

**BERKS COUNTY  
CHILDREN AND YOUTH SERVICES  
EFFICIENCY ASSESSMENT AND  
IMPLEMENTATION PLAN REPORT**

**APRIL 24, 2015**

**BERKS COUNTY  
CHILDREN AND YOUTH SERVICES  
EFFICIENCY ASSESSMENT AND  
IMPLEMENTATION PLAN REPORT**

**Index**

<b><u>Section/ Appendix</u></b>	<b><u>Page Number</u></b>
I Executive Summary	3
II Strategy Assessment	5
III Benchmarking Results	6
IV Efficiency Recommendations	8
V Implementation Tasks	21
VI Assessment Objectives, Approach and Scope	25
A Estimated Commonwealth and County Net Cost Savings and Efficiencies	27
B Revised Management Structure Chart	29
C Implementation Priorities and Sequence	30
D Benchmarked Data	34

April 24, 2015

Honorable Christian Y. Leinbach, Chair  
Honorable Kevin S. Barnhardt  
Honorable Mark C. Scott, Esq.  
Berks County Board of Commissioners  
Berks County Services Center  
633 Court Street, 13<sup>th</sup> Floor  
Reading, PA 19601

Dear Commissioners Leinbach, Barnhardt, and Scott:

The Binkley Kanavy Group, LLC (BKG) is pleased to submit our report that summarizes our assessment of the financial, operational, and administrative structures and procedures of the Berks County Children and Youth Services Department (BCCYS) in accordance with Agreement No. PC-162465-14.

This efficiency assessment and implementation plan report consists of six (6) sections and four (4) appendices, which include:

- **Section I - Executive Summary:**  
Section I summarizes our recommended strategies to achieve the objectives of Berks County (County), our recommended approaches to implement those strategies and estimates of net cost savings and increased efficiencies that can be realized.
- **Sections II – Strategy Assessment and III – Benchmarking Results:**  
These sections summarize our assessment of the varying strategies that could achieve the County’s objectives and the conclusions we formed from our service delivery data and process benchmarking results.
- **Sections IV – Efficiency Recommendations and V – Implementation Tasks:**  
Sections IV and V detail our specific recommendations related to our analysis of BCCYS’ management structures and processes and the tasks that can be undertaken to commence their implementation.

The remaining sections and appendices of this report summarize our engagement and further expand on our recommendations and estimates.

We appreciate Mr. Carl E. Geffken's leadership in overseeing the assessment and the cooperation of BCCYS' management and staff and welcome the opportunity to discuss any questions you may have.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael Wassil". The signature is fluid and cursive, with the first name "Michael" being more prominent than the last name "Wassil".

Michael Wassil, CPA and MBA  
Consulting Partner

## **Section I – Executive Summary**

A summary of the County's objectives for this assessment, our suggested strategies to achieve those objectives, recommended implementation approaches, and estimates of the net cost savings and increased efficiencies that can be realized are noted below.

### ***Assessment Objectives***

As specified by the County's Request for Proposals 14-18-KL (RFP), the objectives of this assessment were to identify opportunities to eliminate obsolete or redundant processes, reduce time spent on activities that are not meaningful in achieving positive outcomes, increase efficiencies, and achieve positive outcomes.

### ***Recommended Strategies***

Based on the results of our benchmarking and process analysis procedures and understanding of BCCYS funding constraints, we recommend that the County achieve its objectives by making targeted investments in personnel and modifying BCCYS' organizational structure and certain of its processes in the near term to generate estimated net cost savings and increased efficiencies. We suggest that the realized net cost savings be used to fund the recommended technology improvements, which will further improve and perpetuate efficiencies, on a cost neutral basis over time.

### ***Implementation Approaches***

Our suggested approaches to implement the recommended strategies are summarized below.

#### ***Enhance and Expand the Use of BCCYS' Case Management System***

- BCCYS' case management system should be further designed to automate and eliminate the performance of many processes and the redundant processing of data for over 3,200 intake investigations and open cases.

#### ***Redeploy Existing BCCYS staff***

- Several opportunities exist to increase services and strengthen BCCYS' compliance with its mandated responsibilities by redefining the role of supportive staff, modifying work schedules, and more readily transferring seasoned personnel between units.

#### ***Utilize Additional Resources***

- Develop and implement a recruiting plan to expand the use of agency foster families to realize an estimated net cost savings, and utilize the on-call service providers of the County's other human service departments and existing technologies.

## **Section I – Executive Summary (Continued)**

### ***Redefine BCCYS' Management and Organizational Structure***

- Consolidate the oversight of BCCYS and the County's other human service departments within an existing position to perpetuate the sharing of supportive and other resources, reinstitute the performance of quality assurance (QA) activities within a unit that reports directly to BCCYS' deputy director and modify the reporting relationships of other BCCYS staff.

Lastly, several other suggested workflow improvements and recommendations to reassess the required skills of certain positions are provided.

Should the necessary technology, personnel, and other investments be made to fully implement the reported recommendations, the estimated annual net costs savings of Commonwealth of Pennsylvania (Commonwealth) and County funds, which may be able to be used to more rapidly expand and enhance BCCYS' case management system, are expected to total approximately \$237,000.

After the complete expansion and enhancement of BCCYS' case management system and implementation of the other reported recommendations, the annual estimated time savings from improved efficiencies and the elimination of many manual processes are expected to be equivalent to a range of eight (8) to ten (10) full-time equivalent (FTE) positions.

To obtain a further understanding of our recommendations and the assessment, users of this report are encouraged to also review the other sections of this report.

## Section II – Strategy Assessment

During the performance of our procedures, we assessed the viability of several strategies to achieve the County's objectives including:

- Maintaining BCCYS' current structure and processes,
- Comprehensively outsourcing significant portions of BCCYS' operations,
- Comprehensively merging portions of BCCYS' supportive functions with those of other County departments,
- Obtaining additional funding sources, and
- Modifying BCCYS' organizational structure and processes.

Based on the results of our service delivery and process benchmarking, analysis of BCCYS' processes, the services offered by potential providers, BCCYS' funding constraints and a review of enacted and proposed legislation, we recommend that the County make targeted investments in personnel and modify BCCYS' organizational structure and certain of its processes in the near term. These investments and modifications can increase efficiencies and generate estimated net cost savings that may be able to be used to fund our recommended technology improvements, which will further improve and perpetuate BCCYS efficiencies, on a cost neutral basis over time.

The approaches to implement the recommended strategies are:

- Expand the use of BCCYS' case management system to all departments and enhance its functionality,
- Redeploy existing BCCYS staff,
- Further utilize existing resources,
- Modify BCCYS' management structure, and
- Implement other workflow improvements and assess the required skill sets for certain positions.

To obtain a further understanding of the above implementation approaches, users of this report are encouraged to also review Sections III and IV.

## Section III - Benchmarking Results

### *Data Benchmarking*

To identify opportunities to improve BCCYS' efficiencies, more effectively deploy staff, and reduce costs, the child and youth agencies of fourteen (14) other counties in the Commonwealth were requested to provide:

- Over fifty (50) actual measurements of the number of children and families served, the number of days of care provided during the period July 1, 2013 to June 30, 2014 (FY 13/14) and corresponding counts of FTE employees as of July 1, 2014, and
- Organizational and management structure information.

Of the fourteen (14) counties surveyed, six (6) provided service measurements, corresponding counts of FTE positions and/or the requested organizational and management structure information. From the data provided by the respondents, over twenty-five (25) ratios of service delivery measurements and corresponding counts of FTEs were calculated. BCCYS and the responding counties' ratios and data were then compared and ranked. While the response rate to our survey was not statistically valid, the following were noted:

- BCCYS' ratios of the number of child and families served per FTE for each of its services were the highest of all survey respondents with the exception of certain adoption assistance services.
- BCCYS' adoption services ratios ranked the second highest of the survey respondents.
- BCCYS' ratios of the number of casework supervisors and caseworkers per corresponding clerk typist were the highest of the responding counties,
- With the exception of one respondent that provided management structure information, all QA functions reported directly to the executive directors of the children and youth agencies, and
- With the exception of one respondent that provided management structure information, all clerk typist functions reported to one or more department directors and not the executive directors of the responding agencies.

### *Process Benchmarking*

Our benchmarking procedures also consisted of comparing our documented understanding of BCCYS' workflows with:

- Our documentation of the processes of a children and youth agency of another third class county in the Commonwealth, and
- Enacted and proposed laws and regulatory mandates.

## **Section III - Benchmarking Results (Continued)**

### ***Conclusions***

Based on the results of our benchmarking and other procedures, it was concluded that BCCYS' current operating processes and structure do not provide significant opportunities for existing staffing levels to deliver additional services or assume additional responsibilities from mandates that may be enacted in the future without FTE increases or an elevated risk of non-compliance with enacted laws and regulatory requirements.

## Section IV – Efficiency Recommendations

### 1. Enhance and Expand the Use of the Case Management System

No.	Recommendation	Benefits and Rationale	Supporting Documentation
1.01	<p>Incorporate the capabilities of a document manager application within BCCYS' Case Management System (CMS) to automate the retention and retrieval of open case file contents and enable those contents to be electronically accessed more widely and remotely.</p>	<p>Increased efficiencies and direct services from the elimination or reduction in the:</p> <ul style="list-style-type: none"> <li>• Redundant maintenance of hardcopy and electronic images of family service plans (FSPs), child permanency plans (CPPs), court orders, foster parent approval certificates, provider reports and many other documents within over 3,200 intake investigation and open case files and the personal files maintained by casework supervisors and caseworkers,</li> <li>• Need to create case index cards and various other handwritten or electronic summaries of case file information by casework supervisors and caseworkers,</li> <li>• Physically return case file content to BCCYS' offices, and</li> <li>• Print hardcopies of closed case files that have been reopened.</li> </ul> <p>Additionally, paper and toner costs will be reduced and compliance with Pennsylvania Department of Human Services' expungement request will be strengthened.</p>	<ul style="list-style-type: none"> <li>• BCCYS approved process flowcharts, and</li> <li>• Section 3.2 of BCCYS' Fiscal Year 15/16 Needs Based Plan and Budget and CY28 data.</li> </ul>

## Section IV – Efficiency Recommendations (Continued)

### 1. Enhance and Expand the Use of the Case Management System - Continued

No.	Recommendation	Benefits and Rationale	Supporting Documentation
1.02	Expand the electronic routing of inter-office requests and the ability of casework supervisors and caseworkers to enter, revise, and more readily retrieve data within the CMS to all of BCCYS' departments and teams.	<p>Increased efficiencies and direct services from the elimination of the:</p> <ul style="list-style-type: none"> <li>• Need to handwrite or type and deliver over 20 hardcopy kinship, adoption and SWAN referral forms, placement sub-data, foster care and kinship data input sheets, activity slips, social service aide and paralegal requests, clothing and independent living vouchers, YEP, face sheets and other documents that are used to trigger staff to perform certain activities or enter data in BCCYS' AS400 System (AS400 System) and other electronic files, and</li> <li>• Redundant tracking of over 3,200 assigned child abuse referrals to be investigated and open cases by each casework supervisor and caseworker in individual excel and word files, handwritten lists, and/or erasable boards.</li> </ul> <p>Additionally, implementation of this recommendation will ensure all child abuse reports to be investigated are transferred from the screening unit to the intake unit, all Supplemental Security Income and Retirement, Survivors and Disability Insurance payments are obtained, and delays in case transfers can be more readily monitored.</p>	<ul style="list-style-type: none"> <li>• BCCYS approved process flowcharts,</li> <li>• BCCYS form templates, and</li> <li>• Section 3.2 of BCCYS' Fiscal Year 15/16 Needs Based Plan and Budget and CY28 data.</li> </ul>

## Section IV – Efficiency Recommendations (Continued)

### 1. Enhance and Expand the Use of the Case Management System - Continued

No.	Recommendation	Benefits and Rationale	Supporting Documentation
1.03	<p>Assess the ability of each caseworker's laptop to process electronic signatures and connect to the internet, and remedy any operating difficulties.</p> <p>Purchase additional mobile hot spot devices and licenses to internet based applications, which will permit caseworkers to make phone calls, hold video and audio conferences, text and fax documents from their internet connected devices, and utilize encrypted email services.</p> <p>Lastly, consider replacing obsolete or damaged laptops with tablets or two-in-one laptops that contain wireless cards.</p>	<p>Increased efficiencies and direct services from the elimination or reduction in:</p> <ul style="list-style-type: none"> <li>• Caseworker travel time to obtain or transport hard copy documents to BCCYS' office, and</li> <li>• Efforts to type handwritten FSPs, transition plans and other case file documents.</li> </ul> <p>Additionally, paper and toner costs will be reduced.</p> <p>As of November 17, 2014, substantially all of BCCYS' 106 caseworkers traveled to the office each work day to obtain and deliver hard copy case file documents and perform other activities.</p>	<ul style="list-style-type: none"> <li>• BCCYS approved process flowcharts, and</li> <li>• BCCYS' organizational chart and unit lists that were provided in November 2014.</li> </ul>

## Section IV – Efficiency Recommendations (Continued)

### 1. Enhance and Expand the Use of the Case Management System - Continued

No.	Recommendation	Benefits and Rationale	Supporting Documentation
1.04	<p>Calculate and track the actual and required completion timeframes of the following and <b>automate the triggering of the performance of such activities through the use of electronic queues or email alerts.</b></p> <ul style="list-style-type: none"> <li>• Child Protective Services (CPS) investigations,</li> <li>• Submissions of CY890 forms,</li> <li>• Child visits by caseworkers and child medical visits,</li> <li>• FSP, CPP, risk assessment and PILOT system updates,</li> <li>• Foster parent and kinship recertifications,</li> <li>• Independent living and Title IV-E eligibility recertifications,</li> <li>• Multidisciplinary team (MTD) reviews, and</li> <li>• Other required case management activities.</li> </ul>	<p>Increased efficiencies and direct services from the elimination of the redundant entry and maintenance of the same or similar data for over 3,200 investigation and open case files in the AS400 System, numerous excel and word files, hardcopy calendars, log books and lists, MS Outlook calendars, and post-it notes.</p> <p>Additionally, BCCYS' compliance with mandated requirements will be strengthened.</p>	<ul style="list-style-type: none"> <li>• BCCYS approved process flowcharts, and</li> <li>• Section 3.2 of BCCYS' Fiscal Year 15/16 Needs Based Plan and Budget and CY28 data.</li> </ul>
1.05	<p><b>Automate the accumulation and distribution of court packet contents from electronically stored case file contents</b> and permit parent attorneys, guardian ad litem, hearing officers and possibly judges to access those contents within the CMS through appropriately restricted user rights.</p>	<p>Increased efficiencies and direct services from the elimination of the manual accumulation, copying, and distribution of an estimated 3,100 court packets.</p> <p>Additionally paper and toner costs will be reduced.</p>	<ul style="list-style-type: none"> <li>• BCCYS approved process flowcharts, and</li> <li>• Section 3.2 of BCCYS' Fiscal Year 15/16 Needs Based Plan and Budget and CY28 data.</li> </ul>

## Section IV – Efficiency Recommendations (Continued)

### 1. Enhance and Expand the Use of the Case Management System - Continued

No.	Recommendation	Benefits and Rationale	Supporting Documentation
1.06	<p>Incorporate the data maintained in the fiscal team’s IV-E and TANF eligibility, adoption, provider invoice, unit, rate and contract, child support and medically fragile excel files and the placement department’s medically fragile, PLC and kinship case excel files into the CMS.</p>	<p>Increased efficiencies from the elimination of the:</p> <ul style="list-style-type: none"> <li>• Redundant entry, revision and maintenance of at least 1,800 data fields in 12 MS excel files and the AS400 System, and</li> <li>• Need to reconcile these data sources and resolve data discrepancies.</li> </ul>	<ul style="list-style-type: none"> <li>• BCCYS approved process flowcharts,</li> <li>• BCCYS MS Excel file templates, and</li> <li>• Section 3.2 of BCCYS’ Fiscal Year 15/16 Needs Based Plan and Budget.</li> </ul>
1.07	<p>Utilize existing case file content indexes in the CMS and develop edit checks and related reports to detect the absence of required case records, outdated versions of required forms and cases that may not be timely transferred to another unit.</p>	<p>Increased efficiencies and direct services from the elimination of the completion of an estimated 500 kinship, placement, and adoption checklists.</p> <p>Additionally, BCCYS’ compliance with mandated requirements will be strengthened.</p>	<ul style="list-style-type: none"> <li>• BCCYS approved process flowcharts, and</li> <li>• Section 3.2 of BCCYS’ Fiscal Year 15/16 Needs Based Plan and Budget.</li> </ul>
1.08	<p>Incorporate the use of electronic approvals in the CMS.</p>	<p>Increased efficiencies and reduced paper and toner cost from the reduction in over 3,300 FSP, CPPs, voucher requests, and other documents and forms being printed and physically routed.</p>	<ul style="list-style-type: none"> <li>• BCCYS approved process flowcharts,</li> <li>• Section 3.2 of BCCYS’ Fiscal Year 15/16 Needs Based Plan and Budget, and</li> <li>• Berks County court schedules.</li> </ul>

## Section IV – Efficiency Recommendations (Continued)

### 1. Enhance and Expand the Use of the Case Management System - Continued

No.	Recommendation	Benefits and Rationale	Supporting Documentation
1.09	Enable authorized invoice files to be generated from the CMS that can be directly uploaded to the County Oracle application.	Increased efficiencies from the elimination of the redundant entry of provider invoices, adoption, and subsidized permanent legal custodian (SPLC) payment data in MS Excel files and the County's Oracle application.	<ul style="list-style-type: none"> <li>• BCCYS approved process flowcharts.</li> </ul>
1.10	Expand the automatic generation of form fields within the CMS and enable completed forms to be reprinted and saved.	Increased efficiencies from reductions in the redundant entry of data within the AS400 System and in over 100 word templates, including CPPs, petitions, court orders, summons, CY49, CY60, CY61, and CY104 forms, non-offending parent, casework meeting and other letters and structured case note word templates.	<ul style="list-style-type: none"> <li>• BCCYS approved process flowcharts, and</li> <li>• BCCYS form templates.</li> </ul>
1.11	Ensure the applications that will open electronic case file content can search and replace data fields.	Increased efficiencies from the elimination of manual efforts to locate and white-out or delete certain identifying data within family case files, MS Excel files, and logs after the finalization of an adoption or receipt of an expungement notification.	<ul style="list-style-type: none"> <li>• BCCYS approved process flowcharts.</li> </ul>
1.12	<p>Consider developing a summary report of court ordered activities, the related services performed by BCCYS or its contracted providers and the outcomes of those services from case data and case file contents that are stored within the CMS.</p> <p>This recommendation was developed with and is supported by <a href="#">representatives from the County's Court of Common Pleas and guardian ad litem</a>s.</p>	<p>Increased efficiencies from:</p> <ul style="list-style-type: none"> <li>• Caseworkers being more readily prepared to testify during court hearings,</li> <li>• A reduction in the number of manually prepared summaries currently created by certain caseworkers, and</li> <li>• Possibly expedited hearings.</li> </ul>	<ul style="list-style-type: none"> <li>• BCCYS approved process flowcharts.</li> </ul>

## Section IV – Efficiency Recommendations (Continued)

### 1. Enhance and Expand the Use of the Case Management System - Continued

No.	Recommendation	Benefits and Rationale	Supporting Documentation
1.13	<p>Consider modifying the CMS to:</p> <ul style="list-style-type: none"> <li>• Enable possible name matches to be returned if an existing record is not located upon executing a search for a complete first and last name,</li> <li>• Permit city names where alleged instances of abuse occurred to be selected on CY104 forms,</li> <li>• Spell check forms, and</li> <li>• Enable case file content to be electronically merged when cases are combined.</li> </ul> <p>For cases files to be combined, enable case file contents to be electronically merged rather than having to be printed and rescanned.</p>	<p>Increased efficiencies from reductions in:</p> <ul style="list-style-type: none"> <li>• Repeated name searches in the CMS,</li> <li>• Printing and typing data on hardcopy CY104 forms,</li> <li>• Narratives in structured case note forms being typed in other files, spell checked and copied into another form, and</li> <li>• Case file content being printed and rescanned.</li> </ul>	<ul style="list-style-type: none"> <li>• BCCYS approved process flowcharts.</li> </ul>

## Section IV – Efficiency Recommendations (Continued)

### 2. Redeploy Existing BCCYS Staff

No.	Recommendation	Benefits and Rationale	Supporting Documentation
2.01	<p>Utilize the clerical efficiencies obtained from enhancing and expanding the use of the CMS to shift certain administrative tasks currently performed by caseworkers, coordinators and QA staff to clerk typist personnel and social service case aides.</p> <p>Also consider training clerk typist III staff to administer the user access rights of those non-BCCYS staff that can access electronic case file content.</p>	<p>Increased direct services and improved outcomes from reductions in caseworker, coordinator and QA staff time spent on over 25 administrative tasks including:</p> <ul style="list-style-type: none"> <li>• Jnet, CIS and LexisNexis Accurant identity searches,</li> <li>• Monitoring the receipt of required documentation and reports from agency foster parents and providers,</li> <li>• Tracking of caseworker continuing education and Childline and criminal clearances,</li> <li>• The tracking of NYTD survey responses, and</li> <li>• Completion of birth certificate request forms.</li> </ul>	<ul style="list-style-type: none"> <li>• BCCYS approved process flowcharts, and</li> <li>• Section 3.2 of BCCYS' Fiscal Year 15/16 Needs Based Plan and Budget.</li> </ul>
2.02	<p>When police are not available to accompany caseworkers to a location that may not be safe and a decision is made to go to the location, consider having social service case aides accompany caseworkers rather than other caseworkers.</p>	<p>Increased direct services and a more cost effective use of personnel.</p>	<ul style="list-style-type: none"> <li>• BCCYS approved process flowcharts.</li> </ul>
2.03	<p>Consider expanding the number of personnel assigned to the second shift or negotiating staggered work shifts.</p>	<p>Improve outcomes and reduced overtime from a better coordination of caseworker schedules with those of school aged children, working parents, adoptive or kinship resources and foster parents.</p>	<ul style="list-style-type: none"> <li>• BCCYS approved process flowcharts.</li> </ul>

## Section IV – Efficiency Recommendations (Continued)

### 2. *Redeploy Existing BCCYS Staff - Continued*

No.	Recommendation	Benefits and Rationale	Supporting Documentation
2.04	<p>In conjunction with recommendation 4.02, utilize QA staff, with the guidance of BCCYS' solicitors, to assess the preparedness of caseworkers to testify and remediate any demonstrated deficiencies.</p> <p>Also QA staff should monitor changes in and maintain a library of laws, regulations and bulletins and alert department directors to any significant changes.</p>	<p>Possibly expedited hearings and reduced compliance risk.</p>	<ul style="list-style-type: none"> <li>BCCYS approved process flowcharts.</li> </ul>
2.05	<p>Consider incenting more tenured caseworkers to willingly transfer to units with less experience personnel through the use of one time payments and/or increased paid time off.</p>	<p>Reduced compliance risks and improved outcomes.</p> <p>During our review of the unit's average years of service, we noted that three (3) intake units were staffed by caseworkers that collectively had average years of service of less than three (3) years. In contrast, we noted in-home service and placement units that were staffed by caseworkers who collectively had average years of service that ranged from seven (7) years to over fifteen (15) years.</p>	<ul style="list-style-type: none"> <li>BCCYS' employee years of service summaries.</li> </ul>

## Section IV – Efficiency Recommendations (Continued)

### 3. Utilize Additional Resources

No.	Recommendation	Benefits and Rationale	Supporting Documentation
3.01	Continue to develop and implement an agency foster parent recruiting plan to increase the utilization of agency foster parents.	Realization of estimated net cost savings of over \$350,000 of Commonwealth and County funds as further explained in Appendix A.	<ul style="list-style-type: none"> <li>• AS400 reports and fiscal team MS Excel files,</li> <li>• California Department of Human Services 2002 Annual Report and an article published in the Journal of Sociology and Social Welfare, and</li> <li>• BCCYS approved process flowcharts.</li> </ul>
3.02	Evaluate forwarding child abuse calls that are not able to be answered by screening unit staff and would be forwarded to voice mail to the on-call service providers of the County's other human service departments.	Improved outcomes from a more timely screening of referrals.	<ul style="list-style-type: none"> <li>• BCCYS approved process flowcharts.</li> </ul>
3.03	Consider making agency foster care and kinship packets and forms, excluding applications, available on BCCYS' web page and noting the types of information that child abuse referral callers will be asked to provide.	Improved outcomes and more expedient interactions with prospective foster parents, relatives, and other callers.	<ul style="list-style-type: none"> <li>• BCCYS approved process flowcharts.</li> </ul>
3.04	Assess if personnel summary and fixed asset budget information can be obtained from any available human resource or fixed asset systems.	Increased efficiencies from reductions in the entry of fixed asset and personnel data.	<ul style="list-style-type: none"> <li>• BCCYS approved process flowcharts.</li> </ul>

## Section IV – Efficiency Recommendations (Continued)

### 4. *Redefine Organizational Structures*

No.	Recommendation	Benefits and Rationale	Supporting Documentation
4.01	Consider consolidating the oversight of BCCYS, and the County's Area Agency on Aging (AAA) and MH/DD program within one existing position.	Increased coordination and sharing of administrative and clerical personnel, other resources and services and the systematic perpetuation of such efforts.	<ul style="list-style-type: none"> <li>County organizational charts.</li> </ul>
4.02	<p>Reinstitute the performance of QA planning, assessment and monitoring activities by having the QA unit report directly to the BCCYS deputy director to ensure the continuance of such activities.</p> <p>Should QA staff continue to be needed to complete initial FSPs and CPPs, consideration should be given to substituting a QA position for a caseworker position that can assume a caseload.</p>	<p>Reduced compliance risk from the systematic performance of independent case monitoring activities.</p> <p>Perpetuation of efficiency and outcome improvements from the remediation of identified deficiencies and possibly development of prevention initiatives.</p>	<ul style="list-style-type: none"> <li>BCCYS approved process flowcharts, and</li> <li>BKG's understanding of other county child and youth office operations.</li> </ul>
4.03	Consider having all clerical administrative officers and clerk typist staff report to the BCCYS departments they support.	Cost effective utilization of BCCYS staff through a more consistent utilization of clerical support.	<ul style="list-style-type: none"> <li>BCCYS approved process flowcharts, and</li> <li>Benchmarking results.</li> </ul>
4.04	<p>Centralize the oversight of case aides under an administrative officer.</p> <p>Also, ensure social service aides consistently update their available time on their MS Outlook calendars and those calendars are accessible to all casework supervisors and caseworkers to reduce the likelihood of service delays and instances in which unnecessary provider expenditures are incurred from request denials.</p>	<p>Increased efficiencies and a possible reduction in provider costs.</p> <p>Improved outcomes from possible service delays.</p>	<ul style="list-style-type: none"> <li>BCCYS approved process flowcharts.</li> </ul>

## Section IV – Efficiency Recommendations (Continued)

### 4. *Redefine Organizational Structures - Continued*

No.	Recommendation	Benefits and Rationale	Supporting Documentation
4.05	Consider centralizing BCCYS and the AAA's contract administration functions.	Reduced compliance risk from the designation of provider monitoring responsibilities and a cost effective sharing of existing County staff.	<ul style="list-style-type: none"> <li>BCCYS approved process flowcharts.</li> </ul>

### 5. *Other Workflow Improvements and Reassessments of Required Position Skills*

No.	Recommendation	Benefits and Rationale	Supporting Documentation
5.01	<p>Consider evaluating the demonstrated ability of BCCYS deputy director candidates to:</p> <ul style="list-style-type: none"> <li>Establish and foster collaborative working relationships with community stakeholders, other county functions and providers to effectively resolve conflicts,</li> <li>Build cohesive work teams, and</li> <li>Advocate for BCCYS and systematically educate community stakeholders on its responsibilities and operations.</li> </ul>	Increased efficiencies through a more timely resolution or prevention of conflicts.	<ul style="list-style-type: none"> <li>Stakeholder interviews.</li> </ul>
5.02	Consider evaluating the impacts of any strategies and implementation approaches to be acted upon by the County on existing management position responsibilities and assess the need to search for candidates with those required leadership and other skill sets.	Elimination of redundant processes, increased efficiencies, improved outcomes and reduced compliance risk.	<ul style="list-style-type: none"> <li>BCCYS approved process flowcharts.</li> </ul>
5.03	Consider having employees only submit paid time off and overtime hours that are approved by supervisors.	Increased efficiencies from reductions in the quantity of payroll data that is processed.	<ul style="list-style-type: none"> <li>BCCYS approved process flowcharts.</li> </ul>

## Section IV – Efficiency Recommendations (Continued)

### 5. Other Workflow Improvements and Reassessments of Required Position Skills - Continued

No.	Recommendation	Benefits and Rationale	Supporting Documentation
5.04	Consider formalizing the tracking of cases that should be reviewed by MDT committees, second shift cases that should be subjected to petition committee reviews and responses to SPLC eligibility inquiries of youth in services over the age of 18.	Reduced compliance risks from a more systematic monitoring of required activities.	<ul style="list-style-type: none"> <li>BCCYS approved process flowcharts.</li> </ul>
5.05	Consider purchasing a personal computer projector, lap-top, and a video conferencing license to enable provider personnel to testify remotely to reduce their costs.	Reduced provider costs.	<ul style="list-style-type: none"> <li>BCCYS approved process flowcharts.</li> </ul>
5.06	Consider enabling prospective foster parents and kinship caregivers that have personal computers and internet access to participate in required training sessions by video conference to make such training more accessible and likely to be taken.	Improved outcomes.	<ul style="list-style-type: none"> <li>BCCYS approved process flowcharts.</li> </ul>
5.07	Consider holding increased field training sessions for both new and seasoned caseworkers, including how to de-escalate emotional situations to improve caseworker safety and efficiency.	Improved outcomes.	<ul style="list-style-type: none"> <li>BCCYS orientation manual and training materials.</li> </ul>
5.08	Consider holding annual record destruction timeframes to identify and delete any case file records that have been retained on hard drives, network directories and in MS Outlook personal folders and personal files that should be destroyed or expunged.	Reduced compliance risk from the improper retention of data.	<ul style="list-style-type: none"> <li>BCCYS approved process flowcharts.</li> </ul>

## Section V – Implementation Tasks

Following is a list of tasks that BCCYS can undertake to commence the implementation of the recommendations reported in Section IV.

Due to the varying and complex nature of BCCYS' services and the varying skill sets that will be needed to achieve the County's objectives, an implementation steering committee should be formed to manage, oversee, and coordinate the implementation of the reported recommendations.

The committee should consist of the County's human service director, BCCYS' deputy and departmental directors, management from the County's Information Systems Department (County IS) and its contracted software vendor. The committee should be lead by BCCYS' deputy director who has the necessary leadership, collaboration and project management skills, and authority to cause the recommended process modifications to be accepted and fully implemented.

### 1. Enhance and Expand the Use of the Case Management System

#### Recommendations 1.01, 1.02, and 1.04 to 1.13

The aforementioned recommendations can begin to be implemented with the assistance of County IS and contracted vendor staff by

- Defining for them the:
  - Varying types of case files utilized, their content, size, sequencing, and frequency of use, and providing to them documentation of each case files' index,
  - Portions of the previously noted case file indexes that should be made accessible to judges, hearing offices, parent attorneys, and guardian ad litem and the required frequency and timing of their access to such case file content, and
  - Fields that should be noted on the reports that detail missing or outdated case file content.
  
- Providing to them the:
  - Hardcopy and MS Excel and Word files that are currently used to track and trigger the performance of required case activities,
  - Fiscal team and placement department's IV-E and TANF eligibility, adoption, provider invoice, unit, rate and contract, child support, medically fragile, PLC and kinship case excel files,
  - Documentation of the services, forms and other activities that must be approved by each BCCYS position,
  - Examples of utilized invoice and payment reports,
  - All MS word templates that will continue to be utilized,
  - Documentation noting the form fields that can be expunged, and
  - Examples of summaries of court ordered activities that certain caseworkers prepare noting the sources of the reported information.

## **Section V – Implementation Tasks (Continued)**

### Recommendation 1.03

It is suggested that an Administrative Officer begin to implement this recommendation by distributing a survey to all BCCYS staff by email, further assessing the differing functionalities of laptops and tablets with County IS and requesting County purchasing department assistance in obtaining bids or price quotes, as needed.

## **2. Redeploy Existing BCCYS Staff**

### Recommendation 2.01

Prior to the expanded and enhanced CMS being fully implemented, Administrative Officers should ensure:

- All clerk typist staff are trained or are familiar with the use of the CMS to electronically access court packet documents, the Jnet, CIS and LexisNexis Accurint applications, the acceptable documents that are required to be received from foster families, providers and other sources, the completion and routing of birth certificate request forms and
- Clerk typist staff have access to the applications detailed above.

### Recommendation 2.02

Consideration should be given to permitting caseworkers to call casework supervisors to request the use of social service case aides, without completing a request form, when the safety of the location they are traveling to is in question.

### Recommendation 2.03

An Administrative Officer should survey casework supervisors to identify families and children that would best be served during the second shift, assess their assigned caseworker's ability to work the second shift and revise staff schedules as permitted by the terms of the collective bargaining agreement.

### Recommendation 2.04

Once appointed, the QA manager, with guidance from BCCYS' solicitors and existing orientation materials, should devise a checklist of the case information that caseworkers commonly provide testimony on and the clarity of their testimony.

### Recommendation 2.05

On a semi-annually basis, an Administrative Officer should prepare an analysis of caseworker years of service by unit to monitor any concentrations of inexperienced staff. Additionally, BCCYS' deputy director should consult with the County's Human Resources department to develop acceptable incentives to promote the transfers of seasoned caseworkers when necessary. Such incentives could include one-time payments and/or additional paid time off.

## **Section V – Implementation Tasks (Continued)**

### **3. Utilize Additional Resources**

#### Recommendation 3.01

As suggested by many sources, BCCYS' recruiting plan should identify the varying populations of prospective foster families to be recruited, incent existing foster families to participate in recruiting efforts, establish networks of foster family mentors and develop manners to proactively address certain common perceptions, including reimbursement rates are low, training is insufficient and respite is not provided frequently.

Additionally, a job description should be drafted for the foster family recruiting manager and candidates should be sought for this newly created position and two additional coordinators with the assistance of the County's Human Resources Department. As the success of the recruiting plan will be largely dependent on the interpersonal skills of the recruiter, candidates for the foster family recruiting manager position should have highly developed communication, presentation, and collaboration skills.

#### Recommendation 3.02

Consideration should be given to contacting the management of the on-call service providers of the County's other human service departments to assess their capability to occasionally screen child abuse reports during the working hours of BCCYS' first shift. Additionally, consideration should be given to having screening unit supervisors draft a script and decision tree, which can be referred to by the contracted provider's staff, and screening form instructions.

#### Recommendation 3.03

Implementation of this recommendation can commence by having the screening unit supervisors draft a brief summary of the information asked of callers from existing screening forms and providing that summary and the other noted documents to the County's IS department.

#### Recommendation 3.04

This recommendation can be initially undertaken by providing examples of the personnel summary and fixed asset reports to the County's IS and/or Human Resource Departments to determine if such data could be automatically extracted from existing systems.

### **4. Redefine Organizational Structures**

In consultation with the County's Human Resources department, the implementation of recommendations 4.02 to 4.05 should commence by creating or revising the job descriptions for the newly created QA management position, the existing administrative officers and contract manger positions. The QA procedures previously performed should be reinstated, social service aides should modify the access rights to the MS Outlook calendars, and their supervisors should periodically ensure their calendars are being updated for each requested activity. Recommended revisions to BCCYS' management structure chart are summarized in Appendix B.

## **Section V – Implementation Tasks (Continued)**

### ***5. Other Workflow Improvements and Reassessments Required Position Skills***

As noted, these recommendations are reported for the consideration of BCCYS' deputy director and department directors. While considering these recommendations, we suggest that relevant portions of our BCCYS approved process flowcharts also be reviewed, as needed.

Please refer to Appendix C for a list of suggested implementation priorities and the sequence by which we suggest the recommendations be implemented.

## Section VI – Assessment Objectives, Approach and Scope

### *Assessment Objectives*

As detailed within the RFP, the objective of this assessment was to identify opportunities to:

- Eliminate obsolete or redundant processes,
- Reduce time spent on required processes that are not meaningful in achieving positive outcomes for children or their families,
- Increase the efficiency of required processes, and
- Achieve positive outcomes.

### *Assessment Approach and Scope*

In accordance with the RFP, a comprehensive assessment was performed on BCCYS' financial, operational, and administrative structures and procedures through the performance of benchmarking and analysis of BCCYS' significant workflows and services. The structures and significant workflows and services of each identified unit or function within the following were assessed:

- Intake Services Department,
- In-Home Services Department,
- Placement Services Department,
- Fiscal Team, and the
- Clerk Typist function.

### *Benchmarking*

As required by the RFP, an electronic survey was disseminated to fourteen (14) county children and youth agencies to obtain, quantify and compare measurements of BCCYS and each responding agency's services. Our survey also requested data on the organizational structure, and staffing levels of the agencies.

Additionally, BCCYS' significant processes were also benchmarked with:

- Our documentation of the procedures employed by a children and youth agency of another third class county,
- The regulatory mandates specified on page 4 our Technical Proposal, and
- The documented functionalities of the CMS that is planned to be further implemented in 2015.

## Section VI – Assessment Objectives, Approach and Scope (Continued)

The following counties, which include all other third class counties in the Commonwealth, were requested to submit responses to our electronic survey:

- Chester County
- Cumberland County
- Dauphin County
- Erie County
- Lackawanna County
- Lancaster County
- Lebanon County
- Lehigh County
- Luzerne County
- Montgomery County
- Northampton County
- Westmoreland County
- Schuylkill County
- York County

To ensure survey responses would be comparable, each county was requested to provide actual service measures and counts for the 13/14 fiscal year from specified lines of Section 3.2 of their most recently submitted Needs Based Plan and Budget Narrative Template. Additionally, each county was requested to provide corresponding counts of FTEs for each unique service measure to be reported and organizational and management structure information. The service measures, FTE counts and other data that was requested in the survey are detailed within Appendix D.

### Process Analysis:

Our process evaluation encompassed the significant workflows and services performed by the directors, casework supervisors, caseworkers, coordinators, social service case aides, administrative officers, clerk typists, and fiscal team members of each of identified unit and function within BCCYS' departments and teams. Our process evaluation procedures incorporated the performance of relevant elements of Six Sigma, a process improvement strategy, and transparent and systematic communications with BCCYS' management and staff to ensure our documented understanding of their workflows and services, our recommendations and supporting rationale were fully vetted. The other process evaluation procedures that we performed are detailed in the work plan that is incorporated into our agreement with the County.

Our procedures also consisted of interviewing certain County Court of Common Pleas judges and hearing officers, guardian ad litem, parent attorneys, juvenile probation management, and information systems department (County IS) personnel.

Users of this report should note that we were not engaged or requested to and did not conduct an audit or perform attestation services, in accordance with standards established by the American Institute of Certified Public Accountants on the County or BCCYS' financial statements, internal controls, regulatory compliance, or other subject matters. Additionally, our assessment was not designed to and cannot be relied on to disclose errors, irregularities, or illegal acts, including fraud or defalcation.

## Appendix A – Estimated Commonwealth and County Net Cost Savings and Efficiencies

The estimated Commonwealth and County net cost saving amount was determined utilizing the below noted assumptions and sources.

### Estimated Annual Commonwealth and County Cost Savings

Estimated number of annual work days that one (1) BCCYS management FTE could recruit prospective foster families (PFFs) <sup>(1)</sup>	186	
Estimated average number of daily contacts that could be made with PFFs <sup>(2)</sup>	10	
Estimated percentage of contacted PFFs that will be become approved foster families (AFFs) <sup>(3)</sup>	7.5%	
Total estimated increase in AFFs	140	
Actual average number of annual days a child is placed with an AFF <sup>(4)</sup>	229	
Estimated maximum annual increase in the number of days a child could be placed with an AFF rather than a provider	32,060	
Average daily cost savings of placing a child with an AFF rather than a provider <sup>(4)</sup>	\$ 18	
Total estimated annual cost savings after all recruited AFF's become fully approved		\$ 577,080
Total estimated annual occupancy cost savings from BCCYS caseworkers requiring less working space in County offices <sup>(5)</sup>		-
<b>Total estimated maximum annual cost savings of Commonwealth and County funds after all AFFs have been fully approved</b>		<b>577,080</b>

### Estimated Annual Commonwealth and County Cost Increases

Estimated increases in salary and wage costs:		
-One (1) PFF recruiting manager FTE <sup>(6)</sup>	50,000	
-Two (2) foster family coordinators FTEs to process the increase in PFF applications <sup>(7)</sup>	77,700	
-Two (2) Clerk Typist II FTEs to process electronic case file content <sup>(7)</sup>	62,310	
Subtotal	190,010	
Estimated average payroll tax and employee benefit percentage <sup>(8)</sup>	44.5%	
<b>Total estimated annual increased personnel costs</b>		<b>274,564</b>
Estimated annual increase in software license costs to provide voice, texting, video conferencing and data access through internet connect laptops or tablets for all existing casework supervisors, caseworkers, PFF recruiting manager and the increase in foster family coordinator FTEs (All Direct Service FTEs), including the purchase of three (3) tablets <sup>(9)</sup>		37,080
Estimated annual increase in communication costs to enable All Direct Service FTEs to access the internet remotely, including the use of additional mobile hot spot devices <sup>(9)</sup>		28,272
<b>Total estimated annual increase in software license and communication costs</b>		<b>65,352</b>
<b>Total estimated annual Commonwealth and County cost increase</b>		<b>339,916</b>
<b>Total estimated maximum annual net cost savings of Commonwealth and County funds after all AFFs have been fully approved</b>		<b>\$ 237,164</b>

#### Notes

(1) - Excludes paid time off for 13 holidays and 120 hours of vacation and an allowance for administrative activities.

(2) - Estimate was derived assuming the PFF recruiting manager would meet with at least two community groups and approximately 50 meeting participants weekly.

(3) - Estimate was derived from the California Department Of Social Services' Foster and Adoptive Parent Recruitment, Training and Retention 2002 Annual Report and the percentages detailed in "Recruitment and Foster Family Services" authored by Mary Ellen Cox, Cheryl Buehler and John G. Orme in the *Journal of Sociology and Social Welfare*, 9/02, Volume 29, Issue 3.

(4) - Estimate was calculated from analysis and reports for quarterly periods of the 14/15 fiscal year that were provided by BCCYS' fiscal team

(5) - While BCCYS may realized a net decrease in allocated indirect charges from utilizing less space in the County's offices, a cost savings has not been reported as it is assumed the costs for any space vacated by BCCYS would continue to be borne by the County.

(6) - Estimate was determined considering the annual first year salaries of casework supervisors after completion of three months of employment.

(7) - Estimated amounts were obtained from BCCYS' administrative officers and represent each positions' annual first year salaries after completion of three months of employment.

(8) - The estimated payroll tax and employee benefit percentage was confirmed with the County's project manager.

(9) - Estimated costs were calculated from business price quotes obtained from Verizon and Ringcentral's marketing materials, websites and discussions with their sales representatives. Incremental costs for the use of encrypted email was not included as County IS personnel have indicated such functionalities are included in the County's Microsoft Application.

## Appendix A – Estimated Commonwealth and County Net Cost Savings and Efficiencies (Continued)

Our estimated range of the net number of FTE positions that could be devoted to providing additional direct or supportive services assuming the necessary technology, personnel and other investments are made to fully implement our recommendations consist of the following:

<b>Positions</b>	<b>Estimated Net Range of FTE Time Savings</b>
Casework supervisors and caseworkers	7.2 to 9.0
Clerk typist staff	0.0 to 0.0
Fiscal team and other supportive staff	1.0 to 1.2
<b>Total</b>	<b>8.2 to 10.2</b>

The above ranges include the estimated impacts of the duties transferred to clerk typist staff and were calculated utilizing the following sources:

- Actual measurements of the number of children and families served during FY13/14 from BCCYS' Fiscal Year 15/16 Needs Based Plan and Budget and CY 28 MS Excel form,
- The required frequencies of processes obtained from BCCYS policies, court hearing schedules and our process flowcharts that were approved by BCCYS staff,
- Counts of records and data fields from BCCYS' MS Word templates, and redacted MS Excel files and AS400 reports,
- Time estimates provided by or confirmed with BCCYS staff and
- Calculated average annual working days.



## Appendix C – Implementation Priorities and Sequence

The following details the priorities that we suggest be assigned to each reported recommendation and the sequence by which they be implemented. Our suggestions were developed by:

- Considering the need for certain recommendations to be implemented prior to others and the estimated timeframes to implement those recommendations, and
- Ranking the estimated difficulty and costs of implementing each recommendation using a scale of zero (0) to ten (10), with ten (10) be assigned to those recommendations that are expected to be the most difficult and/or costly to implement.

We suggest that the implementation of the foster family recruiting plan not be more than one year prior to certain CMS modifications being implemented so any increased caseloads can be offset by the efficiencies gained from the enhanced functionalities of the CMS.

The table noted below sequences the implementation of each recommendation based on their interdependencies and ranking from easiest and least costly to implement to most difficult and costly to implement. It also notes which recommendations require the CMS to be modified and excludes the recommendation implemented by the County prior to the date of this report.

Suggested Implementation		Recommendation Number and Summary	Implementation Dependent on a CMS Enhancement? (Y/N)	Estimated Implementation Difficulty Ranking	Estimated Incremental Cost Ranking
Sequence	Time-frame				
1	1 – 6 months	5.01 - Evaluate the ability of BCCYS Deputy Director candidates to foster collaborative working relationships, build cohesive work teams and advocate for BCCYS	N	1	0
2	1 – 6 months	5.02 – Evaluate the leadership and other skill sets of the BCCYS management staff that will be charged with implementing any accepted recommendations	N	1	0
3	1 – 6 months	3.04 - Assess if personnel and fixed budget information can be obtained from other County systems	N	2	0
4	1 – 6 months	3.03 - Make agency foster care and kinship packets and forms available and note the types of information that child abuse referral callers will be asked to provide on BCCYS' web page	N	2	0
5	1 – 6 months	5.04 – Formalize the tracking of certain cases that require additional reviews and SPLC eligibility responses	N	2	0
6	1 – 6 months	2.02 – Consider having case aides, rather than caseworkers, accompany other caseworkers to locations that may not be safe when police are not available	N	2	0
7	1 – 6 months	5.08 – Consider holding annual records destruction timeframes	N	2	0

## Appendix C – Implementation Priorities and Sequence (Continued)

Suggested Implementation					
Sequence	Time-frame	Recommendation Number and Summary	Implementation Dependent on a CMS Enhancement? (Y/N)	Estimated Implementation Difficulty Ranking	Estimated Incremental Cost Ranking
8	6 months to 1 yr.	4.04 – Centralize the oversight of case aides and ensure their MS Outlook calendars are updated and accessible	N	3	0
9	6 months to 1 yr.	5.07 – Hold additional training sessions for new and seasoned caseworkers	N	3	1
10	6 months to 1 yr.	4.03 – Have administrative officers and clerk typist staff report to the BCCYS departments they support	N	4	0
11	6 months to 1 yr.	5.03 - Consider having employees only submit paid time off and overtime hours	N	4	0
12	1 to 1 ½ years	5.06 – Consider enabling prospective foster parents and kinship caregivers to participate in required training sessions by video conference	N	4	1
13	1 to 1 ½ years	5.05 – Enable provider personnel to testify by video conference	N	4	1
14	1 to 1 ½ years	4.01 – Consolidate the oversight of BCCYS and the County's AAA and MH/DD departments under one existing position	N	4	1
15	1 to 1 ½ years	3.02 – Evaluate forwarding calls to existing on-call service providers rather than screening unit staff voice mail	N	4	1
16	1 to 1 ½ years	1.01 to 1.13 – Comprehensively define BCCYS' requirements of the CMS and their processes for the County's contracted information technology vendor	N	5	0
17	1 to 1 ½ years	3.01 – Develop, assess and approve an agency foster parent recruiting plan and measurements, including those noted in Appendix A	N	5	0
18	1 to 1 ½ years	2.03 – Survey caseworkers and pilot expanding the number of personnel assigned to second shift. Should the pilot not be successful consider developing approaches to negotiate staggered work shifts	N	5	1

## Appendix C – Implementation Priorities and Sequence (Continued)

Suggested Implementation					
Sequence	Time-frame	Recommendation Number and Summary	Is Implementation Dependent on a CMS Enhancement? (Y/N)	Estimated Implementation Difficulty Ranking	Estimated Incremental Cost Ranking
19	1 ½ to 2 years	2.05 – Consider developing approaches to incent tenured caseworkers to willingly transfer to units with less experienced staff and survey caseworkers regarding their interest	N	7	1
20	1 ½ to 2 years	1.13 – Modify existing CMS search and form capabilities	Y	4	5
21	2 – 3 years	1.03 – Utilize additional technologies to enable caseworkers to remotely access BCCYS' CMS and communicate with supervisors and others when they are not in the office	Y	7	4
22	2 – 3 years	3.01 – Interview and hire an agency foster parent recruiting manager and coordinators and implement the approved recruiting plan	N	7	7
23	2 - 3 years	1.06 and 1.09 – Incorporate the data maintained in 12 separate MS excel files maintained by the fiscal team, caseworkers and caseworker supervisors into the CMS and enable invoice data to be directly uploaded to the County's Oracle application	Y	7	7
24	3 – 4 years	3.01 - Evaluate the cost savings and results of the implementation of the agency foster parent recruiting plan and assess the continuance of the recruiting efforts	N	4	0
25	3 - 4 years	1.01, 1.05, 1.07, 1.08, 1.11, and 1.12 – Automate the electronic retention, retrieval and approval of open case file contents, the expungement of data fields and the accumulation and distribution of court packets. Also, develop edit checks to detect absent or outdated case file contents and summary reports of court ordered activities from the electronic records	Y	7	9
26	3 – 4 years	1.02, 1.04, and 1.10 - Automate the triggering and tracking of required activities and the routing of inter-office requests. Also, expand the automated population of form fields	Y	10	10
27	3 – 4 years	2.01 – Reassign administrative duties to clerk typist and social service case aides to increase the ability of caseworkers to assume additional caseloads, which should not exceed mandated limits, and QA staff to perform QA activities.	Y	9	1

## Appendix C – Implementation Priorities and Sequence (Continued)

Suggested Implementation					
Sequence	Time-frame	Recommendation Number and Summary	Is Implementation Dependent on a CMS Enhancement? (Y/N)	Estimated Implementation Difficulty Ranking	Estimated Incremental Cost Ranking
28	1 ½ to 2 years	4.02 – Reinstitute the performance of QA activities within a unit that reports directly to BCCYS' deputy director	Y	6	1
29	1 ½ to 2 years	2.04 – Utilize QA staff, with the guidance of BCCYS' solicitors, to assess caseworker preparedness during court sessions and consistently maintain a library of laws, regulations, and bulletins	Y	6	1

## Appendix D – Benchmarked Data

### Intake Department

- Total number of family intake investigations performed during fiscal year 13/14
- Total number of county FTE employees in screening supervisor positions as of 7/1/14
- Total number of county FTE employees in screening case worker positions as of 7/1/14
- Total number of county FTE employees in other intake supervisor positions as of 7/1/14
- Total number of county FTE employees in other intake case worker positions as of 7/1/14
- Total number of county FTE employees in intake case aide or social service aide positions as of 7/1/14
- Total number of county FTE employees in clerk typist positions that support intake service activities as of 7/1/14

### In-Home Services Department

- Total number of families receiving ongoing services during fiscal year 13/14
- Total number of county FTE employees holding in-home services supervisor positions as of 7/1/14
- Total number of county FTE employees holding in-home services case worker positions as of 7/1/14
- Total number of county FTE employees holding in-home services case aide or social service aide positions as of 7/1/14
- Total number of county FTE employees holding clerk typist positions that support in-home service activities as of 7/1/14

### Placement Services Department

- Total number of children receiving adoption assistance services as of 7/1/14
- Total number of days of care (DOC) provided to children receiving adoption assistance services during fiscal year 13/14
- Total number of children receiving subsidized permanent legal custodianship services (SPLC) as of 7/1/14
- Total number of DOC provided to children receiving SPLC during fiscal year 13/14
- Total number of dependent children receiving traditional foster care (non-kinship) services as of 7/1/14

## Appendix D – Benchmarked Data (Continued)

### Placement Services Department (Continued)

- Total number of DOC provided to dependent children receiving traditional foster care (non-kinship) services during fiscal year 13/14
- Total number of dependent children receiving reimbursed kinship care services as of 7/1/14
- Total number of DOC provided to dependent children receiving reimbursed kinship care services during fiscal year 13/14
- Total number of dependent children receiving foster family care services as of 7/1/14
- Total number of DOC provided to dependent children receiving foster family care services during fiscal year 13/14
- Total number of dependent children receiving non-reimbursed kinship care services as of 7/1/14
- Total number of DOC provided to dependent children receiving non-reimbursed kinship care services during fiscal year 13/14
- Total number of dependent children receiving alternative treatment services as of 7/1/14
- Total number of DOC provided to dependent children receiving alternative treatment services during fiscal year 13/14
- Total number of dependent children receiving community residential services as of 7/1/14
- Total number of DOC provided to dependent children receiving community residential services during fiscal year 13/14
- Total number of dependent children receiving supervised independent living services as of 7/1/14
- Total number of DOC provided to dependent children receiving supervised independent living services during fiscal year 13/14
- Total number of dependent children receiving residential services as of 7/1/14
- Total number of DOC provided to dependent children receiving residential services during fiscal year 13/14
- Total number of county FTE employees in adoption services supervisor positions as of 7/1/14
- Total number of county FTE employees in adoption services caseworker positions as of 7/1/14

## Appendix D – Benchmarked Data (Continued)

### Placement Services Department (Continued)

- Total number of county FTE employees in kinship services supervisor positions as of 7/1/14
- Total number of county FTE employees in kinship services caseworker positions as of 7/1/14
- Total number of county FTE employees in foster care services supervisor positions as of 7/1/14
- Total number of county FTE employees in foster care services caseworker positions as of 7/1/14
- Total number of county FTE employees in other placement services supervisor positions as of 7/1/14
- Total number of county FTE employees in other placement services caseworker positions as of 7/1/14
- Total number of county FTE employees in placement services case aide or social service aide positions as of 7/1/14
- Total number of county FTE employees in clerk typist positions that support placement service activities as of 7/1/14

### QA, Managed Care and Fiscal Departments

- Total number of county children and youth services (CYS) agency FTE employees that solely perform QA activities as of 7/1/14
- Total number of county CYS FTE employees that solely perform activities to coordinate the behavioral health, medical and dental coverages for children and families being served as of 7/1/14
- Total number of county CYS FTE employees holding fiscal positions as of 7/1/14
- Total number of county CYS FTE employees holding other administrative positions as of 7/1/14 that are not executive directors, department directors, assistant deputies or their equivalent

### Organizational and Management Structures

- CYS organizational charts detailing department and unit descriptions, employee counts
- Number of county human service directors or leads that oversee a CYS agency and at least one other county human service office, such as a behavioral health or veteran affairs office, as of 7/1/14

## Appendix D – Benchmarked Data (Continued)

### Organizational and Management Structures (Continued)

- Total number of county employees in a CYS executive director position or its equivalent as of 7/1/14
- Total number of county employees in a CYS assistant deputy executive position or its equivalent as of 7/1/14
- Total number of unduplicated CYS directors or their equivalents that oversee the following as of 7/1/14:
  - Intake Services
  - In-Home Services
  - Placement Services
  - Clerical Support
  - Other
- Descriptions of any caseworker units or teams that solely perform specialized services, such as sexual abuse investigations or QA units, within the intake, in-home, and placement departments or functions