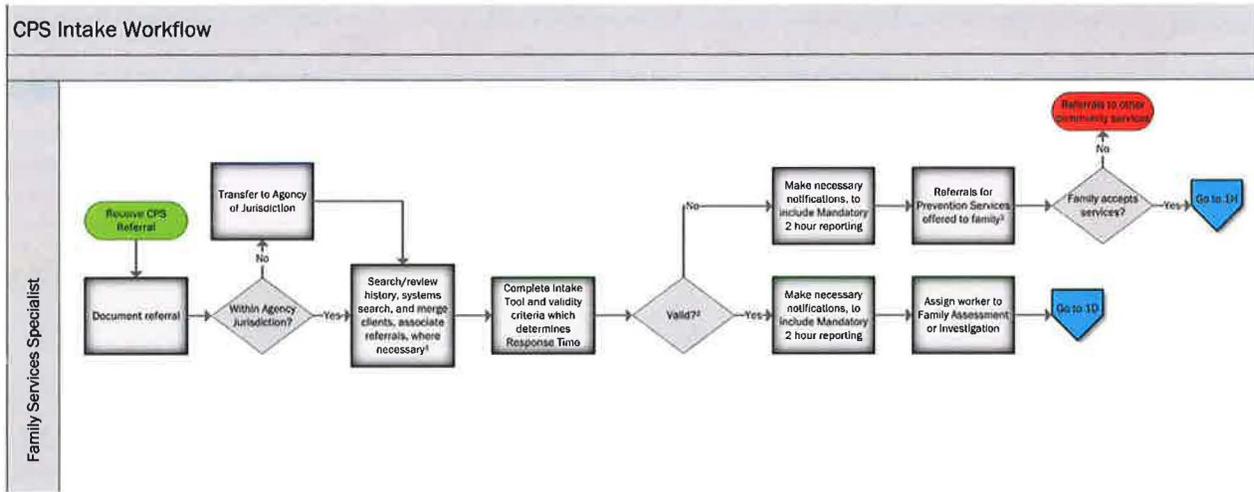


Figure 4. Identifying process steps

- 2. Identify the actors and/or departments.** As a next step, we look at the process across the different individuals or departments that play a role. We move the steps into appropriate swim lanes to help understand the bigger picture. The example below illustrates how referrals move through the courts and through the agency.

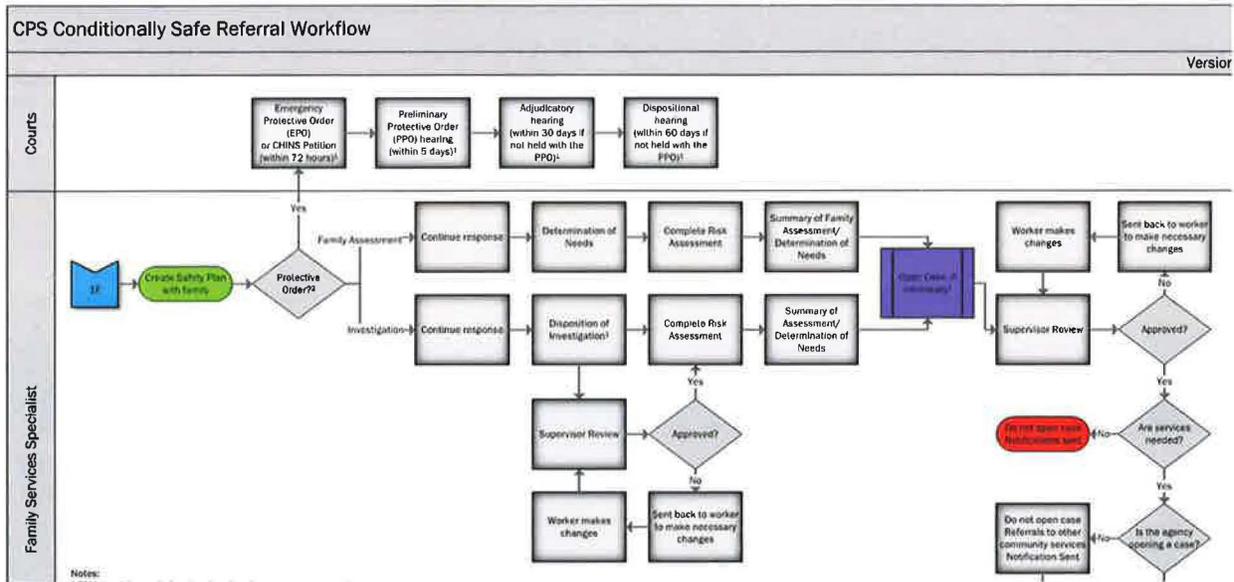


Figure 5. Identifying the actors and/or departments

- Identify process checkpoints.** Most processes are not linear, and include various decision points, quality checks, corrections, and rework. We identify these “checkpoints,” and identify how often processes move along the various paths. In the example below, when a supervisor reviews a case to determine if it is correct, some portion of the time the supervisor must spend includes time to send the case back to an investigative worker to better document the decision to substantiate or not substantiate, or change the decision. We pay close attention to these **correction/rework loops** when looking for process areas to improve.

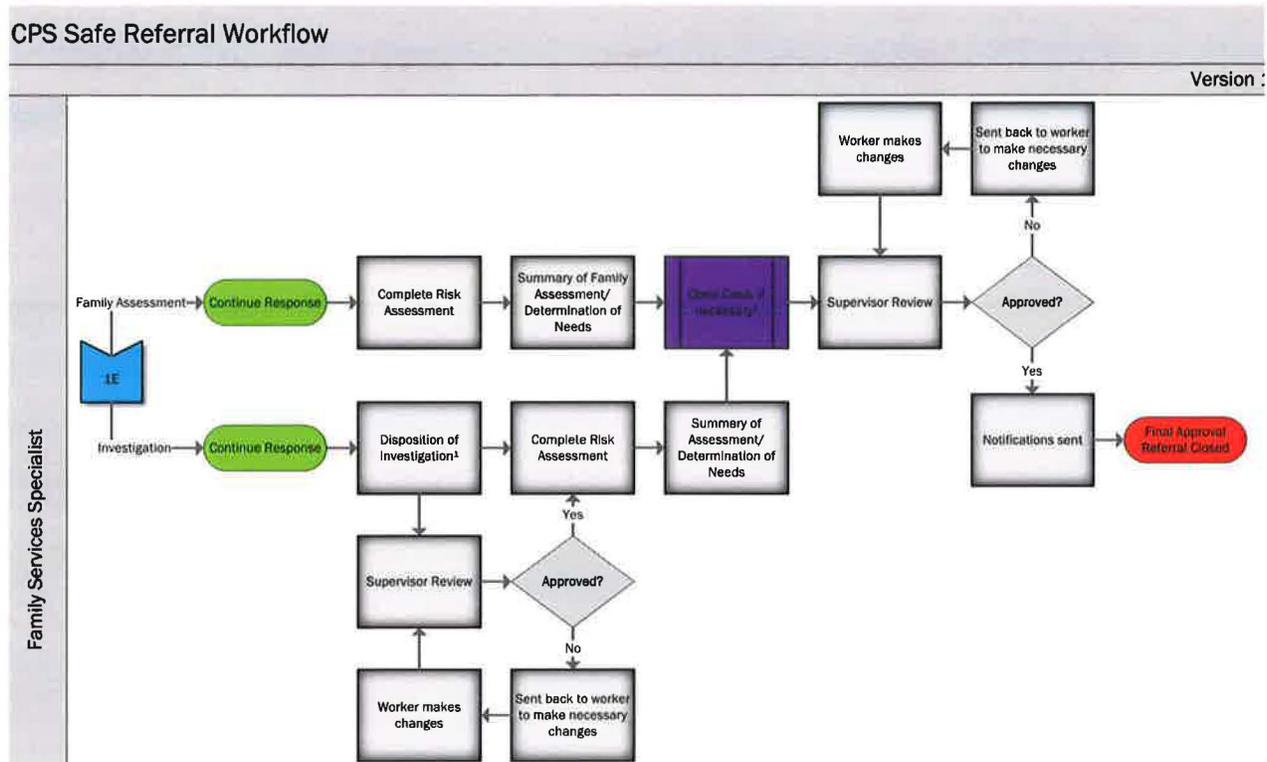


Figure 6. Identifying process checkpoints

- Determine the percent of value-add activities.** As a next step, we differentiate between value-add activities and non-value add activities in each process step. We work with the Process Improvement Team and other subject matter experts to complete these estimates, which help pinpoint inefficiencies in the process. **Value-add activities** are those that contribute directly to the end product/service and are worth the effort of doing. In this instance, we will consider if the activities contribute to improved outcomes, quality assurance and federal funding. **Non-value add activities** are those which are not worth the time or effort. These percentages are a product of external value add (is there a true value to the child and family) and internal value add (how efficient are the process steps themselves). In the example below, the Case Worker’s making a determination is 90% of value to the child and family, but only 40% internally efficient. This means the total value added percentage is 36% (.9 X .4 = .36).

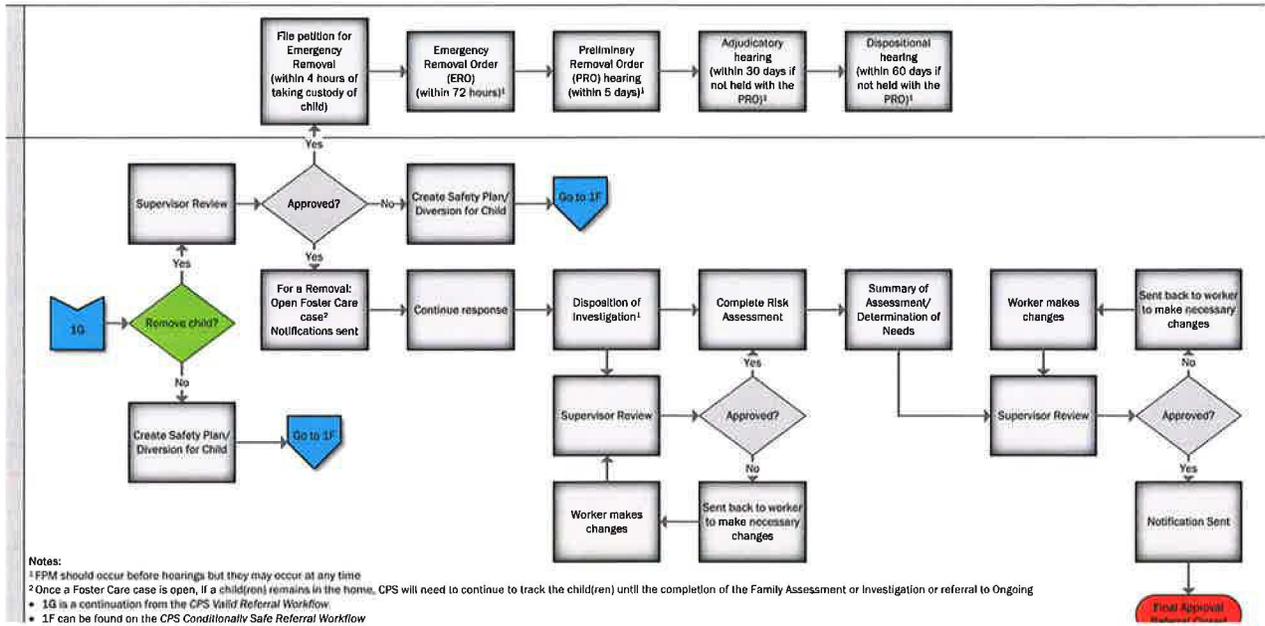


Figure 7. Determining the percent of value-add activities

5. **Determine data collection points.** As we analyze each business process, it is helpful to identify where data are collected throughout the process. This will often result in a deeper analysis of the data, and help us learn more about process efficiency and performance levels. More importantly, this step will help to assess the quality of the data collection points, for example the frequency and consistency of key steps, e.g., completing a risk assessment, within each process to guide good case practice and inform a worker’s decision-making to keep children safe, promote permanency and achieve well-being. As is described in other sections of our proposed approach, a case record review will be conducted for a sample of cases to measure the extent to which key tools or processes are used to guide decision-making.

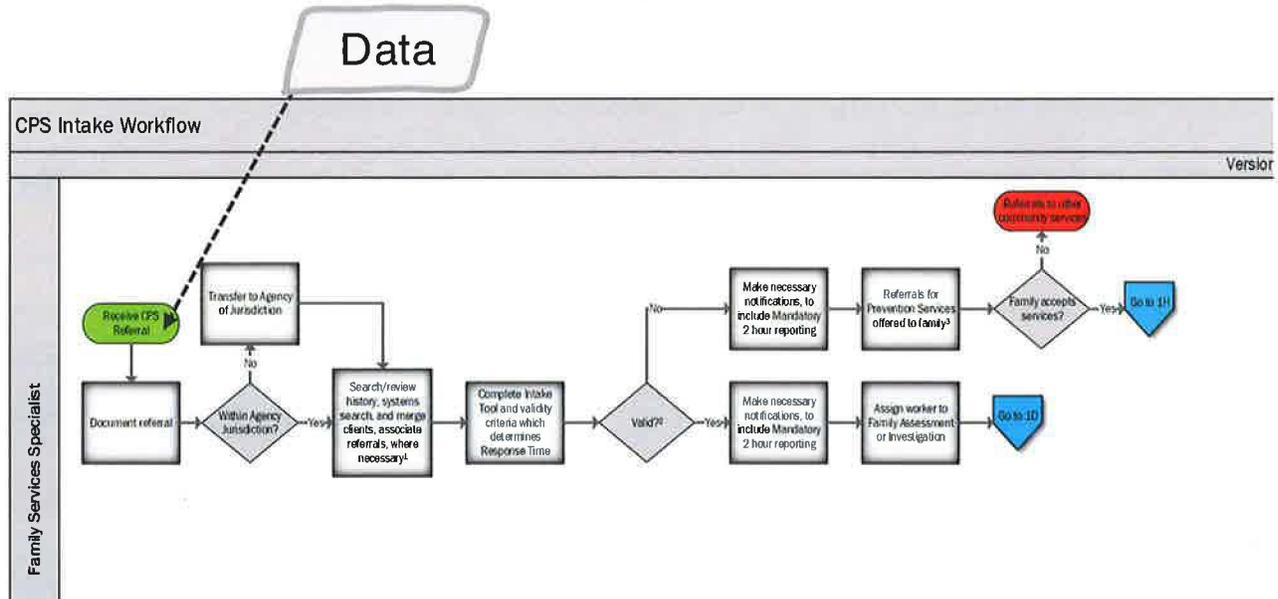


Figure 8. Determining data collection points

In addition to the information described above, we often find it helpful to capture the number and type of **technology systems** that support each step. This is especially important when considering how technology tools support good case practice and can be improved to guide good decision-making (or how technology hinders a process).

The bi-weekly written updates and meetings with Leadership will be used to discuss our observations and findings throughout the project, engaging CFS in identifying changes which are needed as they are identified and not just at the end. This also provides an opportunity to explore potential recommendations or solutions to remedy barriers as they are identified, giving the Executive team an opportunity to express their wishes and concerns on what and how barriers are addressed.

Root Cause Analysis

Once we have the “facts” about a process, we systematically identify barriers to efficiency and their root causes. Working with the Process Improvement Team, we document these issues at a granular level. Our approach is described below.

- 1. Validate all inefficiencies/issues gathered to date.** As a first step, we confirm all of the issues previously recorded in the **Opportunity Tracker**. We will work with the Process Improvement Team and other CFS staff to validate the list of inefficiencies mentioned or implied. These can include mechanical issues, such as an unnecessary step, or more “human” issues, such as low morale. At this point, we are trying to capture the full spectrum of issues mentioned to date – we are not attempting to quantify or prioritize yet.
- 2. Identify additional inefficiencies/issues.** To help develop a more comprehensive list of inefficiencies, we work with the Process Improvement Team to identify additional strengths and weaknesses. We use the following framework (Table 1 below) to spur discussion and categorize process problems, seeking to cull out additional inefficiencies that fall into the categories listed below. We use **Process Maps** and the **Process Scorecard** as important reference points during this exercise. Uncovered problems are recorded in the **Opportunities Tracker** and represented on business process maps, if feasible.

Table 1. Identifying additional inefficiencies/issues

Type of Inefficiency	Description	Examples
Steps, Hand Offs	Non-value add or unnecessary tasks and routing in the process.	A document goes through multiple stages of approval that doesn't make it a better overall product.
Overproduction	Production that is more than needed or before it is needed.	A caseworker is asked to complete several forms that each collect the same information.
Backlogs, Batches, Bottlenecks	Work that accumulates and is not processed.	CFS or a partner agency is behind in processing paperwork. Work is batched and distributed only once a day. Work accumulates in the inbox of specialized workers.
Waiting	Time spent waiting for the next step in a process.	A document awaiting approval sits in an inbox for several days on average.
Extra Processing	More work or higher quality than is required for the end product/service.	The agency requires more case worker documentation than is required by policy.
Errors, Rework	Efforts caused by rework, scrap and incorrect information.	A worker forgets to have a parent sign a form so the form must be returned to the parent for signature.
Motion, Physical Layout	Unnecessary movement of people.	A worker must return to the office to input data collected in the field.
Transportation	Unnecessary movements of products and materials.	Records are manually shipped between offices.
Underutilized Talent	Underutilizing talent, skill or knowledge.	Highly trained workers are completing administrative tasks that could be easily completed by less skilled staff.

3. Conduct Root Cause Analysis. During the root cause analysis, we take *symptoms* uncovered through the process analysis and trace them to their *root causes*. This layer of analysis aims to treat the entire condition rather than just the symptoms.

We have come across at least four major categories of problems that contribute to inefficient processes – including Process Flow, Work Efficiency, Leadership, and Environment issues – that assist us during the root cause analysis (Table 2). While these are not all-inclusive of the issues that hinder a process, they serve as a reliable starting point during root cause analysis.

Table 2. Four major categories of problems that contribute to inefficient processes

Problem Area	Description	Examples
Process Flow	These are <i>mechanical issues</i> that stem from how the process is designed and implemented.	<ul style="list-style-type: none"> • Redo Loops • Bottlenecks • Batches • Excessive Steps • Excessive Quality Control Checks • Exceptions Processes • Inflexibility
Work Efficiency	These are <i>quantifiable issues</i> that appear in management reports or through business process analysis.	<ul style="list-style-type: none"> • Low First Time Yield • Non-Value Add Activities • Employees Turnover • Slow Systems • Lack of Training • High Error Rates • Excessive Variation
Leadership	These are less tangible issues that have to do with flawed management patterns at any level of the organization.	<ul style="list-style-type: none"> • Blaming Others • No Compromise • Siloed • Mediocrity • Internal Conflict • Arbitrary Deadlines
Environment	These are less tangible issues related to problems with the environment in which people work.	<ul style="list-style-type: none"> • Lack of Testing • Communication Barriers • Internal Feuding • Unhappy customers • Inability to Learn • Lack of Teamwork

We work with the Process Improvement Team to develop these root cause maps, also known as **fishbone diagrams** (Figure 9), so that redesign efforts keep in mind the bigger picture of issues contributing to the problem. The diagram below demonstrates how we put these concepts into practice and how these four areas contribute to a process problem.

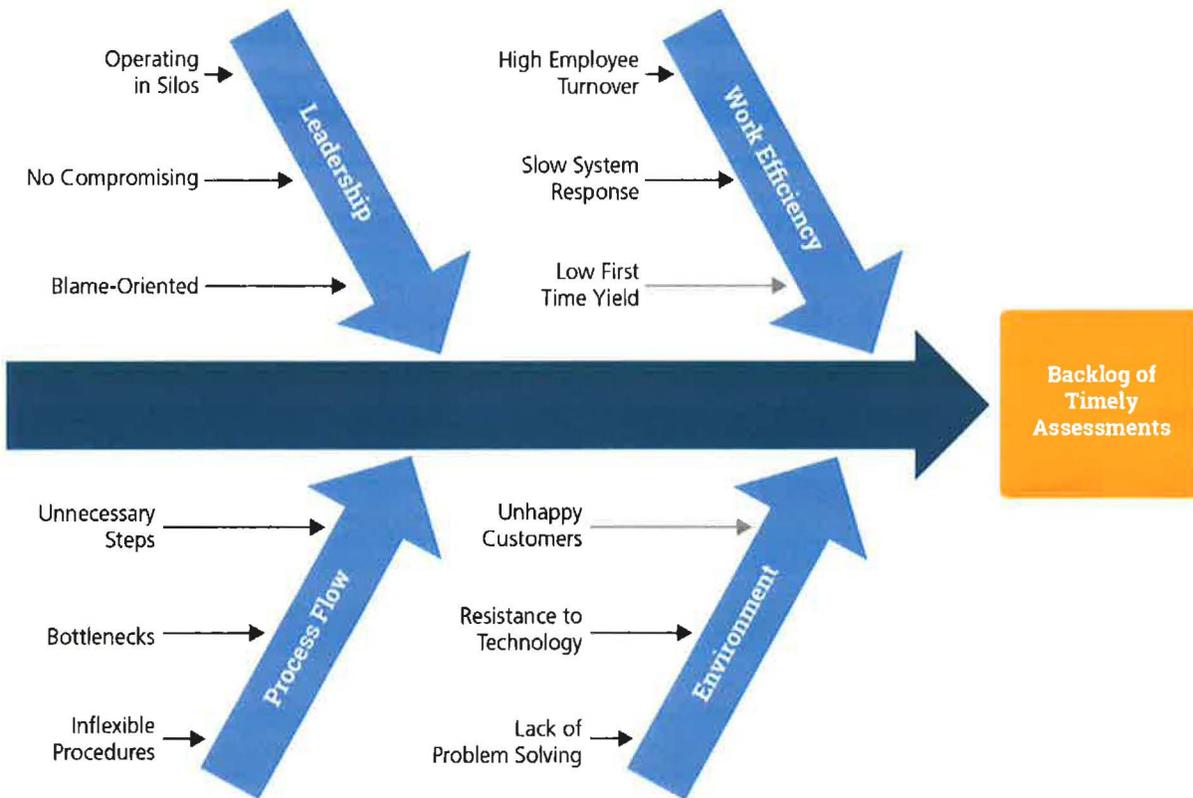


Figure 9. Root cause maps/fishbone diagrams

“Why” is the operative word when conducting a Root Cause Analysis. We ask “why” as many times as necessary to drill down to the causal factors. The diagram below (Figure 10) provides an example of the thought process we use while trying to pinpoint root causes.

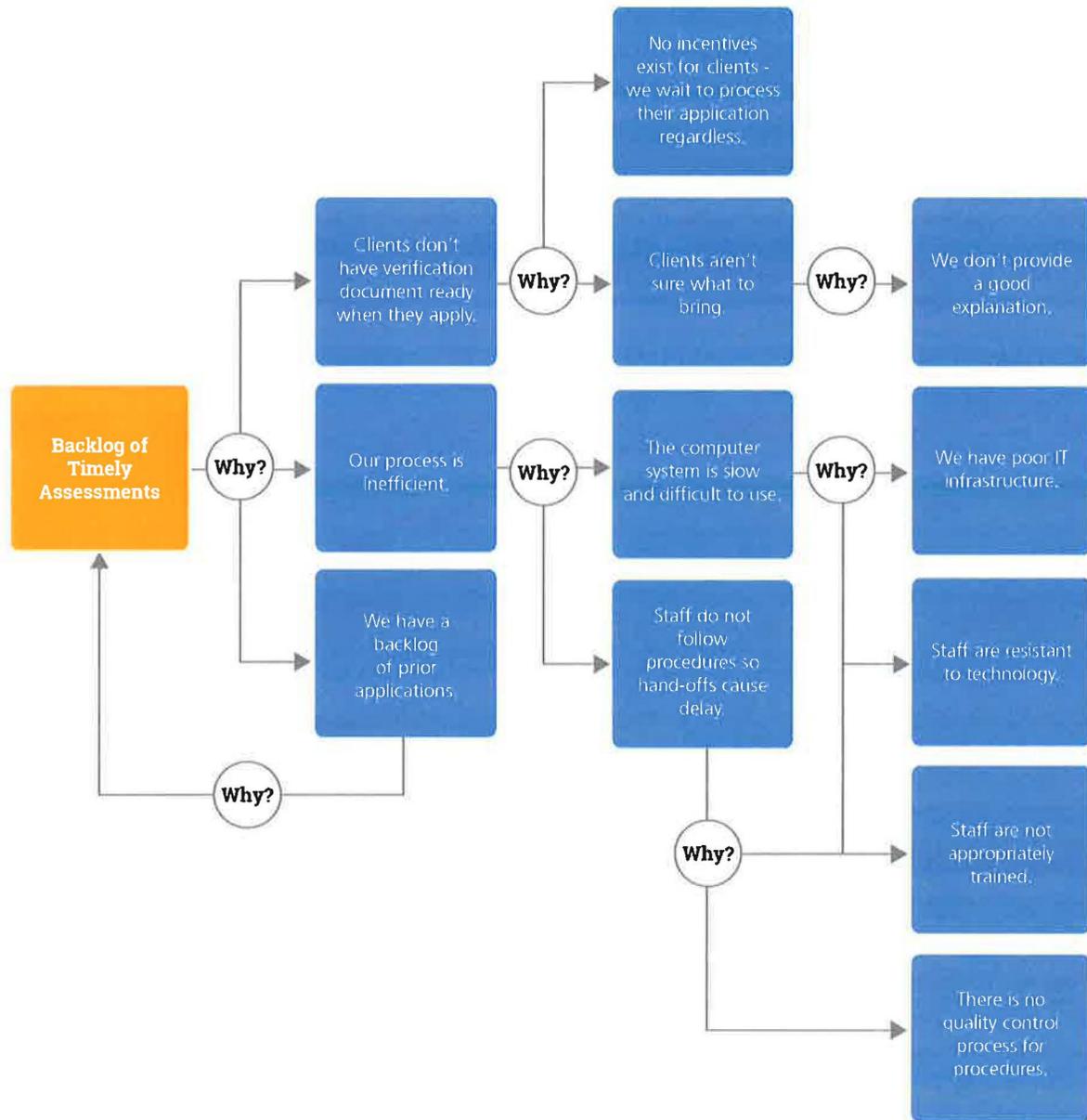


Figure 10. Pinpointing root causes

Sometimes, getting to the root of an issue takes trust and honesty. During facilitated sessions with the Process Improvement Team and others, we strive to maintain a productive and professional environment to make sure that we are focused on problem areas rather than individuals.

Once root causes have been defined, we incorporate that information into the **Opportunities Tracker**, which now includes a comprehensive list and description of process issues and their respective root causes.

At the conclusion of the As-Is Analysis, the Process Improvement Team should be well equipped to begin designing improved processes or address the root causes uncovered during the review. In fact, many of those improvements and recommendations have probably already begun to take shape. If successful, the

As-Is Analysis should spur thinking that might not have occurred otherwise – it should prime the pump for problem solving and solutions.

To Be Design

The purpose of the To Be Design is to generate an improved process based on the deficiencies identified during the As-Is Analysis. While we collect “rapid fire” recommendations for improvement as we document current processes, this phase helps shape, prioritize, and evaluate proposed strategies for process improvement. At the conclusion of this phase, we should be able to generate specific implementation steps with relative ease. Based on the project goals, timeframes, and other factors, we employ a regimen of tools to design, assess, and envision the future state.

Visioning and Design

As we segue into solutions development, we facilitate a formal review to assess the process problems we have identified and refine our improvement strategy. This primarily takes place with the Process Improvement Team during **Visioning and Design Sessions**. The purpose of the Visioning Sessions is to get the Team thinking about how the future might work and how close the organization is to making that future a reality. For now, we are focused on the “should be” rather than the “could be.” Basic ground rules for Visioning Session participants include:

- Don't be restricted by the present day realities
- Don't consider costs
- All ideas are good ideas
- Look to the future
- Design *ideal* processes

After reviewing the **Opportunity Tracker** and supporting process maps, we help the Team consider the improvements during the Visioning Session. Typical types of improvements include:

- Re-sequencing activities to streamline the process
- Amending the activities themselves to streamline the process
- Error-proofing and standardizing the work
- Eliminating and reduce batches and bottlenecks
- Consolidating activities to one role to minimize hand-offs
- Offering fresh ideas that didn't come up during the As-Is Analysis
- Updating staffing responsibilities and/or resource allocation
- Relocating work teams
- Increasing transparency of work so problems are visible
- Eliminating motion and transportation times

During the Visioning Session, we “test” potential improvements by completing a walkthrough of the improved process and refining it along the way. We discuss whether there are technology enablers that should be considered. And we allow the group to deliberate on the best options and reach consensus, being mindful of the impact those improvements will have on positive outcomes for children and families, and improved access to federal revenue streams.

Revisiting the **Process Scorecard** (Table 3) can be a helpful way to project savings, typically as a measure of “freed up capacity,” measured in FTEs. We compare the Current State metrics with those anticipated in the Future State.

Table 3. Process Scorecard – Intake Process

Process Scorecard – Intake Process					
Overall Results	Current State		Future State		% Improved
	Average	Metric	Average	Metric	
Total Call Time	17.8	minutes	12	minutes	33%
Total Process Time	60	minutes	40	minutes	33%
Overall Activity Ratio	0.9%	percent	1%	percent	33%
Overall First Time Yield	7%	percent	30%	percent	307%
Number of Steps	8	steps	6	steps	25%
Number of Handoffs	3	handoffs	1	handoffs	33%
Number of IT Systems	2	systems	1	systems	50%
Freed Up Capacity	147.2		132.2	FTE	10%
Overall Potential for Improvement	99.1%				

In this expanded Process Scorecard (Table 3), we have included **Freed Up Capacity**, which is the amount of time that could be reinvested in other activities based on Future State projections or actuals. By creating new capacity, CFS can reinvest in other efforts and activities. For examples, the agency can:

- Invest more time in innovation, training and conduct continuous improvement activities
- Absorb additional work without the need for more staff
- Reduce staffing costs through natural attrition
- Spend more time improving the quality of work
- Spend more time interacting with clients and customers
- Provide better work/life balance
- Take more time to think
- Reduce backlog and stay caught up
- Collaborate with other organizations

At the conclusion of the Visioning and Design Session – which will last two days – the Process Improvement Team should walk away with a highly detailed list of opportunities worth pursuing.



Shape

In the **Shape** phase, we design “the new way of doing business” and identify the resources required and the outcomes they should impact. This includes:

Gap Analysis

With an extensive list of process improvements compiled, we identify the specific changes that are taking place and analyze the action steps and resources required to achieve those changes. We use a **Gap Analysis** to help complete this step. The

Gap Analysis compares the current state to the future state, and outlines the “gap” between them.

After we have identified the gaps, we determine necessary actions steps required to close the gap and the resulting implications. While we may adapt our gap analysis depending on the specific project we are working on, a basic example is included below (Table 4).

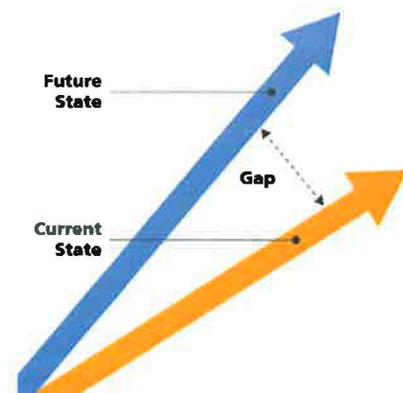


Table 4. Sample Gap Analysis

#	Current State	Future State	Action Steps	Implications
A1	Supervisors must conduct complete review and sign off of every assessment.	Supervisors will only review high-risk and error-prone assessments.	<ul style="list-style-type: none"> Define high-risk and error prone cases. Make required systems enhancements. Establish monitoring tool to adjust high-risk and error prone criteria. Update standard operating procedures. 	<ul style="list-style-type: none"> This will radically decrease the number of case reviews that supervisors need to complete, freeing up time. This could lead to missed errors on non-high-risk and non-error prone cases. Needs to be monitored.

Evaluate Options – Before formally making any recommendations to NE CFS, we will carefully consider various solutions to determine their impact and feasibility. This involves a cost-benefit analysis for analyzing the anticipated benefit versus level of effort for each idea. If there are any improvement efforts that are currently underway, those may also be assessed to ensure they are actually delivering value. Evaluating options will include the following specific activities:

- Scoping potential projects in terms of resources, budget, and timeframes;
- Scoring ideas based on their impact, level of effort, feasibility, and cost; and
- Aligning ideas to the purpose, mission, vision and/or strategy of an organization.

We will use an **Opportunity Scorecard** that helps rank the improvements. In conjunction with the Process Improvement Team, we develop a set of weighted criteria and then score each option based on those criteria. The end product is a ranked set of options for implementation. While additional decisions will need to be made when considering other environmental factors, this scoring method provides a more objective basis for choosing the best candidates for implementation. The example below demonstrates the evaluation of three options based on using weighted criteria (Table 5).

Table 5. Sample Opportunity Scorecard

Option 1				
#	Criteria	Points (5 = Best)	Weight	Score
1	Alignment with strategic goals	3	30%	0.9
2	Efficiencies achieved	4	30%	1.2
3	Low cost	3	30%	0.9
4	Low level of effort	4	10%	0.8
			100%	3.8
Option 2				
#	Criteria	Points (5 = Best)	Weight	Score
1	Alignment with strategic goals	3	30%	0.9
2	Efficiencies achieved	2	30%	0.6
3	Low cost	1	30%	0.3
4	Low level of effort	2	10%	0.4
			100%	2.2
Option 3				
#	Criteria	Points (5 = Best)	Weight	Score
1	Alignment with strategic goals	2	30%	0.6
2	Efficiencies achieved	4	30%	1.2
3	Low cost	4	30%	1.2
4	Low level of effort	5	10%	1
			100%	4

Overall Ranking		
	Score	Rank
Option 1	3.8	2
Option 2	2.2	3
Option 3	4	1

Recommendation Report: After assessing broadly the NE CFS system, as described above, PCG will develop a written report identifying strengths, and areas for improvement, including recommendations for consideration by the agency. National best practices and research will provide the foundation to inform recommendations. Data gathered from interviews with key stakeholders and business process mapping will supplement the results of the quantitative analyses to further identify where business practices most need to be adjusted to effect improved outcomes.

PCG has a demonstrated track record in producing high-quality final reports, briefs, presentations, and graphics that communicate well to diverse audiences. As the work is completed, reports will be drafted to summarize the results and PCG will review the results with the Executive Team, seeking input and feedback which will be used to finalize the written work. PCG continually engages its client throughout any engagement, so that final deliverables, including presentations, meet expectations, and agency leaders are not surprised at the end of the engagement.



Implement

In the **Implement** phase, we help breathe life into innovation and lay the groundwork for sustainable change.

Accomplish Quick Wins – In phase one of this project through business process mapping and the recommendations report, we will identify opportunities for low-effort, high-impact changes that can be implemented early. Celebrating success early and often helps to reinforce buy-in, generate enthusiasm, and provide tangible results for those involved.

Conduct Rapid Cycle Testing – Rather than implementing sweeping changes simultaneously, we recommend an iterative, phased approach. Ideally, change should be released in manageable, bite-size pieces, then field-tested, monitored, and refined using a rapid Plan-Do-Check-Act model. This allows for better, quicker customization and feedback. A layered rollout also allows us to monitor how each change is affecting the larger system and prevent unwanted ripple effects, including the impact on outcomes. We will work with NE CFS to identify the changes which will be rolled out first and those which may take a longer time for implementation.



Figure 11. Rapid Cycle Testing – Developing sustainable solutions happens on the ground, as we plan new iterations (Plan), implement and monitor (Do), analyze the effects (Check), and, based on the results, make refinements (Act).

Steer Change – Change management activities are critical for the successful launch of any initiative, yet they are often overlooked or underemphasized. We take a proactive and relentless approach to managing change that sets a strong foundation for improvement. Our PCG team will work alongside NE CFS staff as you work to implement the recommendations from phase one of this project.

c. Attachment B: Business Requirements Matrix

Please see the Attachment B: Business Requirements Matrix on the next page.

Attachment B
Business Requirements Matrix
Request for Proposal Number 6084 Z1

Firm Name: Public Consulting Group, Inc.

Bidders are instructed to complete a Business Requirements Traceability Matrix for Child Welfare Reform Analysis services. Bidders are required to describe in detail how their proposed solution meets the conformance specification outlined within each Business Requirement. CFS requires the bidder to describe "how" the outcomes will be met. CFS is not attempting to specify every possible activity necessary to achieve success on this contract. Bidders should not infer that the absence of detailed requirements means that CFS does not consider a specific area or activity important or unnecessary. CFS requires the bidder to propose solutions and services that meet its documented outcomes and requirements. CFS requires the bidder to include all details in its proposal necessary to achieve or exceed the desired outcomes.

The traceability matrix is used to document and track the business requirements from the proposal through testing to verify that the requirement has been completely fulfilled. The Contractor will be responsible for maintaining the contract set of Baseline Requirements.

The traceability matrix should indicate how the bidder intends to comply with the requirement and the effort required to achieve that compliance. It is not sufficient for the bidder to simply state that it intends to meet the requirements of the RFP. CFS will consider any such response to the requirements in this RFP to be non-responsive and the bid may be rejected. The narrative should provide CFS with sufficient information to differentiate the bidder's business solution from other bidders' solutions.

The bidder must ensure that the original requirement identifier and requirement description are maintained in the traceability matrix as provided by CFS. Failure to maintain these elements may render the bid non-responsive and result in for rejection of the bidder. For the purposes of the matrix, the term "comprehensive" shall include but not be limited to the items found in Section V. E.1.b and c.

How to complete the traceability matrix:

Column Description	Bidder Responsibility
Req #	The unique identifier for the requirement as assigned by CFS, followed by the specific requirement number. This column is dictated by this RFP and must not be modified by the bidder.
Requirement	The statement of the requirement to which the bidder must respond. This column is dictated by the RFP and must not be modified by the bidder.
Comply	The bidder should insert an "X" if the bidder's proposed solution complies with the requirement. The bidder should leave blank if the bidder's proposed solution does not comply with the requirement.

Req #	Requirement	
	PROJECT SCOPE	
		Comply
PS-1	The bidder should describe what methodology will be used to review and evaluate the way the Child Welfare system processes currently function from start to finish.	X
	Bidder's Response: Using policies, practice guides, interviews with key stakeholders and focus groups with regional and local staff, PCG will map the processes used to guide the agency's case practice.	
		Comply X
PS-2	The bidder should describe how it will develop a comprehensive review that will consider the roles that each position plays in the business process and consider any changes in staffing as a result.	
	Bidder's Response: The business process mapping will take into account the structure of the organization, including those that make decisions as well as review and approve them.	
		Comply X
PS-3	The bidder should describe how it will develop a comprehensive review that will obtain stakeholder consideration on improvement processes.	

Req #	Requirement	
	PROJECT SCOPE	
	Bidder’s Response: As part of the interviews and focus groups with central, regional, and local staff – from managers through to support staff – PCG will ask for suggestions on what is needed to help improve processes to ensure informed decision-making is part of the agency’s every day practice.	
		Comply
PS-4	The bidder should describe how it will develop a comprehensive review that will identify strengths and best practices of Nebraska’s child welfare system.	X
	Bidder’s Response: In addition to mapping the processes which are used, a case record review will be conducted of a sample of cases to assess the extent to which processes inform decision-making, and how those in turn contribute to improved outcomes for children and families. PCG will also conduct a review of the reports or ticklers that might be incorporated within the system to help caseworkers and supervisors satisfy policy and best practice requirements.	
		Comply
PS-5	The bidder should describe how it will develop a comprehensive review to identify areas in need of positive improvement, describing the effect of the "as is" challenge on clients, employees and stakeholders.	X
	Bidder’s Response: Our approach is designed to assess the impact of processes on good case practice (client outcomes), the efficiencies and effectiveness of processes in making good decisions (employees) and the impact on internal stakeholders (finance) and external stakeholders (providers).	
		Comply
PS-6	The bidder should describe how it will develop a comprehensive review that will recommend an improvement strategy ("to-be") with specific recommendations to correct the problems/issues and to streamline procedures, case progression, and workflow along with rationale about how and why this improvement is needed.	X
	Bidder’s Response: PCG plans to carry out a comprehensive review of the practices which are currently employed, assessing differences across regional offices. In addition, the ability to use processes to inform case-related decision-making will be assessed along with those which impact on access to federal revenues.	
		Comply
PS-7	The bidder should describe how it will develop a comprehensive review that will identify the cost of present practices and the benefits to be derived through implementation of the recommendations.	X

Req #	Requirement	
	PROJECT SCOPE	
	Bidder’s Response: Here the focus will be on the amount of time it takes, from the worker perspective, to spend on cases. Any data collected, such as through random moment time samples used for administrative cost claiming purposes, will be included as well. Here, the focus will be on time needed to carry out needed activities and the impact on meeting, if not exceeding, federal standards.	
		Comply
PS-8	<p>The bidder should describe how it will develop a comprehensive review that will identify areas to maximize funding resources (IV-E funding, etc.).</p> <p>1. Bidder’s Response: PCG has developed broad and deep expertise in federal funding sources supporting child welfare and other agencies including Titles IV-E, XXI, XIX, IV-B and IV-D as well as regulations and legislation that impacts the operation and organization of federal and state programs. We will complete a cursory review that will cover funding mechanisms associated with administrative and child welfare staff, agency administrative costs, direct program costs, and other material costs being incurred by CFS. Our review will focus on leveraging federal funds and reducing the use of capped federal funds, in addition to reducing the use of state funds whenever possible.</p>	X
		Comply
PS-9	<p>The bidder should describe how it will develop an implementation plan that identifies immediate and longer term changes, timelines, required resources to execute the change, and key communication messages to facilitate the shift to an improved way of working.</p> <p>Bidder’s Response: As part of the bi-weekly updates to the Executive team, PCG will identify recommendations which it intends to make, providing input as to how easy and quickly they can be implemented as well as the impact the proposed changes will have in achieving positive outcomes. We believe it is important to keep our clients informed along the way and work as a team so there are no surprises when the evaluation is complete. Detailed steps and the resources needed to facilitate those steps will be outlined in a separate report as a final product for this phase of work.</p>	X

		Comply
PS-10	<p>The bidder should describe how it will develop a comprehensive review that will assess the following areas for improvement strategies in the following areas where Nebraska is currently and historically been challenged by our inability to safely achieve permanency in a timely manner. Some of the contributing factors include but are not limited to:</p> <p>a. Reunification in 12 months has been a long-standing area of underperformance as measured by the Child and Family Services Review (CFSR) Round 2 and Round 3 Data Indicators.as required by Administration for Children and Families (ACF).</p>	X
	Bidder’s Response: Data from the state’s case management system, in tandem with a case record review and input received from interviews and focus groups with key stakeholders, will be used to identify areas of improvement.	
PS-11	b. Insufficient engagement and subsequent needs assessment of non-custodial parents/caregivers, relatives & kin reduce options for safe and timely permanency.	Comply X
	Bidder’s Response: Data from the state’s case management system, in tandem with a case record review and input received from interviews and focus groups with key stakeholders, will be used to identify areas of improvement.	
PS-12	c. Failure to establish a permanency goal based on current case conditions and resistance by the courts to establish and pursue concurrent permanency goals, e.g., adoption, for youth 15/22 out of home.	Comply X
	Bidder’s Response: Data from the state’s case management system, NFOCUS, in tandem with a case record review and input received from interviews and focus groups with key stakeholders, will be used to identify areas of improvement.	
PS-13	d. Infrequent utilization of Bridge custody order.	Comply X
	Bidder’s Response: Data from the state’s case management system, NFOCUS, in tandem with a case record review and input received from interviews and focus groups with key stakeholders, will be used to identify areas of improvement.	

PS-14	e. Court’s resistance to CFS’s recommended action based on Structured Decision Making® (SDM) reunification assessment.	Comply X
	Bidder’s Response: Data from the state’s case management system, NFOCUS, in tandem with a case record review and input received from interviews and focus groups with key stakeholders, including judges and other members of the court system, will be used to identify areas of improvement.	
PS-15	f. Caseloads consistently at or above Child Welfare League of America (CWLA) standards.	Comply X
	Bidder’s Response: PCG will measure the average caseload size of caseworkers, trending data monthly, quarterly, and semi-annually for at least the last two fiscal years. Many states of observed increased caseloads in recent years which effects caseworkers ability to complete their work in accordance with policy requirements and in a quality fashion. While those caseload sizes will be compared to CWLA standards, they will also be compared to the standards which PCG has developed for other states to offer a comparison. CWLA is currently assessing how it can update caseload standards, recognizing over the last 20 years substantial changes have been made in case practice.	
PS-16	g. Inadequate participation of all family members, relatives, foster parents, informal supports, etc., at family team meetings inhibit case progression.	Comply X
	Bidder’s Response: Data from the state’s case management system, NFOCUS, in tandem with a case record review and input received from interviews and focus groups with key stakeholders, will be used to identify areas of improvement.	
PS-17	h. Case manager attrition rate creates new case assignments and case familiarity inhibits the rate of case progression.	Comply X
	Bidder’s Response: Data from the state’s case management system, NFOCUS, in tandem with a case record review and input received from interviews and focus groups with key stakeholders, will be used to assess the impact of cases when families are assigned to new caseworkers.	
PS-18	i. Inadequate documentation and/or service provision in Indian Child Welfare Act (ICWA) cases.	Comply X

	Bidder’s Response: As part of the case record review, PCG will include a sample of ICWA cases to measure the quality of documentation in the cases and the extent to which the data collected by ICWA case managers informs service referrals and provision.	
PS-19	j. Identifying, locating, and involving fathers for support and possible placement for their children.	Comply X
	Bidder’s Response: Data from the state’s case management system, NFOCUS, in tandem with a case record review and input received from interviews and focus groups with key stakeholders, will be used to identify areas of improvement.	
PS-20	The bidder should describe how it will develop a comprehensive review that will assess the need for Supervisory Training.	Comply X
	Bidder’s Response: As part of the business process mapping, PCG will complete a staff survey of caseworkers and casework supervisors to gain an understanding of training needs of all staff.	
		Comply
PS-21	The bidder should describe how it will develop a comprehensive review that will assess and identify online training opportunities with competency-based testing modules for child welfare staff, foster parents, and providers such as mandatory abuse and neglect reporting.	X
	Bidder’s Response: As part of the business process mapping, PCG will complete a staff survey of caseworkers and casework supervisors to gain an understanding of training needs of all staff.	
		Comply
PS-22	The bidder should describe how it will develop a comprehensive review to assess a triage funding authority utilizing all federal funding opportunities within CFS.	X
	Bidder’s Response: As part of our cursory funding review that will cover funding mechanisms associated with administrative and child welfare staff, agency administrative costs, direct program costs, and other material costs being incurred by CFS. Our review will focus on leveraging federal funds and reduce the use of capped federal funds, in addition to reducing the use of state funds whenever possible.	

		Comply
PS-23	The bidder should describe how it will develop a comprehensive review that will assess the issues and challenges with current technology and make recommendations on how technology could improve efficiency.	X
	Bidder's Response: As part of the business process mapping, interviews with CFS stakeholders and onsite observations, PCG will assess the efficiencies of the current technologies in use. Using research conducted for similar evaluations and our work with other states' case management systems and other technologies, PCG will provide recommendations to improve the efficiencies of existing systems and identify others which CFS might want to consider employing.	
		Comply
PS-24	The bidder should describe how it will develop a comprehensive review that will assess opportunity for increased efficiency in referral, authorization and billing per family to include explanation of benefit to family.	X
	Bidder's Response: As part of the business process mapping, and onsite observations, PCG will assess the efficiencies of the current technologies in use. PCG will provide recommendations to improve the efficiencies of existing systems and identify others which CFS might want to consider employing.	
		Comply
PS-25	The bidder should describe how it will develop a comprehensive review that will assess and identify areas of improvement to 24 hours services in child welfare to include hotline, on call system response by child welfare staff and providers.	X
	Bidder's Response: PCG will evaluate the current policies in place related to processing reports of alleged maltreatment, starting with what are the criteria used to qualify a report for investigation to the processes used to initiate those investigations – beginning from receipt of a report through to assignment and initiation of the investigation itself. Interviews and job shadowing with intake and investigation supervisors and caseworkers will also help to inform the evaluation, along with analysis of data which measures current rates of response dependent on the level of severity of the alleged maltreatment.	
		Comply
PS-26	The bidder should describe how it will develop a comprehensive review that will assess opportunities for increased efficiency for a reporting system for abuse and neglect allegations.	X

	Bidder's Response: As part of the business process mapping and onsite observations, PCG will assess opportunities to improve the efficiency of the reporting system, taking into account phone and computer technologies to receive and report allegations received and practices used to process those reports. PCG will use data collected from similar reviews as well as its work supporting other states' call centers to inform the review.	
		Comply
PS-27	The bidder should describe how it will develop a comprehensive review that will assess the current child welfare information system. Include any opportunities to share data and reporting with court systems.	X
	Bidder's Response: Nearly all of the data collection phases will help to inform the current child welfare information system, including interviews, focus groups, case record reviews, onsite observations and data analysis using data from the system. Interviews with court system stakeholders will be used to identify what data are currently shared, and what information could be better shared to help inform opportunities to better share data with and from the courts.	
		Comply
PS-28	The bidder should describe how it will develop a comprehensive review that will assess the service array and the connection to Families First Prevention Services Act and the claiming of IV-E funding.	X
	Bidder's Response: Information collected from the stakeholder interviews, the case record reviews and payment data for services provided will be used to document the array of services provided to families. Assuming the services currently provided represent those that are needed, the list will be compared to those which will be funded with new Title IV-E prevention dollars. PCG will continue to monitor additional guidance put out by the Children's Bureau to identify continued opportunities to expand services eligible for funding.	
		Comply
PS-29	The bidder should describe how it will develop a comprehensive review that will assess the reasons relatives' homes are not being licensed and how that can be improved.	X
	Bidder's Response: PCG will conduct a review of the state's existing policy on licensing relative homes as well as CFS' use of relative homes to meet the placement needs of children removed from the home. A survey will be administered to relatives who are currently caring for children in out-of-home placement to gain their input on the barriers to licensure.	
		Comply
PS-30	The bidder should describe how it will develop a comprehensive review on how to increase effectiveness of the current placement matching system for foster homes within the foster care system.	X

	Bidder’s Response: PCG has extensive experience matching the needs and characteristics of children to the preferences of caretakers. To the extent the preferences of resource families are recorded in the case management system or a different computer system, those preferences will be matched to the characteristics and needs of children to assess the extent to which they match. If the preferences of caretakers are not available, the survey of resource families will be used to assess the extent to which preferences and characteristics align and what impact the ability to do or not do so impacts placement stability.	
		Comply
PS-31	The bidder should describe how it will develop a comprehensive review that will assess the access and utilization to community resources for issues relating to poverty such as ACCESSNebraska, community food pantries, shelters etc.	X
	Bidder’s Response: As part of the evaluation of the existing service array, PCG will identify what services are provided and in what regions and counties of the state to help identify where additional services are needed to meet the needs of children and families.	
		Comply
PS-32	The bidder should describe how it will develop a comprehensive review that will work with schools and medical communities to access resources through community or public assistance programs such as Medicaid/MCO or child care.	X
	Bidder’s Response: As part of the evaluation of stakeholder community, PCG will complete a stakeholder survey which will assess the collaboration between CFS and the stakeholders as well as identify barriers to collaboration. The Survey will also identify access and/or lack of access to needed service .	
		Comply
PS-33	The bidder should describe how it will develop a comprehensive review that will assist with the improvement of the 24/7 crisis response system that addresses physical and behavioral needs of individuals with immediate access to resources in local communities.	X

	Bidder's Response: PCG will combine a review of current policy and practice guidelines with that of interviews, focus groups and the case record reviews to identify improvements which are needed to the 24/7 crisis response system. Stakeholder surveys will also be used to inform that assessment.	
		Comply
PS-34	The bidder should describe how it will develop a comprehensive review that will identify well-supported Evidence-Based Practices (EBP) with a plan for funding implementation, validity and adherence.	X
	Bidder's Response: PCG has carefully been reviewing guidance published by ACF, including the detailed description of the method which will be used by the Family First Clearinghouse, to establish which programs will satisfy the well-supported EBP criteria. As part of its recommendations, PCG will identify services which CFS may wish to evaluate, using a rigorousness evaluation strategy, with the results later shared with the Clearinghouse for review and approval of the service as a well-supported EBP.	
		Comply
PS-35	The bidder should describe a comprehensive review to address disproportionate minority representation within the child welfare system.	X
	Bidder's Response: Data from the case management system, NFOCUS, will be used to assess the extent to which minorities are overrepresented in the child welfare system. Scores, similar to that used to assess disproportionality of minorities within the juvenile justice system, will be used to identify the extent to which it exists at key points along the child welfare continuum.	
		Comply
PS-36	The bidder should describe how it will develop a comprehensive review that will develop strategies to implement family voice and choice in service provision and identified service providers.	X
	Bidder's Response: The case record review will be used to determine the extent to which families were involved in service planning. Results of the state's Quality Service Reviews will also be assessed to help identify promising practices as well as a root cause analysis where improvement is needed.	
		Comply
PS-37	The bidder should describe how it will develop a comprehensive review that will develop a strategic plan to ensure full compliance with Family First Preservation Services Act and Comprehensive Addiction and Recovery Act of 2016. Plan must connect to the Children and Family Services Plan (CFSP), the Annual Progress Services Report (APSR) and any Program Improvement Plans (PIP). Documents can be found here: http://dhhs.ne.gov/Pages/Child-Welfare.aspx .	X

	Bidder’s Response: PCG will, through the CFS stakeholder interviews, assist CFS leadership with creating a Family First Prevention Services Act roadmap. Through stakeholder meetings we will identify strengths and gaps of CFS in readiness for implementation, and as a result, create a roadmap for implementation.	
		Comply
PS-38	The bidder should describe how it will develop a comprehensive review of a system of performance-based contracting.	X
	Bidder’s Response: PCG will conduct a review of the language included in current contracts with service providers to identify what performance standards are currently in place. Interviews with program leaders will also be used to assess the extent to which providers are held accountable for meeting those standards and what actions are taken when they are not.	
		Comply
PS-39	The bidder should describe how it will provide recommendations for a framework for quality assurance in child welfare.	X
	Bidder’s Response: PCG will review the current framework, including resources, practices and tools which are used to assess quality. Using its experience and knowledge of other states’ quality assurance systems, PCG will offer recommendations to strengthen and/or expand the current system, where appropriate.	
		Comply
PS-40	The bidder should describe how it will develop a comprehensive review that will identify strategies for a career ladder and advancement for service providers and case managers in the child welfare system.	X
	Bidder’s Response: Through the caseworker and supervisor survey, targeted questions will be asked to identify barriers to advancement and receive feedback on current career ladders.	
		Comply
PS-41	The bidder should describe how it will develop a comprehensive review that will create a business process map that outlines the current structure of CFS and the intersection with relevant support divisions' operations; including state office staff extending into regional field staff.	X
	Bidder’s Response: For each phase of work CFS is responsible to complete and support, the business process mapping will identify the processes used as well as who is responsible and when they do or are supposed to intersect.	

		Comply
PS-42	The bidder should describe how it will develop a comprehensive review that will make recommendations on improvement to the Child Welfare system processes, to include technology, training improvements, or other tools to assist CFS workers in state office and regional field.	X
	Bidder's Response: Recommendations for improvement will take into account the entire CFS system, including organizational structure, technology, policy and practice, and funding. They will be prioritized taking into account their impact on improving efficiencies in practice, outcomes to children and families, staff retention and federal funding.	

Req #	Requirement	Comply
	PROGRAM ORGANIZATION	
PO-1	Describe what methodology will be used to assess the following program management needs:	
	Assess how to safely achieve permanency in a timely manner;	X
	Bidder's Response: Data from the case record reviews and analysis of case management data and Quality Service Reviews, policy and practice guidance, and interviews with staff and other stakeholders will be used to identify where practices can be improved – using a combination of the data to inform the root cause analysis and identify steps which can be taken to improve permanency for children.	
PO-2	Assess Nebraska's case management case staffing models and Supervisor training for staff development and case oversight;	X
	Bidder's Response: The current models and training curriculum will be assessed in combination with the analysis of current caseload sizes and surveys of stakeholders to identify where changes are needed to improve staff retention and offer improved support.	
PO-3	Assess family engagement, assessments where applicable, and CFS case management quality of contacts with children, parents/caregivers, relatives & kin;	X
	Bidder's Response: The case record reviews and review of current Quality Service Review findings will be used to measure the extent to which families are engaged and assessments are used to inform decision-making. The materials will be used to conduct a root cause analysis where change is needed.	

PO-4	Assess stability of workforce of child welfare case management;	
	Bidder’s Response: As noted earlier, data from the case management system and other systems, to the extent needed, will be used to assess workforce stability. The analysis will explore factors that are causing instability, e.g., increased caseloads, lack of participation or availability of training, to inform the review.	
PO-5	Assess whether there exists an effective array of individualized services and foster homes;	X
	Bidder’s Response: PCG will conduct a logistic regression analysis of the services and characteristics of foster homes in relation to outcomes to identify those which are correlated to positive outcomes and those where outcomes need to be improved.	
PO-6	Assess if there exists an effective array of services and foster homes, whether those services and foster homes are available statewide and individualized for each family’s needs;	X
	Bidder’s Response: A combination of data sources will be used for this analysis – including the case record reviews and analysis of case management data.	
PO-7	Assess how to effectively exit the IV-E waiver on October 1, 2019 and move directly into the Family First Prevention Services Act; and	X
	Bidder’s Response: PCG will examine the current array of services and activities supported under Nebraska’s Title IV-E Waiver and identify how they can be sustained from a programmatic and funding perspective.	
PO-8	Assess how to deliver economic and community supports for prevention services.	X
	Bidder’s Response: Through stakeholder interviews and the stakeholder survey PCG will assess how community supports are provided for prevention services as well as barriers to providing prevention supports.	

d. Draft Project Work Plan

The following tables summarize the processes and methodologies outlined in Section B, Proposed Development Approach.

Table 5. Phase 1 work plan

Phase 1 Work Plan		
Task or Event	Start Date	End Date
Phase 1: Task 1 - Project Kick off & Planning		
Participate in kick-off meeting with CFS	8/30/2019	9/14/2019
Update detailed work plan to reflect feedback from CFS		
Phase 1: Task 2 - Business Process Mapping		
Obtain and review organizational chart at Central Office and Service Area levels identifying management and staff structures	9/15/2019	11/30/2019
Conduct review of policy manual and administrative memorandums		
Develop preliminary business process maps		
Identify staff types involved with different core practice functions		
Develop interview protocols		
Conduct interviews with Central Office, Service Area staff and other key stakeholders		
Conduct focus groups with program leaders and Service Area staff to update business process maps		
Conduct review of forms and tools used to inform decision-making		
Conduct case review of a sample of cases to assess use of tools and practices in decision-making		
Develop case review instrument and select sample of cases for review		
Conduct review of claiming processes		
Conduct review performance and outcome measurement		
Develop staff survey		
Develop stakeholder survey, e.g., resource families		
Administer survey to staff and key stakeholders		
Phase 1: Task 3 - Recommendations		
Conduct data analysis of case management data	12/1/2019	1/31/2020
Conduct data analysis of case record review		
Conduct literature review of national and other states' best practices		
Assess service needs in relation to evidence-based practices		
Conduct data analysis of surveys		
Synthesize data from interviews and focus groups		
Update process maps		
Develop list of recommendations		
Develop detailed scope of work to implement each recommendation		
Meet with CFS to review recommendations and detailed scopes of work		
Update recommendations and detailed scopes of work with input received from CFS		
Executive Updates		
Draft bi-weekly executive updates	8/1/2019	7/31/2020
Conduct bi-weekly meetings with CFS, in person or via conference call		

Table 6. Phase 2 work plan

Phase 2 Work Plan		
Task or Event	Start Date	Start Date
Phase 2: Task 1 - Project Kick off and Recommendation Selection		
Meet with CFS to review recommendations, identifying those which will have the greatest impact on practice change and cost benefit to the state	1/1/2020	1/31/2020
Update the scope of work based on prioritization for each recommendation selected		
Phase 2: Task 2 - Implementation Plan		
Assist CFS in identifying stakeholders to assist with implementing each recommendation	2/1/2020	6/30/2020
Conduct initial meeting with stakeholder groups		
Review / update charter		
Review results of business process mapping from which the recommendation came		
Initiate discussion on steps to take to implement recommendation		
Work with stakeholder groups monthly to develop roadmap to implement each recommendation		
Develop benchmarks to measure progress toward implementation		
Executive Updates		
Draft bi-weekly executive updates	1/1/2020	6/30/2020
Conduct bi-weekly meetings with CFS, in person or via conference call		

e. Deliverables and Due Dates

The following tables summarize the timeline for Phase 1 and Phase 2 of the project. PCG believes that in order to deliver all that is required in Phase 1 of this project, an additional two months of time is required. If the deliverable timeline is not negotiable, PCG will work with CFS to augment the scope of work to allow for timely completion of deliverables.

Table 7. Phase 1 timeline

Phase 1 Timeline		
Task or Event	Start Date	End Date
Phase 1: Task 1 - Project Kick off & Planning	8/30/2019	9/14/2019
Phase 1: Task 2 - Business Process Mapping	9/15/2019	11/30/2019
Phase 1: Task 3 - Recommendations	12/1/2019	1/31/2020
Executive Updates	8/1/2019	7/31/2020

Table 8. Phase 2 timeline

Phase 2 Timeline		
Task or Event	Start Date	Start Date
Phase 2: Task 1 - Project Kick off and Recommendation Selection	1/1/2020	1/31/2020
Phase 2: Task 2 - Implementation Plan	2/1/2020	6/30/2020
Executive Updates	1/1/2020	6/30/2020

FORMS



June 14, 2019

Nebraska Department of Health and Human Services
Child Welfare Reform Analysis Proposal
Submitted by Public Consulting Group, Inc.

FORMS

a. Request for Contractual Services Form

Please find the Request for Contractual Services Form on the next page.

REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES FORM

BIDDER MUST COMPLETE THE FOLLOWING

By signing this Request for Proposal for Contractual Services form, the bidder guarantees compliance with the procedures stated in this Request for Proposal, and agrees to the terms and conditions unless otherwise indicated in writing and certifies that bidder maintains a drug free work place.

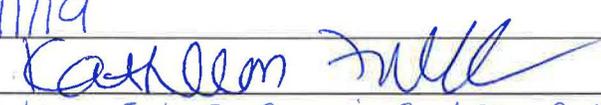
Per Nebraska's Transparency in Government Procurement Act, Neb. Rev Stat § 73-603 DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Contractors. This information is for statistical purposes only and will not be considered for contract award purposes.

_____ NEBRASKA CONTRACTOR AFFIDAVIT: Bidder hereby attests that bidder is a Nebraska Contractor. "Nebraska Contractor" shall mean any bidder who has maintained a bona fide place of business and at least one employee within this state for at least the six (6) months immediately preceding the posting date of this RFP.

_____ I hereby certify that I am a Resident disabled veteran or business located in a designated enterprise zone in accordance with Neb. Rev. Stat. § 73-107 and wish to have preference, if applicable, considered in the award of this contract.

_____ I hereby certify that I am a blind person licensed by the Commission for the Blind & Visually Impaired in accordance with Neb. Rev. Stat. §71-8611 and wish to have preference considered in the award of this contract.

FORM MUST BE SIGNED USING AN INDELIBLE METHOD (NOT ELECTRONICALLY)

FIRM:	Public Consulting Group, Inc.
COMPLETE ADDRESS:	148 State St. 10th Floor, Boston, MA 02109
TELEPHONE NUMBER:	617-426-2026
FAX NUMBER:	
DATE:	6/11/19
SIGNATURE:	
TYPED NAME & TITLE OF SIGNER:	Kathleen Fallon - Practice Area Director

June 14, 2019

Nebraska Department of Health and Human Services
Child Welfare Reform Analysis Proposal
Submitted by Public Consulting Group, Inc.

b. Terms and Conditions

Please find the Terms and Conditions on the next page.

II. TERMS AND CONDITIONS

Bidders should complete Sections II through VI as part of their proposal. Bidder is expected to read the Terms and Conditions and should initial either accept, reject, or reject and provide alternative language for each clause. The bidder should also provide an explanation of why the bidder rejected the clause or rejected the clause and provided alternate language. By signing the RFP, bidder is agreeing to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the proposal. The State reserves the right to negotiate rejected or proposed alternative language. If the State and bidder fail to agree on the final Terms and Conditions, the State reserves the right to reject the proposal. The State of Nebraska is soliciting proposals in response to this RFP. The State of Nebraska reserves the right to reject proposals that attempt to substitute the bidder's commercial contracts and/or documents for this RFP.

The bidders should submit with their proposal any license, user agreement, service level agreement, or similar documents that the bidder wants incorporated in the contract. The State will not consider incorporation of any document not submitted with the bidder's proposal as the document will not have been included in the evaluation process. These documents shall be subject to negotiation and will be incorporated as addendums if agreed to by the Parties.

If a conflict or ambiguity arises after the Addendum to Contract Award have been negotiated and agreed to, the Addendum to Contract Award shall be interpreted as follows:

1. If only one Party has a particular clause then that clause shall control;
2. If both Parties have a similar clause, but the clauses do not conflict, the clauses shall be read together;
3. If both Parties have a similar clause, but the clauses conflict, the State's clause shall control.

A. GENERAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
KF			

The contract resulting from this RFP shall incorporate the following documents:

1. Request for Proposal and Addenda;
2. Amendments to the RFP;
3. Questions and Answers;
4. Contractor's proposal (RFP and properly submitted documents);
5. The executed Contract and Addendum One to Contract, if applicable; and,
6. Amendments/Addendums to the Contract.

These documents constitute the entirety of the contract.

Unless otherwise specifically stated in a future contract amendment, in case of any conflict between the incorporated documents, the documents shall govern in the following order of preference with number one (1) receiving preference over all other documents and with each lower numbered document having preference over any higher numbered document: 1) Amendment to the executed Contract with the most recent dated amendment having the highest priority, 2) executed Contract and any attached Addenda, 3) Amendments to RFP and any Questions and Answers, 4) the original RFP document and any Addenda, and 5) the Contractor's submitted Proposal.

Any ambiguity or conflict in the contract discovered after its execution, not otherwise addressed herein, shall be resolved in accordance with the rules of contract interpretation as established in the State of Nebraska.

B. NOTIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
CF			

Contractor and State shall identify the contract manager who shall serve as the point of contact for the executed contract.

Communications regarding the executed contract shall be in writing and shall be deemed to have been given if delivered personally or mailed, by U.S. Mail, postage prepaid, return receipt requested, to the parties at their respective addresses set forth below, or at such other addresses as may be specified in writing by either of the parties. All notices, requests, or communications shall be deemed effective upon personal delivery or three (3) calendar days following deposit in the mail.

C. NOTICE POINT OF CONTACT (POC)

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
CF			

The State reserves the right to appoint a Buyer's Representative to manage [or assist the Buyer in managing] the contract on behalf of the State. The Buyer's Representative will be appointed in writing, and the appointment document will specify the extent of the Buyer's Representative authority and responsibilities. If a Buyer's Representative is appointed, the Contractor will be provided a copy of the appointment document, and is expected to cooperate accordingly with the Buyer's Representative. The Buyer's Representative has no authority to bind the State to a contract, amendment, addendum, or other change or addition to the contract.

D. GOVERNING LAW (Statutory)

Notwithstanding any other provision of this contract, or any amendment or addendum(s) entered into contemporaneously or at a later time, the parties understand and agree that, (1) the State of Nebraska is a sovereign state and its authority to contract is therefore subject to limitation by the State's Constitution, statutes, common law, and regulation; (2) this contract will be interpreted and enforced under the laws of the State of Nebraska; (3) any action to enforce the provisions of this agreement must be brought in the State of Nebraska per state law; (4) the person signing this contract on behalf of the State of Nebraska does not have the authority to waive the State's sovereign immunity, statutes, common law, or regulations; (5) the indemnity, limitation of liability, remedy, and other similar provisions of the final contract, if any, are entered into subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity; and, (6) all terms and conditions of the final contract, including but not limited to the clauses concerning third party use, licenses, warranties, limitations of liability, governing law and venue, usage verification, indemnity, liability, remedy or other similar provisions of the final contract are entered into specifically subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity.

The Parties must comply with all applicable local, state and federal laws, ordinances, rules, orders, and regulations.

E. BEGINNING OF WORK

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
KF			

The bidder shall not commence any billable work until a valid contract has been fully executed by the State and the awarded bidder. The Contractor will be notified in writing when work may begin.

F. CHANGE ORDERS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
KF			

The State and the Contractor, upon the written agreement, may make changes to the contract within the general scope of the RFP. Changes may involve specifications, the quantity of work, or such other items as the State may find necessary or desirable. Corrections of any deliverable, service, or work required pursuant to the contract shall not be deemed a change. The Contractor may not claim forfeiture of the contract by reasons of such changes.

The Contractor shall prepare a written description of the work required due to the change and an itemized cost sheet for the change. Changes in work and the amount of compensation to be paid to the Contractor shall be determined in accordance with applicable unit prices if any, a pro-rated value, or through negotiations. The State shall not incur a price increase for changes that should have been included in the Contractor's proposal, were foreseeable, or result from difficulties with or failure of the Contractor's proposal or performance.

No change shall be implemented by the Contractor until approved by the State, and the Contract is amended to reflect the change and associated costs, if any. If there is a dispute regarding the cost, but both parties agree that immediate implementation is necessary, the change may be implemented, and cost negotiations may continue with both Parties retaining all remedies under the contract and law.

G. NOTICE OF POTENTIAL CONTRACTOR BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
KF			

If Contractor breaches the contract or anticipates breaching the contract, the Contractor shall immediately give written notice to the State. The notice shall explain the breach or potential breach, a proposed cure, and may include a request for a waiver of the breach if so desired. The State may, in its discretion, temporarily or permanently waive the breach. By granting a waiver, the State does not forfeit any rights or remedies to which the State is entitled by law or equity, or pursuant to the provisions of the contract. Failure to give immediate notice, however, may be grounds for denial of any request for a waiver of a breach.

H. BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
KF			

Either Party may terminate the contract, in whole or in part, if the other Party breaches its duty to perform its obligations under the contract in a timely and proper manner. Termination requires written notice of default and a thirty (30) calendar day (or longer at the non-breaching Party's discretion considering the gravity and nature of the default) cure period. Said notice shall be delivered by Certified Mail, Return Receipt Requested, or in person with proof of delivery. Allowing time to cure a failure or breach of contract does not waive the right to immediately terminate the contract for the same or different contract breach which may occur at a different time. In case of default of the Contractor, the State may contract the service from other sources and hold the Contractor responsible for any excess cost occasioned thereby.

The State's failure to make payment shall not be a breach, and the Contractor shall retain all available statutory remedies and protections.

I. NON-WAIVER OF BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
KF			

The acceptance of late performance with or without objection or reservation by a Party shall not waive any rights of the Party nor constitute a waiver of the requirement of timely performance of any obligations remaining to be performed.

J. SUSPENSION OF SERVICES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
KF			

DHHS may, at any time and without advance notice, require Contractor to suspend any or all activities provided under this Contract. A suspension may be the result of a reduction in federal or state funds, budget freeze, emergency, contract compliance issues, investigation, or other reasons not stated here.

1. In the event of such suspension, the DHHS Chief Operating Officer/Contract Administrator or designee will issue a written Stop Work Order to the Contractor. The Stop Word Order will specify which activities are to be immediately suspended, the reason(s) for the suspension, and, if possible, the known duration period of the suspension.
2. Upon receipt of the Stop Work Order, the Contractor shall immediately comply with its terms and take all necessary steps to minimize the incurrence of costs allocable to the work affected by the order during the period of suspension.
3. The DHHS Chief Operating Officer/Contract Administrator or designee may extend the duration of the suspension by issuing a modified Stop Work Order which states the new end date of the suspension and the reason for the extension.

4. The suspended activity may resume when (i) the suspension period identified in the Stop Work Order has ended or (ii) when the DHHS Chief Operating Officer/Contract Administrator or designee has issued a formal written notice cancelling the Stop Work Order or directing Contractor to resume partial services.
5. If a deadline for submitting a deliverable is impacted by the suspension of any activity, then upon resuming the suspended activity, the deadline for submitting the impacted deliverable must be extended by the number of days an activity was suspended.

K. SEVERABILITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
KF			

If any term or condition of the contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and conditions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the contract did not contain the provision held to be invalid or illegal.

L. INDEMNIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
KF			

1. GENERAL

The Contractor agrees to defend, indemnify, and hold harmless the State and its employees, volunteers, agents, and its elected and appointed officials ("the indemnified parties") from and against any and all third party claims, liens, demands, damages, liability, actions, causes of action, losses, judgments, costs, and expenses of every nature, including investigation costs and expenses, settlement costs, and attorney fees and expenses ("the claims"), sustained or asserted against the State for personal injury, death, or property loss or damage, arising out of, resulting from, or attributable to the willful misconduct, negligence, error, or omission of the Contractor, its employees, subcontractors, consultants, representatives, and agents, resulting from this contract, except to the extent such Contractor liability is attenuated by any action of the State which directly and proximately contributed to the claims.

2. INTELLECTUAL PROPERTY

The Contractor agrees it will, at its sole cost and expense, defend, indemnify, and hold harmless the indemnified parties from and against any and all claims, to the extent such claims arise out of, result from, or are attributable to, the actual or alleged infringement or misappropriation of any patent, copyright, trade secret, trademark, or confidential information of any third party by the Contractor or its employees, subcontractors, consultants, representatives, and agents; provided, however, the State gives the Contractor prompt notice in writing of the claim. The Contractor may not settle any infringement claim that will affect the State's use of the Licensed Software without the State's prior written consent, which consent may be withheld for any reason.

If a judgment or settlement is obtained or reasonably anticipated against the State's use of any intellectual property for which the Contractor has indemnified the State, the Contractor shall, at the Contractor's sole cost and expense, promptly modify the item or items which were determined to be infringing, acquire a license or licenses on the State's behalf to provide the necessary rights to the State to eliminate the infringement, or provide the State with a non-infringing substitute that provides the State the same functionality. At the State's election, the actual or anticipated judgment may be treated as a breach of warranty by the Contractor, and the State may receive the remedies provided under this RFP.

3. PERSONNEL

The Contractor shall, at its expense, indemnify and hold harmless the indemnified parties from and against any claim with respect to withholding taxes, worker's compensation, employee benefits, or any other claim, demand, liability, damage, or loss of any nature relating to any of the personnel, including subcontractor's and their employees, provided by the Contractor.

4. SELF-INSURANCE

The State of Nebraska is self-insured for any loss and purchases excess insurance coverage pursuant to Neb. Rev. Stat. § 81-8,239.01 (Reissue 2008). If there is a presumed loss under the provisions of this agreement, Contractor may file a claim with the Office of Risk Management pursuant to Neb. Rev. Stat. §§ 81-8,829 – 81-8,306 for review by the State Claims Board. The State retains all rights and immunities under the State Miscellaneous (§81-8,294), Tort (§81-8,209), and Contract Claim Acts (§81-8,302), as outlined in Neb. Rev. Stat. § 81-8,209 et seq. and under any other provisions of law and accepts liability under this agreement to the extent provided by law.

5. ALL REMEDIES AT LAW

Nothing in this agreement shall be construed as an indemnification by one Party of the other for liabilities of a Party or third parties for property loss or damage or death or personal injury arising out of and during the performance of this lease. Any liabilities or claims for property loss or damages or for death or personal injury by a Party or its agents, employees, Contractors or assigns or by third persons shall be determined according to applicable law.

6. The Parties acknowledge that Attorney General for the State of Nebraska is required by statute to represent the legal interests of the State, and that any provision of this indemnity clause is subject to the statutory authority of the Attorney General.

M. ATTORNEY'S FEES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
KF			

In the event of any litigation, appeal, or other legal action to enforce any provision of the contract, the Parties agree to pay all expenses of such action, as permitted by law and if order by the court, including attorney's fees and costs, if the other Party prevails.

N. RETAINAGE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
CF			

CFS will withhold ten percent (10%) of Phase 1 Task 1 and Phase 1 Task 2 payments due as retainage. The entire retainage amount will be payable upon successful completion of Phase 1 Task 3. Upon completion of Phase 1 Task 3, the Contractor will invoice the State for any outstanding work and for the retainage. The State may reject the final invoice by identifying the specific reasons for such rejection in writing to the Contractor within forty-five (45) calendar days of receipt of the final invoice. Otherwise, the project will be deemed accepted and the State will release the final payment and retainage in accordance with the contract payment terms.

O. REMEDIES FOR NONCOMPLIANCE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
CF			

DHHS may, if Contractor fails to comply with federal statutes, regulations, Title IV-E state plan, or with the terms of the contract:

1. Impose any of the Specific Conditions listed in 45 CFR § 75.207;
2. Temporarily withhold any payments pending the correction of the deficiency by Contractor;
3. Disallow all or part of the cost of the activity or action not in compliance;
4. Wholly or partly suspend or terminate contract (see also Termination, below, and Breach, above);
5. Recommend suspension or debarment proceedings be initiated by the Federal Funding Agency; and
6. Take any other remedies that may be legally available.

If DHHS imposes items 3, 4, or 6, above, DHHS may withhold future payments, or seek repayment to recoup costs paid by DHHS, or both.

Failures to comply include, but are not limited to, Contractor's inability to meet or exceed the federal standards contained in Family First Prevention Services Act (FFPSA). If this, or any other failure by Contractor to comply with any federal statute, regulation, Title IV-E state plan, or term of this Contract, is a proximate cause of any reduction in federal funds to DHHS, DHHS may disallow costs under this Contract in an amount up to DHHS' reduction in federal funding.

Nothing in this section shall limit any other legal remedies available to DHHS.

P. ASSIGNMENT, SALE, OR MERGER

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
CF			

Either Party may assign the contract upon mutual written agreement of the other Party. Such agreement shall not be unreasonably withheld.

The Contractor retains the right to enter into a sale, merger, acquisition, internal reorganization, or similar transaction involving Contractor's business. Contractor agrees to cooperate with the State in executing amendments to the contract to allow for the transaction. If a third party or entity is involved in the transaction, the Contractor will remain responsible for performance of the contract until such time as the person or entity involved in the transaction agrees in writing to be contractually bound by this contract and perform all obligations of the contract.

Q. CONTRACTING WITH OTHER NEBRASKA POLITICAL SUB-DIVISIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
KF			

The Contractor may, but shall not be required to, allow agencies, as defined in Neb. Rev. Stat. §81-145, to use this contract. The terms and conditions, including price, of the contract may not be amended. The State shall not be contractually obligated or liable for any contract entered into pursuant to this clause. A listing of Nebraska political subdivisions may be found at the website of the Nebraska Auditor of Public Accounts.

R. FORCE MAJEURE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
KF			

Neither Party shall be liable for any costs or damages, or for default resulting from its inability to perform any of its obligations under the contract due to a natural or manmade event outside the control and not the fault of the affected Party ("Force Majeure Event"). The Party so affected shall immediately make a written request for relief to the other Party, and shall have the burden of proof to justify the request. The other Party may grant the relief requested; relief may not be unreasonably withheld. Labor disputes with the impacted Party's own employees will not be considered a Force Majeure Event.

S. CONFIDENTIALITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
KF			

All materials and information provided by the Parties or acquired by a Party on behalf of the other Party shall be regarded as confidential information. All materials and information provided or acquired shall be handled in accordance with federal and state law, and ethical standards. Should said confidentiality be breached by a Party, the Party shall notify the other Party immediately of said breach and take immediate corrective action.

It is incumbent upon the Parties to inform their officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a. Specifically, 5 U.S.C. 552a (i)(1), which is made applicable by 5 U.S.C. 552a (m)(1), provides that any officer or employee, who by virtue of his/her employment or official position has possession of or access to agency records which contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established thereunder, and who knowing that disclosure of the specific material is prohibited, willfully discloses the material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than \$5,000.

T. OFFICE OF PUBLIC COUNSEL (Statutory)

If it provides, under the terms of this contract and on behalf of the State of Nebraska, health and human services to individuals; service delivery; service coordination; or case management, Contractor shall submit to the jurisdiction of the Office of Public Counsel, pursuant to Neb. Rev. Stat. §§ 81-8,240 et seq. This section shall survive the termination of this contract.

U. LONG-TERM CARE OMBUDSMAN (Statutory)

Contractor must comply with the Long-Term Care Ombudsman Act, Neb. Rev. Stat. §§ 81-2237 et seq. This section shall survive the termination of this contract.

V. EARLY TERMINATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
KF			

The contract may be terminated as follows:

1. The State and the Contractor, by mutual written agreement, may terminate the contract at any time.
2. The State, in its sole discretion, may terminate the contract for any reason upon thirty (30) calendar day's written notice to the Contractor. Such termination shall not relieve the Contractor of warranty or other service obligations incurred under the terms of the contract. In the event of termination the Contractor shall be entitled to payment, determined on a pro rata basis, for products or services satisfactorily performed or provided.
3. The State may terminate the contract immediately for the following reasons:
 - a. if directed to do so by statute;
 - b. Contractor has made an assignment for the benefit of creditors, has admitted in writing its inability to pay debts as they mature, or has ceased operating in the normal course of business;
 - c. a trustee or receiver of the Contractor or of any substantial part of the Contractor's assets has been appointed by a court;
 - d. fraud, misappropriation, embezzlement, malfeasance, misfeasance, or illegal conduct pertaining to performance under the contract by its Contractor, its employees, officers, directors, or shareholders;
 - e. an involuntary proceeding has been commenced by any Party against the Contractor under any one of the chapters of Title 11 of the United States Code and (i) the proceeding has been pending for at least sixty (60) calendar days; or (ii) the Contractor has consented, either expressly or by operation of law, to the entry of an order for relief; or (iii) the Contractor has been decreed or adjudged a debtor;
 - f. a voluntary petition has been filed by the Contractor under any of the chapters of Title 11 of the United States Code;
 - g. Contractor intentionally discloses confidential information;
 - h. Contractor has or announces it will discontinue support of the deliverable; and,
 - i. In the event funding is no longer available.

W. CONTRACT CLOSEOUT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
KF			

Upon contract closeout for any reason the Contractor shall within 30 days, unless stated otherwise herein:

1. Transfer all completed or partially completed deliverables to the State;
2. Transfer ownership and title to all completed or partially completed deliverables to the State;
3. Return to the State all information and data, unless the Contractor is permitted to keep the information or data by contract or rule of law. Contractor may retain one copy of any information or data as required to comply with applicable work product documentation standards or as are automatically retained in the course of Contractor's routine back up procedures;
4. Cooperate with any successor Contractor, person or entity in the assumption of any or all of the obligations of this contract;

5. Cooperate with any successor Contactor, person or entity with the transfer of information or data related to this contract;
6. Return or vacate any state owned real or personal property; and,
7. Return all data in a mutually acceptable format and manner.

Nothing in this Section should be construed to require the Contractor to surrender intellectual property, real or personal property, or information or data owned by the Contractor for which the State has no legal claim.

June 14, 2019

Nebraska Department of Health and Human Services
Child Welfare Reform Analysis Proposal
Submitted by Public Consulting Group, Inc.

c. Licenses & User Agreements

PCG does not wish to submit any license, user agreement, service level agreement, or similar documents to incorporate into the contract.

June 14, 2019

Nebraska Department of Health and Human Services
Child Welfare Reform Analysis Proposal
Submitted by Public Consulting Group, Inc.

d. Insurance Certificates

Please find PCG's Insurance Certificates on the next page.

June 14, 2019

Nebraska Department of Health and Human Services
Child Welfare Reform Analysis Proposal
Submitted by Public Consulting Group, Inc.

e. Financial Statements

Please find PCG's financial statements on the next page.

<PAGE LEFT INTENTIONALLY BLANK>