Division of Children and Family Services Policy/Process Development Project Bid

Bidder name *

Berry Dunn McNeil and Parker LLC

Email Address *

mgordon@berrydunn.com

Deliverable 1 Cost *

$83,082.00

Deliverable 2 Cost *

$78,082.00

Deliverable 3 Cost *

$43,070.00

Deliverable 4 Cost *

$23,424.00

Deliverable 5 Cost *

$28,589.00

Deliverable 6 Cost *

$37,732.00

Total Cost

$293,979.00

1. Provide a narrative of how bidder proposes to review existing processes for:

a. **Contract development and approval;**
b. **A business process and best practice recommendations for unique provider agreements serving individual youth;**
c. **Grant writing and program development;**

d. **Policy development;**
e. **Central Registry / Expungement of records Expungement of records; and,**
f. **Constituent complaints**

BerryDunn understands that it is important for the administrative backbone of a state health and human services (HHS) agency to run efficiently and effectively. We know that when operations function smoothly, both state workers and the clients they serve will benefit. We are excited for the opportunity to assist the State of Nebraska (State) to refine the policies and processes for the six topic areas identified in the Policy/Process Development solicitation (solicitation), and ultimately to positively impact the services delivered to the State's children and families in need of support. To be successful with this improvement initiative, the Division of Children and Family Services (DCFS) needs an organization and a team that brings extensive knowledge of child welfare policies, processes, programs, and best practices and that knows how to engage stakeholders, solicit ideas, listen carefully, build trust, and successfully guide a project to its destination. DCFS also needs a partner that understands that the hard work continues long after a project is over, and that will focus on building capacity within DCFS from day one. BerryDunn will bring an impartial, objective, and cohesive approach to this Business Process Redesign (BPR) project. We believe that our approach, our knowledge of best practices, and our team members' expertise in child welfare and other HHS administrative processes strongly position us to best serve the State on this important project. Throughout all activities, the BerryDunn team (team) will work collaboratively with DCFS leadership, key staff, and other stakeholders to understand their perspectives and challenges in the current environment with an eye toward improvements for the future environment. We will use a multiple-touch, multiple-method approach to help ensure we gather comprehensive input from all relevant stakeholders. We will involve project stakeholders as needed, working to help ensure they understand the desired project outcomes, their role in achieving the outcomes, and how the information they provide will be used. We understand that DCFS staff are the topic area experts and that their active engagement is foundational to success. Therefore, throughout the project, we will provide stakeholders with an opportunity to validate our understanding of the information they have shared to confirm we have captured it correctly. The following section highlights the methods we will use to review and guide DCFS through redesigning its administrative processes. Method 1: Review of Background Materials Prior to engaging in activities with DCFS stakeholders, our team will independently gather public background materials and request State-specific materials from DCFS. We will review all relevant background materials, such as existing training materials, user guides, procedure manuals, process maps, and State Department of Health and Human Services (DHHS), DCFS, and other State and federal policies. We will also request and review existing process performance data that is tracked manually or by information systems. These thorough policy and data analyses will support the identification of points where policies and processes diverge and are not yielding desired outcomes. In addition, we will review best practices from other states, the Administration for Children and Families (ACF) Children's Bureau (CB) Child Welfare Capacity Building Center for States, and other industry and academic organizations to help guide DCFS' vision for—and redesign of—its processes and to

help establish performance benchmarks. Our review of background materials will establish a foundation for the team members to help ensure that they are informed and prepared for all stakeholder meetings, making the meetings as effective and efficient as possible. Please refer to our response to question #2 for additional information regarding our approach to reviewing best practices and State and federal regulations, statutes, policies, and guidance. Method 2: Web Surveys (optional service) In previous similar projects, BerryDunn and our clients have found it helpful to collect stakeholder input via web surveys (using tools such as SurveyMonkey). Although web surveys are not necessary, they serve as an efficient and effective method to successfully gather feedback from a broad group of stakeholders in a confidential manner. However, we have learned that, depending on factors such as the political environment or the number of stakeholders, our clients sometimes prefer not to issue web surveys as part of BPR projects. Therefore, we have included web surveys as an optional service for DCFS, and our proposed deliverable costs do not include the cost of the web surveys. We would be happy to provide DCFS a proposed cost for the web surveys upon request. At DCFS' request, we will issue the web surveys to targeted stakeholder groups (e.g., internal and external stakeholders for each topic area) before fact-finding sessions and other stakeholder meetings. The information gleaned from the web surveys will provide our team with valuable context before these meetings, allowing us to use the meetings to validate information from the web surveys and ask more insightful questions to close information gaps. Our team will also provide web survey results to DCFS leadership using the survey tool's automated reporting functionality. Method 3: Fact-Finding Sessions We will lead fact-finding sessions with DCFS staff in various offices to ask about the challenges and opportunities in the current environment related to the six topic areas, their ideas for an improved future environment, their project concerns and hopes, and their preferred communication methods. These sessions allow us to gain a better understanding of DCFS' current and desired future environment and processes, and provide DCFS staff the opportunity to share feedback in a more open-ended manner before process mapping sessions. If possible, while on-site, we will also take the opportunity to perform direct observation of the worksite and workflows. Method 4: Process Mapping Sessions BerryDunn will employ a four-step methodology to facilitate process-mapping activities. Our methodology draws upon philosophies and tools from Six Sigma and Lean, such as defining the voice of the customer and identifying challenges and opportunities. Step 1: Identify consists of working with topic area leaders and key staff to identify the specific processes that BerryDunn and DCFS will review. In our experience, staff are often unclear what is meant by a "process." When asked for a list of the processes that they use to perform their work, it may include programs, policies, procedures, technologies, and other items. Often times, staff across locations—or even within a single location—refer to the same process with a different name. Gaining agreement on what a process means and the processes that our team and DCFS will review, and developing a common language to refer to the processes, is a first step toward creating consistency in—and otherwise improving—process performance. As a result of these activities, we will create an inventory of in-scope processes for the project to guide and inform subsequent steps. With the inventory of processes identified, we will proceed to Step 2: Prepare. In this step, we will prepare for process-mapping sessions by developing and delivering communications to process-

mapping participants in advance of the sessions. Communications will include the purpose and approach to the sessions, the processes that we plan to review, how our team and DCFS will use the information, and how participants should prepare. Our review of the background documents (described in Method 1 above) will help ensure that our team has a strong baseline understanding of the current processes to be mapped. Conducting the sessions after the information-gathering activities have taken place will also allow our team to use the process mapping sessions as an opportunity to validate, probe more deeply into, and close gaps in the information previously gathered. When we have completed necessary preparations, in Step 3: Map we will facilitate process-mapping sessions to document the as-is processes and gather associated details. A BerryDunn facilitator, note-taker/process-mapper, and child welfare subject matter experts will conduct each session. BerryDunn's team approach to these sessions has proven successful and allows us to accurately and efficiently capture draft process maps and associated documentation. In these sessions, the facilitator will engage staff to walk through specific processes to determine how work is currently conducted. The team member serving as note-taker/process-mapper will concurrently capture key information in Microsoft (MS) Visio maps and Word documents. We have often found that also having our facilitator map processes using sticky notes, white paper or a white board, and markers is an effective way to engage staff in the discussion in an interactive manner. Our team will engage stakeholders involved in the sessions so that they actively participate and share process information. Examples of the questions we typically ask during process mapping sessions include: -What particular purpose or function does this process serve? -How would you describe the overall process? -What events trigger the process to start? -What is the first step in the process? And the next? -Who is responsible for performing each step? -How is data and information used and captured in each step? -What are the decision points, what information is used to make the decisions, and how are those decisions captured? -What technology or other tools support the step? -Are any key performance indicators or measurement criteria associated with the steps in the process or the overall process? -What policies and/or standards are associated with this process? -What are the "pain points" in the process, such as policy or training gaps, bottlenecks, unnecessary steps, redundancies, reliance on paper and manual processes? -What ideas to you have to improve the processes and eliminate challenges in the future state? -What is working well with the process that you do not want to change? Finally, our team will develop a high-level process map for each of the agreed-upon in-scope processes. The process maps will capture key information such primary actors in "swim lanes," trigger events, process steps, technology and other tools used, decision points, information flow, and challenges (e.g., bottlenecks, inefficiencies, quality issues). These current-state discussions and process maps will serve as a starting point for further discussion of opportunities for improvement in the future environment. After our team completes the as-is process mapping, we will develop recommendations for redesigned to-be processes based on ideas shared by DCFS staff in the fact-finding and process-mapping sessions, best practices research, State and federal requirements, and our team's knowledge and experience providing similar services in other states. We will guide DCFS staff through developing redesigned to-be process maps, incorporating our recommendations as appropriate. We will also capture supporting information in narrative format, such as

process actors, triggers, predecessor and successor processes, associated policies and procedures, and associated performance metrics. After facilitating both as-is and to-be process mapping sessions, we conclude with Step 4: Validate. We will perform follow-up communications via email, calls, or in-person meetings with DCFS staff and other stakeholders to validate information captured and close gaps, allowing thorough and accurate development of process maps and associated documentation.

2. Provide a narrative of how bidder proposes to provide review of regulation, statute, policy, best practice, federal guidance and policy.*

As briefly mentioned in response to question #1, our team will independently gather publicly available State and federal regulations, statutes, policies, and guidance (subsequently referred to as “requirements”), and/or request requirements that are not publically available directly from DCFS. Similarly, we will gather best practices by reviewing information from sources such as peer states, the CB’s National Capacity Building Center for States, other industry and academic organizations, and reports (such as white papers and working papers). We will augment our best practices research by looking at other types of state agencies and other industries for parallels that may be drawn between their operations and those of DCFS. We will use a requirements traceability matrix (RTM) (in MS Excel, or another format if DCFS prefers) to document State and federal requirements and their sources and to represent relationships between the requirements. We will also include best practices and their sources in the RTM, tracing them back to the associated requirements and processes, as applicable. To help ensure development of a thorough RTM, we will perform web-based research and will leverage similar RTMs that we have created for other states. Additionally, we will rely on our child welfare subject matter experts’ knowledge. We will validate the initial RTM with DCFS to help ensure that gaps do not exist and to solicit additional insights that the DCFS team might have to offer. Throughout the project, we will use the RTM for four primary purposes: 1. To help ensure traceability between State and federal requirements, to identify potential gaps in State requirements, and to determine inconsistencies and opportunities for alignment between State and federal requirements to better achieve DCFS’ goals (e.g., improving compliance, quality, efficiency, and effectiveness) 2. To trace existing processes and procedures back to associated State and federal requirements to help ensure that the redesigned processes and procedures comply with revised and existing State and federal requirements 3. To inform recommendations for redesigned processes and procedures based on best practices, and to help establish related performance benchmarks 4. To trace the requirements and processes back to DCFS’ goals for improvement in each topic area to help ensure that the project delivers DCFS’ expected outcomes (see our response to #3 for additional information) (Note: BerryDunn will apply a similar RTM methodology for the crosswalk of the State’s Title IV-E Federal Prevention Plan, Child and Family Services Plan [CFSP], the Child and Family Services Review [CFSR] Program Improvement Plan [PIP], and Family First Prevention Services Act [FFPSA] Plan.)

3. Provide a narrative of how bidder proposes to develop best practice and recommendations for each area. *

BerryDunn realizes that reviewing the current state of each topic area's processes and existing State and federal requirements is only the beginning. Ultimately, these activities must improve business processes and operations. Therefore, developing recommendations for a sustainable future environment that helps DCFS achieve its objectives will be our focus from the outset. Our team brings extensive real-world experience and an understanding of what works in day-to-day HHS program operations, which is critical in translating findings from our review of current policies and processes into meaningful change for DCFS. Our approach to developing recommendations for improvement begins with having a clear understanding of DCFS' goals for process improvement in each topic area, e.g., achieve or maintain compliance, reduce inefficiencies, and improve quality. As described in our response to question #2, with these goals in mind, we will develop an RTM, which will include policy requirements (to help ensure process and procedure compliance) and best practices (to help ensure that the processes and procedures optimally achieve DCFS' other established goals). We will review policy requirements in the RTM to identify considerations for improvement, e.g., gaps in State policies that might need to be closed, or opportunities for alignment between State and federal policies that will support improved operations. We will carry these considerations forward as we move into review of the as-is processes during fact-finding and process-mapping sessions. As we collaboratively review as-is processes with DCFS staff, we will identify challenges, such as bottlenecks, inefficiencies, quality issues, and reliance on paper and manual processes. In addition, during the process review, we might identify additional State policies that need to be updated to support the redesigned processes and improved operations, and we will make recommendations and update the RTM accordingly. The opportunities for improvement identified in the policy and as-is process review will serve as the driving force for BerryDunn's recommendations. Based on our understanding of the current environment, we will provide recommendations and guide DCFS through development of to-be processes that address existing challenges and capitalize on opportunities. We will base our recommendations and the resulting redesigned processes and associated policies and procedures on factors such as: 1. DCFS' vision and goals for the future environment 2. Best practices (as articulated in the RTM) 3. Policy requirements (as articulated in the RTM) 4. DCFS staff ideas for improvement shared in fact-finding and process-mapping sessions 5. Our team members' knowledge of similar processes in other states and industries 6. Constraints over which DCFS may have no control over (e.g., limited technologies, federal requirements) Example recommendations might include eliminating redundant or unnecessary steps, automating manual steps using new or existing technologies, clearly defining roles and responsibilities, reassigning responsibilities to reduce the number of process handoffs, cross-training staff to perform different process steps and eliminate bottlenecks (e.g., due to staff out-of-office time or limitations in workload capacity), implementing automated quality checks, and developing templates to eliminate unnecessary re-work and/or consistency issues. For each process and for certain key process steps, we will also guide DCFS in developing performance metrics that consider State and federal requirements, DCFS' stakeholder

needs and desires, and benchmarks from other states and industries. Depending on the results of the review, our team's recommendations might come in two forms: 1) shorter-term, discrete quick wins that are low-cost and low-risk, have short implementation timelines, and have high feasibility, or 2) longer-term strategies that might be more complex, require greater cost, have higher risk, and be more politically difficult to gain support for. In addition, although our primary focus will be to review of DCFS' policies and processes, in our experience opportunities for improvement in other organizational domains—such as organizational structure, physical environment, technology, training, and culture—often arise during projects of this nature, and we will provide insights to DCFS leadership accordingly. Our recommendations will be reflected in the redesigned processes and supporting documents, including visual guidance (such as to-be process maps) and written guidance, including a narrative description of process steps and information (such as process actors, triggers, predecessor and successor processes, associated policies and procedures, and associated performance metrics). As further described in our response to question #7, after DCFS has provided final approval of the redesigned processes and the associated policies and procedures, we will work with DCFS to support implementation planning activities, such as the development of: 1. A communication plan to share information about the project to all impacted DCFS stakeholders (note that BerryDunn recommends DCFS begin planning for and delivering communications during project initiation, as described in Task 6 in our response to question #7) 2. A training plan to roll out the redesigned processes and changes to associated policies and procedures 3. A monitoring and improvement strategy focused on establishing internal controls to help ensure adherence to established performance measures and compliance with policies and procedures and identifying process improvement opportunities 4. Recommendations to align these processes across the DCFS Protection and Safety and Economic Assistance program areas

4. Provide a narrative of how bidder proposes to outline best practice, business process, and procedures for policy and expungement of records. *

Maintaining a central registry for child abuse and neglect reports that is comprehensive, confidential, and statutorily compliant is a challenge for many states. Our team's child welfare subject matter experts have direct experience in helping state agencies establish policies, processes, procedures, and technology systems to address the complex nature of registries and record expungement. Our understanding is that central registry/expungement of records is one of six topic areas that DCFS identified as within scope of the project. Therefore, our team's methodologies for delivering best practices, business processes, and procedures for the expungement of records from the registry will mirror the methodologies that we will use for all topic areas, as described in our responses to questions #1 – 3. Although these methodologies are adaptable and applicable to all DCFS processes, we will customize the recommendations based on each topic area. We will review the processes related to central registry/expungement of records using the methodology described in our response to question #1 (e.g., review of background documents and facilitating fact-finding sessions and process-mapping sessions). In addition, as described in response to question #2, we will perform a review

of the policy requirements related to this topic area and include them in the policy RTM. Our review will include State statutes 28-718, 28-720, and any other pertinent State laws that legislate the central registry operations, including classification of records, expungement rules, departmental governance, and reporting requirements. Finally, we will identify best practices related to the policies, processes, and procedures related to central registry/expungement of records according to our methodology described in response to question #2. This includes, but is not limited to, gathering best practices by reviewing information from sources such as peer states, the CB's National Capacity Building Center for States, other industry and academic organizations, and reports (such as white papers and working papers). We will develop recommendations to improve DCFS' central registry/record expungement policies, processes, and procedures using our methodology described in response to #3, including: 1. Beginning with a clear understanding of DCFS' goals for process improvement 2. Performing a policy and as-is process review 3. Providing recommendations and guiding DCFS through development of to-be processes and associated policies and procedures to address existing challenges and capitalize on opportunities related to central registry/expungement of records

5. Provide a narrative of the bidder's past experience with management of a project that involved the review of regulations, statutes, and federal guidance from multiple oversight entities. *

BerryDunn has partnered with state and local government agencies (inclusive of child welfare and other HHS agencies) across the country for over 30 years to collaboratively review, analyze, and improve business and technical operations. As a result, our dedicated Government Consulting Group—including our proposed team members—has provided management of numerous projects that involve the review of state and federal regulations, statutes, and guidance from federal agencies such as the U.S. Department of HHS' ACF and Centers for Medicaid & Medicaid Services (CMS), and the U.S. Department of Agriculture's Food and Nutrition Service (FNS), and the Health Resources and Services Administration, among others. In addition, because the nature of the projects that we engage in often cross agency boundaries, we are accustomed to working in environments that involve multiple oversight entities both within the state and the federal government. Below, we have provided examples of recent examples that illustrate our experience in this area. We would be pleased to provide additional examples upon DCFS' request. West Virginia Department of Health and Human Resources (DHHR) Project 1: Child Welfare Initiatives' Project Management Services Since December 2018, BerryDunn has been assisting the State of West Virginia's DHHR with several critical child welfare initiatives that involve the review of regulations, statutes, and federal policy and guidance, as well as oversight from multiple entities. Our services have included: 1. Performing a detailed FFPSA compliance assessment: BerryDunn created a detailed RTM of the federal legislation and program instructions; performed a comprehensive review of existing state laws, regulations, policies, and procedures; mapped the existing state laws, regulations, policies, and procedures to the RTM; developed reports to DHHR on its compliance with FFPSA; and developed recommendations to address gaps and leverage opportunities offered by the legislation.

2. Managing the creation and execution of an implementation plan for a Department of Justice (DOJ) agreement: BerryDunn is currently providing project management for the ongoing implementation of West Virginia's agreement with the DOJ. BerryDunn performs activities including managing and facilitating meetings for 10 program-specific workgroups and two oversight groups, and assisting with communications between West Virginia and multiple external entities with a vested interest in the agreement (e.g., a subject matter expert contracted to monitor agreement progress, community stakeholders, and an evaluation contractor). As part of the workgroup management, BerryDunn also mapped existing business processes using MS Visio, and is currently developing to-be processes and policies for many of the programs. 3. Facilitating program redesign services for the Bureau for Children and Families' (BCF) Title IV-E demonstration waiver, called Safe at Home: BerryDunn provided program redesign services for the State's Title IV-E Demonstration Waiver project (Safe at Home). West Virginia faced a significant budget shortfall if it chose to continue the Safe at Home wrap-around program after the waiver period ended in September 2019. The BerryDunn team offered financial analysis and recommendations that allowed continuation of Safe at Home within West Virginia's budget. Our team assisted with redesigning the program's eligibility definition, processes, payment structure, system of record design, and provider agreements. Project 2: People's Access to Help (PATH) Design, Development, and Implementation (DDI) Project Management BerryDunn is managing the State of West Virginia's Comprehensive Child Welfare Information System (CCWIS) implementation as part a larger integrated eligibility system project. The CCWIS, called PATH, will replace the State Automated Child Welfare Information System (SACWIS), called the Families and Children Tracking System (FACTS). FACTS supports administration and eligibility determinations for West Virginia's social services programs, including: Child Care Subsidy and Licensing, Child Protective Services, Adult Protective Services, and Residential Licensing. BerryDunn is currently providing project management, deliverable review, testing, organizational change management (OCM), requirements support, certification and compliance services, and general subject matter expertise in support of the PATH DDI Project. This work includes the following components: • Developing responses to Requests for Additional Information received from the CB and other federal partners • Mapping ACF requirements from CCWIS regulation (and other sources) to contract requirements to help ensure the solution is designed to comply with CB rules and resolve inconsistencies that might arise. • Developing monthly and periodic reporting to federal partners, which includes the CB, CMS, FNS, the Social Security Administration, and the ACF Office of Child Support Enforcement • Monitoring and delivering analysis of CB CCWIS guidance to the project leadership team, including potential impacts on the project resulting from new federal guidance

6. Identify the specific professionals who will work this project. The names and titles of the team proposed for assignment to the project should be identified in full, with a description of the team leadership, interface and support functions, and reporting relationships. The primary work assigned to each person should also be identified. The contractor should provide relevant work experience for all personnel proposed by the bidder to work on the project. *

Overview of BerryDunn Team Members of our team have worked together and cultivated relationships over many years, and will begin this project based on a foundation of trust, respect, and collaboration. The project will be fully supported by individuals who regularly lead or participate in projects of similar size and complexity. We have provided our proposed project team structure—including leadership, interfaces with other team members, and support functions—as an attachment to an email to the DHHS Buyer for this solicitation. Our team includes: • Senior professionals who have decades of experience working with state and federal leaders on child welfare and other HHS programs, policies, processes, and technologies • Subject matter experts who are adept at researching and understanding how to improve child welfare systems and programs, and who have in-depth knowledge of what works—balanced by real-world, practical insights • Team members with expertise in the core capabilities essential for successful project execution, such as: process improvement, stakeholder engagement, facilitation, and information-gathering; policy review, research, and data analysis; implementation planning; project management; and OCM We have carefully selected a team that brings the expertise, experience, and commitment needed to provide the services requested by DCFS. The core team—which includes an engagement manager, project manager, child welfare subject matter experts, and a business analyst—will be supported by an additional subject matter expert with strong expertise in training and communications, as well as an editorial/quality assurance (QA) team that will help ensure the quality of our deliverables. In addition, as with all BerryDunn projects, a firm principal—Charlie Leadbetter—will perform project oversight to commit our firm and team to the project and reinforce the highest quality of our services. Below, we have included a description of our team's organizational structure, as well as a brief description of the primary work assigned to each team member. Charlie Leadbetter – Project Principal • Provide oversight of the BerryDunn team • Maintain overall responsibility for the quality of BerryDunn's services and deliverables • Help ensure the full commitment of our firm to this engagement • Participate in meetings and presentations with DCFS leadership, as appropriate • Review and approve invoices for services before submission to DCFS Danielle Ewing – Engagement Manager • Confirm DCFS' satisfaction with our team and services, and request feedback on opportunities for improvement • Maintain the contract baseline business requirements and help ensure traceability throughout the project • Lead project initiation and closeout activities • Assist with overseeing and coordinating the work of BerryDunn team members • Provide oversight for information-gathering meetings and process-mapping sessions • Oversee and coordinate development of deliverables • Help ensure effective communication and coordination of team members • Provide OCM, project management, process improvement, and other subject matter expertise • Help ensure project team performs according to BerryDunn guidelines and quality standards Brady Birdsong – Lead Child Welfare Subject Matter Expert • Serve as primary point of contact for DCFS • Provide child welfare administrative process best practices and child welfare partnerships, stakeholder, and consumer engagement and assessment expertise • Partner with our project manager and other team members to execute the project work plan • Contribute to development of project deliverables • Conduct background research and analysis • Serve as project advisor and resource to BerryDunn and DCFS • Participate in fact-finding and process mapping sessions and meetings with DCFS

leadership Jessica Lindley – Project Manager • Plan and allocate resources and perform daily project and staff oversight • Help ensure effective communication and coordination of team members • Proactively identify project risks and issues and propose recommended courses of action • Develop and maintain the project work plan and schedule • Prepare quality status reports and conduct debriefing meetings • Lead and/or support information gathering meetings and presentations, and lead process mapping sessions • Help ensure adherence to industry standards and best practices • Conduct QA reviews of BerryDunn deliverables • Lead development of project deliverables • Conduct background research and analysis Mary Iannone-Walker – Child Welfare Subject Matter Expert • Provide child welfare best practices and child welfare partnerships, stakeholder, and consumer engagement and assessment expertise • Partner with our project manager and other team members to execute the project work plan • Contribute to development of project deliverables • Conduct background research and analysis • Serve as a project advisor and resource to BerryDunn and DCFS • Support the project team for highly specialized services and based on the needs of the project • Participate in fact-finding and process mapping sessions and meetings with DCFS leadership Ann Knefel – Child Welfare Subject Matter Expert • Provide subject matter expertise in areas such as child welfare organizational strategy, governance, and alignment; child welfare program research, data analysis, outcome measurement, and program evaluation; and CFSR, PIP, and other federal child welfare program requirements • Lead crosswalk of DCFS' federally required child welfare plans • Provide recommendations to strengthen alignment between DCFS' federally required child welfare plans Vicki Handy – Training and Communications Subject Matter Expert • Advise on, and contribute to, development of the Communication Plan • Advise on, and contribute to, development of the Training Plan • Advise on, and contribute to, development of the Internal Controls and Continuous Quality Improvement (CQI) Plan Jackson McNair – Business Analyst • Create, refine, and maintain project monitoring and tracking tools • Schedule meetings with stakeholders • Prepare draft communications and meeting materials • Perform background research • Participate in information gathering, review, and analysis activities • Contribute to development of deliverables, including process maps • Capture meeting notes and action items, and perform follow-up as needed • Provide support to other team members as needed • Establish and maintain the BerryDunn KnowledgeLink SharePoint site, and/or assist with maintaining documentation on DCFS' SharePoint site • Archive project materials Editorial/QA Team • Edit/proof project deliverables Throughout the engagement, our team will work collaboratively to support DCFS' objectives and can revisit roles and responsibilities as project needs evolve or change. Relevant Work Experience Below, we have included information regarding the relevant work experience of our proposed project team members. For conciseness, we have provided examples of previous projects that each individual led or participated in; however, we would be pleased to provide a more comprehensive list at DCFS' request. Charles K. Leadbetter, PMP® Project Principal Charlie is a principal and leads BerryDunn's State Government Practice Area. He has provided executive leadership for state agencies across the country for more than 25 years. Charlie's experience includes managing projects related to business process mapping and redesign, as well as federally regulated child welfare and other HHS programs. He offers best practices in project oversight, project

management, and organizational change management. Key Qualifications • Leader of State Government Practice Area • 25 years of state agency consulting experience • Expertise in stakeholder engagement, information gathering, and business process improvement for large-scale state HHS projects • Certified Project Management Professional® (PMP®) • Prosci® Certified Change Practitioner (CCP) Relevant Experience BerryDunn (1993 to present) Arizona Department of Economic Security (ADES) – AzTECS, AzCCATS, and LIHEAP Modernization Planning Project (AALMPP) Feasibility Study (04/2020 to present). Charlie is leading a team that is assisting ADES in planning for the replacement of three legacy mainframe systems that support the agency's Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF) Program, Child Care Program, and Low Income Home Energy Assistance Program (LIHEAP). This project involves performing a requirements analysis, alternatives analysis, and a cost benefit analysis for potential future system alternatives and developing a comprehensive Implementation Advanced Planning Document (IAPD) and a DDI Statement of Work to procure replacement systems. Indiana State Department of Health Maternal and Child Health (MCH) – Data System Assessment (08/2019 to present). Charlie is project principal for this project to assess the current MCH data systems and end user applications, identify gaps and make recommendations (including development of to-be processes), and develop requirements to enable the MCH Division to procure services and solutions needed to meet future data systems' needs. These needs include, but are not limited to health information exchange (HIE) systems interoperability; robust Extract, Transform, and Load (ETL) processes; provider access and information sharing, and data management as it relates to Title V block grant MCH national performance measures and State of Indiana-specific initiatives. Georgia Department of Administrative Services – Comprehensive Business Process Review and Redesign Project (08/2019 to present). BerryDunn is conducting an end-to-end process review, from the submission through collection of the administrative fees. Charlie is project principal for the team that is identifying major paint points in the process, and providing recommendations for alleviating those pain points and avoiding current errors. The team will provide information and recommendations on successful practices and related systems used by other states for the same process. West Virginia DHHR – Child Welfare Initiatives Project Management Services (10/2018 to present). Charlie is serving as the project principal providing project management services to the West Virginia DHHR, working to strengthen the execution of priority BCF initiatives by helping to ensure that programmatic and policy changes are being managed to support the State project teams and the people making funding, prioritization, resourcing, and technical decisions. Arizona Department of Economic Security/Division of Developmental Disabilities (ADES/DDD) - Focus HIPAA TCS Compliance Project (04/2019 to 10/2019). Charlie was the project principal for this engagement to perform an assessment and gap analysis of DDD's compliance and alignment with HIPAA- and CMS- transactions and claim processing code sets and to develop alternatives and an IT roadmap to close gaps and achieve the desired future state. Hawai'i Department of Human Services Med-QUEST Division (MQD) – Organizational Assessment and BPR (07/2017 to 04/2018). Charlie provided project leadership for this initiative to review studies, analyze documented operational processes, observe current workflow patterns, conduct

interviews with key personnel, and gather information on current barriers to improving efficiency. The project will culminate in process improvement recommendations and strategies to implement proposed changes. Colorado Department of Human Services (DHS) – Childcare Tracking System Needs Assessment and RFP Development (06/2014 to 08/2015). Charlie served as project principal to oversee an initiative to provide best practices research, needs assessment, and a feasibility study for the current childcare automated tracking system for the DHS. This project's goal was to understand the current system's technical feasibility relative to the Colorado Childcare Assistance Program. In this role, Charlie was responsible for the quality of work provided to the DHS, including the approval of all deliverables. Subsequently, BerryDunn was contracted to work with the DHS to develop the RFP for the future hybrid tracking system. Vermont Department of Children and Families (DCF) – Project Management and Quality Control for Vermont Family and Children Tracking System (VFACTS) Implementation (02/2011 to 06/2012). The Vermont DCF engaged BerryDunn to analyze the current processes and business needs for the Child Development Division's Integrated Services Data Management System. As the result of our analysis, DCF determined the need to procure a new system. BerryDunn then assisted with the development of functional requirements and an RFP document. We then provided project advisory services during the implementation of the selected system. Charlie had responsibility for the quality of work provided to the DCF, including the approval of all deliverables. Education and Memberships BS, Computer Science and Economics, University of Maine Certified PMP®, Project Management Institute® (PMI®) Danielle Ewing, MBA, MPH, Prosci® CCP, CPHIMS, CSM, LSSGB, PMP® Engagement Manager Danielle is a senior manager in BerryDunn's Government Consulting Group with more than 20 years of professional experience working in and with the private and public sectors as a clinician, hospital administrator, and consultant to health insurers and state HHS agencies. Danielle is focused on providing project management, change management, business analysis, and business process improvement/redesign services to state HHS clients. Her experience includes managing large, high-stakes projects with state government agencies across the country. Key Qualifications • 20+ years of leadership experience working with a wide variety of HHS organizations in the public and private sector • Experience overseeing large project teams in complex state government environments involving multiple state agencies and federal partners • Expertise providing business process improvement/redesign services, project management, change management, regulatory review, and business analysis for state HHS agencies • Lean Six Sigma Green Belt (LSSGB) in process improvement Relevant Experience BerryDunn (08/2011 to present) ADES – AALMPP Feasibility Study (04/2020 to present). Danielle is the project manager for this project assisting ADES in planning for the replacement of three legacy mainframe systems that support the agency's SNAP, TANF Program, Child Care Program, and LIHEAP. This project involves performing a requirements analysis, alternatives analysis, and a cost benefit analysis for potential future system alternatives and developing a comprehensive IAPD and a DDI Statement of Work to procure replacement systems. Puerto Rico Department of Health (PRDoH) – Health Information Technology (HIT)/Health Information Exchange (HIE) Support Services (04/2020 to present). Danielle is serving as project manager on this project to assist PRDoH with planning and implementation of an HIE. Services

provided by Danielle and the BerryDunn team include performing an HIT assessment and developing recommendations and an HIT roadmap to help ensure successful establishment of the HIE. In addition, BerryDunn is providing project management services for HIE planning and implementation activities, and other support such as development of the HIT IAPD and updates to Medicaid Information Technology Architecture (MITA) State Self-Assessment (SSA) documentation. Washington Department of Health (DOH) – Data System Assessment (10/2019 to 03/2020). Engagement manager overseeing performance of an assessment of the future needs for a long-tern data solution for home visiting services; includes current and future environment assessment, process mapping, gap analysis, and recommendations. Indiana State Department of Health MCH Division – Data System Assessment and Process Development (08/2019 to present). Danielle is engagement manager for this project to assess the current MCH data systems and end user applications, identify gaps and make recommendations (including development of to-be process maps), and develop requirements to enable the MCH Division to procure services and solutions needed to meet future data systems' needs. These needs include, but are not limited to HIE systems interoperability; robust ETL processes; provider access and information sharing, and data management as it relates to Title V block grant MCH national performance measures and State of Indiana-specific initiatives. Washington Health Benefit Exchange (WAHBE) – Learning Management System (LMS) Assessment (10/2019 to 01/2020). Engagement manager overseeing performance of an assessment to understand challenges in the current environment and needs for the future related to an LMS, develop requirements and use cases, perform an alternatives assessment, and make recommendations. Oregon Enterprise Technology Services (OR ETS) – Integrated IT Service Management (ITSM) (03/2018 to 06/2018). Danielle provided the OR ETS department with business process analysis services in support of their ITSM system project. Business analysis services include providing documentation, analysis, process mapping and improvement workshop facilitation, and requirements gathering. The purpose of the ITSM system project was to provide efficiency and effectiveness enhancements that could lead to ETS providing greater value to its customers. Hawai'i Department of Human Services Med-QUEST Division (MQD) – Organizational Assessment and BPR (07/2017 to 12/2017). Danielle served in the role of project director/manager for an organizational BPR effort for the customer-facing sections of Hawaii's Med-QUEST Division. Her work included identifying opportunities for the State to leverage their new Medicaid eligibility determination system to improve efficiency and the customer experience. Danielle led an intensive operational assessment of multiple facets of the organization, which culminated in a report that included findings and recommendations for organizational transformation of their eligibility offices, call centers, and customer-facing processes. Vermont Agency of Human Services (AHS) - Uniform Reporting Requirements BPR Project (02/2015 to 10/2016). Danielle served as project manager for this initiative to develop uniform reporting requirements and improved business processes to support state and federal reform initiatives. She managed several activities including the evaluation of existing reporting requirements and data collection for specialized programs across Vermont's Medicaid department and three sister departments; the development of a standardized, streamlined, and integrated list of core data elements; and the development of as-is business process

maps and future state processes to support specialized HHS programs. Education and Memberships MBA, Marylhurst University; MPH, Johns Hopkins University; BS, Physical Therapy, University of New England Certified PMP®, PMI® Prosci® CCP LSSGB certification Certified Professional in Health & Information Management Systems (CPHIMS) Certified Scrum Master (CSM) Brady Birdsong, MS, Prosci® CCP Lead Child Welfare Subject Matter Expert Brady is a senior leader with more than 15 years of experience in human services business practice and information management solutions. He is skilled in strategic planning, critical thinking and decision-making, and OCM. Brady brings extensive experience in data management and analysis, and business process improvement. Key Qualifications • Former Chief Information Officer (CIO) for the District of Columbia Child and Family Services Agency (CFSA) and Department of Behavioral Health (DBH) • Expertise in state child welfare systems and programs, including relevant federal requirements • Experience with information-gathering, stakeholder engagement, and business process improvement in child welfare projects • Prosci® Certified Change Practitioner (CCP) Relevant Experience BerryDunn (01/2019 to present) West Virginia DHHR • DOJ Agreement Implementation Plan (05/2019 to present). Brady is serving as the project manager for the development of DHHR's implementation plan related to the DOJ agreement. In this role he is managing the tasks associated with developing the plan, creating a project timeline and project plan identifying milestones related to the implementation plan and the overall agreement, work group facilitation (including note-taking), and research. • Child Welfare Family First Assessment (01/2019 to 01/2020). Brady served as the project manager for the current state assessment of Child Welfare systems impacted by the FFPSA and managing sub-projects to help West Virginia's implementation of the FFPSA. District of Columbia Department of Behavioral Health (01/2016 to 05/2018) As the CIO, Brady created IT governance structure for DBH's mental health services' electronic health record (EHR) systems. He oversaw the project to implement DBH's billing and claiming adjudication system, and instituted a data analysis workgroup focused on developing DBH's data warehouse and overall data management solution. Brady also served as the acting Chief Operating Officer from March to December of 2016. DBH was responsible for ensuring that Medicaid eligible citizens with diagnosed serious mental illness and substance abuse disorder received quality services through community service agencies and that those services were properly billed through the EHRs. As acting COO and as the CIO, he ensured that systems were configured appropriately and that data was available to audit Medicaid payments. District of Columbia CFSA (2001 to 12/2015) With CFSA, Brady served in several roles, including as the CIO from 2007 to 2015. Key accomplishments during his time with the Agency include the creation of CFSA's $3 million IT modernization strategy. In his role as CIO, Brady collaborated with the Executive Office of the Mayor, the City Council, the Court Monitor, the courts, social workers and other stakeholder groups to facilitate timely and accurate collection of data, and the use of that data to inform policy and practice changes that improve outcomes for children and families. He managed FACES.NET, DC's State Automated Child Welfare Information System (SACWIS), which tracks safety, well-being, and permanency outcomes for approximately 3500 children served by CFSA in out-of-home placements and in-home care, as well as oversaw the Deloitte Consulting SACWIS maintenance contract. Brady was involved in determining the child

welfare services budget by analyzing prior years' spending data and managed an IT budget of between $5 million and $8 million. Additionally, he informed CFSA's vision for the restructuring of Child Protective Services and determine how FACES.NET could enhance CPS practice improvement in partnership with the National Resource Center for Child Protective Services; aided CFSA in preparing for and responding to Federal and local audits, such as the Child and Family Services Review, Title IV-E Review, and Inspector General audits; and directed the content, writing, and submission of Federal SACWIS-related documents, including the APDs and the SACWIS Assessment Review response. In his roles, Brady was responsible for ensuring systems were configured and available to switch Medicaid eligible foster children from managed care to fee for service. Additionally, he was involved with setting up systems to allow for targeted case management, the residential rehabilitation option, and eligible services provided through the agency's Healthy Horizons Clinic. Other positions Brady held with CFSA include IT manager, supervisory IT specialist, help desk and user support team lead, and help desk analyst. Education and Memberships MS, Health Administration and Policy, University of Oklahoma Health Sciences Center BA, Psychology, University of Oklahoma AA, Psychology, Northeastern Oklahoma A&M Certified Public Manager District of Columbia Government and The George Washington University's Program for Excellence in Municipal Management Prosci® CCP Jessica Lindley, MA, Prosci® CCP Project Manager Jessica is a highly experienced professional with more than 20 years of government healthcare, Medicaid, and other HHS program management operations. Having served for many years in roles such as grants director, grants and contracts specialist, and proposal manager, Jessica has deep knowledge of grants, contracts, and procurement processes within the nonprofit and government sectors. Key Qualifications • Extensive procurement, contract development, and grant writing and management experience in the nonprofit and state government sectors • project management and business analysis experience • More than 20 years of government healthcare and nonprofit experience • Prosci® CCP Relevant Experience BerryDunn (03/2020 to present) ADES – AALMPP Feasibility Study (04/2020 to present). Jessica is the deputy project manager for this project assisting ADES in planning for the replacement of three legacy mainframe systems that support the agency's SNAP, TANF Program, Child Care Program, and LIHEAP. This project involves performing a requirements analysis, alternatives analysis, and a cost benefit analysis for potential future system alternatives and developing a comprehensive IAPD and a DDI Statement of Work to procure replacement systems. JC Lindley Consulting, LLC (02/2014 to 02/2020) As an independent consultant for federal and state healthcare program planning, Jessica has worked on several projects, as follows: North Carolina, Department of Health and Human Services, Prepaid Health Plan Services Jessica served as a subject matter expert for RFP pre-release planning and analysis, and as senior writer in RFP response development for subject matter areas of Medicaid Provider Contracting, Management, and Relations as well as Medicaid Member Engagement and Management. Texas, Health and Human Services Commission, STAR and CHIP Managed Care Services Jessica served as a subject matter expert for RFP pre-release planning/analysis, and as a senior writer and RFP response development for the subject matter areas of Behavioral Health, Access to Care, and Provider and Network Operations for this project. Florida, Agency for Health Care

Administration, Medicaid Managed Care Program Procurement In this role, Jessica served as a subject matter expert in the pre-release planning and RFP response development in the areas of transitions of care for Medicaid Managed Care populations, long-term care services, and child welfare services. Illinois Department of Healthcare and Family Services Medicaid Managed Care RFP In this role, Jessica provided post-award analysis and briefings in the areas of integration of behavioral health and physical health services, 1115 Waiver and State plan amendments, long-term services and supports, and payment reform. Pennsylvania Department of Human Services HealthChoices Managed Care Medical Assistance Program Procurement In this role, Jessica served as a subject matter expert and lead writer for the procurement of managed care services in the areas of quality management and improvement; complex case management and special needs populations; data analytics and system infrastructure; and cost containment strategies and cost control initiatives. Qualis Health (12/2016 to 09/2018) In this role, Jessica served as a senior proposal manager and was responsible for the development and preparation of Medicaid-based large, complex proposals (i.e., Medicaid IV&V and external quality review organization). In addition, she managed the proposal development process and capture and pursuit methodology for business development. Jessica also worked to write and synthesize proposal/marketing narratives for Medicaid-based program proposals. The University of Texas at Austin (05/2010 to 09/2015) As a grants and contracts specialist, Jessica developed funding strategies for innovative teaching and learning initiatives. She helped to develop and lead project teams for National Science Foundation, National Institutes of Health, and Department of Education funding. Jessica wrote proposals, concept, and white papers on teaching and learning initiatives. Texas Defender Services (06/2008 to 05/2010) As a development director, Jessica managed a $2 million budget. She directed and managed agency marketing and fundraising for Houston and Austin, Texas, nonprofit law offices. She also developed and implemented donor cultivation strategies, e-marketing strategies, and social media protocols, as well as implemented donor management database and measurement metrics. Meals on Wheels Central Texas (06/2007 to 06/2008) As the vice president of marketing and development, Jessica managed a $7 million budget for the agency. She also directed and managed agency fundraising, marketing and communications, branding and messaging, special events, social media, volunteer and donor communications, and public relations. In addition, she managed department staff, donation processing/tracking, grants management, and reporting. United Way for Central Texas (06/2006 to 06/2007) As the director of grants, Jessica managed a $12 million budget. She worked with funders and local and national corporations to develop grant-funding programs focused on early childhood education, community engagement, financial stability, healthcare access, and affordable housing. In addition, Jessica also completed reporting and program data analysis for funders and the board. Austin Grant Writing and Fundraising, LLC (01/2003 to 06/2006) As the principal and founder, Jessica provided grant writing and grants planning services on a contract basis to local nonprofits, including but not limited to the Volunteer Healthcare Clinic; Catholic Charities of Central Texas; I Live Here, I Give Here: Austin’s Campaign for Philanthropy; ImagineArt; Meals on Wheels; The Arc of the Capital Area; Planet Cancer; and YWCA. The Arc of the Capital Area (01/2000 to 01/2003) During her tenure as the director of grants, Jessica managed all aspects of agency grants and

government funding. She served as agency liaison to corporate and foundation funders and government contractors; managed and ensured contract compliance with Texas Medicaid, Department of Health and Human Services, and the City of Austin; and managed agency program staff and agency program budget. HMS, Inc. (08/1999 to 09/2001) As a senior proposal writer and marketing specialist, Jessica researched, wrote, developed, and produced large-scale government proposals. She supported due-diligence activities to determine the highest and best use of Medicaid-based revenue streams. In addition, Jessica managed and negotiated government consultant contracts and redesigned HMS' request for proposal response, proposal content, format, presentation, and process. Public Consulting Group (05/1997 to 08/1999) In this role as a business analyst, Jessica performed healthcare consulting for the State of West Virginia Department of Medicaid. She worked in cooperation with the state attorney general, state comptroller, human services director, and local healthcare providers to develop, market, and improve healthcare programs. Jessica composed State Medicaid proposals, government healthcare policies/procedures manuals, and Medicaid program brochures. Concentra Managed Care (05/1996 to 05/1997) As the consulting services coordinator for Concentra, Jessica co-managed Joint Commission on the Accreditation of Healthcare Organizations (JAHCO) training and Occupational Safety and Health Administration (OSHA) workplace safety compliance for healthcare centers. She worked to develop and deliver seminars and training classes to physicians and medical personnel and performed pre-OSHA workplace audits in the private sector industry. Education and Memberships MA, Health Law and Policy, Maurice A. Deane School of Law, Hofstra University BS, Criminal Justice, University of North Texas Member of the Association of Proposal Management Professionals Prosci® CCP Mary Iannone-Walker, MSW Child Welfare Subject Matter Expert Mary has over 20 years of direct experience with child welfare technical solutions, state CCWIS/SACWIS projects, and tribal data systems. She is an experienced senior project manager adept at successfully planning for and executing strategy for government initiatives. Mary was appointed as the federal national priority agenda lead on Child Welfare Information Systems and State Tribe Relationships responsible for systems change. Her work included creating strategies to effect change at a national level for the CB's Capacity Building Center for States. Key Qualifications • Deep experience with procurement, contract management, and team assignments for the delivery of HHS State and Tribal projects • Child welfare technical assistance expert for the federal CB's Implementation Centers and National Resource Centers • Project manager for 10 Tribal Agency automation projects that included Child Welfare, Adult Services, TANF, Title IV-E, Eligibility, Tribal Enrollment, Child Care, Child Support, Mental Health, and General Assistance Relevant Experience Face-to-Face Integrated Technologies (2006 to present) As president and owner, Mary led multiple project teams in multiple locations to help ensure successful delivery and completion of all projects on schedule and within budget. These projects include: Colorado CCWIS/SACWIS Modernization Project (2017 to present) Mary was responsible for the development of CCWIS Data Quality Plan and the facilitation of the federal State system on-site visits in Colorado CCWIS functional reviews. She participated in monthly federal required CCWIS status calls and planning updates for federal allocation reimbursement. Federal CB's Capacity Building Collaborative – Center for States and Center for Tribes (2016 to present) As a part of this project, Mary

was responsible for project management, strategic planning, capacity building, and knowledge transfer approaches for state and tribal teams. Tribal Technical Support (2014 to present) Mary provided technical support for 22 tribal grantees, including on-site support and development of a tribal data toolkit. She supported tribe requests for technical vendor selection, data definition, report design, and data validation for federal report submission. Texas Health and Human Services Commission – Performance Management and Data Analytics Project (2018 to 2019) In her role as lead analyst, Mary was responsible for the development of the full set of project delivery framework documents. Mary worked on vendor statements of work, RFP/RFO evaluation criteria, business cases, project plans, acquisition plans, RFOs, and federal advance planning documents. Mary provided vendor oversight of data strategy assessment and technical solution implementation for an enterprise-wide solution to support all HHS departments. Northern Arapaho Tribe and Mashpee Wampanoag Tribe (2015 to 2018) Mary worked on Tribal IV-E development and implementation. She was responsible for face-to-face child welfare case management system implementation, configuration, tribe-specific reporting development, AFCARS data report training, CAM development, and training development and implementation. CMA Consulting Services (06/2006 to 12/2007) Mary was the platform project manager for State of Texas DFPS SACWIS upgrade focused on implementing mobile technology for 3000+ caseworkers, Medicaid/SACWIS interface, licensing portal, GPS mileage tracking, and fostering connections. She was responsible for all aspects of large-scale project management, budget, scope, schedule, relationship management, team building, mentoring, succession planning, and leadership. Casey Family Programs, Seattle WA – Senior Technical Project Manager (2001 to 2006) She was responsible for all aspects of project management, including creating and maintaining project plans and schedules, orchestrating staff/task assignment, and providing change management support and communications. She was also responsible for presentations on project objectives/status for all levels of management and organizational staff. She launched a formal business process re-engineering (BPR)/business process integration (BPI) external services component for the Casey Business Solutions Team by securing new opportunities funding in 2005; the project received full funding for 2006. Education and Memberships MSW, Colorado State University BS, Computer Information Systems, Double minor Psychology & Sociology, Regis University Ann Knefel, Ph.D. Child Welfare Subject Matter Expert Ann has more than 15 years of experience in the human services field—including child welfare, juvenile justice, and behavioral health—with significant expertise in research, data analysis, outcomes measurement, and program evaluation. She brings considerable experience in conducting and managing research teams utilizing both qualitative and quantitative analysis with various methodologies, including surveys, focus groups, interviews, and literature reviews. Ann has also provided considerable programmatic consultation and support for numerous human services initiatives and projects at the county, state, and federal levels. Key Qualifications • Child welfare technical assistance expert for the federal National Capacity Building Center for States • Experience with multiple states in child welfare program design and evaluation • Experience and expertise in reviewing federally required child welfare plans Relevant Experience West Virginia DHHR • DOJ Agreement Implementation Plan (10/2019 to present). Ann is serving as a work group lead for the development of DHHR’s

implementation plan related to the DOJ agreement. In this role she is managing the tasks associated with the work group plan, creating a project timeline and project plan identifying milestones related to the implementation plan and the overall agreement, work group facilitation (including note-taking), and research. • Child Welfare Family First Assessment (12/2018 to 01/2020). Ann was part of BerryDunn's team that assessed the current state of Child Welfare systems impacted by the FFPSA and managing sub-projects to help West Virginia's implementation of the FFPSA. National Capacity Building Center for States (01/2014 to 08/2016) As a technical assistance specialist, Ann served as the primary point of contact for capacity building activities and change management processes in four states and the District of Columbia, leading and managing tailored technical assistance. In this role, Ann led needs assessment processes, including review of literature, extant data collection and analysis, and interviews with key stakeholders. She worked in collaborative partnerships with federal, state and other National Capacity Building Center for States partners to appropriately identify and match services to build capacity, implement program improvement strategies, and improve outcomes. As part of this work, Ann built relationships with and maintained expert knowledge about each state's strengths, needs, systemic issues and pressures, and other critical information. She served on various workgroups (Work Plan Template, CQI Focused Curriculum, and Capacity Building) to support business development and enhancement of National Capacity Building Center for States' products and processes. Ann also reviewed and maintained working knowledge of national, state, and local trends related to policy and practice, including Title IV-E, IV-B, managed care and Medicaid. In this role, Ann managed each service delivery project from assessment phase through to evaluation of services, including maintaining accurate accounting of project activities, expenses, milestones, and outcomes. She also contributed to the visibility of the center by presenting at and participating in meetings with Tailored Services team and other federal partners. Department of Mental Health Substance Abuse and Developmental Services, Loudoun County, VA (2014 to 2015) As outcomes and evaluation program manager, Ann led all outcomes measurement and program evaluation efforts, working with senior and middle management to identify and develop performance and outcome measures. She identified and utilized appropriate data collection procedures, instruments and statistical techniques, and relational database systems (Crystal Reporting and SPSS) to access, analyze, and interpret data to produce reports on complex program issues. In this role, Ann tracked local, state, and national social indicators to identify service delivery gaps and monitor trends and provided reports to local, state, and national audiences, including project stakeholders, funding agencies, and the community. Additionally, Ann acted as county liaison to CMS and other stakeholders such as WESTAT to gather, update, and analyze behavioral health data. She also served on hiring committees and managed a team of data analysts, providing daily oversight, weekly individual and team supervision, and assessing yearly performance. Department of Family Services, Children, Youth and Families Division, Loudoun County, VA (2011 to 2014) Ann served as the QA supervisor managing and conducting research, evaluation, and data analysis functions as well as implementing the federal reviews, reporting requirements, and standards for the child welfare division. She guided and participated in senior management meetings to help assess existing programs for service delivery outcomes and needs, develop

charters and corrective action plans, and provide recommendations on appropriate next action steps. In this role, Ann implemented federal and state grant-funded projects and utilized knowledge of local, state, and federal policies to conduct reviews of casework practices against desired outcomes and for compliance with regulations and requirements. Additionally, she initiated internal data systems consolidation project, which involved assisting technical analysts with conducting gap analysis and process mapping and developing business requirements. Ann also served as agency representative at departmental, inter-agency and external agency meetings and conferences, and participated on several workgroups and committees, providing guidance and expertise on complex program issues. Juvenile and Domestic Relations District Court, Loudoun County, VA (2007 to 2011) Ann served as the research analyst and program evaluator designing, planning, and managing research, data collection and analysis, and program evaluation functions for all court programs and services. She utilized and applied appropriate research methodologies and statistical techniques to identify, analyze, and evaluate client outcomes, service area needs, and program quality and effectiveness. In this role, Ann worked with multiple data sets creating queries in Access and Excel, developed databases to manipulate and integrate data, and used MS tools and SPSS software to analyze data, including use of frequencies, cross tabulations, and other statistical significance testing techniques. She created, coordinated, and implemented a variety of data collection tools (paper and online) such as customer satisfaction surveys, needs assessments, employee needs questionnaires, in-person and telephone interviews, observations, and focus groups. Additionally, Ann produced written agency publications such as the Juvenile and Domestic Relations District Court's annual and quarterly reports; customer satisfaction and feedback forms; performance measures and grant proposal worksheets; policy training manuals; and assessment reports for existing and new programs and services. Education and Memberships Ph.D., Sociology, Virginia Polytechnic Institute and State University M.A., Sociology, Morgan State University B.B.A., Business Administration, Andrews University Vicki Handy, MBA, ICBB, CPT Training Subject Matter Expert With more than 25 years of experience, Vicki has worked with healthcare, state government, education, and Fortune 500 companies throughout the United States and Europe. She provides training and consulting in leadership, team, and quality deployment as well as organizational development and strategic planning, including organizational redesign. Vicki has led many successful strategic plans, organizational and process redesigns, and the development of customized training materials with trainer certification for ongoing internal training resources. Using a model that combines learning, executive coaching and facilitated group engagement, she helps leaders and teams design their future, and plan and implement strategic change. Key Qualifications • 30 years of experience in organizational analysis and redesign, process and metrics redesign and documentation, quality deployment, executive coaching, training, and talent development • Experience with large, high stakes BPR projects with state HHS agencies • Certified Lean Six Sigma Black Belt, Certified Performance Technologist, and Certified Master Trainer Relevant Experience BerryDunn (07/2017 to present) Hawai'i Department of Human Services Med-QUEST Division (MQD) – Organizational and BPR (07/2017 to present). Beginning first as a subcontractor before moving into a full-time position with BerryDunn, Vicki has conducted a comprehensive organizational

analysis of the Med-QUEST Division, including staff surveys and focus groups, client surveys, analysis of key performance indicators, leadership interviews and assessments and workflow and process analysis. Vicki has also facilitated the development and consensus for the organizational transformation plan to a service-based team model including change management planning. The organizational redesign includes leadership groupings and position descriptions, organizational restructure, team design with position descriptions, and team expectations supported by redesigned performance appraisal process, service center (client offices) redesign, and key performance indicators. Vicki has also provided ongoing leadership coaching, and developed and delivered a customized 125-hour comprehensive leadership academy preparing administrators and supervisors to effectively lead staff and team members and to implement systemic change through specific assignments such as implementation of 5S methodology, effective staff meetings, and individual coaching conferences. To further support project success, Vicki formed and developed an internal Process Improvement Team to analyze and redesign all processes associated with Medicaid eligibility and the client experience. Lean methodology and best practices in quality management were implemented. She also formed and developed a joint effort between BerryDunn resources and DHS resources to produce a comprehensive job skills training program for all employees using the new redesigned processes and team expectations. Vicki worked to develop and delivered a 24-hour “Teambuilding and Team Skills Workshop” for each new team in the organization to develop the skills, attributes, and agreements necessary for effective teamwork and to implement the extensive process improvements and position changes. She also developed and facilitated organization-wide “Team Talks” with the director and deputy director of Med-QUEST. North Clackamas School District (NCSD) (2004 to present) At NCSD, Vicki provides on-going leadership in organization development, strategic planning, executive and leadership coaching, process documentation and redesign, project management, and training/talent development. She leads process redesign activities through to implementation with stakeholder engagement, documentation, training, and leadership support. This includes process mapping, organizational analysis and assessment, stakeholder engagement, and new system design including forms, training, and change management. Vicki also led strategic planning including executive development and coaching, strategic analysis and planning processes engaging all stakeholders, and the implementation plan with change management strategies. Oregon Secretary of State (2011 to 2017) For the Oregon Secretary of State, Vicki provided on-going strategic talent development, executive coaching, and training, and guided large-scale process redesign. She trained, certified, and managed the internal training for all divisions resulting in the development and implementation of comprehensive process design and training in multiple areas. Oregon Community Colleges and Workforce Development (2005 to 2014) Vicki developed and managed the Trucking Solutions Consortium, a nonprofit organization of over 300 trucking companies, community colleges, school to work programs, Worksource Oregon, and workforce investment boards across the state with the mission to recruit and train new workers into the transportation industry. This included creation, stakeholder buy-in, and management of a 19 college credit, Professional Truck Driver Certificate, a statewide certification with Oregon Department of Education deployed across several community colleges and all of the private truck

driving schools in Oregon. Willamette Falls Hospital (2004 to 2012) Vicki led a multifaceted organizational improvement strategy for the hospital that included a comprehensive executive and leadership development series for all levels of leadership, large-scale business process improvement including a Lean Six Sigma Green Belt Certification, the development of training and trainers for customer service, and the rollout of a new enterprise system and the transition of business systems. Process redesign efforts included all documentation and analysis of current processes, quality mechanisms, key performance indicators, supporting systems, and tools, and implementation through change management and training. Northwest Regional Educational Services District (2002 to 2009) Vicki provided extensive executive coaching, training, and systems design. In-depth process and financial analysis led to redesigned systems, reallocated resources, clear key performance indicators, and training for full implementation. She facilitated the development of educational quality key performance indicators/scorecards for all service areas. Owens Corning (1996 to 2004) As the Organizational Development and Training Leader, Vicki facilitated the development of leaders to transform the culture, workflow, quality, and teamwork at two manufacturing facilities. This involved developing and delivering a comprehensive training strategy, systems, materials, assessments, certification processes and mentorship program. In addition, this work involved creating an integrated system of college accredited job training, education, recognition, employee events, and compensation programs; and redesigning and managing all human resources processes: recruitment, hiring, new employee orientation, benefits, performance appraisals, corrective action, job design, and organizational structure. Additional work included redesigning safety policies and procedures, developing training, and completing certifications for all employees. Education and Certifications MBA, George Fox University BA, Communication, University of Oregon Certified Performance Technologist, International Society for Performance Improvement and American Society of Training and Development (now ATD) Human Resources Certification, Portland State University Certified Six Sigma Black Belt, Harrington Institute Certified Six Sigma Corporate Auditor, Harrington Institute Certified Manager of Lean Process Excellence, Owens Corning Certified Project Manager, Harrington Institute Certified Master Trainer: Achieve Global, DDI, ESSEF, Harless and Partners for Quality Jackson McNair Business Analyst Jackson is a consultant in BerryDunn’s Government Consulting Group and a native Nebraskan who recently graduated from the University of Nebraska at Lincoln. Experience BerryDunn (06/2020 to present) Puerto Rico Department of Health (PRDoH) – Health Information Technology (HIT)/Health Information Exchange (HIE) Support Services (04/2020 to present). Jackson is serving as a business analyst for this project to assist PRDoH with planning and implementation of an HIE. Services provided by the BerryDunn team include performing an HIT assessment and developing recommendations and an HIT roadmap to help ensure successful establishment of the HIE. In addition, BerryDunn is providing project management services for HIE planning and implementation activities, and other support such as development of the HIT IAPD and updates to MITA SSA documentation. ADES – AALMPP Feasibility Study (04/2020 to present). Jackson is a business analyst for this project assisting ADES in planning for the replacement of three legacy mainframe systems that support the agency’s SNAP, TANF Program, Child Care Program, and LIHEAP. This project involves performing a

requirements analysis, alternatives analysis, and a cost-benefit analysis for potential future system alternatives and developing a comprehensive IAPD and a DDI Statement of Work to procure replacement systems. InnoSource (05/2017 to 08/2017, 05/2018 to 08/2018) As recruiting and marketing intern, Jackson wrote position descriptions and advertisements for multiple Fortune 500 companies across the nation intended to attract specific candidates to specific positions. In this role, he screened resumes, interviewed, and hired associates for various Fortune 500 companies, including American Electric Power. During his two summers interning at InnoSource, Jackson quadrupled the company's social media impressions by creating a social media plan and implementing engaging content, and performed over 500 background checks for a Fortune 500 client's incoming interns. Education and Certifications BS in Business Administration, University of Nebraska – Lincoln

7. Provide a Draft Project Work Plan that successfully completes the deliverables outlined above within the project timeframe. The Draft Project Work Plan must include details on what project tasks will be performed face-to-face and what project tasks will be performed virtually. *

In response to this question, we have included information regarding our proposed project phases and the detailed tasks our team will perform to successfully complete DCFS' requested deliverables within the approximate 26-week project timeframe. Tasks and subtasks below are planned for approximately 23 weeks to allow a buffer in the project schedule, if needed. In addition, although our team is available to start immediately, in the Draft Project Work Plan we have planned for a start date of the first week of September to allow completion of contract negotiations and the contracting process. For certain subtasks, we have referred DCFS evaluators to our responses to other questions in the proposal, to minimize redundancies in our responses. In addition, we have provided: • Estimated weeks that each phase, task, and subtask will occur in • Project artifacts or deliverables associated with a task or group of tasks • How we anticipate a task will occur (i.e., face-to-face or virtually) • Significant assumptions that we made to arrive at our proposed approach and cost (we would be pleased to revisit our assumptions if any are incorrect, to help ensure that our approach aligns with DCFS' expectations) We have also provided a Gantt chart summarizing the project phases, tasks, deliverables, and timelines as an attachment to an email to the DHHS Buyer for this solicitation. Our proposed approach consists of five phases: Phase 1: Project Initiation (Weeks 1 and 2) Phase 2a: Policy and Process Assessment (Weeks 2 through 16) Phase 2b: DCFS Child Welfare Plans Review (Weeks 1 through 8) Phase 3: Implementation Planning (Weeks 17 through 22) Phase 4: Project Closeout (Week 23) Each phase will consist of a number of tasks and subtasks that might occur virtually or face-to-face, as described below. In order to maximize project efficiencies and help ensure the project is completed in DCFS' desired timeframe, certain tasks and subtasks might occur in parallel. On a biweekly basis throughout each phase of the project, our team will also provide Project Artifact 3: Project Status Reports that include information regarding tasks completed in the previous reporting period and planned tasks in the upcoming reporting period, as well as updates on project scope, schedule, risks, issues, decisions, and action items. Phase 1: Project Initiation Task 1: Conduct Initial Project

Planning Activities (Weeks 1 and 2) Subtask 1.1 (Week 1/virtual): Develop and submit information request to DCFS. The information request will include a request for documents from DCFS such as organizational charts, job specification descriptions, key performance metrics, process data, existing State policies and procedures, and any of the child welfare plans not publically available on DCFS' website. Subtask 1.2 (Week 1/virtual): Develop draft Deliverable Expectation Document (DED) for Project Artifact 3: Project Status Reports. We will submit a draft DED for Project Artifact 3 to the DCFS team to review and provide feedback during the initial project planning meeting (see Subtask 1.3). We will submit the DED to DCFS for review and incorporate feedback into the final DED. Subtask 1.3 (Week 1/face-to-face or virtual): Conduct initial project planning meeting. This meeting will include the BerryDunn team, as well as the DCFS project lead, executive sponsor, and other DCFS team members as identified by DCFS (e.g., program staff, DCFS leadership, service area administrators, DHHS legal staff, DCFS and DHHS finance staff, and DHHS administrative staff). During this meeting, we will discuss a number of foundational topics such as: BerryDunn and DCFS team member roles and responsibilities; project governance structure and decision-making processes; the proposed Detailed Project Work Plan and high-level project milestones; project management processes, including project status reporting; and initial project risks. In the initial meeting, we will also begin planning for stakeholder engagement by identifying the DCFS staff to be involved in the project and who should attend the project kickoff meeting, the tasks they should be involved in, and the methods of outreach and information-gathering we will use to engage them. We will also discuss methods, such as the use of teleconferencing and videoconferencing, to help ensure appropriate involvement from staff across the State. Subtask 1.4 (Week 1/face-to-face or virtual): Hold a visioning session with DCFS leadership. We will hold a visioning session that will include DCFS leadership, such as the DCFS Director and Deputy Directors, the DHHS Chief Executive Officer and Chief Operating Officer, and other DHHS leaders, as appropriate. During the visioning session, we will facilitate a discussion about DCFS' vision for the improved future environment, including how to leverage opportunities, reduce barriers, and achieve collective impact with stakeholders at the table. We will also discuss topics such as DCFS' strategic direction and priority outcomes, as well as specific improvement goals for each topic area in scope of the BPR. This information will be used to guide our review, recommendations, and implementation planning efforts, and it might be used by both DCFS and our team in communications to stakeholders to create a shared vision and build buy-in for proposed changes. Subtask 1.5 (Week 1/virtual): Establish a centralized document storage and team collaboration site on BerryDunn's customized MS SharePoint site, BerryDunn KnowledgeLink. Our team will use this site to store project documents that can be accessed by the DCFS team at any time. If DCFS prefers that our team use a different platform for document storage and management, we will partner with DCFS to obtain access and orient our team to the technology. Subtask 1.6 (Week 2/virtual): Finalize Project Artifact 1: Detailed Project Work Plan. Using feedback obtained during the initial project planning meeting, our team will finalize the Detailed Project Work Plan and submit to DCFS. The final Detailed Project Work Plan will include the planned project tasks, subtasks, deliverables, and schedule/timelines, and it will indicate if we anticipate performing tasks and subtasks face-to-face or virtually. We will deliver the Detailed

Project Work Plan in MS Visio (including in a Gantt chart), as well as an Adobe PDF for DCFS staff who may not have Visio. We will update the Detailed Project Work Plan as part of biweekly status reporting for the duration of the project. Phase 2a: Policy and Process Assessment Task 2: Perform Information Gathering Activities (Weeks 2 – 8) Subtask 2.1 (Week 2/virtual): Review relevant background information and develop RTM. Our team will review the documents and information provided by DCFS via the information request outlined in Subtask 1.1, as well as publically available information such as State and federal policies, procedures, regulations, statutes, and guidance related to each topic area. Please see our response to question #2 regarding our approach to developing an RTM, performing a review of policy requirements, and developing associated recommendations. Subtask 2.2 (Weeks 2 – 3/virtual): Perform best practices research. Our team will perform research to gather best practices by reviewing information from sources such as peer states, the CB's National Capacity Building Center for States, other industry and academic organizations, and reports (such as white papers and working papers). We will augment our best practices research by looking at other types of state agencies and other industries for parallels that may be drawn between their operations and those of DCFS. Please see our response to question #2 regarding how we will incorporate best practices into the RTM and our response to question #3 regarding how we will use best practices to inform our recommendations. Subtask 2.3 (Week 3/virtual): Develop and submit DEDs for Deliverable 1: BPR Written Guidance, Deliverable 2: BPR Written Guidance, and Deliverable 4: Recommendations for Process Alignment Protection and Safety and Economic Assistance Program Areas. In this subtask, our team will submit DEDs for Deliverables 1, 2, and 4. To develop these DEDs, we will use information gathered in previous tasks from DCFS and other sources, as well as our experience developing similar deliverables for previous clients. We might suggest modifications to the deliverables, e.g., combining Deliverables 1 and 2 into a unified document that pairs written guidance with visual guidance for each process. We will submit the DEDs to DCFS for review and incorporate feedback into the final DEDs. Following Subtask 2.3, depending on DCFS' preference, BerryDunn might develop and issue web surveys to gather information on the challenges in the current environment and the vision for the future environment from a broad group of DCFS stakeholders. We have not included this activity in our current work plan, but as described in our response to question #1, we would be happy to adjust our work plan and project budget to include web surveys if DCFS desires. Subtask 2.4 (Week 3/face-to-face): Facilitate a project kickoff meeting with DCFS project stakeholders. During the project kickoff meeting with DCFS staff and other stakeholders who will be engaged in the project, we will introduce our team and review the project goals, timelines, tasks, and expectations for stakeholder involvement. This meeting will also provide an opportunity for leaders to begin to communicate the vision for change, helping to reduce fears and build trust and buy-in early in the project. In addition, the meeting will provide staff an opportunity to ask our team and DCFS leadership questions, allowing us to collaboratively address any outstanding concerns. Subtask 2.5 (Weeks 4 – 5/face-to-face): Facilitate fact-finding sessions. We will lead fact-finding sessions with DCFS staff in various offices to ask about the challenges and opportunities in the current environment related to the six topic areas, their ideas for an improved future environment, their concerns and hopes, and their preferred

communication methods. These sessions allow us to gain a better understanding of DCFS' current and desired future environment and processes, and provide DCFS staff the opportunity to share feedback in a more open-ended manner before the process mapping sessions. If possible, while on-site, we will take the opportunity to perform direction observation of the worksite and workflows. Assumption: We have planned for approximately two hours of fact-finding sessions for each of the six topic areas. As with all meetings during the project, a minimum of two BerryDunn team members (a facilitator and a note-taker) will attend each meeting. Subtask 2.6 (Week 5/face-to-face): Develop an inventory of in-scope business processes. Prior to facilitating process mapping sessions with DCFS staff, we will work with DCFS leadership to define the specific processes that we will review. Developing a common name to refer to processes is a first step towards creating consistency in process performance. We will facilitate an approximate four-hour work session with DCFS leaders and designated staff to develop an inventory of the processes used by DCFS staff today, gathering the process names and high-level process descriptions. We have planned for approximately 10 processes to be within the scope of our review. If we identify more than 10 processes during the work sessions, we will work with DCFS to prioritize the processes to determine the subset of processes to include in scope of the initial review. Alternatively, should DCFS require our team to map additional processes, we will work with DCFS to determine how to approach the additional effort. For all processes determined to be in scope, we will request the names of the DCFS subject matter experts and other team members to include in the process mapping session. Subtask 2.7 (Weeks 6 – 8/face-to-face): Facilitate as-is process mapping sessions. A BerryDunn team comprised of a facilitator, child welfare subject matter expert, and note-taker/process-mapper will facilitate as-is process mapping sessions with DCFS staff. BerryDunn's team approach to these types of sessions has proven to be successful and allows accurate and efficient capture of draft process maps and documentation while on-site. We often find it helpful to include a multi-disciplinary state team in these discussions (e.g., programmatic, administrative, and technical staff). In the as-is process mapping sessions, the facilitator will engage DCFS staff to identify their operations, walk through specific processes, and determine how work is currently conducted. Please see our response to question #1 for additional details regarding our approach to process mapping. After facilitating as-is process mapping sessions, we may perform follow-up via email and/or calls with DCFS team members to validate information captured and close gaps to allow for thorough and accurate development of the process maps. Assumption: We have planned to perform approximately two-hour process mapping sessions for each of the 10 as-is processes. Task 3: Develop Recommendations, Redesigned Processes, and Associated Guidance Documents (Weeks 9 – 16) Subtask 3.1 (Week 9/virtual): Analyze information and develop preliminary recommendations. The opportunities for improvement identified in the policy and as-is process review in Task 2 will serve as the driving force for BerryDunn's recommendations. Based on our understanding of the current environment, we will develop and provide preliminary recommendations to DCFS and guide DCFS leadership and staff through development of to-be processes that address existing challenges and capitalize on opportunities. We will base our recommendations and the resulting redesigned processes and associated policies and procedures on factors such

as: • DCFS' vision and goals for the future environment • Best practices (as articulated in the RTM) • Policy requirements (as articulated in the RTM) • DCFS staff ideas for improvement shared in fact-finding and process-mapping sessions • Our team members' knowledge of similar processes in other states and industries • Constraints over which DCFS might have no control (e.g., limited technologies, federal requirements) Please see our response to question #3 for additional details regarding our approach to developing recommendations. Subtask 3.2 (Week 9 – 12/face-to-face): Facilitate review sessions, including to-be process mapping sessions. Our team will facilitate review sessions with DCFS leaders and staff to discuss our preliminary recommendations and to redesign processes via to-be mapping sessions. During these reviews, we will solicit feedback about our recommendations, make refinements, and incorporate them into to-be process maps and associated supporting information in narrative format, such as process actors, triggers, steps, predecessor and successor processes, associated policies and procedures, and associated performance metrics. We will facilitate a session with DCFS leadership to discuss alignment of processes across the Protection and Safety and Economic Assistance Program Areas and develop recommendations accordingly. We will also make recommendations for State policies that might need to be updated based on redesigned processes. Assumption: We have planned for development of 10 to-be processes with associated visual information (i.e., process maps) and narrative information (i.e., summary process information and one Standard Operating Procedure [SOP] document per process). Subtask 3.3 (Weeks 12 – 16/virtual): Develop and submit drafts and final Deliverable 1: BPR Written Guidance (inclusive of SOPs), Deliverable 2: BPR Visual Guidance, and Deliverable 4: Recommendations for Alignment across Protection and Safety and Economic Assistance Program Areas. Leveraging information gathered in previous subtasks, we will develop and submit drafts of Deliverables 1, 2, and 4. Following submission, we will perform a walkthrough of these draft deliverables with DCFS leadership. We will incorporate suggested edits and submit final drafts to DCFS. Phase 2b: DCFS Child Welfare Plans Review Task 4: Perform Crosswalk of DCFS' Federally Required Child Welfare Plans (Weeks 1 – 6) Subtask 4.1 (Week 1/virtual): Develop and submit DED for Deliverable 6: Crosswalk of Federally Required Child Welfare Plans. Our team will prepare and submit a DED for Deliverable 6. The crosswalk might consist of an MS Excel document that maps the components of the various reports to each other based on pertinent categories, as well as a supporting MS Word document that includes sections such as an executive summary, introduction (including background, report purpose, key definitions, and approach to report development), findings (e.g., areas of alignment and uniqueness), recommendations to establish alignment, and next steps. We will submit the DED to DCFS for review and incorporate feedback into the final DED. Subtask 4.2 (Weeks 2 – 4/virtual): Review federally required plans and information documentation provided by DCFS. Our child welfare subject matter experts will review the Title IV-E Federal Prevention Plan, CFSP, CFSR PIP, and the FFPSA Plan. Following this review, our team will follow up as needed to clarify or gather additional information. Subtask 4.3 (Week 5/virtual): Create RTM. We will create an RTM that includes the components of each of the plans. To facilitate comparison and traceability, the RTM will be organized in a manner such that the components from each the plans are categorized (e.g., vision, goals, priorities, activities, measures) and

numbered so that they can be associated with similar components from other plans. This subtask will help ensure that the review is comprehensive and thorough. Subtask 4.4 (Week 6/face-to-face or virtual): Identify areas of alignment and misalignment between the plans. Based on our review of the plans and the development of the RTM in the previous subtasks, we will identify potential areas of alignment and misalignment across the plans. We will review these preliminary findings with DCFS in a meeting. The purpose of this meeting will be to confirm our understanding of the information within the plans and seek clarity on our findings. For each confirmed area of misalignment, we will solicit additional feedback and insights from DCFS related to the reasons for misalignment and DCFS intended goals, outcomes, and ideas to gain alignment before we develop recommendations. Task 5: Develop Recommendations for Plan Alignment (Weeks 7 – 8) Subtask 5.1 (Weeks 7 – 8/virtual): Provide recommendations to strengthen plan alignment. Our team will develop recommendations to strengthen the alignment between plans based on the information shared by DCFS in previous meetings, our understanding of DCFS' child welfare program and vision, and our experience working with other states and federal partners. We will lead a review of these recommendations with DCFS in a meeting, facilitating discussion and decision making as needed. Based on DCFS feedback, following the meeting we will update the recommendations and deliver the final deliverable. Phase 3: Implementation Planning (Weeks 17 – 22) Task 6: Develop Communication Plan (Weeks 17 – 18) Subtask 6.1 (week 17/virtual): Develop and submit DED for Deliverable 3a: Communication Plan. Our team will develop and submit a DED for Deliverable 3a: Communication Plan. This content of this DED will be based on the approved Deliverables 1, 2, and 4, as well as BerryDunn's experience in developing similar deliverables for previous clients. We expect that the Communication Plan might include sections such as communication objectives, communication strategy, communication owners (e.g., the role that DCFS leadership and others will play in communications), target audiences and their unique information needs, messages, tactics (e.g., communication channels and vehicles, communication frequency), and evaluation strategies (how DCFS will know if communications have been successful). We will submit the DED to DCFS for review and incorporate feedback into the final DED. Subtask 6.2 (Weeks 17 – 18/virtual): Develop Communication Plan. Working with DCFS and the DHHS Communications team (as appropriate), we will develop a comprehensive Communication Plan. Based on our understanding of DCFS' desires in the solicitation we have planned to perform this task after we have redesigned processes. However, during project initiation, we will discuss with DCFS whether we should develop the Communication Plan earlier in the project to begin building stakeholder awareness of the project and promoting buy-in early on. If DCFS prefers this approach, we will update the Communication Plan again as needed after the process redesign efforts are completed in preparation for implementation activities. We will incorporate communication best practices into the Communication Plan. For example, change management research indicates that employees prefer to hear high-level messages (such as why the change is happening and the risks of not changing) from senior leadership, but they prefer to hear about how the changes will impact their daily work and how they will benefit from the change from their direct supervisors. The research also suggests that key messages should be communicated five to seven times to be effective. Throughout the project, we will

maintain an awareness of, and focus on, principles of change management as we execute project work and engage with stakeholders. We will provide coaching to DCFS leaders and staff related to communications and general change management principles and strategies, seeking opportunities to build awareness and desire for change during all of our interactions with DCFS leaders and staff. Task 7: Develop Training Plan (Weeks 18 – 19) Subtask 7.1 (week 17/virtual): Develop and submit DED for Deliverable 3b: Training Plan. Our team will develop and submit a DED for Deliverable 3: Communication Plan and Training Plan. This content of this DED will be based on the approved Deliverables 1, 2, and 4, as well as BerryDunn's experience in developing similar deliverables for previous clients. We will submit the DED to DCFS for review and incorporate feedback into the final DED. Subtask 7.2 (Weeks 18 – 19/virtual): Develop Training Plan. Based on industry best practices, we will develop a Training Plan, in collaboration with DHHS Human Resources or other DHHS and DCFS staff, as appropriate. The Training Plan will include considerations such as who will provide the training (i.e., the trainers), who needs to be trained (i.e., the trainees), the training schedule, the training mechanisms and tools to be used (e.g., in-person, the use of an LMS), the training content and materials needed, strategies to evaluate training effectiveness, and the plan for ongoing maintenance of training delivery and materials. We will discuss training approaches with DCFS, such as "train-the-trainer," which has proven to be an effective approach for other clients that have engaged in similar BPR efforts. We will also encourage DCFS to incorporate best practices into the training strategies and materials, such as using interactive learning processes, requiring clear demonstration of learning objectives, and developing visuals and learning activities as part of the training. Based on DCFS' responses to questions provided on July 8, we have not planned for this subtask to include development of training materials or delivery of training. However, we have team members who possess the expertise to perform these tasks if requested by DCFS. Task 8: Develop Internal Controls and CQI Plan (Weeks 20 – 22) Subtask 8.1 (Week 20/virtual): Develop and submit DED for Deliverable 5: Internal Controls and CQI Plan. Our team will develop and submit a DED for Deliverable 5. The plan might include content such as the plan's purpose and objectives, roles and responsibilities related to performing monitoring and process improvement activities, processes and related policies and procedures to be monitored, monitoring methods and activities, monitoring frequency, monitoring outputs, approach to incorporating monitoring results into ongoing CQI efforts, and communications and information sharing. We will submit the DED to DCFS for review and incorporate feedback into the final DED. Subtask 8.2 (Weeks 20 – 22/face-to-face and virtual): Develop Internal Controls and CQI Plan. Our team will begin this subtask by first gaining an understanding of DCFS' existing internal control and CQI methodologies. Based on our review, we will develop proposed updates to the existing methodologies and/or develop new methodologies as needed, in alignment with DCFS' goals and objectives. Our team will then walk through the proposed updates with DCFS leads during a two-hour working session to confirm agreement and identify areas requiring additional updates. Following this meeting, we will update the plan based on DCFS feedback and present a final document. Phase 4: Project Closeout (Week 23) Task 9: Perform Project Closeout Activities (Week 23) Task 9.1 (Week 23/face-to-face): Develop Project Artifact 3: Project Closeout Report and conduct project closeout meeting. As consultants, our

goal is always to build our clients' capacity and to support the sustainability of improvements we help implement so that we do not need to be relied upon for the long term. As a result, we will perform all of our activities for this engagement with the end in mind, setting up the DCFS team members for continued success long after our departure. As our contract nears its end, we will perform additional specific knowledge-transfer activities with appropriate members of DCFS. We will work to ensure that processes and procedures are clearly documented and confirm they are understood and that DCFS team members feel confident implementing necessary training and communications, as well as performing ongoing monitoring and CQI when we are no longer engaged on the project. We will also perform other project closeout activities, such as archiving project artifacts and documents, developing a Project Closeout Report, and leading a project closeout meeting with DCFS. As part of the closeout meeting, we will facilitate a lessons learned session, capturing what worked well, what did not work well, and recommendations for improvements in the future.

BerryDunn
Assurance, Tax, Consulting



BerryDunn Proposal Attachments for Policy and Process Development Solicitation

State of Nebraska

Department of Health and Human Services

Division of Child and Family Services

BerryDunn
4722 North 24th Street Suite 250
Phoenix, AZ 85016
207-210-8638

Charles K. Leadbetter, Principal
cleadbetter@berrydunn.com

Danielle Ewing, Senior Manager
dewing@berrydunn.com

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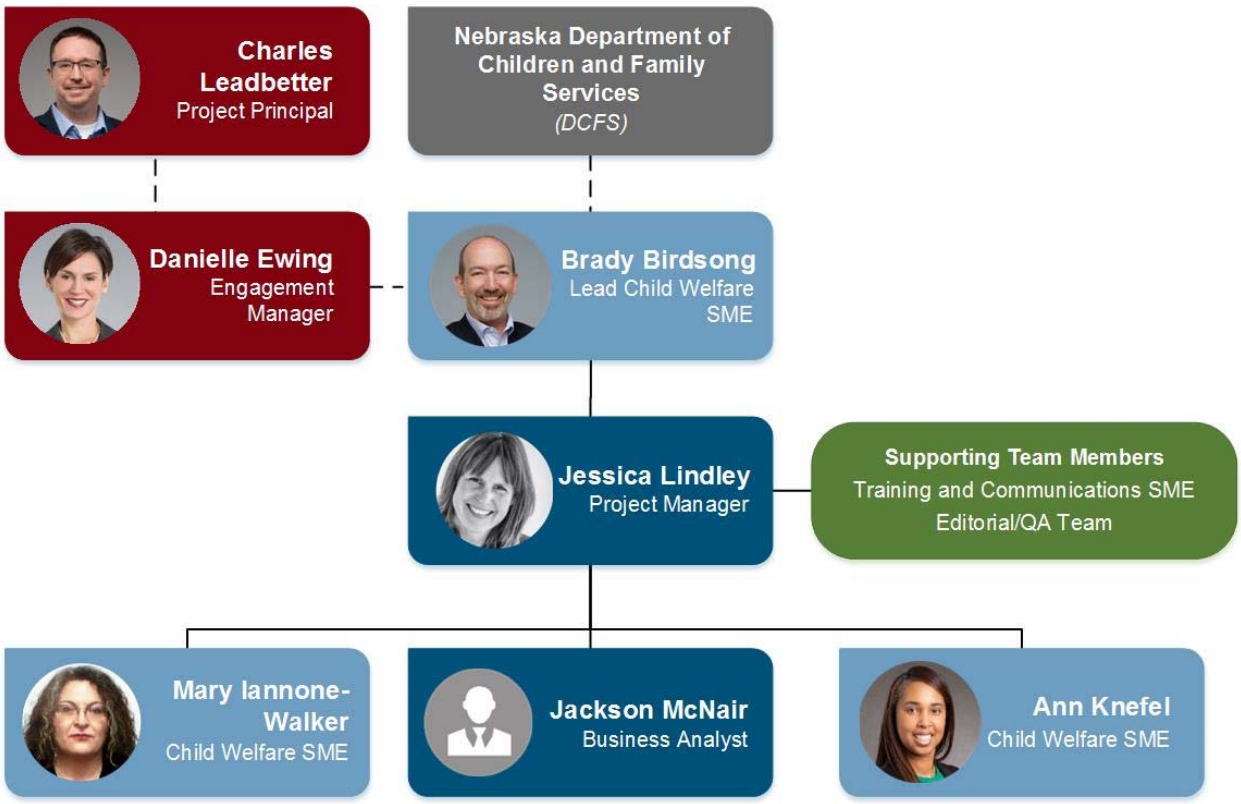
A. Proposed BerryDunn Project Team Structure

We have carefully selected a team of senior professionals and skilled policy and process analysts to bring the expertise and experience needed to provide the services requested by DCFS. The core team will be supported by a subject matter expert (SME) with extensive training and communications experience, and BerryDunn's editorial/quality assurance (QA) team. As with all BerryDunn projects, a firm principal—Charlie Leadbetter—will perform project oversight to commit our firm and team to the project and reinforce the highest quality of our services.

The following presents our proposed project team's organizational structure, designed to promote the success of this project and provide the expertise and high-quality deliverables requested by DCFS.

Figure 1: Proposed BerryDunn Project Team Structure



B. Proposed Draft Project Work Plan

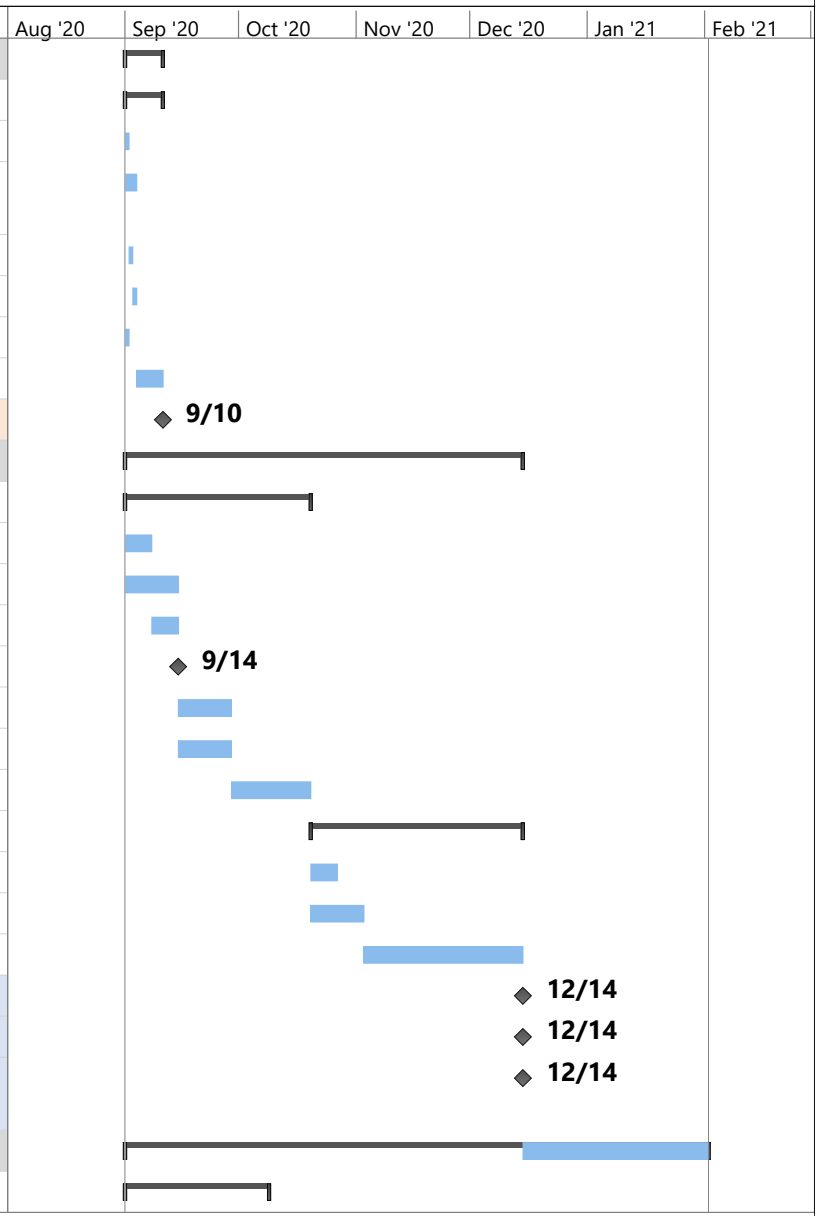
The Gantt chart on the following pages provides a high-level depiction of the proposed project phases, tasks, and subtasks; the estimated timeframe to complete each task and subtask; and the associated deliverables.

In addition, although distinct tasks are not included in the work plan, for each deliverable submitted it is expected that DCFS will commit the appropriate resources to review the deliverable and that the DCFS project lead, or designee, will consolidate feedback from the reviewers so that BerryDunn may incorporate approved edits into the final deliverable. We have estimated DCFS' review time to range from 5 to 10 business days, depending on the length and complexity of the deliverable.

We expect that the project schedule and work plan will be reviewed FS during project initiation and updated accordingly to reflect DCFS' needs. We will also work closely with DCFS throughout the engagement to help ensure that all tasks are fulfilled and deliverables are submitted within the required timelines without compromising quality.

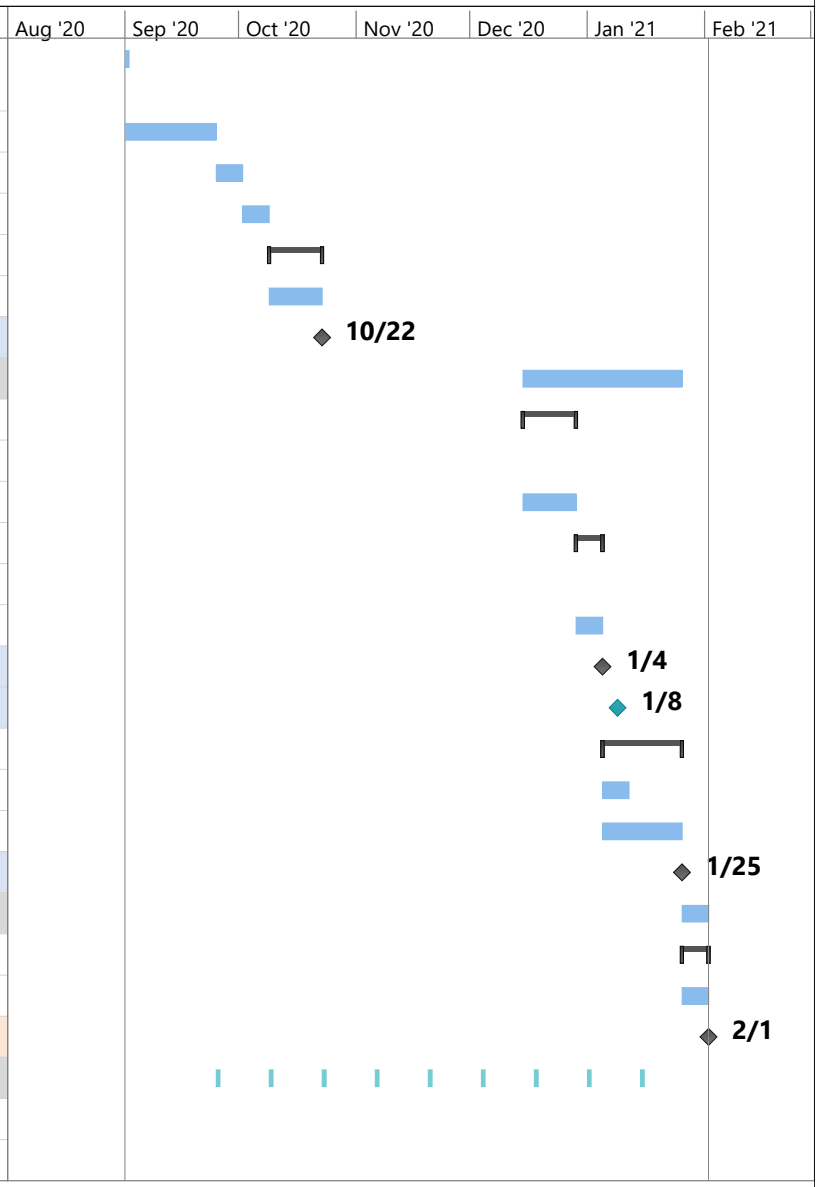
BerryDunn's Proposed Timeline for Division of Children and Family Services Policy/Process Development

Task Name
Phase 1: Project Initiation
Task 1: Conduct Initial Project Planning Activities
1.1 Develop and submit information request to DCFS.
1.2 Develop Deliverable Expectation Document (DED) for Project Artifact 3: Project Status Reports.
1.3 Conduct initial project planning meeting.
1.4 Hold a visioning session with DCFS leadership.
1.5 Establish a centralized document storage/ team collaboration site.
1.6 Finalize Project Artifact 1: Detailed Project Work Plan.
Project Artifact 1: Detailed Project Work Plan
Phase 2a: Policy and Process Assessment
Task 2: Perform Information Gathering Activities
2.1 Review relevant background information and develop RTM.
2.2 Perform best practices research.
2.3 Develop and submit DEDs for Deliverables 1, 2 and 4.
2.4 Facilitate a project kickoff meeting with DCFS project stakeholders.
2.5 Facilitate fact-finding sessions.
2.6 Develop an inventory of in-scope business processes.
2.7 Facilitate as-is process mapping sessions.
Task 3: Develop Recommendations, Redesigned Processes, and Associated Guidance
3.1 Analyze information and develop preliminary recommendations.
3.2 Facilitate review sessions, including to-be process mapping sessions.
3.3: Develop and submit drafts and final Deliverable 1, Deliverable 2, and Deliverable 4.
Deliverable 1: Business Process Redesign Written Guidance
Deliverable 2: Business Process Redesign Visual Guidance
Deliverable 4: Recommendations for Alignment Across Protection and Safety and Economic Assistance Program Areas
Phase 2b: DCFS Child Welfare Plans Review
Task 4: Perform Crosswalk of DCFS' Federally-Required Child Welfare Plans



BerryDunn's Proposed Timeline for Division of Children and Family Services Policy/Process Development

Task Name
4.1 Develop and submit DED for Deliverable 6: Crosswalk of Federally Required Child Welfare Plans.
4.2 Review federally required plans and information documentation provided by DCFS.
4.3 Create RTM.
4.4 Identify areas of alignment and misalignment between the plans.
Task 5: Develop Recommendations for Plan Alignment
5.1 Provide recommendations strengthen plan alignment.
Deliverable 6: Crosswalk of Federally Required Child Welfare Plans
Phase 3: Implementation Planning
Task 6: Develop Communication Plan
6.1 Develop and submit DED for Deliverable 3a.
6.2 Develop Communication Plan.
Task 7: Develop Training Plan
7.1: Develop and submit DED for Deliverable 3b.
7.2 Develop Training Plan.
Deliverable 3a: Communication Plan
Deliverable 3b: Training Plan
Task 8: Develop Internal Controls and Continuous Quality Improvement Plan
8.1 Develop and submit DED for Deliverable 5.
8.2 Develop Continuous Quality Improvement and Internal Controls Plan.
Deliverable 5: Continuous Quality Improvement and Internal Controls Plan
Phase 4: Project Closeout
Task 9: Perform Project Closeout Activities
9.1 Develop Project Artifact 2: Project Closeout Report; conduct project closeout meeting.
Project Artifact 2: Project Closeout Report
Ongoing: Develop Project Status Reports



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