

ORDER OF COMMISSIONERS COURT  
Authorizing the expenditure of funds

The Commissioners Court of Harris County, Texas, convened at a meeting of said Court at the Harris County Administration Building in the City of Houston, Texas, on the \_\_\_\_ day of \_\_\_\_\_, 2022 with all members present except \_\_\_\_\_.

A quorum was present. Among other business, the following was transacted:

**ORDER AUTHORIZING THE EXPENDITURE OF FUNDS FOR CONSULTING SERVICES UNDER JOB NO. 21-0317 WITH PFM GROUP CONSULTING LLC. THE AGREEMENT WITH PFM GROUP CONSULTING LLC WAS APPROVED AT COMMISSIONERS COURT ON MARCH 22, 2022, ITEM 22-2097**

Commissioner \_\_\_\_\_ introduced an order and made a motion that the same be adopted. Commissioner \_\_\_\_\_ seconded the motion for adoption of the order. The motion, carrying with it the adoption of the order, prevailed by the following vote:

Vote of the Court	<u>Yes</u>	<u>No</u>	<u>Abstain</u>
Judge Hidalgo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comm. Ellis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comm. Garcia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comm. Ramsey, P.E.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comm. Cagle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The County Judge thereupon announced that the motion had duly and lawfully carried and that the order had been duly and lawfully adopted. The order thus adopted follows:

**IT IS ORDERED** the Harris County Judge is authorized to approve for and on behalf of Harris County the expenditure of \$146,900.00 in funds under Job No. 21-0317 for the Agreement between Harris County and PFM Group Consulting LLC The expenditure will provide Process Analysis and Mapping of the Enrollment Process for the Gulf Coast Region Child Care Subsidy Program (“Services”). The Request For Proposal: Process Analysis and Mapping of the Enrollment Process for the Gulf Coast Region Child Care Subsidy Program, the BAFO Budget Proposal, and the Agreement is incorporated herein as though fully set forth word for word.

The Services provided under this Order will meet the 15% MWBE participation goal through the use of EnFocus Strategies LLC & MFR Consultants, Inc at 28.1% MWBE participation.

All Harris County officials and employees are authorized to do any and all things necessary or convenient to accomplish the purpose of this Order.

## Gulf Coast Region Child Care Subsidy Program Process Analysis and Mapping

7/12/22  
PFMGC BAFO Budget Proposal

Task/Activities	Managing Director		Director		Analyst		Subcontractor MFR		Subcontractor EnFocus		Totals	
	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
<b>Task #1: Define and Document Current State, Process Flows, Roles and Responsibilities</b> Includes kickoff, information request/analysis, staff interviews, and documentation of process flows	6	\$2,100	32	\$10,400	42	\$10,500	4	\$1,000		\$0	84	\$24,000
<b>Task #2: Describe Family Experience and Applicant Lifecycle</b> Includes participant survey and analysis, participant focus groups, and documentation of findings	2	\$700	4	\$1,300	4	\$1,000		\$0	55	\$19,250	65	\$22,250
<b>Task #2a: Describe Child Care Provider Experience</b> Includes focus groups for up to 20 child care providers, Spanish language available	2	\$700	4	\$1,300	4	\$1,000		\$0	55	\$19,250	65	\$22,250
<b>Task #3: Map current System Architecture and IT Interfaces</b> Includes staff interviews and system review		\$0		\$0		\$0	40	\$10,000		\$0	40	\$10,000
<b>Task #4: Understand Equity Impacts of Enrollment Process</b>		\$0	14	\$4,550		\$0		\$0		\$0	14	\$4,550
<b>Task #5: Define Future State and Develop Recommendations</b> Recommendations for process improvement, staffing, and user experience	4	\$1,400	24	\$7,800	32	\$8,000		\$0		\$0	60	\$17,200
<b>Task #6: Develop Recommendations to Align with County's Equity Framework</b>		\$0	14	\$4,550	8	\$2,000		\$0		\$0	22	\$6,550
<b>Task #7: Recommend Target Outcomes</b>		\$0	14	\$4,550	18	\$4,500		\$0		\$0	32	\$9,050
<b>Task #8: Recommend Adjustments to System Architecture and IT Interfaces</b>		\$0		\$0		\$0	28	\$7,000		\$0	28	\$7,000
<b>Task #9: Develop Recommendations for Other Initiatives</b>	4	\$1,400	12	\$3,900	12	\$3,000		\$0		\$0	28	\$8,300
<b>Task #10: Identify Potential Vendors for Future Services</b>		\$0	10	\$3,250	10	\$2,500		\$0		\$0	20	\$5,750
<b>Project Totals:</b>	<b>18</b>	<b>\$6,300</b>	<b>128</b>	<b>\$41,600</b>	<b>130</b>	<b>\$32,500</b>	<b>72</b>	<b>\$18,000</b>	<b>110</b>	<b>\$38,500</b>	<b>458</b>	<b>\$136,900</b>

<b>Total Project Hours</b>	<b>458</b>
<b>Total Hourly Cost</b>	<b>\$136,900</b>
<b>Total Maximum Expenses (Travel)</b>	<b>\$10,000</b>
<b>TOTAL COST ESTIMATE:</b>	<b>\$146,900</b>
<b>Hourly Rates:</b>	
Managing Director	\$350
Director	\$325
Senior Analyst / Analyst	\$250
Subcontractor - EnFocus	\$350
Subcontractor - MFR	\$250

June 17, 2022

---

# Harris County, Texas

Process Analysis and Mapping of the Enrollment Process for the Gulf Coast Region Child Care Subsidy Program

## **PFM Group Consulting LLC**

1200 Smith Street  
Suite 1600  
Houston, TX 77002

## **David Eichenhal, Managing Director**

[eichenhal@pfm.com](mailto:eichenhal@pfm.com)  
504-930-7684

## **Caroline Sylvan, Director**

[sylvanc@pfm.com](mailto:sylvanc@pfm.com)  
215-557-1244



**ABOUT PFM**

PFM is the marketing name for a group of affiliated companies providing a range of services. All services are provided through separate agreements with each company. This material is for general information purposes only and is not intended to provide specific advice or a specific recommendation. Financial advisory services are provided by PFM Financial Advisors LLC, a registered municipal advisor with the SEC and the Municipal Securities Rulemaking Board (“MSRB”) under the Dodd-Frank Act of 2010. Swap advisory services are provided by PFM Swap Advisors LLC which is registered as a municipal advisor with both the MSRB and SEC under the Dodd-Frank Act of 2010, and as a commodity trading advisor with the Commodity Futures Trading Commission. Additional applicable regulatory information is available upon request. Consulting services are provided through PFM Group Consulting LLC. Institutional purchasing card services are provided through PFM Financial Services LLC. PFM’s financial modeling platform for strategic forecasting is provided through PFM Solutions LLC. A web-based platform for municipal bond information is provided through Munite LLC. For more information regarding PFM’s services or entities, please visit [www.pfm.com](http://www.pfm.com).

**Table of Contents**

Section I. Qualifications & Experience ..... 4  
Section II. Project Team and Roles..... 8  
Section III. Scope of Work..... 10  
Section IV. Proposed Schedules..... 17  
Section V. Budget..... 19





June 17, 2022

Ms. Sara Mickelson, Director of Early Childhood Initiatives  
Office of County Administration  
1001 Preston St #938  
Houston, TX 77002

**Re: Process Analysis and Mapping of the Enrollment Process for the Gulf Coast Region Child Care Subsidy Program**

Dear Ms. Mickelson:

PFM Group Consulting LLC (PFM) is pleased to submit our proposal to provide Process Analysis and Mapping of the Enrollment Process for the Gulf Coast Region Child Care Subsidy Program to Harris County. We are fully prepared and qualified to deliver the services described in the RFP – and are excited about this important effort.



1200 Smith Street  
Suite 1600  
Houston, TX 77002  
713.848.6400

[pfm.com](http://pfm.com)

PFM's prior engagements with Harris County, going back to 2019, demonstrate the depth of our experience and understanding of the specific needs, goals, and challenges faced by Harris County.

In this proposal, we detail how our established Human Services consulting practice has the necessary qualifications and expertise to provide a thorough assessment of the subsidized child care enrollment process and to offer a set of recommendations designed to streamline the process, reduce barriers to entry, and ensure that subsidized child care is accessible to as many eligible Harris County families as possible. For this work, PFM will partner with MFR Consultants, a frequent PFM subconsultant on work related to Information Technology.

PFM and our team have the right experience and a track record of success and are committed to providing the highest level of service to our clients. We understand what it takes to ensure that the project is delivered well and on time, and we will put in place the personnel and management structure to do just that. I will serve as the Engagement Manager and can be reached at 504-930-7684 or by email at [eichenthald@pfm.com](mailto:eichenthald@pfm.com). Caroline Sylvan will be the Project Manager; she can be reached at 267-253-3047 or by email at [sylvanc@pfm.com](mailto:sylvanc@pfm.com).

We know how important this project is to the County and we would be honored to be your partner in this effort.

Sincerely,

David Eichenthal  
Managing Director  
PFM Group Consulting LLC



## Section I. Qualifications & Experience

---

### **PFM Expertise + Insight = Ingenuity**

#### PFM's History and Experience

PFM was founded in 1975 on the principle of providing sound and independent financial advice to governmental and non-profit entities. Today, the PFM Group of affiliated companies has more than 300 employees at over 30 locations nationwide.

Primary services for this engagement will be delivered by PFM Group Consulting LLC, the PFM affiliate for the firm's Management and Budgeting Consulting practice (MBC).<sup>1</sup> PFM Group Consulting is a limited liability company with a partnership classification. The company's principals are Michael Nadol (President), Cheryl Maddox (Secretary), and David Eichenthal (Assistant Secretary). The four managing partners of PFM Group Consulting are David Eichenthal, Dean Kaplan, Gordon Mann, and Michael Nadol. The PFM team maintains or will maintain all licenses required to complete the requested scope of services.

The mission of our 45 MBC professionals is to help local and state government leaders develop comprehensive strategies to overcome their financial challenges, improve the efficiency of their day-to-day operations, and align their resources to their community's long-term goals.

As a result, we work at the intersection of policy, operations, and finance to help solve our clients' toughest problems, with decades of experience in public sector management, operations, policy, and budget issues. Our experienced consultants—many of whom are former senior local government officials—focus on the complex challenges faced by public sector leaders, and deliver in-depth analysis and creative, implementable ideas that can truly make a difference.

#### Qualifications

PFM is ideally suited to conduct the process analysis and mapping of the child care subsidy enrollment program. For our work on this engagement, we will draw on our experience providing similar process improvement projects for a wide range of human services agencies, as well as our in-depth portfolio of work with Harris County.

Over the past three years, we have carried out a series of projects for the county, including organizational and operational reviews of multiple County departments, facilitation of the process that led to a new County vision, mission and goals adopted by Commissioners Court, support for the Budget Management Department in developing performance metrics for the County budget process, and a review of the Harris County criminal justice system including treatment and reentry services. We have seen the county implement many of our recommendations and pursue major initiatives to provide services to the county's most vulnerable populations. Most recently, Judge Lina Hidalgo announced approval of a new \$48 million program which aims to increase accessibility to high-quality child care and early childhood development in Harris County.

No other firm is more primed to help the county leverage this investment and ensure that funds are used effectively and that services reach Harris County families with the most need, particularly those who have previously faced barriers to accessing quality child care. We know the county, and we know how to help improve service delivery, as demonstrated by our experience below.

---

<sup>1</sup> PFM Group Consulting LLC is one of several affiliates that are indirect, wholly owned subsidiaries of a holding company. The firm is 100% owned by its Managing Directors, who set the firm's strategic direction, one of whom would serve as Engagement Manager for this project.



## **Child Care Assistance Program Process Improvement Review and Fraud Investigation Data Analysis Minnesota Department of Human Services July 2018 - January 2019**

In 2018, Minnesota's Department of Human Services engaged PFM to undertake a third-party review of the operations of the state's Child Care Assistance Program (CCAP) and provide recommendations for business process improvements. In addition to gaining an understanding of Minnesota's child care assistance process, PFM worked with the Investigations Unit to evaluate allegations of fraud in the program and CCAP's response.

PFM used multiple methods for gathering data and information on the CCAP program, including conducting detailed program interviews with department leadership, supervisors, and staff, speaking with several external stakeholders, reviewing documents and program financial data, and researching best practices for preventing and investigating Child Care Assistance fraud. The team performed data analysis to identify which fraud metrics could be accurately stated or confirmed given the available information and provided an updated estimate of the level of fraudulent CCAP payments.

PFM developed a final report outlining its findings and recommendations. One of the primary findings was that lack of centralized data collection prevented the fraud investigations unit from backing up its assertions regarding the level of fraud in the CCAP program. PFM recommended several approaches to improving data collection and tracking processes and to ensuring that the agency collects the types of data that are most effective in preventing fraud. In addition, PFM shared several recommendations for methods to reduce fraud on the front end of program activities, including policy and statutory changes as well as technical solutions, including an electronic attendance system. Recommendations also included implementation of best practice approaches to sign-in technology and the application process used by comparable jurisdictions. Finally, PFM provided suggestions for improved inter-departmental communication, the reorganization of certain departmental functions, and additional resources to support the mission of both CCAP and the fraud investigations unit.

## **Philadelphia Adoption Process Assessment Casey Family Programs May 2018 – December 2018**

Casey Family Programs engaged PFM to undertake an assessment of Philadelphia's adoption process, with the goal of streamlining the process, reducing barriers and delays, and increasing successful and timely permanency outcomes for children in the agency's care. This assessment involved engaging multiple stakeholders with key roles in various aspects of review, compliance, and approval, including: Philadelphia Department of Human Services (DHS), contracted Community Umbrella Agencies, the Statewide Adoption and Permanency Network (SWAN), and Philadelphia Family Court (Courts), in addition to the children and families involved in the process. PFM provided a comprehensive set of recommended improvements across systems partners, outlining optimal roles and involvements for each party involved, and ensuring that the process continues to meet all legal and regulatory requirements. As always, PFM's recommendations included detailed suggestions and timelines for implementation, including incremental steps and guidance for making larger changes to staffing and organizational structures.

## **Philadelphia DHS Hotline Analysis Casey Family Programs August 2016 - March 2017**

At the request of Casey Family Programs, PFM examined Philadelphia DHS's child welfare hotline, with a focus on assessing staffing and workflow to address the Department's high rate of dropped calls. PFM analyzed extensive call log data, which, in combination with staff interviews and policy reviews, allowed the team to identify underlying causes of the high call abandonment rate and generate recommendations to improve hotline



functionality. While in many cases, the data analysis supported staff's understanding of Department challenges, in other areas the data refuted assertions made by staff, such as a belief that call volume significantly fluctuates over the course of the year. PFM's recommendations included changes to staffing shifts and unit responsibilities that have been implemented, along with an overhaul of the Department's intake policy, which has greatly reduced not only dropped calls, but also the need for hotline workers to perform emergency investigations.

**Philadelphia DHS Random Moment Time Study (RMTS)  
Pennsylvania Office of Children, Youth, and Families  
June 2018 - July 2019**

At the request of the Commonwealth of Pennsylvania, PFM reviewed Philadelphia's RMTS process to determine the reason(s) for the disproportionately low reporting of candidacy (pre-placement) activities despite the large number of children and families accepted to receive in-home services. Through interviews with staff as well as extensive analysis of RMTS data, PFM identified several key findings that helped explain the barriers to accurate reporting. PFM detailed these findings in a report and provided a robust set of recommendations and action items, including:

- Updates to DHS policy to improve guidance and trigger reviews of specific moments
- Systems updates to improve functionality and clarify language
- Training and onboarding improvements to reduce challenges and errors related to new staff and supervisors
- Process improvements relating to documentation review and supervision to reduce errors
- Incorporating data analysis to identify trends as they arise

**Fiscal Department Operational Review for Luzerne County Children and Youth Agency  
Pennsylvania Office of Children, Youth, and Families  
November 2017 – June 2018**

Pennsylvania's Office of Children, Youth, and Families engaged PFM to review the operations of the Fiscal Department of Luzerne County Children and Youth Agency. The agency had identified several opportunities for improvement related to addressing staffing challenges, developing a set of written policies and procedures to facilitate onboarding and succession planning, and reviewing, updating, and automating processes to increase efficiency, reduce duplication of efforts, and improve communication and reporting.

PFM partnered with MFR to carry out the following tasks:

- Identify and document opportunities for process improvements in line with best practices
- Assess the appropriateness of current staff roles and responsibilities
- Develop a timeline and approach to ensure timely and accurate fiscal reporting
- Review the county's Needs Based Budget process and perform related fiscal analysis to assist in preparation for future planning
- Provide templates or sample written policies and procedures as well as recommendations for succession planning and training of fiscal staff on new tasks

MFR played a key role in the areas of process mapping, process improvement, and systems review. PFM's review coincided with critical audit findings which led to an extensive improvement process within the agency, with the PFM team's findings and recommendations providing a roadmap for process improvement once staffing and compliance issues were addressed.



## **ETS Procedures & Management Assessment State of Oregon, Department of Administrative Services May 2015 – January 2016**

In 2015, the State of Oregon sought an independent third-party to review procedures and management oversight of their Enterprise Technology Services (ETS) and to identify issues and vulnerabilities and provide recommendations to improve ETS operations.

A combined team of PFM and MFR professionals were hired to deliver a two-phased project for the assessment of ETS, management, and cost models. The goals of the project were to provide comprehensive recommendations to the Governor that addressed how IT resources at ETS should be structured and funded in the future; to ensure transparency and public access to information; and to secure, cost-effective service delivery. During Phase I, the team worked through an aggressive schedule of interviews to identify and analyze ETS's IT infrastructure, and performed the following:

- Reviewed over 2700 documents provided by ETS and DAS on current ETS procedures and management oversight processes to identify issues and vulnerabilities;
- Conducted over 70 separate interviews with executive DAS and ETS leadership and staff;
- Analyzed information, and generated a list of common themes, that addressed IT resources at ETS;
- Developed specific recommendations addressing the information technology challenges of the organization; synthesized the data into key findings; and
- PFM and MFR presented the findings and recommendations to the Governor of Oregon, marking the completion of Phase I, in June 2015.

Phase II of the project focused on analyzing the financial cost models and budgetary components of ETS, culminating in a written report to ETS used as part of a February 2016 rebase-lining of ETS services and rates.



## Section II. Project Team and Roles

### Resumes of Key Professionals

#### *Executive Project Management Team*



**David Eichenenthal** is a Managing Director with PFM's Management and Budget Consulting practice and the founding Director of PFM's Center for Justice and Safety Finance. Mr. Eichenenthal has served as the Engagement Manager for PFM's work with Harris County, Texas since 2019.

Prior to joining PFM, Mr. Eichenenthal was finance officer and director of performance review for the City of Chattanooga where he oversaw the development of the City's \$150 million budget, implementation of one of the nation's first 311 systems, creation of a citywide performance management initiative and managed 175 employees. In New York, he served as Chief of Staff to the Public Advocate – the City's second highest elected official -- and as Chief of Policy, Assistant Advocate for Research and Investigation.

*Mr. Eichenenthal will serve as the engagement manager for the project.*



**Caroline Sylvan** is a Director with PFM's Management and Budget Consulting practice and leads the practice's Health and Human Services group, where she works nationally on improving the delivery, operations and financial monitoring of human services. For more than 12 years, Ms. Sylvan has provided trusted advice for a wide range of human services clients on topics such as process improvement, organizational efficiency, compliance, and revenue enhancement. She has worked extensively in the area of child welfare, at both the state and county levels, as well as with agencies spanning a wide range of human services, including child care assistance, behavioral and mental health and public health. Ms. Sylvan has supported several Harris County

projects, including: operational reviews of the Domestic Relations Office and Department of Public Health; assessments of diversion, treatment, and prevention programs and their impact on criminal justice system involvement; and support for the County's initiative to introduce performance metrics into the budget process for all departments.

In addition to organizational reviews, program/process evaluations, and fiscal analysis engagements, Ms. Sylvan has led a number of practice-related projects, including a needs assessment for Washington D.C.'s Child and Family Services Agency and a revision/rewrite of Los Angeles County Department of Children and Family Services' Child Welfare Policy Manual.

*Ms. Sylvan will serve as the day-to-day project manager.*



**Danielle Scott** is a Director with PFM's Management and Budget Consulting practice and leads the group's growth strategy in Texas. Ms. Scott has supported PFM's multi-year financial plan work in Houston, has worked on several Harris County projects including the County Operational Assessment, and provided multi-year forecasting for Missouri City, Texas.

Ms. Scott joined PFM in June 2015 and plays a key role in projects where the firm provides budgetary and financial analysis, reviews municipal operations and develops multi-year financial plans to help municipal governments overcome their fiscal challenges. As the Co-Director of PFM's Center for Budget Equity and Innovation, she helps clients develop long-term blueprints for fiscal, economic, and community sustainability.



*Ms. Scott will serve subject matter expert on equity and access.*



**Christina Chepel** is a Director with MFR, leading the firm’s Business Advisory Practice. With over 25 years of experience, Ms. Chepel is responsible for overall execution of MFR’s Business Advisory strategy, helping governments, not-for-profit institutions, higher education institutions and other entities improve business process efficiency and effectiveness, solve problems, manage risks, and pursue opportunities.

Prior to joining MFR, Ms. Chepel was a partner with KPMG LLP, leading the firm’s government and not-for-profit audit and advisory practice in the Greater Philadelphia area. She has experience serving agencies and departments including a State retirement system,

State housing authority, and City-owned utility, as well as with government-wide financial reporting and federal program management.

She is a Certified Public Accountant (CPA), a Certified Government Financial Manager (CGFM), a certified Project Management Professional (PMP), and a Certified Scrum Master (CSM).

*Ms. Chepel will oversee the MFR project team.*



**Philip Rhym** is a Manager with MFR’s Information Technology Practice and leads MFR’s Public Safety Practice.

With over 10 years of experience, Mr. Rhym manages process re-engineering and system migration and modernization projects for large public agencies. Most recently, he has served as Project Manager for the Philadelphia Police Department Computerized Criminal History Modernization Project, responsible for leading the team gathering business

requirements and providing quality assurance testing.

He has previously served as Project Manager for the Philadelphia Housing Development Authority’s Business Mapping and Requirements Gathering Project which led to replacement of the Authority’s antiquated financial system.

*Mr. Rhym will support IT tasks on this project.*

### **Analyst Support**

This project will be supported by qualified PFM and MFR analysts who have related experience, including process and performance improvement, support for human services and/or child care assistance agencies, staffing assessments, citizen engagement, and equity.

Project Team	Role	% of Time
David Eichenthal	Engagement Manager	6%
Caroline Sylvan	Project Manager	30%
Danielle Scott	Subject Matter Expert - Equity	7%
Analyst Support	Project Support	39%
MFR – Chris Chepel/Phil Rhym	Manage IT Tasks	18%



## Section III. Scope of Work

---

We understand that this engagement will require the selected consultant to understand and analyze the current process to enroll in the Financial Assistance for Child Care Program and to identify process improvements. Understanding the enrollment process necessarily includes learning what families experience throughout the process as well as the IT components involved. Ultimately, we will document the current state of the enrollment process and make recommendations for improvements to streamline processes, reduce barriers to access, and improve family experience.

PFM proposes the following project framework to facilitate a collaborative relationship and ongoing communication, both key elements of an actionable and effective process improvement project.

- **Client Engagement.** The PFM team will partner with the client, communicating with the project leadership team in setting project direction, resolving issues, and maintaining project continuity.
- **Continuous Feedback.** PFM project managers will provide regular updates to the client on project progress and scheduling. PFM also provides regular opportunities for the client to vet recommendations and analysis, to help ensure that findings and recommendations are credible and actionable and that all deliverables meet client quality standards.
- **Quality Assurance.** For every project, we designate both an Engagement Manager and Project Manager. The Project Manager coordinates development of project timelines, goals, team meetings, client checkpoints, and all interim and final deliverables, while the Engagement Manager ensures quality control and client satisfaction. Between these senior leaders, and across all levels of our teams, PFM's project management culture promotes regular, open, and active communication and coordination.

From our review of the Scope of Services outlining the anticipated activities and goals for this project, we have proposed the following tasks and a detailed approach to this project.

### Project Plan and Kickoff

The most effective way to begin a collaborative relationship with clients is through an effective project kickoff. We anticipate that this would include an on-site meeting with the County's project team to introduce the project and confirm project objectives, introduce key members of the PFM project team, outline the project schedule, and discuss the proposed approach to this project.

Once approved for the project, PFM will submit a proposed project plan based on the approach and schedule outlined within this proposal. PFM is committed to meeting the four-month timeline. The team will "hit the ground running," by providing an initial information request prior to the kickoff and scheduling additional onsite meetings to take place during the same visit as the kickoff.

### Task #1

Current State:

- Define processes for enrollment in the child care subsidy program from end to end (i.e., recruitment/outreach to recertification for the program)
- Document high-level process flows for all major processes that occur within the child care subsidy program (e.g., outreach, application, application processing, provider payment)
- Define existing roles and responsibilities of entities and individuals within the enrollment process, including FTE assigned to each process
- Capture time in each process and current backlogs
- Recommended additional component: Overview of program costs



PFM will take a threefold approach to understanding the entire end-to-end enrollment process and the roles and responsibilities of entities and individuals involved throughout the process.

- 1) **Information gathering** – PFM will develop an information request to be shared with the project contact early in the process. The request will include data on enrollment numbers, number of applicants and waitlist numbers, demographics, any existing written policies and procedures relating to the enrollment process (including both internal and client-facing), organizational charts and job descriptions, marketing/recruitment materials, and other information relevant to the project.
- 2) **Interviews** – PFM will set up a series of individual and roundtable interviews with staff and stakeholders to learn about the detailed processes across the program. This will include staff from the Gulf Coast Workforce Board, Interfaith Ministries of the Woodlands, Harris County, and other stakeholders identified throughout the course of the project.
- 1) **Follow up** – Following review of the data and documents gathered from the information request and our findings from the interviews, PFM will develop draft process flows for the primary processes involved in the child care subsidy program. PFM will follow up with additional interviews or clarification questions for any gaps in the draft process. PFM will provide a draft of documented processes for review by the Harris County project team.

In documenting the high-level process flows, we will incorporate our findings relating to the time spent on each task and process. Where reports vary related to aspects of certain processes including time, we will include a discussion of the range of responses and apply any data available to corroborate anecdotal responses.

Throughout our interviews and through the data request, the PFM team will also gather information critical to understanding and analyzing the processes and challenges involved in the subsidized child care enrollment process. This information includes:

- Numbers of participants and applicants, time spent on each aspect of the process, backlogs and waitlists, including variation in these numbers dependent on factors such as time of year, economic trends, staffing, and advertising/recruiting for the subsidized child care program.
- Roles and responsibilities for staff involved in the process, including FTEs, turnover/vacancies, experience level, and related factors.
- The costs of the program to the county (contracts, staffing, cost of alternative social services, etc.) and whether those costs change over time or in response to variables.

Assigned team members: Caroline Sylvan; Analyst(s)

Deliverables: The primary deliverable for this task will be a high-level analysis of process flows for the primary processes within the child care subsidy program. This will include the use of flowcharts to enable visualization of the number of steps involved in a process and to identify pain points or bottlenecks as areas of opportunity. Process documents will incorporate information on FTEs, participant data, and variables that impact processes or timelines. Cost data will be provided separately as part of the draft findings deliverable.

## Task #2

Current State:

- Describe family experience with the process
- Define applicant lifecycle including fall off reasons (e.g., when families do not complete the enrollment process, where in the process they exit)



Understanding the experience that families have throughout the process is important to identifying barriers and pain points that may cause families to fail to complete the application process or to exit the program. We propose connecting with families in two primary ways, through a survey and through focus groups.

We will develop a brief, effective survey to be distributed to families in various stages of the program. The survey will be accessible online and will be the best way to gain input from families served by the program. Ideally, this survey will be distributed to families who:

- Are currently participating in the program (receiving subsidized child care) or have previously participated in the program.
- Have completed the application process but are not currently receiving child care due to waitlists.
- Have begun the application process but did not complete it.

It would also be useful, if possible, to identify families that may be eligible but have decided not to apply either due to what they have heard about the program or application process, concerns about eligibility, or for other reasons.

The PFM team will develop the survey after initial conversations and information gathering to understand more about the process and the County's goals. However, survey questions will likely cover ease of access, time spent on application, questions about understanding/clarity of the application process, customer service/support (ability to get questions answered during the process), alternatives to subsidized child care, and demographic information including region and income level. Survey responses will be anonymous.

In addition to the survey, we propose to hold a few small focus groups of parents in the same categories mentioned above in order to hear a more detailed perspective than may be available through the survey.

Through both a survey and focus groups, we will gather information from families on their overall experience as well as details on their experiences throughout the lifecycle of their involvement with the subsidized child care program, including:

- How they first learned of the program (recruiting/advertising, word of mouth/referral and who they heard about it from, including if they learned of it from multiple sources).
- How they learned of the eligibility criteria and how they determined that they were eligible for the program. Was there any confusion or lack of clarity around eligibility criteria?
- Experience with the enrollment process, including:
  - How they accessed the application and any information about the program, e.g. computer, mobile, library computer, paper/office visit.
  - Any issues experienced during the enrollment process, including: lack of clarity about required documentation, technological difficulties, ability to get answers to questions either from online resources or by accessing a representative via chat, email, or phone.
- Experience with customer service and getting questions answered during the initial application process and after acceptance to the program, as well as communication about application status.
- If a family did not complete the enrollment process, why not? Was it related to eligibility criteria, frustration with the process, inability to get questions answered or other reasons? Where in the process did the family decide not to complete enrollment? What was the family's alternative to receiving subsidized child care?
- If the application was accepted, the experience accessing child care and using the subsidy.
- If the application was accepted and family declined to use subsidized child care, why – changes in circumstance, quality of available programs, etc.
- Any processes that occur after accessing child care, such as: changing child care locations, withdrawing a child, adding a child, experiencing changes in income or working hours.

In addition to asking questions to better understand the current experience, we will also ask families for recommendations for improvement across all aspects of the process. This may take the form of requests for



specific recommendations at various points across the process (e.g. communication about the program, the online enrollment process, customer service, etc.) as well as more overarching “wish list” recommendations related to subsidized child care and interactions with the County on related matters.

Assigned team members: Caroline Sylvan; Analyst(s)

Deliverables: The deliverable for this task will be a memo or report outlining findings related to the family experience and applicant lifecycle. We will also include as part of the deliverable a summary of survey results to provide more detailed background information for future use or analysis as needed.

### **Task #3**

Current State:

- Map current system architecture and IT interfaces used in enrollment

We understand that the Gulf Coast Workforce Board is responsible for the current IT system. We will interview those responsible for the system and inquire about the current state including:

- What software is being used throughout the enrollment process? Is it “off the shelf” or custom-developed?
- How long has the software been in use?
- How often is the software updated?
- What hardware does the software run on?
- What databases/data warehouses are used?
- How many people are involved in maintaining the system?
- How often is the system data backed up and what process is used? Where are the backups stored?
- How many users does the system have?
- How is system access granted/terminated?
- Is there a “help desk” for users? Who is responsible for the help desk and during what hours does it operate? What are the most common help desk inquiries?
- From what other system(s) does the enrollment system draw information?
- To what other system(s) does the enrollment system provide information?
- Are the interfaces automated or manual? What controls exist to ensure that data is transferred correctly?
- How often do the interfaces occur?
- Is there identified functionality that is desired but not available in the current system? If so, what?

We will also consider the relevant findings from Task 2 from an applicant experience perspective in identifying “pain points” regarding the current system, as well as information gathered throughout the current state assessment from a staff experience perspective.

Assigned team members: Christina Chepel, Philip Rhym, Analyst(s)

Deliverables: The deliverable for this task will be a map of the current system architecture and IT interfaces used in the enrollment process that will be validated with the process owners, and incorporate applicant and staff user perspectives, as appropriate.

### **Task #4**

Current State:

- Understand equity impacts (by race/ethnicity, language, and ability) of current enrollment process

PFM will consider equity impacts of the enrollment process across all tasks, including the data request, review and documentation of current processes, and interviews with staff and families. Specifically, PFM will:



- Compile and analyze available demographic data to identify gaps in service.
- Incorporate questions in staff interviews to probe known and unintended barriers for disproportionately impacted communities in the enrollment process.
- Gather participant impressions related to equity from families through surveys and focus groups.

Assigned Team members: Caroline Sylvan; Danielle Scott

Deliverables: The deliverable for this task will be incorporated into the memo detailing findings relating to the process and family experience.

### **Task #5**

Future State:

- Develop process architecture
- Identify opportunities for user experience improvements
- Recommend process simplification or improvement opportunities
- Recommend optimal staffing and skillset to support structures
- Recommended additional component: Research best practices

Throughout the data gathering and interview elements of the project, as we develop a full understanding of the process components, inefficiencies, and challenges, the PFM team will identify opportunities for improvement. As we identify pain points for both families and staff throughout the lifecycle of program enrollment, we will begin the process of determining how to mitigate and address the challenges involved. We anticipate that our recommendations will stem from a variety of sources, including:

- Recommendations by current participants in the process, including staff and leadership, families that have successfully enrolled and participated in the program, families that have enrolled but are on the waitlist, and families that have not completed the enrollment process.
- Research into comparable programs, including outreach to gather information on best practices and lessons learned from similar programs and jurisdictions
- Our experience with process improvement projects in other areas or for other programs/agencies where process improvements related to streamlining, analysis, user experience, and technology may have relevant applications even if the processes themselves differ substantially in nature.

Assigned Team members: Caroline Sylvan; David Eichenthal; Analyst(s)

Deliverables: The deliverable for this task will be a final report detailing our recommendations and including, where relevant, updated process documents (flow chart or process flow outline), as well as recommendations for other improvements, such as those related to staffing, FTEs, responsibilities, and skillsets. We anticipate that our recommendations for process improvement will reflect both the needs of staff and the County as well as improved family experience designed to reduce frustration and “fall off” as well as resulting in a more transparent and accessible enrollment process.

### **Task #6**

Future State:

- Identify recommendations to align the child subsidy program and process with the County's equity framework, including outlining how recommended improvements will engage families representing groups who have been disproportionately impacted by the pandemic.



As noted in the Current State section, PFM will hold focus groups with families that have gone through or are on the waiting list for an enrollment subsidy. The project team will prioritize an inclusive approach in recruiting focus group participants. PFM will reconvene a focus group to discuss proposed recommendations in order to ensure that final recommendations are fully inclusive and have the maximum impact.

The PFM team will also explore research best practices related to improving access and maximizing the use of child care assistance, including identifying lessons learned from comparable counties and jurisdictions that have implemented these approaches. PFM will at every turn work to align to the County's existing equity framework and goal statements.

Assigned Team members: Caroline Sylvan; Danielle Scott

Deliverables: The deliverable for this task will be incorporated into the report detailing recommendations related to improving the family experience and engaging families who may be experiencing new or exacerbated need for subsidized child care.

### **Task #7**

Future State:

- Recommend target outcomes for each process

The PFM Team will assess any performance metrics currently used by the Gulf Coast Workforce Board, the Texas Workforce Commission, and Interfaith Ministries of the Woodlands. PFM will recommend performance measures that reflect goals, clear objectives and priorities for the child care assistance program. Recommended performance indicators will include inputs, outputs and outcomes to address specific services and delivery of services to internal (staff/county) and external (family/client) participants.

In developing recommended performance metrics, PFM will assess the availability of data for reporting and incorporate best practices in data collection and performance measurement from comparable programs in other counties.

Assigned Team members: Caroline Sylvan; Analyst(s)

Deliverables: Recommended target outcomes for each process will be incorporated into updated or "future state" process flow documentation. Discussion of target outcomes will include the types of inputs, outputs, and outcomes (key performance indicators) to be measured as well short-term and long-term targets for each.

### **Task #8**

Future State:

- Recommend adjustments to system architecture and IT interfaces, including defining requirements

Informed by the "current state" activities and in conjunction with Tasks 5, 6 and 7, the PFM team will recommend, as needed, adjustments to the system architecture and IT interfaces. We will state requirements as "user stories" which might include such statements as:

- "As an applicant family, we want to be able to check on the status of our application real-time so that we can quickly and easily understand where our application is in the process."
- "As an applicant, I want to be able to save my application and return to it later before submitting."
- "As a reviewer, I want to see a dashboard that includes the status and days outstanding for all cases assigned to me for review"



The actual user stories will be developed based on the information gained throughout our assessment and will consider the needs of applicants as well as staff involved with the process. We will also develop a gap analysis detailing where the identified requirements are not being met by the current system.

Assigned team members: Christina Chepel, Philip Rhym, Analyst(s)

Deliverable: We will provide a detailed list of identified requirements for the IT system and areas in which these requirements are not being met by current system. This task will also be incorporated into the final report detailing our recommendations for process improvement.

### **Task # 9**

Future State:

- Provide recommendations for other initiatives which may improve the enrollment process, which includes, but is not limited to improvements to the technology and application for child care financial aid and navigation of the process for families.

Our work on this task will be informed by our experiences working with Harris County, our focus on equity within all of our projects and understanding of Harris County's equity goals, and our knowledge of health and social services programs aimed at families and children living in poverty or with reduced means.

### **Task #10**

Future State:

- Identify potential vendors for future services (e.g., new technology systems, navigation services)

As part of the other project tasks, PFM will evaluate the performance of current vendors and systems through the lens of the effectiveness of current processes, using staff and stakeholder input and available data. In developing our recommendations and in our final report, the project team will provide an assessment as to whether a different vendor could improve accessibility, customer experience, efficiency, or cost.

The PFM team will review vendors used by other counties and share an overview of options as well as any specific recommendations. PFM will also provide guidance on how to evaluate, engage, and onboard new vendors to carry out revised child care assistance processes.

Assigned team members: Caroline Sylvan; David Eichenthal; Christina Chepel, Philip Rhym

Deliverable: The final report detailing our recommendations for process improvement will include any recommendations related to changing vendors and selecting new vendors. The final report will have an implementation component that will include planning for the use of new technology, navigation services, or other proposed vendor services.



## Section IV. Proposed Schedules

---

The RFP outlines an ambitious four-month timeline which PFM has used to develop the proposed project schedule. This timeline and schedule are dependent on collaboration with the parties involved in the subsidized child care processes, particularly in responding to the initial data request, providing access or connection to participating families for focus groups and surveys, and scheduling interviews with key staff involved in the program. This schedule will be confirmed or updated as part of project plan development in the first week of the engagement. We have outlined the proposed tasks by week below.

### *Week 1 – August 1*

- Notice to proceed
- Submit information request
- Kickoff visit and outline initial process list
- Create discussion guides for staff and stakeholders

### *Week 2 – August 8*

- Develop survey for participants
- Initial interviews with staff and stakeholders for all processes

### *Week 3 - August 15*

- Deploy survey for participants with deadline approximately three weeks from start date with weekly follow ups to encourage participation
- Continue staff and stakeholder interviews

### *Week 4 -August 22*

- Family focus groups

### *Week 5 - August 29*

- Draft map of current system architecture and IT interfaces

### *Week 6 – September 5*

- Research comparable programs/jurisdictions for technology and enrollment process
- Final follow up for survey participation, survey deadline, and analysis of survey results

### *Week 7 – September 12*

- Draft process documentation

### *Week 8 – September 19*

- Draft findings related to family experience and applicant lifecycle

### *Week 9 – September 26*

- Mid-project status meeting
- Share draft findings and process documentation with project team for feedback

### *Week 10 – October 3*

- Update findings and process documentation based on feedback

### *Week 11 – October 10*

- Research best practices



#### *Week 12 – October 17*

- Draft recommendations, including:
  - process architecture
  - improved user experience
  - streamlined process improvements
  - staffing skillset and allocation
  - equity
  - adjustments to system architecture and IT interfaces
  - target metrics
  - related initiatives

#### *Week 13 – October 24*

- Finalize draft recommendations

#### *Week 14 – October 31*

- Project leadership team to review and provide feedback on draft recommendations

#### *Week 15 – November 7*

- Update deliverables based on feedback

#### *Week 16 – November 14*

- Provide information on potential vendors for future services

#### *Week 17 – November 21*

- Provide finalized deliverables
- Present on findings and recommendations via PowerPoint (virtual or on-site)
  - Final presentation and report will include an overview of suggested implementation plan and timeline

#### *Ongoing*

- Weekly internal planning calls
- Status reports
- Scheduling and logistics for staff interviews, family focus groups, survey reminders, and stakeholder outreach



## Section V. Budget

### Gulf Coast Region Child Care Subsidy Program Process Analysis and Mapping

6/16/22  
Budget Proposal

Task/Activities	Managing Director		Director		Analyst		Subcontractor		Totals	
	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
Task #1: Define and Document Current State, Process Flows, Roles and Responsibilities Includes kickoff, information request/analysis, staff interviews, and documentation of process flows	6	\$2,100	32	\$10,400	42	\$10,500	4	\$1,000	84	\$24,000
Task #2: Describe Family Experience and Applicant Lifecycle Includes participant survey and analysis, participant focus groups, and documentation of findings	6	\$2,100	24	\$7,800	30	\$7,500		\$0	60	\$17,400
Task #3: Map current System Architecture and IT Interfaces Includes staff interviews and system review		\$0		\$0		\$0	40	\$10,000	40	\$10,000
Task #4: Understand Equity Impacts of Enrollment Process		\$0	14	\$4,550		\$0		\$0	14	\$4,550
Task #5: Define Future State and Develop Recommendations Recommendations for process improvement, staffing, and user experience	6	\$2,100	24	\$7,800	32	\$8,000		\$0	62	\$17,900
Task #6: Develop Recommendations to Align with County's Equity Framework		\$0	14	\$4,550	8	\$2,000		\$0	22	\$6,550
Task #7: Recommend Target Outcomes		\$0	14	\$4,550	18	\$4,500		\$0	32	\$9,050
Task #8: Recommend Adjustments to System Architecture and IT Interfaces		\$0		\$0		\$0	28	\$7,000	28	\$7,000
Task #9: Develop Recommendations for Other Initiatives	6	\$2,100	12	\$3,900	12	\$3,000		\$0	30	\$9,000
Task #10: Identify Potential Vendors for Future Services		\$0	10	\$3,250	10	\$2,500		\$0	20	\$5,750
<b>Project Totals:</b>	<b>24</b>	<b>\$8,400</b>	<b>144</b>	<b>\$46,800</b>	<b>152</b>	<b>\$38,000</b>	<b>72</b>	<b>\$18,000</b>	<b>392</b>	<b>\$111,200</b>

Total Project Hours	392
Total Hourly Cost	\$111,200
Total Maximum Expenses (Travel)	\$15,000
<b>TOTAL COST ESTIMATE:</b>	<b>\$126,200</b>

Hourly Rates:

Managing Director	\$350
Director	\$325
Senior Managing Consultant	\$300
Senior Analyst / Analyst	\$250
Subcontractor	\$250

**MINORITY- AND WOMAN-OWNED BUSINESS ENTERPRISE  
UTILIZATION COMMITMENT FORM**

The undersigned has satisfied the requirements of the specifications in the following manner (please check the appropriate space):

- The proposer is committed to M/WBE participation on this project equal to or greater than the goal stated in the bid and has submitted WITH ITS BID a Letter of Intent for each M/WBE listed on the utilization form.

*OR –*

- The proposer is unable to meet the goal, is committed to a minimum of \_\_\_\_\_% M/WBE participation on this contract, and has submitted WITH ITS BID documentation of the proposer's efforts with respect to each of the good faith effort actions listed in the Good Faith Efforts Checklist in Attachment K.

Proposer: \_\_\_\_\_

By:  \_\_\_\_\_  
Signature Date

Address: \_\_\_\_\_

\_\_\_\_\_ Zip Code: \_\_\_\_\_

Telephone No.: \_\_\_\_\_

Email address: \_\_\_\_\_

**M/WBE UTILIZATION PLAN**

The *M/WBE Utilization Plan* must be completed and submitted by the time specified in the solicitation documents. If the goal was not achieved, good faith efforts documentation must be submitted with the *M/WBE Utilization Plan*. All questions in the Good Faith Efforts Checklist MUST be completed and submitted with the *M/WBE Utilization Plan* if the goal is not met. Attach additional sheets as necessary.

**Section I — Project Identification and Goal**

<b>Project Name</b>	
<b>Solicitation Number</b>	

Project Goal	
M/WBE	%

**Section II — Prime Company Information**

Name of Company	
Address	
City, State Zip	
Phone	
Name of Contact Person	
Email address for Contract Person	
Telephone number for Contract Person	
Is prime company M/WBE certified? (MBE/WBE, DBE, HUB, or 8(a))	Yes <input type="checkbox"/> No <input type="checkbox"/> <span style="float: right;">MBE/WBE Joint Venture <input type="checkbox"/></span>

**I certify that the information included in this *Utilization Plan* is true and complete to the best of my knowledge and belief. I further understand and agree that this *Utilization Plan* shall become a part of my contract with Harris County.**

\_\_\_\_\_  
**Name and Title of Authorized Representative**



\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

<b><u>For County Use Only:</u></b>	
I have reviewed this Utilization Plan and found that the Proposer <b>HAS</b> or <b>HAS NOT</b> complied as per the County M/WBE Policy.	
Reviewer _____	Date: _____

*Tips: Use the name of the firm as listed in the directory.  
 Ensure the firm is certified in the area in which they are participating on this project.  
 Ensure the firm's participation is in line with the scope and germane to the project.*

**Section III — Utilization Plan Summary**

<b>Goals: Proposed Participation</b>	
Proposer's own participation in project	%
M/WBE(s): (MBE/WBE, DBE, HUB, or 8(a))	%
Non-Certified Subcontractor(s)	%
<b>Total Participation % w/sg wcd322' +</b>	<b>%</b>

**Is the stated M/WBE goal of the solicitation met?** *(If no, provide an explanation below, attach the Good Faith Efforts checklist, and documentation of good faith efforts)*

Yes       No

**Explanation for not meeting the M/WBE Goal:**

---



---



---



---



---



---



---



---

**For County Use Only:**

Verified Goal Attainment:

M/WBE \_\_\_\_%

**Section IV — Disclosure of M/WBE Participation**  
Please list all M/WBE subcontractors below & Duplicate as Needed

*Tips: Use the name of the firm as listed in the directory.  
 Ensure the firm is certified in the area in which they are participating on this project.  
 Ensure the firm's participation is in line with the scope and germane to the project.*

Name of MBE/WBE Certified Firm	
Certified by:	
Address/ City / State / Zip	
Name of Contact Person	
Email address for Contract Person	
Telephone number for Contract Person	
Percent of Subcontract	
Description of services	
6-digit NAICS code for work to be performed	

Name of MBE/WBE Certified Firm	
Certified by:	
Address/ City / State / Zip	
Name of Contact Person	
Email address for Contract Person	
Telephone number for Contract Person	
Percent of Subcontract	
Description of services	
6-digit NAICS code for work to be performed	

Name of MBE/WBE Certified Firm	
Certified by:	
Address/ City / State / Zip	
Name of Contact Person	
Email address for Contract Person	
Telephone number for Contract Person	
Percent of Subcontract	
Description of services	
6-digit NAICS code for work to be performed	

**SECTION V — Disclosure of Non-Certified Sub-consultants**  
Duplicate As Needed

Name of Non-Certified Firm	
Address/ City / State / Zip	
Name of Contact Person	
Email address for Contract Person	
Telephone number for Contract Person	
Percent of Subcontract	
Description of services	
6-digit NAICS code for work to be performed	

Name of Non-Certified Firm	
Address/ City / State / Zip	
Name of Contact Person	
Email address for Contract Person	
Telephone number for Contract Person	
Percent of Subcontract	
Description of services	
6-digit NAICS code for work to be performed	

Name of Non-Certified Firm	
Address/ City / State / Zip	
Name of Contact Person	
Email address for Contract Person	
Telephone number for Contract Person	
Percent of Subcontract	
Description of services	
6-digit NAICS code for work to be performed	

## SECTION VI—GOOD FAITH EFFORTS CHECK LIST

If the M/WBE goal was not achieved, this good faith efforts checklist and supporting documents must be submitted with the bid. Failure to do so will render the bid non-responsive and cause it to be rejected. Additional efforts after bid submission will not be considered in determining award of this contract. Attach additional sheets as necessary.

\_\_\_ Attended pre-bid or pre-proposal meetings scheduled by the County to acquaint Contractors with M/WBEs available to provide relevant goods and services and to inform M/WBEs of subcontracting opportunities.

\_\_\_ Solicited through reasonable and available means (e.g., written notices, advertisements) M/WBEs certified in the anticipated scopes of subcontracting of the contract, within sufficient time to allow them to respond. **Attach detailed Contacts Log, including date, method of contact, person contacted and contact information, and the result of the contact.**

\_\_\_ Provided timely and adequate information about the plans, specifications and requirements of the contract. Followed up initial solicitations to answer questions and encourage M/WBEs to submit bids or proposals. **Attach evidence of information provided, including the date, e.g., letters, emails, telephone logs, etc.**

\_\_\_ Negotiated in good faith with interested M/WBEs that have submitted bids or proposals and thoroughly investigated their capabilities. Evidence of such negotiations includes the names, addresses and telephone numbers of M/WBEs with whom the vendor negotiated; a description of the information provided to M/WBEs regarding the work selected for subcontracting; and explanations as to why agreements could not be reached with M/WBEs to perform the work.

\_\_\_ Selected those portions of the contract consistent with the available M/WBEs, including, where appropriate, breaking out contract work items into economically feasible units to facilitate M/WBE participation even when the proposer would prefer to perform those scopes with its own forces. **Provide description of work selected.**

\_\_\_ Made efforts to assist interested M/WBEs in obtaining bonding, lines of credit, or insurance as required by the County or the vendor for performance of the contract (if applicable).

\_\_\_ Made efforts to assist interested M/WBEs obtain necessary equipment, supplies, materials, or access to manufacturer's pricing, where appropriate.

\_\_\_ Effectively used the services of M/WBE assistance groups; local, state, and federal minority or women business assistance offices; and other organizations to provide assistance in the recruitment and placement of M/WBEs.

\*\*This is not an exhaustive list. For additional information, please reference Section IX of the *Harris County M/WBE Program Administrative Manual* located on the DEEO's website at: <https://deeo.harriscountytexas.gov/Supplier-Diversity>



2509 Van Buren St.  
Houston, Texas 77006  
713.301.2266  
[www.enfocusstrategies.com](http://www.enfocusstrategies.com)

July 13, 2022

David Eichenthal  
Managing Director  
PFM Group Consulting LLC  
400 Lafayette Street, 3<sup>rd</sup> Floor  
New Orleans, LA 70130

Dear Mr. Eichenthal:

This letter confirms the intent of EnFocus Strategies to participate as a subcontractor to PFM Group Consulting LLC for the Process Analysis and Mapping of the Enrollment Process for the Gulf Coast Region Child Care Subsidy Program.

The firm's certifications include:

- State of Texas - HUB
- City of Houston, Office of Business Opportunity – WBE
- Hire Houston First
- National LGBT Chamber of Commerce – LGBTBE®

The firm's work on the project is to include:

- Conduct Focus Groups with child care providers in English and Spanish
- Conduct Focus Groups with families involved in the child care subsidy program in English and Spanish
- Provide write up of focus group results/findings for PFM.
- Translate family experience survey into Spanish.

In addition, A copy of the firm's relevant certifications are attached.

Thank you,

A handwritten signature in black ink that reads 'Tammi C. Wallace'. The signature is written in a cursive, flowing style.

Tammi C. Wallace  
Founder & Principal Consultant  
EnFocus Strategies

---

**Certification: View**[Certification List](#)[Submit Change Request](#)[View Letters & Certificates](#)[Add Date Alert](#)**Vendor Information**

BUSINESS NAME	<b>EnFocus Strategies LLC DBA EnFocus Group</b>
SYSTEM VENDOR NUMBER	<b>20225814</b>
PRIMARY OWNER'S NAME	<b>Tammi Wallace</b>
ETHNIC GROUP	<b>Caucasian</b>
GENDER	<b>Female</b>

**Certification Information**

CERTIFYING AGENCY	<b>City of Houston</b>
CERTIFICATION TYPE	<b>WBE - Women Business Enterprise</b>
EFFECTIVE DATE	<b>11/6/2019</b>
RENEWAL DATE	<b>10/31/2022</b>

**Contact Information**

MAIN COMPANY EMAIL	<b>tammi@enfocustategies.com</b>
MAIN PHONE	<b>713-301-2266</b>
MAIN FAX	<b>713-526-0650</b>
MAIN COMPANY WEBSITE	<b><a href="http://www.enfocustategies.com">http://www.enfocustategies.com</a></b>

**Addresses**

PHYSICAL ADDRESS	<b>2509 Van Buren Houston, TX 77006 <a href="#">[map]</a></b>
MAILING ADDRESS	<b>1302 Waugh Dr., Suite 151 Houston, TX 77019 <a href="#">[map]</a></b>

**Business Capabilities**

**HHF Application: View**

General Public Profile Users Commodity Codes Contacts Employees Certifications Contracts Workforce Comp/EEO

Applications

**ENFOCUS STRATEGIES LLC**

System Vendor Number: **20225814**

[View Clean Form in PDF](#)

**HHF Application**

TYPE **Hire Houston First Application (New)**

DESCRIPTION **Apply as a "City Business" or "Local Business" with the City of Houston**

DATE SUBMITTED **8/3/2013**

STATUS **Accepted**

REVIEWER **[Matthew Deleon](#)**

DATE REVIEWED **8/15/2013**

REVIEW COMMENTS **CB/ LB**

EXPIRATION DATE **8/31/2022**

**Acceptance Letter(s)**

Actions	Date	Sent By	Sent To	Letter Type	Viewed
<a href="#">View Letter</a>	1/13/2015	Conversion User	Tammi Wallace	HHF Application Accepted	

**Settings**

HHF DESIGNATION **City/Local Business (CB/LB)**

HHF ROUTING NUMBER **13-08-3011**

PROCESSING DATE **8/15/2013**

NOTES **SOS, TX FRANCHISE TAX, HARRIS COUNTY VOTER REGISTRATION, COH MAP, HCAD, COMPANY WEBSITE.**

**[NEW BUSINESS AS OF SEPT 2012]**

**Entity Information**

BUSINESS NAME **ENFOCUS STRATEGIES LLC**

**Certification: View**[Certification List](#)[Submit Change Request](#)[Add/Update Commodity Codes](#)[Add Date Alert](#)**Vendor Information**

BUSINESS NAME	<b>ENFOCUS STRATEGIES LLC</b>
SYSTEM VENDOR NUMBER	<b>20225814</b>
PRIMARY OWNER'S NAME	<b>Tammi Wallace</b>
ETHNIC GROUP	<b>Caucasian</b>
GENDER	<b>Female</b>

**Certification Information**

CERTIFYING AGENCY	<b>City of Houston</b>
CERTIFICATION TYPE	<b>HUB - Historically Underutilized Business</b>
EFFECTIVE DATE	<b>11/6/2019</b>
RENEWAL DATE	<b>10/31/2022</b>

**Contact Information**

MAIN COMPANY EMAIL	<b><a href="mailto:tammi@enfocustrategies.com">tammi@enfocustrategies.com</a></b>
MAIN PHONE	<b>713-301-2266</b>
MAIN FAX	<b>526-0650</b>
MAIN COMPANY WEBSITE	<b><a href="http://www.enfocustrategies.com">http://www.enfocustrategies.com</a></b>

**Addresses**

PHYSICAL ADDRESS	<b>2509 VAN BUREN ST HOUSTON, TX 77006 <a href="#">[map]</a></b>
MAILING ADDRESS	<b>1302 WAUGH DR., SUITE 151 HOUSTON, TX 77019 <a href="#">[map]</a></b>



# National LGBT Chamber of Commerce

December 10, 2021

Tammi Wallace  
EnFocus Strategies  
2509 Van Buren St,  
Houston, Texas 77006

Dear Tammi,

**Congratulations!** It is with great pleasure that we inform you that your application for recertification as a Certified LGBT Business Enterprise® (Certified LGBTBE®) has been approved. By pursuing recertification, you strengthen your commitment to the LGBT business community and will continue to have access to the largest LGBT business advocacy organization in the world.

Please note that this letter serves as your official notice for meeting the application requirements for certification through the NGLCC Supplier Diversity Initiative as an LGBTBE. Your certification number is **11477** and is valid until **01/31/2024**, at which point you must renew for continued certification.

#### Certification Maintenance

- **Annual Check-In:** One year after being recertified, we perform an annual check-in to ensure that all relevant information in your business profile is accurate. It is important you include the most up-to-date information possible, as we often send out RFP's and other important content as it directly relates to your profile.
- **Recertification:** After another two years, you must undergo recertification by submitting a recertification application, along with supporting documentation, to the National Certification Committee for review. We encourage you to review your profile in [MyNGLCC](https://my.nglcc.org/) at <https://my.nglcc.org/>. Your login information is:

**Username:** tammi@enfocusstrategies.com

**Password:** you will be prompted to set up upon logging in for first time users

Should you encounter any issues with logging in or viewing your account, please contact the Supplier Diversity team at [supplierdiversity@nglcc.org](mailto:supplierdiversity@nglcc.org) for assistance.

Again, congratulations! The NGLCC looks forward to working with you on leveraging your certification as an LGBTBE. Should you have any questions, please contact the NGLCC at (202) 234-9181.

Regards,

  
Justin G. Nelson  
Co-Founder & President

  
Chance E. Mitchell

# LETTER OF INTENT TO SUBCONTRACT

Project Title: **Process Analysis and Mapping of the Enrollment Process for the Gulf Coast Child Care Subsidy Program**

**PFM Group Consulting, LLC** ("Prime Contractor") agrees to enter into a contractual agreement with **MFR Consultants, Inc.** (MFR) ("M/W/DBE Subcontractor"), who will provide the following goods/services in connection with the above-referenced contract:

*MFR team members, including but not limited to information technology specialists, will be integrated into the project team providing process analysis and mapping of the enrollment process for the Gulf Coast Child Care Subsidy Program,*

for an estimated amount of **16.2%** of the total estimated contract value.

Prime Contractor agrees to utilize M/W/DBE Subcontractor in the capacities indicated herein, and M/W/DBE Subcontractor agrees to work on the above-referenced contract in the capacities indicated herein, **contingent upon award of the contract to Prime Contractor.**



\_\_\_\_\_  
Signature: Prime Contractor

\_\_\_\_\_  
David Eichenthal  
Print Name

\_\_\_\_\_  
Managing Director                      June 23, 2022  
Title    Date



\_\_\_\_\_  
Signature: M/W/DBE Subcontractor

\_\_\_\_\_  
Christina R Chepel  
Print Name

\_\_\_\_\_  
Director                                      June 22, 2022  
Title    Date

# WBENC

WOMEN'S BUSINESS ENTERPRISE  
NATIONAL COUNCIL

JOIN FORCES. SUCCEED TOGETHER.

hereby grants

# National Women's Business Enterprise Certification

to

MFR Consultants, Inc.

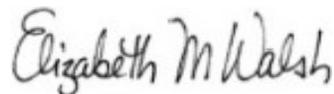
who has successfully met WBENC's standards as a Women's Business Enterprise (WBE).  
This certification affirms the business is woman-owned, operated and controlled and is valid through the date herein.

Certification Granted: August 23, 2019

Expiration Date: August 23, 2022

WBENC National Certification Number: WBE1901870

WBENC National WBE Certification was processed and validated by Women's  
Business Enterprise Center - East, a WBENC Regional Partner Organization.



Authorized by Elizabeth M. Walsh, President  
Women's Business Enterprise Center - East

**WBENC EAST**  
WOMEN'S BUSINESS ENTERPRISE CENTER  
JOIN FORCES. SUCCEED TOGETHER.

NAICS: 541511, 541219, 541512, 541513, 541519, 541611, 541612, 541613, 561110, 561320, 561410, 611420, 611430  
UNSPSC: 80100000, 80101500, 80101504, 80101507, 80101513, 80101600, 80161500, 81111600, 81111700, 81111704, 81111706, 81111800, 81111806, 81111811, 81111812, 81111819, 81112000, 81112200

