



proposal

PPEA Conceptual Proposal for:

Improved Customer Service and Operational Cost Reduction

Presented to:

Newport News
Department of Human Services



City of Opportunity

Newport News
Virginia

Prepared by:
Northwoods Consulting Partners
5815 Wall Street
Dublin, Ohio 43017

November 15, 2010



November 15, 2010

Mr. Neal Morgan
City of Newport News
2400 Washington Avenue
Newport News, VA 23607

Dear Mr. Morgan:

Northwoods Consulting Partners, Inc. (Northwoods) is pleased to submit this Conceptual Phase proposal to the Newport News Department of Human Services for Improved Customer Service and Operational Cost Reduction. This proposal has been prepared according to the procedures set forth under the Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA) as described in the Model Guidelines for the City of Newport News, Revised May 3, 2010.

We have submitted a check in the amount of \$5,000.00 for the Proposal Review Fee as described in the PPEA guidelines to cover the City's cost of evaluating our proposal.

The following person may be contacted for questions or clarification:

Charles Wilson, Business Development
Phone: 614.707.5117
Cell: 513.607.9770
Fax: 614.781.7801
Email: cwilson@teamnorthwoods.com

We appreciate the opportunity to present this proposal and look forward to further discussions.

Sincerely,



Gary Heinze
President



This page intentionally left blank



Executive Summary7

1. Qualifications and Experience9

2. Project Characteristics21

3. Project Financing.....31

4. Project Benefit and Compatibility.....35

Appendix A – Supporting Materials39

Appendix B – Staff Resumes49



This page intentionally left blank



Trademark and Copyright Notice

The Compass Software® Suite and each of its products individually are owned exclusively by Northwoods Consulting Partners, Inc., and Northwoods hereby asserts its copyright and trademark rights to its products. Rather than repeat the trademark and copyright attributions throughout this document wherever a Northwoods' product name appears, Northwoods hereby asserts its intellectual property rights for all of its products.

Third party Trademarked and Copyrighted names also appear throughout this document. Rather than list the names and entities that own the trademark/copyright or insert a symbol with each mention of the trademark/copyright name, Northwoods states that it is using the names for editorial purposes and to the benefit of the trademark/copyright owner with no intention of infringing upon the trademark or copyright.



This page intentionally left blank



Executive Summary

Northwoods Consulting Partners, Inc. (Northwoods) has met with the Newport News Department of Human Services (NNDHS) on several occasions over the last year to learn about the challenges they face serving the community in a professional and timely manner. It is clear that customer service is the number one objective of NNDHS and any tools that allow them to provide better customer service is of interest. In the current economic times and the increasing number of clients, there is a need to focus on process improvements that allow the eligibility workers to spend more time with assisting the clients rather than performing required repetitive tasks.

NNDHS, like many Human Services agencies across the country, is searching for ways to do more with less while not allowing customer service to suffer as a result. In fact, the current trend is to help the clients become self supporting members of the community versus thinking the job is complete once the client has received financial support. This type of approach requires the workers to spend more time with a client and more time following up on their progress. Doing more with less in this case focuses on process improvements. This would include areas like document collection, document sharing, document utilization, forms completion, scheduling and client flow, case load management, and empowering the clients. In our meetings with the staff and supervisors in NNDHS, we have identified improvements that address all of these areas. We are not suggesting there are problems within NNDHS; we are suggesting tools they can implement for mechanisms of improvement.

Based on our experience in nearly 80 implementations in eight different states in Social and Human Services agencies across the US and our involvement in over 20 national and regional Human Services associations, we believe that working cooperatively with NNDHS personnel, we can provide significant improvements in a number of areas in the NNDHS. We believe that we can address the challenges discussed in this document with software tools that will significantly lower operating costs, improve customer service, increase employee morale, provide supervisors with better information to manage workers, assist in meeting state and federal requirements, lower error rates, and improve the environment.

Northwoods is proposing to implement six of our software products that directly address areas of need mentioned above. We are proposing that NNDHR engage Northwoods to install, implement, and train the NNDHR staff on **Compass Capture, Compass Content Manager, Compass Pilot, Compass Data Extractor, Compass Forms, and Compass Appointments**. We are proposing that these products utilize the existing Laserfiche document repository the city currently owns to lower the overall costs and leverage your investment and experience with that product. Northwoods proposes to work closely with City IT and DHS staff to implement this system rapidly in order to expedite the Return on Investment (ROI); and to provide knowledge transfer allowing Newport News to take ownership of the system going forward.



Northwoods Consulting Partners is committed to making NNDHS a model agency in the state of Virginia and fostering the agency's commitment to the community. We are focused on meeting these objectives and encourage you to schedule time to talk to the executives of both companies. We invite you to contact any of our clients and validating through them our core company philosophy of customer care and customer success.



1. Qualifications and Experience

a. Company Overview

Identify the legal structure of the firm or consortium of firms making the proposal. Identify the organizational structure for the project, the management approach and how each partner and major subcontractor in the structure fits into the overall team.

Northwoods Consulting Partners, Inc., (Northwoods) founded in 1997, is a privately-held, “S” corporation headquartered in Dublin, Ohio. The Northwoods organization employs over 80 employees. Our core competency is in the area of implementing client flow and electronic document management solutions in human services agencies. Northwoods has not identified any subcontractors for this project at this time.

Northwoods is a customer-driven organization providing software and services. We offer our customers a full suite of commercial-off-the-shelf (COTS) software solutions including client flow management, electronic document management, electronic forms and workflow solutions. Additionally, Northwoods offers consulting services that enable us to address our customers’ unique business needs with technology and to seamlessly integrate these new technologies with existing systems to maximize our customer’s overall investment and shorten the time to realize a return on investment and control cost.

*Our Vision:
Northwoods will be nationally recognized as the pioneer in advanced automation for human services professionals.*

Human services agencies have unique processes, quite unlike those of other agencies. As specialists in the human services marketplace, Northwoods employees understand the challenges that agencies face managing information and communicating among staff. In order to solve these very specific challenges, our out-of-the-box software applications are highly configurable to meet the specific needs of human services agencies. Right off the shelf our software is designed to work the way agency workers work today. But it also provides plenty of flexibility to configure processes for even greater productivity gains. With the experience gathered through implementations in various types of human services agencies in several states, Northwoods has the knowledge and the software to help NNDHS.

As much as we are in the software business, we are in the people business. We strive to attract and retain only the best team players, and it is working. Our customers tell us that our attitude toward quality and service is a refreshing departure from today’s norm. Our team continues to grow with employees certified in a wide array of the latest technologies. We bring you over 350,000 man-hours of expertise in project management, document imaging and warehousing, network engineering and security, application development, and database implementation and administration. The members of the Northwoods team have over 100 years combined experience in human services. We employ former case managers, case manager supervisors,



human services executive staff and other human services professionals to fortify our industry expertise.

Products

With extremely high case loads and staff turnover, human services agencies are burdened to do more with less. Our applications allow agency staff to spend more time focusing on clients needs, and less time shuffling and searching for information. Although NNDHS is focused on obtaining a client flow management system, and we can meet that need, Northwoods Compass Software™ also provides agencies with other software tools including electronic document management, front desk scanning, electronic forms, scheduling, and other service-enhancing solutions.

The Compass suite comprises several different modules including:

- **Compass Capture** – Desktop and Scan Stations at the front desk, mail room, and workers' desks
- **Compass Document Management** – Retrieval through our interface or client Folders, custom queries, Line Of Business integration
- **Compass Workflow** – Automating small processes that have significant impact to the client and agency
- **Compass Forms** – Simplifying the forms process during interviews and significantly lowering agency cost
- **Compass People** – A data store used to feed Compass Pilot
- **Compass Pilot** – Puts all of the case manager's most used tools in one interface
- **Compass Appointments** – Scheduling system to manage all of the agency's clients and human resources
- **Compass Appointments Check-in Kiosk** – For lobby self check-in for scheduled and unscheduled appointments
- **Compass Self-scan Kiosk** – For continued modernization
- **Compass Balance** – To assist the managers and formalize the process of creating equitable case loads among workers

Professional Services

Northwoods Professional Services provide the experience and technical knowledge to get your agency's project up, running, and keep it running, at peak efficiency. Our staff includes former human services professionals who understand how agencies work, as well as project managers, technical and engineering staff, trainers, and support specialists. Together, we have well over 100 years of experience installing, maintaining, and supporting agency solutions.



- Project Management by PMI-certified professionals
- Human Services Best Practices Consulting
- Human Services Business Process Analysis
- Professional Implementation
- Professional End-User Training for Case Managers, Supervisors, Front Desk Workers and others
- Professional Technical Training for Human Services IT staff
- Maintenance
- Support

Our experience with human services agencies in several states puts us in a position to help agencies like NNDHS determine best practices. We know what has worked in the past and what hasn't. We listen to what the agency needs and work with the staff to create the best solution we can for each challenge.

Our services begin behind the scenes while we form the project team, discuss the project and formulate a plan to achieve optimal results with minimal disruption to the agency's daily work. At discovery, our team meets with agency staff to examine business practices and determine the best solution and configuration for the agency's specific situation. For example, Northwoods will discuss at length the agency's process for reapplication. Following discovery the Northwoods team, working with agency staff, proceeds with installation, testing, training and rollout of the solution to agency employees, and then moves into ongoing support of the project. Northwoods uses industry-standard project management principles throughout the project lifecycle.

Northwoods uses a shared implementation model that tailors each installation to meet the individual needs, competencies, budget, and time constraints of our clients. In some cases, agencies may choose to have Northwoods assume responsibility for providing training and rollout support. In others, the agency may elect to reduce implementation costs by sharing in those duties. The possibilities for variations on this theme are virtually unlimited.

b. Experience with Similar Projects

Describe the experience of the firm or consortium of firms making the proposal and the key principals involved in the proposed project including experience with projects of comparable size and complexity. Describe the length of time in business, business experience, public sector experience and other engagements of the firm or consortium of firms. Include the identity of any firms that will provide design, construction and completion guarantees and warranties, and a description of such guarantees and warranties.

For the last five years, Northwoods has helped human services agencies nationwide improve their business processes by improving lobby flow, managing the clients in the lobby, providing supervisors flexible management tools to assist workers with appointments in an ever changing environment during the day, and powerful reporting tools for management. Other Compass modules provide instant access to case documents from the desktop, reducing workplace clutter



by eliminating the need to keep volumes of case files in offices, facilitating communication with front desk and other staff, and making client interviews more effective and less time consuming.

Approximately 80 human services agencies in California, Minnesota, Nevada, New York, North Carolina, Ohio, Virginia and West Virginia work with Northwoods products and services every day to improve service to their communities while cutting costs.

- Adams County Dept of Job & Family Services, OH
- Alamance County Dept of Social Services, NC
- Allen County Dept of Job & Family Services, OH
- Auglaize County Dept of Job & Family Services, OH
- Beaufort County Dept of Social Services, NC
- Blue Earth County Human Services Agency, MN
- Cabarrus County Dept of Social Services, NC
- Carver County Dept of Social Services, MN
- Chemung County Dept of Social Services, NY
- Clark County Dept of Job & Family Services, OH
- Clark County District Attorney, Child Support Division, NV
- Cleveland County Dept of Social Services, NC
- Crawford County Dept of Job & Family Services, OH
- Cuyahoga County Dept of Employment & Family Serv., OH
- Cuyahoga County Dept of Children & Family Services, OH
- Dakota County Employment & Economic Assistance, MN
- Davie County Dept of Social Services, NC
- Delaware County Child Support Enforcement Agency, OH
- Delaware County Dept of Job & Family Services, OH
- Fairfield County Dept of Job & Family Services, OH
- Franklin County Dept of Job & Family Services, OH
- Franklin County Public Children Services Agency, OH
- Fulton County Dept of Job & Family Services, OH
- Gallia County Dept of Job & Family Services, OH
- Gaston County Dept of Social Services, NC
- Geauga County Dept of Job & Family Services, OH
- Hancock County Dept of Job & Family Services, OH
- Highland County Dept of Job & Family Services, OH
- Jackson County Dept of Job & Family Services, OH
- Knox County Dept of Job & Family Services, OH
- Lake County Dept of Job & Family Services, OH
- Lawrence County Dept of Job & Family Service, OH
- Licking County Child Support Enforcement Agency, OH
- Licking County Dept of Job & Family Services, OH
- Livingston County Dept of Social Services, NY
- Logan County Child Support Enforcement Agency, OH
- Logan County Dept of Job & Family Services, OH
- Lucas County Dept of Job & Family Services, OH
- Macon County Dept of Social Services, NC
- Madison County Dept of Job & Family Services, OH
- Madison County Dept of Social Services, NY
- Mahoning County Dept of Job & Family Services, OH
- Marion County Dept of Job & Family Services, OH
- Mecklenburg County Dept of Social Services, NC
- Medina County Child Support Enforcement Agency, OH
- Medina County Dept of Job & Family Services, OH
- Meigs County Dept of Job & Family Services, OH
- Mercer County Dept of Job & Family Services, OH
- Montgomery County Dept of Job & Family Services, OH
- Moore County Dept of Social Services, NC
- Morrow County Dept of Job & Family Services, OH
- Muskingum County Dept of Job & Family Services, OH
- Nevada DHHS, Child Support Division, NV
- Northampton County Dept of Social Services, VA
- Orange County Dept of Social Services, NC
- Perry County Dept of Job & Family Services, OH
- Pickaway County Dept of Job & Family Services, OH
- Pike County Dept of Job & Family Services, OH
- Preble County Dept of Job & Family Services, OH
- Richland County Children Services Board, OH
- Robeson County Dept of Social Services, NC
- Rowan County Dept of Social Services, NC
- Sacramento County Dept of Human Assistance, CA
- San Joaquin County Human Services Agency, CA
- San Mateo County Human Services Agency, CA
- Sandusky County Dept of Job & Family Services, OH
- Scioto County Dept of Job & Family Services, OH
- Shelby County Dept of Job & Family Services, OH
- St. Louis County Dept of Social Services, MN
- Stark County Child Support Enforcement Agency, OH
- Stark County Dept of Job & Family Services, OH
- Transylvania County Dept of Social Services, NC
- Tulare County Health & Human Services, CA
- Warren County Child Support Enforcement Agency, OH
- Wayne County Dept of Job & Family Services, OH
- Wayne County Public Children Services Agency, OH
- West Virginia Dep of Health and Human Resources, WV
- Wood County Dept of Job & Family Services, OH
- Yadkin County Dept of Social Services, NC



The best way to demonstrate our strength and experience is to let our past projects speak for themselves.

San Joaquin County Human Services, California

San Joaquin County Human Services in Stockton California partnered with Northwoods to improve the efficiency of their lobby and create a better experience for clients coming into the agency. Prior to the Northwoods solution, clients waited in long lines before approaching one of 20 reception windows to receive services. Average wait times approached 60 minutes for simple document drop-off services.

The goal of the Northwoods project was to allow clients to check-in at a self service kiosk, indicate their reason for visiting the agency and be directed to the appropriate window based on the type of service they were requesting. Now once they have checked in at a self service kiosk, clients can have a seat in the lobby and wait comfortably until their number is displayed on an overhead LCD display in the lobby. Clients with small children appreciate the ability to check in within a few seconds and then have a seat in the lobby until their number is called.

Not only has the Compass Appointments solution improved the experience for clients in San Joaquin; it has provided valuable information to the management team there. Today the executive team is armed with myriad reports and metrics that can be used to forecast client arrival rates and make better staffing decisions. Rather than being in a constant reactive mode, the staff there can predict when they are likely to need additional staffing to meet the needs of their clients.

For additional information on San Joaquin, please see the article titled “Using Automation to Transform the Lobby” in Appendix A, which appeared in American Public Human Services Association (APHSA)’s newsletter, Policy and Practice, August 2008.



Franklin County Department of Job and Family Services, Ohio

Franklin County Department of Job and Family Services (DJFS), located in central Ohio, is responsible for basic financial, medical and social services programs for the population of over 1.1 million citizens of the county.

Franklin County DJFS was looking to provide faster customer service and better accountability for their workers in managing and performing their daily duties. They sought to resolve many issues including the following:

- Workers not being assigned cases evenly across the agency
- Lack of reporting on the entire process
- Losing clients in the lobby check-in process
- Clients waiting in the lobby for hours before seeing a worker

Franklin County chose to implement Compass Software by Northwoods. Since implementing Compass, front desk workers enjoy the speed and efficiency of the check in process. Workers appreciate the ability of the system to assign clients using round robin schemes that ensure equitable assignment. And they appreciate the speed of access for the case related documents that include applications and verification documents.

Cost savings are still being computed, but the savings in time and processing are clearly evident. Productivity gains have been immediate. Front Desk workers and supervisors see the time and process step savings as check-in takes seconds instead of the typical half hour. But most importantly, the clients have seen an improvement. Clients in every location have remarked that their wait in the lobby was much faster than ever before.

Lucas County Department of Job and Family Services, Ohio

Lucas County, in Northwest Ohio, was one of the first metropolitan counties to use Northwoods products and services. Before the Northwoods partnership, five front desk workers did their best to get people where they needed to be within 30 minutes of their arrival at the agency. Today, the average wait is 12 minutes, and three of the workers have been freed up for other duties. Compass Appointments handles all appointment scheduling, tracks how long clients are waiting, and helps check-in and assign walk-in clients to an appropriate worker. It is considered the traffic cop between the lobby and the case managers in the agency.

“We’ve come a long way since beginning our partnership with Northwoods,” said Mario Faz, Information Services Director (former), Lucas County Department of Job and Family Services. “The Compass Appointments system drives our business, so it’s a good thing it’s so reliable. We’ve only been down for maybe five minutes since we started in early 2004.”



Montgomery County Department of Job and Family Services, Ohio

The Montgomery County Department of Job and Family Services (DJFS) located in southwest Ohio, is a triple-combined agency that oversees public assistance, child support and children services for a population of over one half million citizens.

In 2005, Montgomery DJFS chose to implement Northwoods' full suite of Content Management and Client Flow Management solutions in the public assistance area. The child support area followed in 2007. This solution provides several key functionality gains, including allowing the agency to scan incoming mail at its point of entry with Compass Capture software and make it immediately available to case workers and others throughout the agency. Streamlined completion of electronic forms, with Compass Forms, helps case workers do their work fast and accurately. In addition, Compass Appointments is used by the agency to serve walk-in clients quickly and to improve communication between the front desk, case workers, and supervisors.

"Since installing the Northwoods solution, the overall caseload is up at the agency about 3,000 to 4,000 cases for a total of 68,000," said Ms. Swartztrauber, assistant director for the child support program area. "We've been able to absorb additional cases without adding staff."

Scioto County Department of Job and Family Services, Ohio

In the southern part of Ohio, the Scioto County Department of Job and Family Services (DJFS) has found that with Northwoods help they've been able to improve the overall interview process. According to Sharon Mundhenk, Director, Northwoods solutions take some of the work out of completing case documents and have freed case managers to be more engaged in face-to-face meetings with citizens in need, making the meetings much more productive. In addition, appointments take less time than they used to, enabling workers to cover for each other in times of absence, which means that people who might have otherwise been turned away or made to wait for long periods of time are now able to meet with a case manager in a timely fashion. Today, people who come to the agency for help only have to wait an average of five minutes before seeing someone who can assist them.

Thanks to the outstanding efforts of the people who work there and solutions provided by Northwoods, employees at Scioto County DJFS estimate that they are 65% more efficient in their ability to manage the flow of people coming into the agency. In Scioto County, time spent with clients is now focused on meeting their needs rather than shuffling paper and managing schedules.



Customer References

The references below are some of projects of similar scope to NNDHS that have been completed in the past 3 years. Northwoods has nearly 80 human services customers and additional contact information can be provided upon request.

Name & Address of Agency	Contact Information
Allen County Department of Job and Family Services 1501 S. Dixie Highway, Lima, OH 45802	Caryn Strayer (419) 228-2448
Cabarrus County Department of Social Services 1303 S. Cannon Blvd., Kannapolis, NC 28083	Sandy Russell (704) 920-1400
Cleveland County Department of Social Services 130 South Post Road, Shelby, NC 28150	Dan Proctor (704) 487-0661
Crawford County Department of Job and Family Services 224 Norton Way, Bucyrus, OH 44820	Janelle Vance (419) 562-0015
Franklin County Department of Job and Family Services 80 East Fulton Street, Columbus, OH 43215	Douglas Lumpkin (Director of State of Ohio Department of Job and Family Services, formerly Director of Franklin County DJFS) (614) 466-6283
Gaston County Department of Social Services 330 N. Marietta Street, Gastonia, NC 28052	Dean Hoyle (704) 862-7888
Geauga County Department of Job and Family Services 12480 Ravenwood Drive, Chardon, OH 44024	Mike Heino (440) 285-1271
Licking County Department of Job and Family Services 74 South Second Street, Newark, OH 43055	John Fisher (740) 670-8855
Montgomery County Child Support Enforcement Agency 14 W. Fourth Street, Dayton, OH 45401	Shelley Swartztrauber (937) 225-4818
Orange County Department of Social Services 300 West Tryon Street, Hillsborough, NC 27278	Lindsey Shewmaker (919) 245-2817
San Joaquin County Human Services Agency 333 East Washington Street, Stockton, CA 95201	David Heldt (209) 468-0555



Customer Satisfaction

Our customer base is 7400 users strong and we support them effectively every day. Each project for Northwoods is monitored by management staff and every month they are evaluated for timeliness, budget and customer satisfaction. Any project that shows the potential for dissatisfaction on any of the criteria are evaluated and a risk management plan is put in place to ensure that all evaluation criteria are met and continue to be met over the life cycle of the project.

Each month during their active project, our customer is asked to rate their satisfaction with the scale of 5 being the highest and 1 the lowest. On average our customers were very satisfied with an overall rating of 4.8. For more details on customer satisfaction, please see Appendix A.

The Northwoods Team

At Northwoods, we develop great software, but it's our people who make the real difference. We come from many different backgrounds, but share a common philosophy that any job worth doing is worth doing right. Many Northwoodians worked in human services before joining the team and have an intimate knowledge of the programs agencies administer and the associated work processes they use.

Focusing on human services has allowed Northwoods to gain a vast amount of knowledge on the policy, procedures and processes necessary for an agency to operate. Additionally, we have hired former case workers and program administrators to add to the knowledge base. The practical experience from former employees and the years of experience implementing solutions within human services agencies optimally positions Northwoods for dealing with new program initiatives and achieving the desired outcomes.

The following people are representative of the caliber of individuals that make up the Northwoods team; staff resumes may be found in Appendix B.

Greg Tipping, Chief Operating Officer – As a former Income Maintenance Administrator and front line case worker, Greg brings a wealth of human services knowledge and experience to the Northwoods team. Greg has led, sponsored or participated in, the implementation of the Northwoods Suite of products in over 40 of our county human services customers in Ohio, North Carolina and California. Greg's vast experience in managing people and multiple projects simultaneously has proven invaluable as Northwoods' grows into multiple states.

Chawn Walker, Senior Project Manager – As a former employee at an Ohio metro human services agency, Chawn brings a unique perspective to client flow management within human services agencies, as well as intimate knowledge of the problems that manual client flow management and appointment tracking can cause. Chawn has been with Northwoods for over 4 years, and in that time has lead many Compass Appointment implementations, including our largest implementation at Sacramento County. Chawn is a certified Project Management Professional (PMP).



Aaron Caldwell, Manager of Engineering Services – Aaron has been with Northwoods for over four years. In that time, Aaron has served as a Project Support Specialist, Systems Engineer, Workflow Engineer, and Project Manager. Aaron was instrumental in helping design the standard workflow processes that Northwoods configured for human services agencies and has implemented those standard workflow processes in over 15 counties. As Manager of Engineering Services, Aaron manages the System Engineers, who are responsible for installation and configuration of Compass and system software used by Northwoods’ customers.

Mike Brooks, Systems Engineer – Mike has been with Northwoods for one year and is currently a system engineer. In that time he has implemented four county agency projects as well as created and supported Northwoods’ onsite training environment. Mike has been in the EDMS industry for 12 years installing and supporting customers from 2 to 500 users. He is trained in the implementation of 4 different document management solutions.

Nancy Miller, System Engineer – Nancy has six years experience as a case manager in human services. She has working knowledge in all aspects of caseload management and all public assistance case types. Currently Nancy is a Systems Engineer with the Engineering Team. She is the Lead Engineer for all new site rollouts, installation of all hardware and installation and configuration of RightFax and server related software.

c. Contact Information

Provide the names, addresses, and telephone numbers of persons within the firm or consortium of firms who may be contacted for further information.

The following person may be contacted for further information:

Charles Wilson, Business Development
Northwoods Consulting Partners, Inc.
5815 Wall Street, Dublin, OH 43017
Cell: 513.607.9770
Fax: 614.781.7801
Phone: 614.707.5117
Email: cwilson@teamnorthwoods.com

d. Financial Statement

Provide a current or most recently audited financial statement of the firm or firms and each partner with an equity interest of twenty percent or greater.

Northwoods is a privately held company and does not publicly disclose this information. However, Northwoods will furnish its most recently audited financial statement under separate cover for a private review by the agency upon request.



e. Conflict of Interest

Identify any persons known to the proposer who would be obligated to disqualify themselves from participation in any transaction arising from or in connection to the project pursuant to the Virginia State and Local Government Conflict of Interest Act, Chapter 31 (Virginia Code § 2.2-3100 *et seq.*) of Title 2.2.

Northwoods is unaware of any persons that would be obligated to disqualify themselves from participation in any transaction arising from or in connection to the project pursuant to The Virginia State and Local Government Conflict of Interest Act (Va. Code § 2.2-3100 *et seq.*)

f. Insurance/Bonding

Describe how liabilities, duties and obligations are apportioned between the members of any consortium of firms and provide information regarding insurance coverage and bonding capacity of each such entity.

Northwoods is not submitting this proposal as part of a consortium and has not identified any subcontractors for this project at this time. Northwoods maintains all required insurance and has the capacity to obtain bonding if required.



This page intentionally left blank



2. Project Characteristics

a. Description of Project

Provide a description of the project, including the conceptual design. Describe the proposed project in sufficient detail so that type and intent of the project, the location, and the communities that may be affected are clearly identified.

Background

The mission of the Newport News Department of Human Services/Social Services (NNDHS) is to achieve optimal well-being for individuals and families by promoting health, safety, employment and education through agency programs and community partnerships, strengthening the community by enhancing quality of life.

NNDHS is proud to be part of a dynamic group of City departments committed to serving their consumers in a caring and professional manner. In 2006 over 20,000 residents of Newport News were connected to Federal, State and local services and programs.

NNDHS, like other Departments of Human Services, has always been challenged with providing the highest level of customer service possible given the volume of clients and the compliance standards and requirements set by the federal government and the Commonwealth of Virginia. These challenges have been dramatically escalated with recent economic conditions that have caused a rise in clients and their needs, while budgets are being scrutinized like no time in recent history. The end result is frustrated clients, overworked and frustrated workers and supervisors, employee turnover, missed requirements, slow turnaround on requests, poor communications, and little management controls.

These challenges and conditions exist in a number of the operations within the agency including;

- Client Appointments and Client Flow
- Verification Document Management
- Document Management Agency Wide
- Federal and State Forms Management and Control
- Inter-agency Communications Among Workers
- Original Client Signatures



Client Flow Challenges

One of the areas that these challenges are most evident to the clients is appointments and scheduling. Without a centralized system to schedule and manage appointments, communication, supervisor management, and process controls are virtually impossible. The frustrations for the client exist in a number of areas including;

- Appointment Time – The policy is to provide the client with a letter telling them the time of the appointment. This relies on the worker to produce a letter and make sure the client has a copy. They also need to make a copy for their files and mark it in their calendar for their records. If the client loses the letter or doesn't get it, then they will call into the agency, sit on hold for their worker, and then need to inquire as to the day and time. Through all of this process the front desk workers and supervisors have very little visibility to what has transpired.
- Appointment Day – When the client arrives they are required to stand in line at one of the front desk workers lines to let them know that they have an appointment. They tell the front desk worker their name at which point the front desk worker needs to look up the client's worker, e-mail or call them, and then ask the client to take a seat. Should the worker not respond to the e-mail or call there is no escalation capability and the client sits until they get so upset that they go back into the front desk line to see what the status is and the process starts over again. This is not a problem with the worker, they may have run over with another client, been in a meeting with their supervisor, or answering a call.
- Security - When a worker comes to the waiting area to get a client, they have to call them by name, which introduces a potential security concern.

Document Management Challenges

- Required Documents – Federal and State statues require that in order to receive assistance, the client must provide specific verification documents depending on the service requested or recommended by the eligibility worker. These documents are of a timely nature to the client in order to receive benefits, and transactional to the eligibility worker in order to process the benefit. These documents come in all sizes, and colors. They are one sided, two sided, multiple pages, and a variety of thicknesses.
- Document Receipt - These documents are currently delivered directly to the worker, dropped off at the front desk, mailed in, faxed in, and in some cases e-mailed in to the agency. This same document might be required for one or more additional eligibility workers in the agency that are working with the same client on other benefits. Other potential issues include documents getting lost or delayed in transition, confusion on who has the document, which version is the most current and storage related concerns.



- Document Sharing – As mentioned above, a single document may be needed by multiple workers serving the same client. It is very frustrating to the client to be asked for the same type of verification from two or more workers. Depending on the timing of the process of benefit approval and the timing of redetermination of the same benefit, there can be many copies of the same document for the client in different locations and with different dates of receipt. This causes issues for the worker and opens the agency up to a host of potential sanctions for errors and procedures.
- Document Storage and Retrieval – Due to the current process and the fact that there are many storage locations for the documents in the agency, there is no organized manner to find the most current version of the document. Many agencies have gone to centralized storage of the document to resolve that issue. Because of the transactional nature of these documents and the timeliness required to respond to clients when a worker does need to retrieve a document, most workers make a copy for their own files at their desk and create the same issue as before with multiple copies in various locations.
- Document Security –The current manner of storing documents is a security issue for the agency and city. If someone can find the paper document, anyone can see any document and do whatever they want with it. They can make another copy and carry it out of the agency, they can destroy that copy, or they could be looking at an out dated copy. This is a problem on a number of legal compliance levels. There is also the issue of sharing documents between agencies as clients move. Today, documents are copied, put in an envelope and mailed. This is slow and very unsecure.
- Document Printing – There are a host of forms and legal documents in the state systems that have signature pages or are required to be given to the client. Currently all of those documents are printed in their entirety even though the client may only require one page. And usually a second copy is printed for the workers file since the documents change over time and they need to see the version they delivered to the client. This process takes time, costs money, and is very bad for the environment. Multiply that process by the number of meetings a day and the number of workers and you can easily see room for improvement.

System Characteristics

Implementing a solution that impacts the challenges listed in the sections above will include the use of a document management system and a client flow system that are intuitive to the workers and supervisors. The document management system and client flow system represent the technology component of a solution. But the key to success is providing these technologies in a user interface that is familiar to the workers and blends with their normal daily activities in serving the clients. Everyone knows that the more times you have to change screens, type in data, switch to a different program to see information, and struggle to understand how to perform a desired task in a software program; the less likely you are to keep using it.



Below is a list of some of the characteristics of a solution of this type that will make it successful in addressing the challenges and being accepted by the staff.

Client Flow System Characteristics

- The system should support the automated scheduling of appointments allowing workers to input their work schedules.
- The system should support group appointments.
- The system should support the creation of multiple appointment types to reflect agency's business model.
- The system should support unlimited number of configurable "waiting queues" for clients who walk into the agency without a scheduled appointment.
- The system should support unlimited configurable round-robin lists for balanced assignment of appointments.
- The system should support statistical reports regarding client's appointments to include average client wait times, no-show statistics, total number of appointments by type of worker and number of escalated appointments.
- The system should support communication between the receptionist and the legal and eligibility workers, allowing the front desk to notify workers when a client arrives for appointment.
- The system should support escalated appointment notifications when a client waits in the lobby for an extended period of time.
- The system should permit supervisors to search for open time blocks for scheduling staff meetings.
- The system should support a hierarchical structure for users, user departments, groups and agency records that include various permissions on what users can and cannot do.
- The system should support maintenance and tracking of multiple round-robin lists to show what worker should receive the next appointment of a given type, based on past assignment history.
- The system should support simple reassignment of appointments from one worker to another in the event a worker calls in sick, and ensure that the reassignment is only made to a worker capable of handling the specific appointment type.
- The system should permit supervisors to reassign appointments.
- The system should provide for a kiosk in the lobby for self-service check-in by clients that have a scheduled appointment.
- The system should import appointments from legacy systems, if applicable.

Document Management System Characteristics

- The system should allow for the capture of documents at their point of entry into each office. That is, distributed scanning stations should be deployed such that the need to create copies of documents, barcode sheets, separator sheets, prepping and routing of document batches to a centralized scanning area is negated. This distributed scanning process must allow for scanning, indexing and QC of images in a single simple step.



- The system should have the ability to capture employer verifications and other documents that are produced by clients and other entities which vary greatly in size, quality, single sided or double sided, black and white or color, etc. by using scanners. Scanners should be capable of scanning a driver's license, as well as normal letter and legal documents. Scanner should automatically switch color, simplex/duplex settings based on the type of document being scanned.
- The system should support a process to retrieve demographic and caseload data from the state system to identify index values upon scanning.
- The system should have the ability to index or file the documents into an electronic case file by logical groups or batches for easy retrieval by end user. Index values, including Client Name, SSN and Case Number, must be automatically inserted into the index fields from a state system to reduce time and errors associated with manual indexing.
- The system should support documents being assigned to one or more case workers so that multiple workers can receive the same verification for each of their cases, if needed. For documents that apply to multiple cases, workers in all cases should be notified when a document for that case is scanned.
- The system should support hierarchical structures for users, user departments; groups and agency records which include various permissions on what users can and cannot do.
- The systems should contain security measures to prevent accidental/incorrect document indexing and deletion of documents, including an electronic record that shows all activity on that document.
- The system should contain security measures for special treatment of Agency confidential documents.
- The system should support the confidential treatment of sensitive or personally identifiable data, like SSN.
- The system should allow for the electronic transfer of documents to other entities via electronic media.
- The system should allow for the capture of print streams from the state systems to eliminate the need to print and scan state reports and forms.
- The system should be easy to configure to meet the needs of NNDHS. Specifically, the system must be able to sort and retrieve documents by use of document type and a variety of index values that include the cross referencing of case participants to several cases.
- The system should support the use of electronic Federal, State, and Local forms for determining eligibility and validation of the client.
- The forms should be automatically stored in the document repository when signed and completed and added to the client's file.
- The system should allow for form groups that share common information across the forms there by reducing worker data entry.
- The forms should be automatically updated with available client data in the document management system there by reducing the need for worker data entry.
- The system should support the use of digital signature pads.
- Maintaining, modifying, and updating the electronic forms should a capability of the staff or IT department, not outsourced.



- The system should allow for the application of barcodes to forms and reading of those barcodes during the scanning process to automatically classify documents by document type, client, and intended recipient.
- The system should provide workflow capability to meet the needs of NNDHS.
- The system should support a workflow that would allow for the scanning and electronic delivery of mailed-in documents to one or more intended recipients based on case ownership.
- The system should support a workflow that would allow users to set follow-up dates on time-sensitive documents.
- The system should allow for importing, storage and retrieval of electronic documents in their native format such as Word, Word Perfect, Excel, etc.
- The system should support the ability to add documents to the electronic document management system on an ad hoc basis and directly from other applications, including email, faxes and screen captures.
- The system should provide the necessary security to meet IRS Safeguarding requirements for documents that contain tax information.
- The system should provide for the retrieval of document images from within the state systems without requiring any additional programming in the state system.
- The system should provide for a point-click configurable workflow tool that will allow the NNDHS to develop and enhance workflows without involving the vendor or third party consultant.
- The system must allow for ease of maintenance and flexibility of change by DHS and Newport News IT staff.
- These features should not require custom programming. If they do the costs should be identified.

Proposed Solution

Northwoods creates its Compass Software® suite of applications to serve Human Services agencies exclusively. Compass Software solutions help agencies operate more efficiently and save time and money. By listening carefully to our customers and understanding how they work, we can develop technological solutions to fill needs that may not be generally recognized. This innovative approach allows us to create solutions tailored to the needs of our customers.

Client Management System

Getting clients the help they need in a timely manner is a challenge for most agencies. Compass Software can check in clients and point them where they need to be, keep front desk workers and supervisors up to date on who is available to see clients, help managers appropriately staff the agency, and much more.



Compass Appointments is the client-flow and schedule-management solution that integrates with the Compass Software suite to provide work efficiencies throughout the agency - from front desk to caseworker to supervisor. Some 4,700 screeners, case managers, front desk workers, and supervisors use Appointments every day.



Compass Balance helps agencies distribute caseloads evenly and effectively so that clients are seen in a timely manner. Balance does the hard work of determining case difficulty (based on agency guidelines), accounting for re-determination schedules and other criteria. Balanced caseloads help agencies operate efficiently and can save thousands in new hire costs and lost incentives due to Food Stamp errors and other factors.

Document Management System

Compass Software helps agencies process their documents more quickly and effectively, file them automatically, and save on hard costs like printers and paper. Case managers are able to quickly fill out paperwork that can take up the majority of their time in a paper-based agency. In time savings alone, Compass Content Management can pay for itself within the first two years.



Compass Content Manager provides the storage and retrieval engine of an agency's electronic document management system. Northwoods offers many options in document repositories, including IBM FileNet, Laserfiche and Hyland Software's OnBase. This gives us the opportunity to provide a fully integrated suite of document management and workflow tools tailored to human services.



Compass Capture is distributed scanning software that allows agencies to scan and return documents at the point of contact with the client. Workers at the front desk can capture and immediately return drop-offs saving postage and other costs, then route the document images electronically to the appropriate case manager(s) and are available for use within seconds of scanning.



Compass Data Extractor allows Compass Software products to work with state systems even when a direct data transfer is not available. Working behind the scenes, Data Extractor keeps up to date the information needed by the rest of the Compass Software suite in order to provide the time savings of automation to case managers throughout the agency.



Compass Forms saves case managers and others valuable time over filling out paper forms. Forms allow case managers to use automation to quickly and easily fill in known demographic information with no need to key in repetitive information.



Compass Pilot gives case managers the power to accomplish most of their daily tasks from a single application. Pilot integrates Compass products with state systems and adds powerful searching capabilities and automation to save time.



Compass Transfer lets agencies easily exchange case documents with other agencies, whether the second agency uses Compass Software or not. The software makes it easy for the operator to map disparate document types and keywords into the agency's document taxonomy.



Compass Workflow mimics the traditional routing of paper documents in an agency, but at the speed of electronics. Northwoods human services-specific lifecycles help case managers process work more efficiently, faster and accurately than with traditional paper processing.

b. Work to be Performed by City

Identify and fully describe any work to be performed by the City.

Northwoods believes that projects are most successful when key agency personnel are actively engaged as the project evolves. By taking full advantage of a collaborative relationship between the agency and Northwoods staff, a partnered implementation approach promotes knowledge transfer and buy-in throughout the project as all technology (hardware and software) and associated business-process changes are deployed. The shared implementation model is tailored for each project to meet the individual needs, competencies, budget, and time constraints of our clients. In some cases, agencies may choose to have Northwoods assume responsibility for providing training and rollout support. In others, the agency may elect to reduce implementation costs by sharing in those duties. The possibilities for variations on this theme are virtually unlimited.

c. Permits and Approvals

Include a list of all federal, state and local permits and approvals required for the project and a schedule for obtaining such permits and approvals.

Northwoods does not anticipate that any federal, state or local permits would be required for this project.

d. Adverse Impacts

Identify any anticipated adverse social, economic, archeological and environmental impacts of the project. Specify the strategies or actions to mitigate known impacts of the project.

Northwoods does not anticipate any adverse social, economic, archeological or environmental impacts of the project. No environmental or archaeological assessments would be required for this project.



e. Positive Impacts

Identify the projected positive social, economic, archeological and environmental impacts of the project.

Northwoods anticipates that this project would result in positive social, economic and environmental impacts. Agencies that have installed Compass Software experience streamlined business processes that result in improved client and employee satisfaction, cost savings in both expenses and personnel and a smaller impact on the environment by reducing paper production and storage.

f. Proposed Schedule

Identify the proposed schedule for the work on the project, including the estimated time for completion.

From past project experience, Northwoods would expect a project of this size to be completed in 6 to 12 months. The actual length of the project would depend on the actual number of users and products selected for implementation.

g. Timely Completion

Propose allocation of risk and liability for work completed beyond the agreement's completion date, and assurances for timely completion of the project.

The project management model used by Northwoods assimilates best practices identified by the Project Management Institute (PMI) and practical knowledge gained through over 100 cumulative years of experience implementing human services solutions. The methodology establishes a foundation for consistent project control, yet is flexible enough to meet the needs of our customers. To ensure the timely completion of the project, Northwoods has developed a Risk Avoidance and Mitigation Strategy to address issues as they occur.

h. Assumptions Related to Ownership

State assumptions related to ownership, legal liability, law enforcement and operation of the project and the existence of any restrictions on the RPE's use of the project.

The Compass Software Suite is proprietary software that is owned and controlled by Northwoods. The Software is protected by copyright and other intellectual property laws. The Software is licensed, not sold. Its use is subject to the terms of the Compass Software End User License Agreement (EULA), which grants the user a perpetual, non-exclusive, non-assignable limited license to use the object code of the Software for the purposes as set forth in the EULA. A copy of this agreement will be furnished upon request.



i. Phased Openings

Provide information relative to phased or partial openings of the proposed project prior to completion of the entire work.

Northwoods will work with the agency to design a project plan that rolls out the software in a phased approach that best fits the needs of the agency.

j. Assumptions

List any other assumptions relied on for the project to be successful.

The assumptions identified below are made with respect to the project.

- A partnered implementation approach assures NNDHS's staff builds internal knowledge and essential skills as the project progresses. NNDHS will provide the appropriate amount of resources in a timely manner to ensure an appropriate level of knowledge transfer and adequate ongoing support.
- The proposed system will reside on NNDHS's existing network infrastructure. NNDHS will provide an adequate network environment to support related project technologies, including sufficient bandwidth.
- Northwoods requires that customers provide remote access to the applicable systems during the project and for ongoing maintenance.
- NNDHS will provide instruction and equipment to complete all tasks in a timely manner. This includes all systems and software necessary to the project technologies as well as instructions to in the business processes related to the project. This does not include instruction or training in software development tools.
- NNDHS will provide standard office equipment when required (i.e. office space, desk(s), chair(s), telephone, network connectivity).
- NNDHS will provide appropriate security and network access levels to all required systems and business application.
- NNDHS will provide timely access to all supporting systems and procedure documentation.

k. Contingencies

List any contingencies that must occur for the project to be successful.

Please refer to item j. "Assumptions" above.



3. Project Financing

a. Preliminary Estimate

Provide a preliminary estimate and estimating methodology of the cost of the work by phase, segment, or both.

Northwoods offers many options in document repositories, including IBM FileNet, Laserfiche and Hyland Software's OnBase, that can drastically affect the cost of a solution. For Newport News, we recommend the utilization of the existing Laserfiche implementation within the city to leverage the investment in software and support resources that already exist.

There are also many choices in scanning solutions, document workflow and forms management that would affect the cost. Additionally, choices in installation, training and implementation support affect the number of professional service hours. Northwoods typically conducts a discovery session with the agency before providing a cost proposal. During discovery, Northwoods is able to observe the existing agency, taking in any physical limitations, and through discussion learn about how the agency would like to work in the future. Provided the opportunity to conduct a discovery session with the agency, Northwoods will gladly furnish a detailed cost proposal.

Costs are divided into three categories: hardware, software and professional services.

Hardware costs are dependent on many items, including number of users, number of locations, types of software selected, existing infrastructure and backup strategies.

Northwoods' software pricing model is based on functional offerings in Document Management, Electronic Forms, Workflow, and Appointment Scheduling per installation. These can be purchased individually or in any combination which offers the agency the highest level of flexibility. In addition, there is a "per client" or a "per user" cost that is tiered based on the total number of users on the system.

Professional services costs are affected by hardware, software, and implementation model choices.

Based on two meetings with Supervisors in Newport News, multiple conversations with workers at the state worker conferences, and our experience in 150 implementations, we believe that this project will have a total cost of between \$1.5M and \$2.0M.



b. Financing Plan

Submit a plan for the development, financing and operation of the project showing the anticipated schedule on which funds will be required. Describe the anticipated costs of and proposed sources and uses for such funds including any anticipated debt service costs. The operational plan should include appropriate staffing levels and associated costs. Include supporting due diligence studies, analyses, or reports.

Northwoods would like to present the City of Newport News with several financing options as part of the PPEA submission. These include leasing, time payments, and milestone payments.

Leasing

Northwoods can offer the City of Newport News a leasing option that is based on a third party leasing company or an internal leasing program. Both are 3-year, full buyout leases with equal monthly payments that typically operate with no more than a fixed, 8% interest rate calculated over the life of the lease (actual rate will vary depending on factors present at the time of lease execution, including but not limited to credit rating and tax-exempt status of the City). Northwoods utilizes a regional bank in Columbus, Ohio for the leasing option.

Newport News is welcome to pursue equal to or better terms from a local resource.

Time Payments

Northwoods also offers time payments based on a percentage of the total project over three or four payments. This typically includes an upfront payment or initiation payment, one of two payments during the next 12 months and a final payment approximately 1 year from the initiation payment. This offering currently is based on an 8% interest rate over the life of the payments.

Milestone Payments

The proposed payment structure ensures that payments for deliverables of the project are made by the City only after actual receipt of the proposed items and services. In this way, risk is mitigated for the City. Payment for the project varies for the component parts as identified below:

1. **Hardware.** Costs for hardware will be invoiced throughout the project upon successful delivery to appropriate customer locations or units.
2. **Software.** Costs for all software will be invoiced at the beginning of the contract when the software license certificates are delivered to customer.



3. **Professional Services.** Professional services will be invoiced throughout the project upon attainment of agreed upon milestones demonstrating significant progress toward the successful implementation of the overall solution. The payment schedule will align with the project milestones (an example of typical project milestones and payment schedules is defined in each category below):
 - a. Completion of Start-up Phase – 20% of total services;
 - b. Completion of Infrastructure Phase – 20% of total services;
 - c. Completion of Validation Phase – 20% of total services;
 - d. Completion of Implementation Phase – 20% of total services; and
 - e. Project Closure – 20% of total services.

Upon project commencement, the Northwoods Project Manager will work with the customer to develop a project plan that clearly identifies the project milestones and estimated timeframes for completion. Northwoods will review the project progress with the customer at each milestone and ask for the customer's approval prior to invoicing and before moving on to the next milestone.

4. **Maintenance.** The first annual software maintenance period begins on the day the software is licensed. Software is generally licensed on the day the software is installed on the customer's server or client machines.

Non-Local Funding

In addition to local funding, DSS agencies are generally eligible to receive federal reimbursement for operating expenditures covering most if not all of the costs associated with the Northwoods solution. The levels of federal reimbursement vary depending upon the federal program(s) supported by the solution, the cost accounting model of the agency, and the reimbursement policies of the supervisory state agency. Additional state reimbursement may be available depending on the structure of social services funding in a given state. Northwoods will provide guidance with Federal and State funding acquisition as needed by the City of Newport News.

c. Financing Assumptions

Include a list and discussion of assumptions underlying all major elements of the plan. Assumptions should include all significant fees associated with financing given the recommended financing approach. In addition complete disclosure of interest rate assumptions should be included. Any ongoing operational fees, if applicable, should also be disclosed as well as any assumptions with regard to increases in such fees.

The current market rates for time payments or leasing at Northwoods is 8%. This rate can vary and a final rate would be agreed upon before closing on the project.



d. Financing Risks

Identify the proposed risk factors and methods for dealing with these factors.

Not applicable.

e. Resources

Identify any local, state or federal resources that the proposer contemplates requesting for the project. Describe the total commitment, if any, expected from governmental sources and the timing of any anticipated commitment. Such disclosure should include any direct or indirect guarantees or pledges of the City's credit or revenue.

As mentioned above, this project is eligible for Federal reimbursement up to 50% and possibly some state reimbursement. Northwoods would be happy to work with the City of Newport News to obtain these reimbursements.

f. Revenue Sources

Identify the amounts and the terms and conditions for any revenue sources.

Revenue generation and expense reduction are both viable options for leveraging your investment in the Compass product. Northwoods has been successful in advising and guiding clients in multi-jurisdictional applications of the total system. This position in the social services arena may enable the City of Newport News to offer its expertise and functions to other City or County entities not geared or able to invest in such systems. Ultimately, a viable revenue generating stream may be implemented to bring financial benefits to the City of Newport News. In addition, the Commonwealth of Virginia is exploring options within DSS at the current time to regionalize services and share resources.

g. Tax Exempt Financing

Identify any aspect of the project that could disqualify the project from obtaining tax-exempt financing.

Not applicable.



4. Project Benefit and Compatibility

a. Community Benefits

Identify who will benefit from the project, how they will benefit, and how the project will benefit the overall community, region, or state.

The proposed solution will improve business processes resulting in increased customer satisfaction for the citizens of Newport News seeking benefits. Happier clients mean happier workers. A higher level of job satisfaction results in fewer turnovers and reduces the costs of hiring and training. In addition, the use of technology provides job enrichment and more highly skilled workforce in Newport News.

All of these improvements plus better work process management and reduced errors allows the workers to increase productivity significantly and more work can be accomplished with the same number of workers. The return on investment is magnitudes higher than the original investment and the city will realize this ROI in a very short period of time. This solution also helps the City by eliminating many of the scenarios that can result in sanctions or penalties from the state or federal government. Newport News will no longer be in a position where a natural disaster or man created disaster can destroy permanent records, files, and cases that Department of Human Services require to perform their duties.

The City and the State benefit from the implementation of this solution as it is line with state initiatives to create a secure, redundant repository of documents for archive, security, and disaster recovery purposes. Newport News will already have the technology implemented to allow the city to immediately take advantage of the state repository when it is functional.

Finally, this solution implemented in Newport supports the “Virginia Green” initiative by dramatically reducing paper usage, eliminating toner and ink cartridges that end up in landfills, and reducing the creation and destruction of agency forms that are ultimately never totally used and trashed. “Virginia Green” benefits the people, the community, the city, and the state for now and the future generations.

b. Project Support

Identify any anticipated public support or opposition, as well as any anticipated government support or opposition, for the project.

Northwoods does not anticipate any public or government opposition of this project. Public support can be anticipated by those seeking benefits from the agency as they realize improved agency service.



c. Communication Strategy

Explain the strategy and plan that will be carried out to involve and inform the general public, business community, and governmental agencies in areas affected by the project;

Northwoods has found that if the agency staff don't see the value of the solution, it will be difficult to get them to take full advantage of it, so we have incorporated a communications plan as part of our project plan. We involve agency personnel in the project from day one and hold agency-wide kickoff meetings. In addition, Northwoods produces special editions of the *Compass Newsletter* for the agency staff during implementation. These newsletters provide general information about the project, as well as hints and tips to use with the software. They are customized to relate specific information about the agency's system and updates on progress.

d. Compatibility with Economic Development

Describe the anticipated significant benefits to the community, region or state, including anticipated benefits to the economic condition of the City and whether the project is critical to attracting or maintaining competitive industries and businesses to the RPE or the surrounding region.

The benefits of this project include increased productivity of the agency resulting in cost savings that have economic impact towards the community as a whole and improved service to the members of the community seeking agency provided benefits.

e. Compatibility with Local Plans

Describe compatibility with the local comprehensive plan, local infrastructure development plans, the capital improvements budget, or other government spending plan.

Not applicable.

f. Participation Efforts

Provide a statement setting forth participation efforts that are intended to be undertaken in connection with this project with regard to the following types of businesses: (i) minority-owned businesses, (ii) woman-owned businesses, and (iii) small businesses.

Due to the proprietary nature of Compass Software and the expertise in human services required to successfully implement this project, the core project hours will be performed by Northwoods' personnel. To the extent possible, Northwoods will work with Newport News to utilize minority-owned businesses, woman-owned businesses and/or small businesses.



Defining Success

For an initiative of this nature to be successful in the end it requires complete adoption by the staff and management team into their daily routine. This leads to the process efficiencies, cost savings, and customer service improvements that have been documented in many of the Northwoods clients. For Northwoods, success is based on our relationship with you during the implementation and hand-off, as well as, a dedicated support team with flexible options.

A core value of Northwoods is partnering with each client to insure their success. This value and commitment is displayed in every department and in a number of the decisions we have made on how to partner with our clients. A few of these are highlighted below.

- **Personnel** – Northwoods has been fortunate in attracting a skilled workforce with direct supervisory and managerial experience at human services agencies. This provides your staff with the comfort of understanding that the Northwoods team has hands on experience and understands their professional challenges, goals and objectives. The end result is that the staff going through the training process is in an environment conducive for comprehensive learning and adaptation of the system.
- **Process** – In human services, a large percentage of what an agency is doing on a day to day basis and how it performs these tasks is dictated by the federal government. But Northwoods knows that every agency has their interpretations and policies that make them unique. At the beginning of every project we send project team members to the agency to sit down and document how they do their jobs and interact with their clients. This is the very beginning of an important relationship between the client and Northwoods staff that will be in tack throughout the project. This becomes the foundation for the knowledge transfer from our company to you.
- **Executive Sponsorship** – In partnership with Northwoods each client is assigned an Executive Sponsor that will stay with them throughout time. This is a member of our Executive Leadership team that is directly involved with the day to day decisions and future direction for our company. Our clients are one of our most important assets and we value the relationship. Northwood's strives to utilize all avenues of communication. The Executive Sponsor is in addition to the account representative, inside sales representative, business analyst, and project manager that are assigned to your agency.
- **Support** – Northwoods has a dedicated Support Team entirely based in our corporate office. Issues and questions can be addressed via telephone, fax, or e-mail and every contact is tracked in a system that is accessible via the web by you at any time. Northwoods monitors the support queue and engages additional resources from other departments if we hit certain thresholds.



- **Staying Power** –The relationships and practices mentioned above don't mean a thing if the company is not viable. Northwoods has 152 clients in 8 states and is growing at an annualized rate of over 25%. The organization has a very small amount of long term debt (Office Building) and has been profitable each year of operation. Northwoods is managed very conservatively from a financial perspective and has an eye to the future.



Appendix A – Supporting Materials



This page intentionally left blank



Using Automation To Transform The Lobby

San Joaquin County is east of San Francisco and sits in the middle of California's Central Valley. Agriculture is an important part of the local economy but contributes to seasonal unemployment. The population has been steadily increasing in the valley for some time. With the recent slow-down in economic growth, the increase in clients has accelerated.

The San Joaquin County Human Services Agency wanted to improve and better manage the flow of clients through its lobby. Even though there was seating in the lobby, clients, many with children in tow, had to stand in a line waiting to be seen. Much of the daily lobby workload revolved around manually scheduling and managing appointments, and manually monitoring and managing walk-in clients. Consequently, clients formed long lines in the lobby, and the scheduling and appointment processes, although successful, were labor-intensive and not easily monitored. The lobby had become an impediment rather than a facilitator to servicing the community.

By setting up an automated appointment and scheduling system with integrated lobby kiosks for check-in, the agency sought to improve the quality of service to its clients as well as improve the work environment for the 400 staff of the Income Maintenance Bureau. In particular, the agency's goals included the ability to automatically check-in

San Joaquin County Human Services Agency's Automated Lobby Flow, Client Appointment, And Eligibility Worker Caseload Balancing System

By David Heldt



clients, reduce lobby wait times, schedule client appointments, eliminate paper schedules, consolidate calendars and balance the assignment of new appointments and cases among workers.

San Joaquin chose Northwoods Consulting Partners, a software development company that specializes in serving human service agencies, to implement the company's Compass Appointments Manager System, which provides automated scheduling and client check-in. Lobby kiosks and wall-mounted monitors facilitate the customer service aspects of the system.

Using data extraction technology, the system gathers all pertinent client information from the state's mainframe system of record. Clients check into a kiosk as soon as they enter the lobby. Clients can swipe their electronic benefits transfer or Medi-Cal card for speedier check-in. The kiosk prints a numbered ticket with instructions directing the client to the correct waiting area. Clients are able to determine how many others are to be served before them; and they can sit down and wait their turn at a window. Reception and intake workers can monitor the queues from their workstations. Large flat-panel monitors in the lobby direct clients to the appropriate window when their turn arrives.

When clients with a scheduled appointment swipe their electronic benefits transfer or Medi-Cal cards at



David Heldt is information systems manager at the San Joaquin County (Calif.) Human Services Agency.

the kiosk, the appointment is verified and the caseworker is immediately notified that the client has checked in. If the client is not seen in a timely manner, an escalation notification process is initiated. Once the client is brought to the interview area, the appointment system is notified of the start of the interview. All activities that occur with respect to clients after kiosk check-in are tracked and logged, and can be retrieved immediately. This not only protects the client, but it also protects the caseworker from false claims or statements.

The agency has one large lobby where all processing is done for cash aid, food stamps, Medi-Cal, and general assistance. Although it is more common in other California human service agencies to be more decentralized with multiple lobbies, using lobby automation will be just as effective, and would be simpler to implement. San Joaquin has approximately 53,000 active cases. There are about 450 eligibility workers, and many of the continuing caseworkers have 300 to 350 cases in their caseloads. Recently, there was a high-volume day of 2,000 client check-ins at the five kiosks, which consisted of 1,700 walk-ins and 300 scheduled appointments; about 200 new applications were processed. Every walk-in

is seen, and if their issues or needs cannot be resolved at the counters, they will see an eligibility worker. In the 10 months of automated lobby operation, maximum client wait times have gone from 150 minutes to 90 minutes during high client-volume days.

Lobby and scheduling automation has helped the agency deal with client increases while improving the service aspects of the lobby experience. There is no question that client service has improved significantly for a number of reasons: the availability of good management information, the effective administrative management of daily scheduling, an automated notification process, an escalation process to avoid lengthy client wait times, and the tracking of client services after kiosk check-in.

In addition, the Compass Balance feature provides automated, balanced case assignments. As new clients' needs are evaluated, their cases are assigned to the appropriate, available eligibility worker based on current caseloads. This distributes caseloads in an equitable manner and minimizes the perception that some workers are unfairly overburdened.

Through collaboration between the agency's Information Systems





Department and the Compass Appointment vendor's development group, it was possible to closely integrate the Compass system with a number of the agency's in-house-developed administrative systems. The agency's Information Systems Department also developed a specialized background desktop application that tracks each user's terminal emulation activity, allowing automatic upload of tracking information to the Compass Appointments System, thereby achieving near-real-time data extraction of case information from the state welfare system.

The success of the new system was due in great part to a broad alliance of participants, including the agency's senior management, the software vendor; the agency's Information Systems Department; program managers and staff from the Income Maintenance Bureau; and reception and management from the Administrative Services Bureau. This inclusion strategy allowed greater technical integration, additional process improvements, facility improvements, productivity improvements and automated reporting. Since implementing the project in August 2007, the vendor has continued to work with the agency to refine the lobby processes. In addition, the vendor works closely with the agency's Information Systems Department to provide high-level technical support, when needed.

Though the perspectives vary among the organizational groups that use the automated lobby and appointments system, they all feel that customer service has been greatly improved. Management has access to useful information for managing case loads and staffing needs; and is receiving very few complaints from clients. Counter staff are able to set up appointments easily and equitably because the caseworkers have pre-set their availability; and they are able to quickly adjust to changes in lobby dynamics, such as the number of clients in the various queues. The intake staff are better able to keep up with the scheduled appointments. The continuing staff can provide a more consistent level of service because clients have more confidence in the scheduling process and do not try to circumvent the established procedures.

As stated by an agency program manager in the Income Maintenance Bureau, "Compass Appointments adds tools that help eligibility workers be more responsive to clients. Before the system was in place, we were receiving 50 to 75 complaint calls a month due to long waits and slow responses to client requests. Now, we receive only one or two complaints a week. My staff are finding it much easier to keep track of their time, use time more effectively, and tell their clients when it will be best to reach them."¹⁴

The agency's Information Systems Department also developed a specialized background desktop application that tracks each user's terminal emulation activity, allowing automatic upload of tracking information to the Compass Appointments System, thereby achieving near-real-time data extraction of case information from the state welfare system.



This page intentionally left blank



Northwoods Exceeds Customers' Expectations

For the last four and one half years, Northwoods has focused on serving the specific needs of human services agencies across the country. Our solution has been implemented in over 70 agencies in Ohio, California, North Carolina, Minnesota, and New York. We know human services agencies across the country are a close knit group and we couldn't keep adding new customers if we didn't keep our customers happy. We believe there are three aspects to our success, the right product, the right people and the right process.

Our Product

Northwoods creates its Compass Software® suite of applications to serve human services agencies exclusively. Human services agencies have unique processes, quite unlike those of other agencies. As specialists in the human services marketplace, Northwoods understands the challenges that agencies face managing information and communicating among staff. In order to solve these very specific challenges, our out-of-the-box software applications are highly configurable to meet the specific needs of individual human services agencies. Right off the shelf our software is designed to work the way case managers and supervisors work today. But it also provides plenty of flexibility to configure processes for even greater productivity gains.

Our People

As much as we are in the software business, we are in the people business. We strive to attract and retain only the best team players, and it is working. Our customers tell us that our attitude toward quality and service is a refreshing departure from today's norm. Northwoods' staff has over 350,000 man-hours of expertise in project management, electronic document management and warehousing, network engineering and security, application development, and database implementation and administration. The members of the Northwoods team have over 100 years combined experience in human services. We employ former case managers, case manager supervisors, human services executive staff and other human services professionals to fortify our industry expertise. This practical experience coupled with years of experience implementing solutions within human services agencies optimally positions Northwoods for achieving the agency's desired outcomes.

Our Process

Quality assurance is of the utmost importance to Northwoods. We have a Project Management Office that oversees our projects to ensure consistency during implementation. Our training and documentation department is focused on developing high quality training materials and classroom training. And we have a dedicated Quality Assurance Department that oversees the quality of our products.

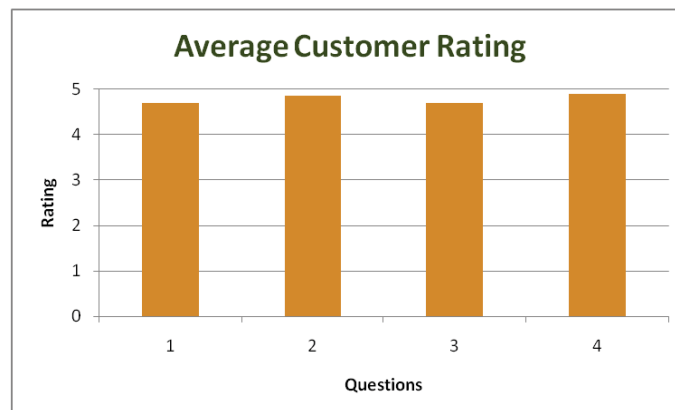


Our customer base is 7400 users strong and we support them effectively every day. Each project for Northwoods is monitored by management staff and every month they are evaluated for timeliness, budget and customer satisfaction. Any project that shows the potential for dissatisfaction on any of the criteria are evaluated and a risk management plan is put in place to ensure that all evaluation criteria are met and continue to be met over the life cycle of the project.

Each month during their active project, the customer is asked to rate their satisfaction according to the following questions, with the scale of 5 being the highest and 1 the lowest:

1. How well has the Northwoods project team met your expectations to date (1-5)?
2. How well would you rate the professionalism of the Northwoods team (1-5)?
3. How would you rate the level of communication during this project (1-5)?
4. How likely are you to do business with Northwoods in the future?

(Scale: 5 = very likely, 4 = likely, 3 = neutral, 2 = not likely, 1 = no chance)



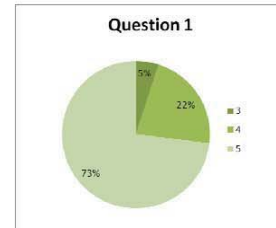
As you can see from the average customer ratings, Northwoods exceeded its customers' expectations.



To further explore the survey data, each question can be looked at more closely.

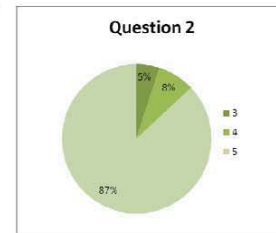
Question 1: How well has the Northwoods project team met your expectations to date (1-5)?

Rating	Percent
5	73%
4	22%
3	5%



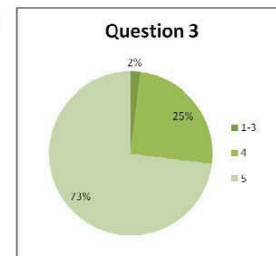
Question 2: How well would you rate the professionalism of the Northwoods team (1-5)?

Rating	Percent
5	87%
4	8%
3	5%



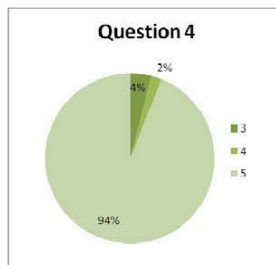
Question 3: How would you rate the level of communication during this project (1-5)?

Rating	Percent
5	73%
4	25%
1-3	2%



Question 4: How likely are you to do business with Northwoods in the future?
 (Scale: 5 = very likely, 4 = likely, 3 = neutral, 2 = not likely, 1 = no chance)

Rating	Percent
5	94%
4	2%
3	4%



Pioneering automation for human services.

Page 3 of 4



After implementation, Northwoods continues to interface with customers through various means. After a project implementation is completed, the first line of support is the Northwoods Support Center. The Northwoods Support Center is open from 8:00 am to 8:00 pm Eastern Time. Engineer and support staffs are dedicated to the Northwoods Support Center. In addition, customers have the convenience of submitting and tracking issues using the Customer Portal on our website. The Customer Portal is a convenient way to check the status of an issue without calling the Northwoods Support Center.

Each customer with an on-site maintenance agreement is assigned an Executive Sponsor. The purpose of the Executive Sponsor is to give the county a point of contact for non-support center questions and be a resource for other needs the county may have. The county Director or designated point of contact will receive the cell phone number of the sponsor. The Executive Sponsor will make semi-annual visits to the customer site to talk about new developments at Northwoods and to discuss any technical or usability issues. The Executive Sponsor is also a resource for best practices.

In addition to the direct customer contact from the Executive Sponsor and the Northwoods Support Center, Northwoods prides itself on supporting existing customers by providing regular communication, training, and networking opportunities. Northwoods holds a semi-annual training session called Compass University. At Compass University, customers can get the latest information on Compass products, hear best practices, and network with our counties. Compass University is provided free of charge to customers participating in the Northwoods Onsite Maintenance plan. Northwoods also offers courses for a fee for end users and technical staff. Training courses are available at the Northwoods headquarters or the training can be delivered at the county site. On a quarterly basis, Northwoods releases a newsletter called *The Compass*. *The Compass* is full of valuable information about implementations, best practices, product information, technical tips and tricks.



Appendix B – Staff Resumes



This page intentionally left blank



Mike Brooks, Systems Engineer

Experience

Mike has been with Northwoods for one year and is currently a system engineer. In that time he has implemented four county agency projects as well as created and supported Northwoods' onsite training environment.

Mike has been in the EDMS industry for 12 years installing and supporting customers from 2 to 500 users. He is trained in the implementation of 4 different document management solutions. He has extensive experience with numerous software operating systems including Windows NT, 2000, XP, and Windows 2003 server. He has extensive experience with numerous scanning devices including; Fujitsu, Canon, Kodak, Bell & Howell.

Industry Certifications

- Certified Document Imaging Architect (CDIA+)
- QFP in Westbrook Fortis and FileMagic
- Documentum's ApplicationXtender (AX5)
- Kofax Ascent Capture 6.0/7/0/7.5
- MedPlus Optimaxx Software
- eCopy Software
- Equitrac Print tracking software

Educational Background

Bachelor of Business Administration
Wilmington College, Wilmington, Ohio

Ohio Peace Officers Basic Training Academy

Work History

April 2008 to Present – Northwoods Consulting Partners, Inc

April 2004 to April 2008 – IKON Office Solutions

April 2002 to April 2004 – Assured Micro Services

References

Company Name	Contact	Phone	Project Scope
Marion County CSEA	Stephanie Musser	(740)387-6688 ext. 301	OnBase Maintenance
Crawford County JFS	Janelle Vance	(419)562-0015 ext. 257	OnBase Maintenance



Aaron Caldwell, Manager of Engineering

Experience

Aaron has been with Northwoods for over 4 years. During this time he has acted in various roles, such as, project support specialist, systems engineer, project manager, and workflow engineer.

Aaron was involved with the early implementations at Wood, Fulton, Lucas, and Sandusky counties in Ohio as a project support specialist. He later acted as the project manager and workflow engineer for the Jackson, Scioto, Meigs, Mercer, and Adams counties while assisting on other county projects, such as Stark, Mahoning, Logan, Shelby, Auglaize counties to provide OnBase and workflow expertise. During this time Aaron developed what became the standard workflows that Northwoods uses today and has helped shape many of the workflows that are used by our customers.

Aaron is currently the Manager of Engineering Services and helps coordinate and assist engineers with projects. He is responsible for managing and training other engineers at Northwoods, and works to keep all engineers familiar with new technology and best practices for engineering. As a senior member of the Northwoods team, Aaron can often be found helping mentor other Northwoods team members in a variety of roles.

Industry Certifications

- OnBase Certified Installer (OCI)
- OnBase Certified Workflow Engineer (OCWE)
- Microsoft Certified Professional (MCP)

Educational Background

Bachelors, Business Information Systems
University of Toledo, Toledo, OH

Work History

2004 to Present – Northwoods Consulting Partners, Inc.

References

Company Name	Contact	Phone	Project Scope
Wood County DJFS	Dave Wigent	419-352-7566	OnBase Maintenance
Stark County DJFS	Steve Bradshaw	330-452-4661	OnBase Installation and Maintenance
Sandusky DJFS	Marti Cummings	419355-5314	OnBase Installation and Maintenance



Nancy Miller, Systems Engineer

Experience

Nancy began her career with Northwoods in September 2005 as a Product Support Specialist. Currently Nancy is a Systems Engineer with the Engineer Team. She is the Lead Engineer for all new site rollouts which includes completing the site survey, hardware inventory, scheduling of resources and coordinating the rollout with the Project Managers, installation of all hardware and installation and configuration of RightFax and server related software. She also provides onsite and remote support for any systems support issues.

Nancy provides a vital service to Northwoods as the primary contributor to our Maintenance Manual and the Hardware Installation manuals, helping ensure information is current and accurate. She is also one of our liaisons with our third party vendors to resolve issues, provide service support and coordinate upgrades of those programs and hardware.

Nancy has six years experience as an Eligibility Referral Specialist in Job and Family Services. She applies her working knowledge in all aspects of caseload management and all public assistance case types to her Northwoods projects. While employed at Marion County Job and Family Services she was one of the pilot users for the Northwoods Imaging project and has over a year experience as an end user.

Industry Certifications

- Microsoft Certified Technical Specialist (MCTS)

Educational Background

Associate of Applied Science Degree in Human and Social Services
Marion Technical College, Marion, Ohio

Work History

September 2005 to Present – Northwoods Consulting Partners, Inc.
May 2002 to September 2005– Marion County Job and Family Services
April 1999-May 2002- Crawford County Job and Family Services

References

Company Name	Contact	Phone	Project Scope
Marion County JFS	Matt Primmer	740-387-8560	Server Installation and Systems Support
Logan County CSEA	Tami Mueller	937-599-7232	Server Installation/Systems Support
Wayne County JFS	Donn Aukerman	330-287-5800	Server Installation/Systems Support



Greg Tipping, Chief Operations Officer

Experience

During Greg’s 4 ½ years with Northwoods, he has served in a variety of roles, including business analyst, trainer, project manager, manager of field operations, director of operations and chief operations officer.

As Assistant Director of Wood County Department of Job and Family Services (DJFS) Greg acted as the project manager on the county side of the Northwoods Implementation and has been directly involved in over 40 Implementations in Ohio, North Carolina, Minnesota and California since joining Northwoods in 2004. In his management roles with Northwoods, Greg has been responsible for the growth and development of the Project Implementation Methodology used by Northwoods today. This model meets all Industry standards for project management and emphasizes communication, monitoring and control as well as a partnership approach with our customers.

Currently, Greg is serving as Chief Operations Officer. In this role, Greg is responsible for all projects in Ohio and nationwide. He is also responsible for creating staffing plans, strategic planning, process management, and mentoring new project managers.

Industry Certifications

- OnBase System Administrator

Educational Background

Bachelor of Business Administration
Major Area of Concentration: Marketing
Minor Area of Concentration: Management
University of Toledo, Toledo, Ohio

Work History

July 2004 to Present – Northwoods Consulting Partners, Inc.
May 2002 to July 2004 – Assistant Director Wood County Department of Job and Family Services

References

Company Name	Contact	Phone	Project Scope
Allen County DJFS	Caryn Strayer	419-999-0293	Project Management
Stark County DJFS	Susan Whitmore	330 451-8955	OnBase Installation and Maintenance



Chawn Walker, Senior Project Manager

Experience

During Chawn's 3 1/2 years of working at Northwoods Consulting Partners, he has managed numerous projects. These projects include most of the metropolitan projects, such as Cuyahoga Compass Appointments, San Joaquin County, Franklin County and Sacramento County.

Prior to working at Northwoods, Chawn spent 11 years working with Lucas County Job and Family services. While at Lucas County Job and Family Services, Chawn worked as a case manager and well as a project manager.

Currently, Chawn is serving as the Project Manager Team Leader and a Project Manager. In the role of Team Leader, Chawn is responsible for monitoring ongoing projects, re-engineering Project Management processes, and best practices. As a Project Manager, Chawn plans, implements, and monitors projects.

Industry Certifications

- Microsoft Certified Professional (MCP)
- Project Management Professional (PMP)

Educational Background

Bachelor of Sociology

Major Area of Concentration: Criminology

Minor Area of Concentration: Psychology

Ohio University, Athens, Ohio

Work History

July 2005 to Present – Northwoods Consulting Partners, Inc.

May 1994 to July 2005 – Lucas County Job and Family Services

References

Company Name	Contact	Phone	Project Scope
Franklin County DJFS	Cheryl Presley Boley	614-462-3294	Project Management
Sacramento County Human Services Agency	Logan Pratt	916-710-4713	Project Management
Cuyahoga EFS	Cheryl Johnson	216-987-6671	Project Management



This page intentionally left blank