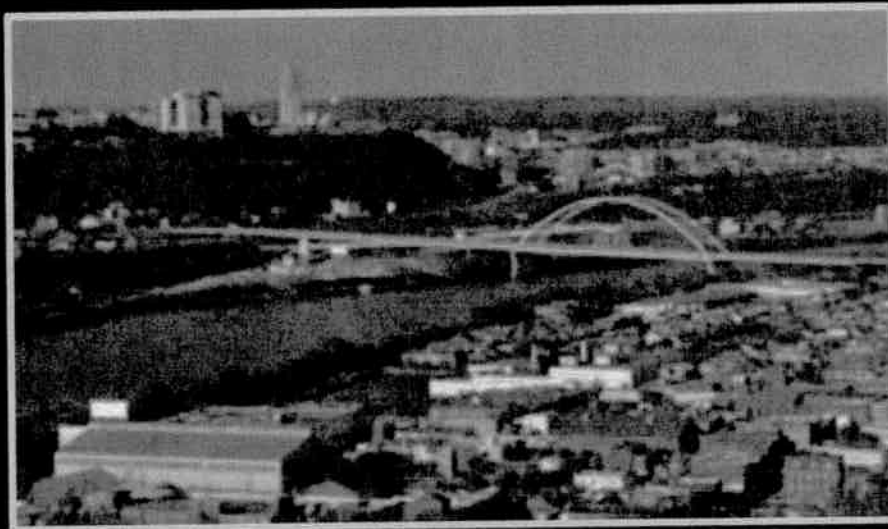


Proposal for:

**EVALUATION OF A
PREDICTIVE RISK MODELING TOOL
FOR IMPROVING THE DECISIONS OF
CHILD WELFARE WORKERS**



Prepared for:
ALLEGHENY COUNTY DEPARTMENT OF HUMAN SERVICES

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EXECUTIVE SUMMARY

Building on a concept first developed in New Zealand to target social services to families at high risk of using multiple service systems for lengthy periods of time, Allegheny County is developing a Predictive Risk Modeling (PRM) Tool. A number of government agencies in the U.S. are taking a similar approach, using data modeling to help prioritize cases and target services to children most at risk. Many of the systems, including that being developed for Allegheny County, are prompted by high numbers of children who died after calls reporting maltreatment were screened out. Allegheny's PRM will search the Department of Human Services' (DHS) data warehouse for person(s) known to any of the county's agencies. One or more risk scores will be assigned, based on the risks to the most endangered child in the report. Initially, the score and supporting information will be used to help call screeners make the screening decision. It is expected that the Tool will be used in the future to assist investigators, caseworkers and others to identify risks and target services and interventions. The goal of the system, as articulated by Rhema Vaithianathan, who leads the research team developing the Tool, is to "more effectively triage clients so the children and families who are most vulnerable and may need additional supports receive them, and others, who certainly don't need someone knocking on their door and stopping by, don't."¹

Hornby Zeller Associates, Inc. (HZA), which is currently conducting an evaluation of the Eckerd Rapid Safety Feedback (ERSF) Model for Maine and Connecticut in conjunction with Eckerd Family Foundation and the Casey Family Programs, is pleased to offer to conduct both the process and impact evaluations for Allegheny County DHS. Knowledgeable of Pennsylvania's child welfare system, HZA has assembled an experienced team for this assessment. The process evaluation will examine the steps that were taken to implement the model and to prepare intake staff and others to use it; assess the degree to which the model affects how screening staff make decisions; and identify barriers and facilitators for staff to use the Tool effectively. Qualitative analysis will incorporate data from interviews with key stakeholders, including CYF staff, the research team and community partners, as well as a documentation review (e.g., research reports, training curricula, policies). A staff survey of the call screening team will be used to determine which different presentations of the Tool are perceived to be most useful in decision-making.

The impact evaluation will use data from Allegheny County's child welfare information system, KIDS, including the PRM Tool component, to assess how decisions made with the use of the Tool differ from those made without it and the extent to which different presentations of the Tool's results affect decision-making. An historical quasi-experimental design using propensity score matching will be used to measure how decisions are changed by the use of the PRM.

HZA will work closely with Allegheny County and its researchers throughout the process and impact evaluations, providing support and evidence to document the benefits and challenges of implementing such a system.

¹ <http://www.bloomberg.com/politics/articles/2015-05-09/from-new-zealand-to-pittsburgh-a-moneyball-approach-to-helping-troubled-kids>

PROCESS EVALUATION NARRATIVE

Project Understanding

In 2014, Allegheny County received 10,353 reports of maltreatment. Reports of suspected child abuse are screened by the statewide child abuse hotline, ChildLine, while reports which present concerns for a child's safety or well-being, which may be received directly by the County or forwarded from ChildLine, are screened by County staff. Call screeners use information received from reporters, augmenting the information with history searches of DHS data, to determine if a General Protective Services (GPS) assessment should be conducted. While many states limit their history searches to prior reports of abuse and neglect, Allegheny County is fortunate to have a data rich warehouse; Client View provides a holistic view of clients' social services histories,² including juvenile and adult justice system involvement. While informative, the process of searching through Client View can be burdensome and may not always be completed thoroughly.

To help call screeners increase the consistency, efficiency and accuracy of their decisions, Allegheny has chosen to implement a Predictive Risk Modeling (PRM) Tool to assist call screeners in determining whether an assessment is warranted. In partnership with a research team, the Tool is being designed to generate a risk score, taking into account over 200 variables. The goal of the Tool, as voiced by the research team lead, is to "more effectively triage clients so the children and families who are most vulnerable and may need additional supports receive them, and others, who certainly don't need someone knocking on their door and stopping by, don't."³

Hornby Zeller Associates, Inc. (HZA) is pleased to offer its services to complete both a process and an impact evaluation. It is important, as the Tool is rolled out for use by call screeners, that it be a user-friendly, informative and beneficial to the community at large. Evaluation of the PRM Tool will need to be closely coordinated with its implementation, in order to fully capture the differences in process that may be related to the way the data are presented. HZA is committed to working closely with the research team and the Allegheny staff to ensure a smooth evaluation process. A description of HZA's experience is provided below, followed by a brief biography of its team members and a discussion of the approach to the process evaluation.

Organizational Experience

Hornby Zeller Associates, Inc. is a management consulting, research and evaluation firm which focuses on child welfare, among other areas of service to high risk populations. HZA was founded as Zeller Associates in 1988 by Dennis E. Zeller, Ph.D., M.S.S.W who was Director of the Bureau of Policy Planning of the Division of Family and Children's Services at the New York State Department of Social Services. The name of the firm changed in 1995 when the partnership with Helaine Hornby was formed following her departure as founder

² *Harnessing Technology to Improve Human Service Delivery and the Client Experience*, Policy & Practice, Erin Dalton, October 2015.

³ *From New Zealand to Pittsburgh, a Moneyball Approach to Helping Troubled Kids*, Bloomberg Politics, Tracy Withers, May 9, 2015.

and director of the Center for Child and Family Policy at the Edmund S. Muskie Institute of Public Affairs at the University of Southern Maine. HZA has experience completing evaluations of risk assessment tools as well as investigative practices, conducting process and impact evaluations of child welfare programs, and measuring disproportionality. The firm is highly knowledgeable of Pennsylvania's child welfare system and maintains a fully-staffed office in Harrisburg. HZA employs over 40 full-time professional staff in its four offices and has enjoyed contracts in over 35 states, working with states, counties and non-profits.

Project Experience

Evaluations of Hotline and Risk Assessment Tools: Currently HZA is conducting the evaluation of the Eckerd Rapid Safety Feedback (ERSF) Model in Maine and Connecticut in conjunction with Casey Family Programs and Eckerd itself. ERSF uses historical data from an agency's case management system to predict which cases are at the highest risk of resulting in a child fatality or serious injury and a quality assurance process that monitors the assessment and treatment of those cases as they unfold. The process evaluation is being used to measure the degree to which the delivery of ERSF adheres to the intended model and affects staff competencies in screening cases and developing safety plans. Stakeholder interviews, staff surveys, focus groups with quality assurance and casework staff, and documentation reviews will be used to measure practice fidelity. The outcome evaluation, using information from the model's data portal and case record reviews of local files, is designed to measure child welfare practice improvements and child safety outcomes, comparing outcomes for periods before and after implementation.

HZA is conducting an Organizational Assessment in Maine, which focuses on four areas, one of which is decision-making at intake. HZA is auditing 200 intake calls to determine what factors affect decision-making and why twice as many calls are referred to the field than are ever assessed. Other areas being examined are the efficiency of child welfare processes, the reasons children have second and third confirmed reports of abuse and neglect, and how facilitated family team meetings can be implemented more consistently.

In 2013 HZA facilitated the development of Colorado's Child Abuse Hotline by assisting its Division of Child Welfare in determining the design, technology, capacity, workflow, staffing, and cost aspects of a centralized hotline for the reporting of child abuse and neglect. HZA provided Colorado with an implementation plan at the conclusion of the assessment which identified where technologies currently exist to accommodate a statewide child abuse and neglect routing system, where newer or expanded technologies were needed, what the reporting capabilities of the system need to include, what type of help desk support was needed and where training was needed, among other factors.

HZA performed a study of New Jersey Department of Human Services' newly implemented State Central Registry (SCR) to determine whether proper determinations were being made by the SCR call takers and if the appropriate actions were taken on the calls warranting further assessment in a timely manner. The findings of the study, conducted in 2005, were used by a Panel appointed by the Federal Court in a consent decree to monitor progress and recommend further improvements in the system.

In both Ohio and Kansas, HZA performed reliability and validity assessments of each state's risk assessment tool to determine whether the factors they encompass were sufficiently valid and reliable to guide casework decisions. For the Kansas Department of Social and Rehabilitative Services, HZA used data from the state's automated tracking system. The study employed a cohort sample of reports and followed the families associated with those reports forward to determine whether subsequent abuse and/or neglect occurred. The individual and summative items on the tools were analyzed to determine if they provided caseworkers with the capacity to determine levels of risk accurately and if they provided sufficient information to make those judgments. Recommendations were offered on how to improve decision making while minimizing the administrative burden on caseworkers. A similar reliability and validity study was conducted for the Ohio Department of Job and Family Services to determine if its risk assessment tools and the factors they encompassed were sufficiently valid and reliable to guide casework decisions. In addition to examining case level service data in conjunction with the risk scores, caseworkers were interviewed to determine the extent to which they relied on the risk scores to make their decisions.

Evaluations of Investigative Practices: In 2010, HZA began providing expert staff to work full-time as subject matter experts in Arkansas's Child Protective Services unit. Tasked with the development of policy and procedure changes for the Division of Children and Family Services (DCFS), HZA coordinates with the State's training unit to help in identifying training needs of field staff who conduct maltreatment investigations and Differential Response assessments. HZA conducts an ongoing assessment of CPS investigations issuing reports several times a year. Staff also assess child fatality and near fatality reports to gain insight into steps which might be taken to reduce the number of child deaths.

At the start of 2014, HZA conducted an evaluation of the maltreatment reports which are investigated by the Crimes Against Children Division (CACD) of the Arkansas State Police. Incoming child maltreatment reports are assigned to either CACD or Arkansas's DCFS. The evaluation was used to measure the compliance of investigators with law and policy, the quality of their investigation activities and the costs of personnel and training. In 2009 HZA conducted a study to help resolve Arkansas's high volume of overdue investigations. Staff reviewed hundreds of cases to determine which could be closed and which required immediate attention. HZA found that while there was a sizeable backlog of overdue investigations, the backlog did not lead to widespread child endangerment.

Other Process Evaluations: HZA is in the midst of conducting process and outcome evaluations for three Title IV-E Waiver programs in Maine, Arkansas and West Virginia. One of the six initiatives being implemented in Arkansas is Differential Response, which is being used to divert families from the formal investigation process and link them to informal supports in an effort to avert foster care placement. HZA used interviews at the start of program implementation to assess how well staff were informed of the initiative, what training they received and to what extent they were involved in program planning. Follow-up interviews are being conducted annually to identify where changes are needed. HZA is performing process and fidelity assessments of Wrap-around services in West Virginia and Triple P Parenting and Matrix Intensive Outpatient services in Maine using similar methodologies.

Measurement of Disproportionality: Between 2012 and 2014, HZA conducted an assessment of disproportionate minority contact (DMC) in the Louisiana juvenile justice system. Data were collected from both state and local sources, with individualized briefing booklets used to provide the calculated relative rate indices to each parish. Staff from HZA met with parish stakeholders to identify the causes of DMC and potential strategies to reduce disproportionality and overall youth involvement in the juvenile justice system. HZA has also been working with the Virginia Department of Criminal Justice Services to assess what is contributing to DMC, focusing on two localities, Loudoun County and the City of Charlottesville. Data from the juvenile justice case management system have been used to examine factors which may be influencing disproportionality at three contact points, referral to court, diversion and secure detention.

Knowledge of Pennsylvania: HZA has a long-term relationship with Pennsylvania's Office of Children, Youth and Families' (OCYF) and has established an office in Harrisburg. Since 1998, staff have been providing support to OCYF in its measurement of outcomes for youth and families served. On a semi-annual basis, HZA creates data packages for the state and each of the 67 counties, using AFCARS and NCANDS, to measure the extent to which the agencies are providing safety and permanency of children in their care. The firm is an integral member of OCYF's Continuous Quality Improvement Team. Staff assisted with development of the case review and interview tools which are used to assess individual counties' performance and are responsible for analyzing the results and writing county-level and statewide reports. HZA staff members are also responsible for the analysis of family centered programs and child fatality/near fatality reports.

Proposed Personnel

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

Prior to founding the consulting firm, Dr. Zeller was Director of the Bureau of Policy Planning of the Division of Family and Children's Services at the New York State Department of Social Services. In that role he was responsible for all child welfare and child care regulations, for proposing and negotiating Department-sponsored legislation and for negotiating litigation settlements.

Ongoing performance measurement systems have been a primary focus of Dr. Zeller since he authored the monograph, **Model Child Welfare Management Indicators**, published by the **National Child Welfare Resource Center** at the University of Southern Maine in 1991. Dr. Zeller initiated turning AFCARS data into longitudinal files, so that states could assess their own performance on the achievement of permanency more accurately than the federal outcome measures permit, especially for those without SACWIS or historical management information systems. He also managed the project evaluating the child abuse hotline in New Jersey and a project conducting quality assurance reviews of Florida's hotline for child and adult abuse.

Karen Hallenbeck, Coordinating Project Director: Since joining the firm in 1998, Ms. Hallenbeck has served as HZA's Director of Project Operations. She works closely with office and project managers to ensure that adequate resources are available to meet project obligations and all products meet the firm's high quality standards. This includes the firm's Harrisburg office which is responsible for working with OCYF and its counties on a day-to-day basis. Ms. Hallenbeck also serves as the project manager for a number of HZA's endeavors. She managed the validation study of Kansas' risk assessment tool, working closely with the analyst to ensure the results were adequately interpreted to guide policy as well as Ohio's risk assessment study. Ms. Hallenbeck is working with all project teams responsible for measuring the fidelity and impact of states' Title IV-E Waiver initiatives. She provides oversight and direction to the process and impact evaluation teams.

Matthew Poquette, Process Evaluation Lead: Mr. Poquette is playing an integral role in the Organizational Assessment of Maine's Office of Child and Family Services, focusing considerable attention on receipt of reports of maltreatment and the investigative process. He is also a key member of the team responsible for the process and outcome evaluation of West Virginia's Title IV-E initiative. He has developed interview protocols and staff surveys, and has participated in the onsite interview process and qualitative analysis. He recently assisted with the data analysis of surveys administered to youth in Virginia's juvenile justice system to gain their perspective on the services and support they receive and authored much of the report. He is also a member of the team responsible for assessing Arkansas's investigative practices. Prior to joining HZA, Mr. Poquette served as a Child and Adult Protective Services caseworker for Schenectady County, New York. He earned his Master's in Social Work from the State University of New York at Albany.

Sara Ryan, Research Associate: Ms. Ryan has taken the lead in developing a number of HZA's interview protocols, scheduling and completing the onsite interviews, conducting the qualitative analysis and drafting the reports for several process evaluations including those for Maine's, Arkansas's and West Virginia's Title IV-E Waiver initiatives. Ms. Ryan recently analyzed the results of worker surveys and focus groups for an evaluation of a fatherhood program in Mississippi. She is also responsible for conducting case record reviews of Arkansas's CPS cases. Ms. Ryan earned her Master's degree in Cultural Anthropology from the State University of New York at Albany.

Lynn Kiaer, Statistician (also Impact Evaluation Lead): Dr. Kiaer has served as HZA's Statistician since joining the firm in 2012. Dr. Kiaer is the project manager for the Parenting with Love and Limits® evaluations in several states. She has worked with the program's originator and academic researchers to write papers on the evaluations for publication in peer-reviewed journals, one of which has been accepted⁴ with a second paper on a different implementation submitted. She leads much of the quantitative analysis of the case record reviews and case management data used to measure the outcomes of HZA's Title IV-E evaluations. Dr. Kiaer is also responsible for developing quasi-experimental design methodologies for the programs; for some, the methodology is used to measure a reduction in recidivism and for others it is used to measure safety and permanency. She employs propensity score matching to select comparison groups that control for demographic and

⁴ The abstract is publicly available at <http://onlinelibrary.wiley.com/doi/10.1111/famp.12187/abstract>.

risk characteristics. Prior to joining HZA, Dr. Kiaer worked as an independent consultant for OnCall Solutions. During an eleven year tenure with General Electric Global Research Center, she supported and led diverse applied decisions involving statistical analysis and simulation support of projects for General Electric and Lockheed Martin. Dr. Kiaer received her doctorate in applied mathematics from the Florida Institute of Technology.

Jasmine Patraw, Research Associate: Working closely with Dr. Kiaer, Ms. Patraw is analyzing data for the Maine and West Virginia Title IV-E initiatives, relying largely on each state's case management data to measure the impact of their programs on children and their families. Ms. Patraw recently completed a complex assessment of Alaska's behavioral health systems. Using data from multiple service agencies, she helped to develop the methodology for continued monitoring of the behavioral health system, identifying the need for publicly funded behavioral health services by Alaskans, assessing the state's current ability to meet that need, and developing a methodology for the state to continue monitoring of the system. She received a Master's Degree in Medical Anthropology from East Carolina University and is currently working toward a Ph.D. in Medical Anthropology from the State University of New York at Albany.

Timothy Reed, Information Technology Manager: Mr. Reed is the firm's Information Technology Manager. He is responsible for the entire company's Information Technology operations, serving both customers and staff. As a vital member of the firm's computer applications team, he oversees the development, enhancement and administration of the web-based solutions HZA has developed, including case management systems, case record review applications and online surveys. Mr. Reed works closely with the firm's clients to share data files, often transmitting data back and forth via HZA's secure File Transfer Protocol.

HPW Associates, L.L.C.: HZA will be partnering with HPW Associates, a Certified Women's Business Enterprise. HPW specializes in applied research and program evaluation in a variety of fields such as behavioral health, managed care and case management. The Principal Investigator, Holly Wald, Ph.D., has over 25 years of experience in the evaluation of human service programs. Located in Pittsburgh, Pennsylvania, HPW's expertise will be used to assist in the onsite data collection for the process evaluation.

Process Evaluation Approach

Research Questions

The process evaluation is designed to assess the PRM Tool primarily from a user's perspective. While the Tool will eventually be used to assist a full range of workers to make decisions, including investigative and assessment staff and service workers, the focus of this evaluation will be on call screeners, helping to learn how the Tool benefits those staff in deciding whether a report should be screened in for an assessment, referred for a field screening or screened out. The process evaluation will also examine the steps that were taken to implement the model and prepare intake staff to use it; assess the impact of the model in how call screening decisions are made; and identify barriers and facilitators in the

effective use the PRM Tool. Interviews with key stakeholders, surveys of call screeners and a documentation review will be used to assess its implementation.

The research questions which will be used to guide the process evaluation are outlined below, along with examples of more specific sub-questions.

- ▶ **How has the PRM Tool modified the experience of CYF call screeners?**
 - How do workers interpret and use the Tool's information to determine how to process a call?
 - Do call screeners feel more informed in their decision-making?
 - How much reliance do call screeners place on the risk scores in decision-making?

- ▶ **What are the practice and policy implications of using the PRM Tool?**
 - What factors are used to refer a call for field screening as compared to screen it in?
 - To what extent does practice follow policy protocols?
 - Have policy changes been formalized, either in preparation for use of the Tool or as a result of its use?

- ▶ **What are the perceptions and reactions of CYF's partners to the Tool?**
 - How do internal, e.g., investigators, and external, e.g., the courts, partners view the Tool? Do they support its use?

- ▶ **How extensive were the preparations for development of the model?**
 - What process was used and who was involved in developing the data sources and factors which are used to measure risk?
 - How were call screeners trained to use the Tool? What are their views of the adequacy of the training?

Data Collection Methods

The data collection methodology is designed to address two challenges which the process evaluation will face. First, given the short timeframe between the start of the evaluation and implementation of the PRM Tool, it is difficult to assess the changes in the decision-making process. Interviews will be conducted soon after the start of the project to mitigate such effects. The second challenge involves the need to evaluate multiple presentation formats of the Tool. A staff survey will be administered in the last week of each phase to gather call screeners' reactions to the various formats. Each of these strategies is described below.

Interviews: Interviews with Allegheny County administrators, program staff, call screeners and their supervisors will be conducted at the start of the project to learn what input, if any, they had in the Tool's design, what information they received throughout its development, what training they received and how informative it was, and what benefits they hope to derive from the Tool's use. Call screening staff will also be asked to describe the process they used to make decisions about calls prior to implementation of the Tool, to what extent they accessed and used Client View data, how the data from Client View were used, and what challenges they faced on a daily basis in their decision-making. This information will be contrasted with their descriptions of the processes they now use.

Research team members will also be interviewed to learn about the planning phase of the tool's development, what resources were used, what barriers were encountered, how call takers were trained to use the PRM tool, and what plans exist to update the PRM based on feedback from the field as it is rolled. While HZA plans to conduct in-person interviews, it is anticipated that interviews with at least a portion of the research team members will have to be conducted via telephone, given their long distance locations. HZA will work closely with team members to accommodate their schedules and locations.

It is also important that the process evaluation examine the Tool from the vantage point of CYF's community partners, those external and internal to the agency. Interviews will be conducted with members of the judicial system, including judges, magistrates, attorneys and guardians *ad litem* as well as probation officers; and internal stakeholders, i.e., investigators and service workers. The interviews, which will also take place at the start of the evaluation, will focus on the changes which are needed to better identify families and children who need services and support from CYF. Judicial and CYF stakeholders will also be asked if they have seen the Tool, if they believe it will help call screeners to make better decisions and what they hope to gain from it in their decision-making, e.g., what information do they receive, how useful is that information and what more might be needed. All stakeholders will be asked what more can be done at the screening level and overall to improve the safety and well-being of Allegheny's children. With the inclusion of HPW Associates, which is based in Pittsburgh, flexibility will be afforded in scheduling interviews with key stakeholders.

Interview protocols will be developed to guide the discussions with stakeholders. The protocols will contain open-ended questions designed to initiate discussion. They will be structured to allow comparisons to be made across the various types of stakeholders, e.g., call screeners vs. supervisors/manager or judges vs. investigators, with similar questions asked of each stakeholder type. Both Allegheny and the development team will be given an opportunity to review the protocols prior to their being finalized.

Document Review: A document review will be used to assess the preparation of call screening staff to use the Tool; the County will be asked to provide policies and practice guidelines to see how use of the Tool will change how CYF does business. Training materials, used to prepare staff to use the PRM Tool, will also be requested and the research team will be asked to provide reports of their PRM implementation efforts.

Staff Survey: An online staff survey will be used to learn how useful they perceive the Tool's data to be in decision-making and how well staff are prepared to use the PRM Tool. The survey will ask staff about the training they received prior to using each of the options and how useful the displays and data are in decision making. The survey will contain both closed and open ended questions, which will provide data for comparative purposes but also enable call screening staff to provide qualitative input. Here too, Allegheny and the developers will be given an opportunity to review the survey prior to finalizing it.

Data Analysis

HZA will perform conventional content analysis of the qualitative data collected from the interviews, surveys and documentation using NVivo software. NVivo is a software package designed to facilitate and organize data collected from unstructured narratives and reports. In conventional content analysis coding categories are derived directly from the text data. HZA will report not just on the themes that emerge but also on the prevalence and frequency among interview subjects. Quantitative analysis, using SQL, will be used to quantify the results of close ended staff survey questions. Descriptive statistics including frequencies and mean distributions will be presented with cross tabulations used to reflect variations in responses among groups such as newer versus experienced workers.

Reporting

Two reports will be used to share the results of the Process Evaluation. The first, which will be issued within four months of project start, will provide Allegheny County and the research team with the preliminary reactions of the call screeners to the PRM Tool. Considerable focus will be placed on the practice changes which result and the preparedness of staff to use the Tool. In concert with the results of the Impact Evaluation, a second Process Evaluation report will be issued, focusing this time on the reactions of call screening staff to the various display options used to provide the call screening team with information needed to make decisions when reports of child safety and well-being are received. HZA will finalize the reports within ten days of receiving feedback from Allegheny of each draft report and will work closely with the researchers to assist with writing articles for publication.

Work Plan

Start-up activities for the process evaluation fall into two broad categories: finalization of the work plan and the opportunity to meet members of the Allegheny County and research teams to begin to establish the rapport that will foster a close working relationship for the duration of the evaluation project. HZA estimates the project will begin at the start of March and continue until June of the following year. The process evaluation will assist the County to finalize the PRM Tool and assess the different visualizations of risk scores and other outputs from a user's perspective. HZA will work closely with the implementation team, the research team and Allegheny staff throughout the evaluation and reporting writing.

Within two weeks of contract signing, HZA will meet with the teams to gain a better understanding of the PRM tool and request supporting documentation, review the proposed evaluation methodology, develop a review process for deliverables, e.g., interview protocols and draft reports, and discuss HZA's access to case management data. Using feedback received from the project team, HZA will finalize the work plan and methodology, addressing any questions or concerns that are raised.

The major activities for the Process Evaluation, timeframe by month, lead staff and other staff are shown below.

PROCESS EVALUATION WORK PLAN

ACTIVITY	WHEN	LEAD	OTHER STAFF
MEET WITH COUNTY AND RESEARCH TEAMS.	MARCH 2016	HALLENBECK	POQUETTE
FINALIZE EVALUATION PLAN.	APRIL 2016	POQUETTE	KIAER, ZELLER
ACCESS SUPPORTING DOCUMENTATION.	APRIL 2016	POQUETTE	RYAN, KIAER
DEVELOP INTERVIEW PROTOCOLS.	APRIL 2016	POQUETTE	RYAN, HALLENBECK
CONDUCT INTERVIEWS.	APRIL 2016	POQUETTE	RYAN, HPW
CONDUCT QUALITATIVE ANALYSIS.	MAY 2016	RYAN	POQUETTE, HALLENBECK
DRAFT PRE-IMPLEMENTATION PROCESS REPORT.	JUNE 2016	POQUETTE	HALLENBECK
DEVELOP STAFF SURVEY.	APRIL 2016	RYAN	POQUETTE, REED
ADMINISTER STAFF SURVEY—PHASE I.	MAY 2016	REED	
CONDUCT ANALYSES.	JUNE 2016	PATRAW	RYAN, ZELLER
ADMINISTER STAFF SURVEY – PHASE II.	JUNE 2016	REED	
CONDUCT ANALYSES.	JULY 2016	PATRAW	RYAN
ADMINISTER STAFF SURVEY – PHASE III.	JULY 2016	REED	
CONDUCT ANALYSES.	AUGUST 2016	PATRAW	RYAN
DRAFT POST-IMPLEMENTATION PROCESS EVALUATION REPORT.	SEPTEMBER 2016	RYAN	HALLENBECK, PATRAW, ZELLER

BUDGET AND BUDGET NARRATIVE

A budget for completion of the process and impact evaluations combined is provided below. All personnel rates represent HZA's usual and customary rates, inclusive of benefits, except that Dr. Zeller's time is being donated to the project. If awarded separately, the budget for the process evaluation totals \$95,424 and the budget for the impact evaluation totals \$89,432, assuming a twelve month timeframe. Because combining the two components will allow some economies to be realized, the combined cost for conducting both the process and the impact evaluation is \$171,920. The costs are delineated below, first for each of the components separately and then for the combination. A staff loading chart which shows the distribution of staff time across the various activities of both types of evaluation follows the Organizational Chart.

Process Evaluation

Personnel Expenditures

Zeller, 8 days donated	\$0
Hallenbeck, 14 days @ \$750 per day	\$10,500
Poquette, 33 days @ \$600 per day	19,800
Ryan, 36 days @ \$600 per day	21,600
Kiaer, 5 days @ \$600 per day	3,000
Patraw, 4 days @ \$600 per day	2,400
HPW Associates, 8 days @ \$1,000 per day	8,000
Reed, 4 days @ \$700 per day	<u>6,300</u>
Total Personnel Costs	\$68,100

Other Direct Expenditures

Travel, 8 trips @ \$1,200 per trip	\$9,600
Secure server web fees, 3 months @ \$500 per month	1,500
Printing and copying, 12 months @ \$150 per month	1,800
Phone, 12 months @ 200 per month	2,400
Miscellaneous, 12 months @ \$150 per month	<u>1,800</u>
Total Other Direct Expenditures	\$15,500

Indirect Costs, 12 percent of total direct expenditures 10,224

Total **\$95,424**

REFERENCES

Hornby Zeller Associates, Inc.

Cecile Blucker, Director
Arkansas Division of Children and Family Services



Stephen Scott, Executive Director
Prevent Child Abuse Iowa



Lisa M. McMullen
Project Director, Safe at Home West Virginia
West Virginia Department of Health and Human Resources

