PROPOSAL FOR CONTRACTUAL SERVICES FOR THE
The state of Nebraska, Department of Health and Human Services

SOLICITATION NUMBER	RELEASE DATE
RFP 113287 O3	September 1, 2022
OPENING DATE AND TIME	**PROCUREMENT CONTACT**
September 26, 2022 2:00 p.m. Central Time	Dana Crawford-Smith / Mike St. Cin

SafeGenerations
Restoring Safety • Renewing Hope

SafeGenerations Proposal
RFP | 113287 O3

State of Nebraska, Department of Health and Human Services

REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES

RETURN TO:
Dana Crawford-Smith / Mike St. Cin
301 Centennial Mall S, 5th Fl
Lincoln, NE 68508

PLEASE READ CAREFULLY!

SCOPE OF SERVICE

The State of Nebraska, Department of Health and Human Services (DHHS), is issuing this Request for Proposal (RFP) Number 113287 O3 for the purpose of selecting a qualified Contractor to Facilitate a workgroup that will develop a practice and finance model for child welfare system transformation in Nebraska. A more detailed description can be found in Section V. The resulting contract may not be an exclusive contract as the State reserves the right to contract for the same or similar services from other sources now or in the future.

The term of the contract will be fifteen (15) months commencing upon execution of the contract by the State and the Contractor (Parties). The State reserves the right to extend the period of this contract beyond the termination date when mutually agreeable to the Parties.

ALL INFORMATION PERTINENT TO THIS REQUEST FOR PROPOSAL CAN BE FOUND ON THE INTERNET AT: **http://das.nebraska.gov/materiel/bidopps.html**.

IMPORTANT NOTICE: Pursuant to Neb. Rev. Stat. § 84-602.04, State contracts in effect as of January 1, 2014, and contracts entered into thereafter, must be posted to a public website. The resulting contract, the solicitation, and the successful contractor's proposal or response will be posted to a public website managed by DAS, which can be found at http://statecontracts.nebraska.gov.

In addition and in furtherance of the State's public records Statute (Neb. Rev. Stat. § 84-712 et seq.), all proposals or responses received regarding this solicitation will be posted to the State Purchasing Bureau public website.

These postings will include the entire proposal or response. Contractor must request that proprietary information be excluded from the posting. The contractor must identify the proprietary information, mark the proprietary information according to state law, and submit the proprietary information in a separate container or envelope marked conspicuously using an indelible method with the words "PROPRIETARY INFORMATION". The contractor must submit a detailed written document showing that the release of the proprietary information would give a business advantage to named business competitor(s) and explain how the named business competitor(s) will gain an actual business advantage by disclosure of information. The mere assertion that information is proprietary or that a speculative business advantage might be gained is not sufficient. (See Attorney General Opinion No. 92068, April 27, 1992) THE SUPPLIER MAY NOT ASSERT THAT THE ENTIRE PROPOSAL IS PROPRIETARY. COST PROPOSALS WILL NOT BE CONSIDERED PROPRIETARY AND ARE A PUBLIC RECORD IN THE STATE OF NEBRASKA. The State will then determine, in its discretion, if the interests served by nondisclosure outweighs any public purpose served by disclosure. (See Neb. Rev. Stat. § 84-712.05(3)) The Contractor will be notified of the agency's decision. Absent a State determination that information is proprietary, the State will consider all information a public record subject to release regardless of any assertion that the information is proprietary.

If the agency determines it is required to release proprietary information, the contractor will be informed. It will be the contractor's responsibility to defend the contractor's asserted interest in non-disclosure.

To facilitate such public postings, with the exception of proprietary information, the State of Nebraska reserves a royalty-free, nonexclusive, and irrevocable right to copy, reproduce, publish, post to a website, or otherwise use any contract, proposal, or response to this solicitation for any purpose, and to authorize others to use the documents. Any individual or entity awarded a contract, or who submits a proposal or response to this solicitation, specifically waives any copyright or other protection the contract, proposal, or response to the solicitation may have; and, acknowledges that they have the ability and authority to enter into such waiver. This reservation and waiver is a prerequisite for submitting a proposal or response to this solicitation, and award of a contract. Failure to agree to the reservation and waiver will result in the proposal or response to the solicitation being found non-responsive and rejected.

Any entity awarded a contract or submitting a proposal or response to the solicitation agrees not to sue, file a claim, or make a demand of any kind, and will indemnify and hold harmless the State and its employees, volunteers, agents, and its elected and appointed officials from and against any and all claims, liens, demands, damages, liability, actions, causes of action, losses, judgments, costs, and expenses of every nature, including investigation costs and expenses, settlement costs, and attorney fees and expenses, sustained or asserted against the State, arising out of, resulting from, or attributable to the posting of the contract or the proposals and responses to the solicitation, awards, and other documents.

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II. TERMS AND CONDITIONS

Contractors should complete Sections II through VI as part of their proposal. Contractor is expected to read the Terms and Conditions and should initial either accept, reject, or reject and provide alternative language for each clause. The contractor should also provide an explanation of why the contractor rejected the clause or rejected the clause and provided alternate language. By signing the solicitation, contractor is agreeing to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the proposal. The State reserves the right to negotiate rejected or proposed alternative language. If the State and contractor fail to agree on the final Terms and Conditions, the State reserves the right to reject the proposal. The State of Nebraska is soliciting proposals in response to this solicitation. The State of Nebraska reserves the right to reject proposals that attempt to substitute the contractor's commercial contracts and/or documents for this solicitation.

The contractors should submit with their proposal any license, user agreement, service level agreement, or similar documents that the contractor wants incorporated in the Contract. The State will not consider incorporation of any document not submitted with the contractor's proposal as the document will not have been included in the evaluation process. These documents shall be subject to negotiation and will be incorporated as addendums if agreed to by the Parties.

If a conflict or ambiguity arises after the Addendum to Contract Award have been negotiated and agreed to, the Addendum to Contract Award shall be interpreted as follows:

1. If only one Party has a particular clause then that clause shall control;
2. If both Parties have a similar clause, but the clauses do not conflict, the clauses shall be read together;
3. If both Parties have a similar clause, but the clauses conflict, the State's clause shall control.

A. GENERAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

The contract resulting from this solicitation shall incorporate the following documents:

1. Request for Proposal and Addenda;
2. Amendments to the solicitation;
3. Questions and Answers;
4. Contractor's proposal (Solicitation and properly submitted documents);
5. The executed Contract and Addendum One to Contract, if applicable; and,
6. Amendments/Addendums to the Contract.

These documents constitute the entirety of the contract.

Unless otherwise specifically stated in a future contract amendment, in case of any conflict between the incorporated documents, the documents shall govern in the following order of preference with number one (1) receiving preference over all other documents and with each lower numbered document having preference over any higher numbered document: 1) Amendment to the executed Contract with the most recent dated amendment having the highest priority, 2) executed Contract and any attached Addenda, 3) Amendments to solicitation and any Questions and Answers, 4) the original solicitation document and any Addenda, and 5) the Contractor's submitted Proposal.

Any ambiguity or conflict in the contract discovered after its execution, not otherwise addressed herein, shall be resolved in accordance with the rules of contract interpretation as established in the State of Nebraska.

B. NOTIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

Contractor and State shall identify the contract manager who shall serve as the point of contact for the executed contract.

Communications regarding the executed contract shall be in writing and shall be deemed to have been given if delivered personally, electronically or mailed. All notices, requests, or communications shall be deemed effective upon receipt.

Either party may change its address for notification purposes by giving notice of the change, and setting forth the new address and an effective date.

C. NOTICE (POC)

The State reserves the right to appoint a Buyer's Representative to manage [or assist the Buyer in managing] the contract on behalf of the State. The Buyer's Representative will be appointed in writing, and the appointment document will specify the extent of the Buyer's Representative authority and responsibilities. If a Buyer's Representative is appointed, the Contractor will be provided a copy of the appointment document, and is expected to cooperate accordingly with the Buyer's Representative. The Buyer's Representative has no authority to bind the State to a contract, amendment, addendum, or other change or addition to the contract.

D. GOVERNING LAW (Statutory)

Notwithstanding any other provision of this contract, or any amendment or addendum(s) entered into contemporaneously or at a later time, the parties understand and agree that, (1) the State of Nebraska is a sovereign state and its authority to contract is therefore subject to limitation by the State's Constitution, statutes, common law, and regulation; (2) this contract will be interpreted and enforced under the laws of the State of Nebraska; (3) any action to enforce the provisions of this agreement must be brought in the State of Nebraska per state law; (4) the person signing this contract on behalf of the State of Nebraska does not have the authority to waive the State's sovereign immunity, statutes, common law, or regulations; (5) the indemnity, limitation of liability, remedy, and other similar provisions of the final contract, if any, are entered into subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity; and, (6) all terms and conditions of the final contract, including but not limited to the clauses concerning third party use, licenses, warranties, limitations of liability, governing law and venue, usage verification, indemnity, liability, remedy or other similar provisions of the final contract are entered into specifically subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity.

The Parties must comply with all applicable local, state and federal laws, ordinances, rules, orders, and regulations.

E. BEGINNING OF WORK

The contractor shall not commence any billable work until a valid contract has been fully executed by the State and the successful Contractor. The Contractor will be notified in writing when work may begin.

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS ak			

F. AMENDMENT

This Contract may be amended in writing, within scope, upon the agreement of both parties.

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS ak			

G. CHANGE ORDERS OR SUBSTITUTIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS ak			

The State and the Contractor, upon the written agreement, may make changes to the contract within the general scope of the solicitation. Changes may involve specifications, the quantity of work, or such other items as the State may find necessary or desirable. Corrections of any deliverable, service, or work required pursuant to the contract shall not be deemed a change. The Contractor may not claim forfeiture of the contract by reasons of such changes.

The Contractor shall prepare a written description of the work required due to the change and an itemized cost sheet for the change. Changes in work and the amount of compensation to be paid to the Contractor shall be determined in accordance with applicable unit prices if any, a pro-rated value, or through negotiations. The State shall not incur a price increase for changes that should have been included in the Contractor's proposal, were foreseeable, or result from difficulties with or failure of the Contractor's proposal or performance.

No change shall be implemented by the Contractor until approved by the State, and the Contract is amended to reflect the change and associated costs, if any. If there is a dispute regarding the cost, but both parties agree that immediate implementation is necessary, the change may be implemented, and cost negotiations may continue with both Parties retaining all remedies under the contract and law.

*****Contractor will not substitute any item that has been awarded without prior written approval of DHHS*****

H. VENDOR PERFORMANCE REPORT(S)

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

The State may document any instance(s) of products or services delivered or performed which exceed or fail to meet the terms of the purchase order, contract, and/or solicitation specifications. The State Purchasing Bureau may contact the Vendor regarding any such report. Vendor performance report(s) will become a part of the permanent record of the Vendor.

I. NOTICE OF POTENTIAL CONTRACTOR BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

If Contractor breaches the contract or anticipates breaching the contract, the Contractor shall immediately give written notice to the State. The notice shall explain the breach or potential breach, a proposed cure, and may include a request for a waiver of the breach if so desired. The State may, in its discretion, temporarily or permanently waive the breach. By granting a waiver, the State does not forfeit any rights or remedies to which the State is entitled by law or equity, or pursuant to the provisions of the contract. Failure to give immediate notice, however, may be grounds for denial of any request for a waiver of a breach.

J. BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

Either Party may terminate the contract, in whole or in part, if the other Party breaches its duty to perform its obligations under the contract in a timely and proper manner. Termination requires written notice of default and a thirty (30) calendar day (or longer at the non-breaching Party's discretion considering the gravity and nature of the default) cure period. Said notice shall be delivered by Certified Mail, Return Receipt Requested, or in person with proof of delivery. Allowing time to cure a failure or breach of contract does not waive the right to immediately terminate the contract for the same or different contract breach which may occur at a different time. In case of default of the Contractor, the State may contract the service from other sources and hold the Contractor responsible for any excess cost occasioned thereby. The State may recover from the Contractor as damages the difference between the costs of covering the breach. Notwithstanding any clause to the contrary, the State may also recover the contract price together with any incidental or consequential damages defined in UCC Section 2-715, but less expenses saved in consequence of Contractor's breach.

The State's failure to make payment shall not be a breach, and the Contractor shall retain all available statutory remedies and protections.

K. NON-WAIVER OF BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

The acceptance of late performance with or without objection or reservation by a Party shall not waive any rights of the Party nor constitute a waiver of the requirement of timely performance of any obligations remaining to be performed.

L. SEVERABILITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

If any term or condition of the contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and conditions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the contract did not contain the provision held to be invalid or illegal.

M. INDEMNIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

1. **GENERAL**

The Contractor agrees to defend, indemnify, and hold harmless the State and its employees, volunteers, agents, and its elected and appointed officials ("the indemnified parties") from and against any and all third party claims, liens, demands, damages, liability, actions, causes of action, losses, judgments, costs, and expenses of every nature, including investigation costs and expenses, settlement costs, and attorney fees and expenses ("the claims"), sustained or asserted against the State for personal injury, death, or property loss or damage, arising out of, resulting from, or attributable to the willful misconduct, negligence, error, or omission of the Contractor, its employees, Subcontractors, consultants, representatives, and agents, resulting from this contract, except to the extent such Contractor liability is attenuated by any action of the State which directly and proximately contributed to the claims.

2. **INTELLECTUAL PROPERTY**

The Contractor agrees it will, at its sole cost and expense, defend, indemnify, and hold harmless the indemnified parties from and against any and all claims, to the extent such claims arise out of, result from, or are attributable to, the actual or alleged infringement or misappropriation of any patent, copyright, trade secret, trademark, or confidential information of any third party by the Contractor or its employees, Subcontractors, consultants, representatives, and agents; provided, however, the State gives the Contractor prompt notice in writing of the claim. The Contractor may not settle any infringement claim that will affect the State's use of the Licensed Software without the State's prior written consent, which consent may be withheld for any reason.

If a judgment or settlement is obtained or reasonably anticipated against the State's use of any intellectual property for which the Contractor has indemnified the State, the Contractor shall, at the Contractor's sole cost and expense, promptly modify the item or items which were determined to be infringing, acquire a license or licenses on the State's behalf to provide the necessary rights to the State to eliminate the infringement, or provide the State with a non-infringing substitute that provides the State the same functionality. At the State's election, the actual or anticipated judgment may be treated as a breach of warranty by the Contractor, and the State may receive the remedies provided under this solicitation.

3. **PERSONNEL**

The Contractor shall, at its expense, indemnify and hold harmless the indemnified parties from and against any claim with respect to withholding taxes, worker's compensation, employee benefits, or any other claim, demand, liability, damage, or loss of any nature relating to any of the personnel, including subcontractor's and their employees, provided by the Contractor.

4. **SELF-INSURANCE**
The State of Nebraska is self-insured for any loss and purchases excess insurance coverage pursuant to Neb. Rev. Stat. § 81-8,239.01 (Reissue 2008). If there is a presumed loss under the provisions of this agreement, Contractor may file a claim with the Office of Risk Management pursuant to Neb. Rev. Stat. §§ 81-8,829 – 81-8,306 for review by the State Claims Board. The State retains all rights and immunities under the State Miscellaneous (Section 81-8,294), Tort (Section 81-8,209), and Contract Claim Acts (Section 81-8,302), as outlined in Neb. Rev. Stat. § 81-8,209 et seq. and under any other provisions of law and accepts liability under this agreement to the extent provided by law.

5. The Parties acknowledge that Attorney General for the State of Nebraska is required by statute to represent the legal interests of the State, and that any provision of this indemnity clause is subject to the statutory authority of the Attorney General.

N. ATTORNEY'S FEES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

In the event of any litigation, appeal, or other legal action to enforce any provision of the contract, the Parties agree to pay all expenses of such action, as permitted by law and if ordered by the court, including attorney's fees and costs, if the other Party prevails.

O. ASSIGNMENT, SALE, OR MERGER

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

Either Party may assign the contract upon mutual written agreement of the other Party. Such agreement shall not be unreasonably withheld.

The Contractor retains the right to enter into a sale, merger, acquisition, internal reorganization, or similar transaction involving Contractor's business. Contractor agrees to cooperate with the State in executing amendments to the contract to allow for the transaction. If a third party or entity is involved in the transaction, the Contractor will remain responsible for performance of the contract until such time as the person or entity involved in the transaction agrees in writing to be contractually bound by this contract and perform all obligations of the contract.

P. CONTRACTING WITH OTHER NEBRASKA POLITICAL SUB-DIVISIONS OF THE STATE OR ANOTHER STATE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

The Contractor may, but shall not be required to, allow agencies, as defined in Neb. Rev. Stat. §81-145, to use this contract. The terms and conditions, including price, of the contract may not be amended. The State shall not be contractually obligated or liable for any contract entered into pursuant to this clause. A listing of Nebraska political subdivisions may be found at the website of the Nebraska Auditor of Public Accounts.

The Contractor may, but shall not be required to, allow other states, agencies or divisions of other states, or political subdivisions of other states to use this contract. The terms and conditions, including price, of this contract shall apply to any such contract, but may be amended upon mutual consent of the Parties. The State of Nebraska shall not be contractually or otherwise obligated or liable under any contract entered into pursuant to this clause. The State shall be notified if a contract is executed based upon this contract.

Q. FORCE MAJEURE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

Neither Party shall be liable for any costs or damages, or for default resulting from its inability to perform any of its obligations under the contract due to a natural or manmade event outside the control and not the fault of the affected Party ("Force Majeure Event"). The Party so affected shall immediately make a written request for relief to the other Party, and shall have the burden of proof to justify the request. The other Party may grant the relief requested; relief may not be unreasonably withheld. Labor disputes with the impacted Party's own employees will not be considered a Force Majeure Event.

R. CONFIDENTIALITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

All materials and information provided by the Parties or acquired by a Party on behalf of the other Party shall be regarded as confidential information. All materials and information provided or acquired shall be handled in accordance with federal and state law, and ethical standards. Should said confidentiality be breached by a Party, the Party shall notify the other Party immediately of said breach and take immediate corrective action.

It is incumbent upon the Parties to inform their officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a. Specifically, 5 U.S.C. 552a (i)(1), which is made applicable by 5 U.S.C. 552a (m)(1), provides that any officer or employee, who by virtue of his/her employment or official position has possession of or access to agency records which contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established thereunder, and who knowing that disclosure of the specific material is prohibited, willfully discloses the material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than $5,000.

S. OFFICE OF PUBLIC COUNSEL (Statutory)

If it provides, under the terms of this contract and on behalf of the State of Nebraska, health and human services to individuals; service delivery; service coordination; or case management, Contractor shall submit to the jurisdiction of the Office of Public Counsel, pursuant to Neb. Rev. Stat. §§ 81-8,240 et seq. This section shall survive the termination of this contract.

T. LONG-TERM CARE OMBUDSMAN (Statutory)

Contractor must comply with the Long-Term Care Ombudsman Act, per Neb. Rev. Stat. §§ 81-2237 et seq. This section shall survive the termination of this contract.

U. EARLY TERMINATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

The contract may be terminated as follows:

1. The State and the Contractor, by mutual written agreement, may terminate the contract at any time.

2. The State, in its sole discretion, may terminate the contract for any reason upon thirty (30) calendar day's written notice to the Contractor. Such termination shall not relieve the Contractor of warranty or other service obligations incurred under the terms of the contract. In the event of termination the Contractor shall be entitled to payment, determined on a pro rata basis, for products or services satisfactorily performed or provided.

3. The State may terminate the contract immediately for the following reasons:

   a. if directed to do so by statute;
   b. Contractor has made an assignment for the benefit of creditors, has admitted in writing its inability to pay debts as they mature, or has ceased operating in the normal course of business;
   c. a trustee or receiver of the Contractor or of any substantial part of the Contractor's assets has been appointed by a court;
   d. fraud, misappropriation, embezzlement, malfeasance, misfeasance, or illegal conduct pertaining to performance under the contract by its Contractor, its employees, officers, directors, or shareholders;
   e. an involuntary proceeding has been commenced by any Party against the Contractor under any one of the chapters of Title 11 of the United States Code and (i) the proceeding has been pending for at least sixty (60) calendar days; or (ii) the Contractor has consented, either expressly or by operation of law, to the entry of an order for relief; or (iii) the Contractor has been decreed or adjudged a debtor;
   f. a voluntary petition has been filed by the Contractor under any of the chapters of Title 11 of the United States Code;
   g. Contractor intentionally discloses confidential information;
   h. Contractor has or announces it will discontinue support of the deliverable; and,
   i. In the event funding is no longer available.

V. CONTRACT CLOSEOUT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
		X DS AR	Upon contract closeout for any reason the Contractor shall within 30 days, unless stated otherwise herein: 1. Transfer all completed or partially completed deliverables to the State; 2. Transfer ownership and title to all completed or partially completed deliverables ***developed exclusively for this scope of work*** to the State; 3. Return to the State all information and data, unless the Contractor is permitted to keep the information or data by contract or rule of law. Contractor may retain one copy of any information or data as required to comply with applicable work product documentation standards or

			as are automatically retained in the course of Contractor's routine back up procedures; 4. Cooperate with any successor Contactor, person or entity in the assumption of any or all of the obligations of this contract ***providing up to ten (10) hours of support with subsequent hours billed at Contractor's standard hourly rate.*** 5. Cooperate with any successor Contactor, person or entity with the transfer of information or data related to this contract; ***providing up to ten (10) hours of transfer support with subsequent hours billed at Contractor's standard hourly rate.*** 6. Return or vacate any state owned real or personal property; and, 7. Return all data in a mutually acceptable format and manner.

Upon contract closeout for any reason the Contractor shall within 30 days, unless stated otherwise herein:

1. Transfer all completed or partially completed deliverables to the State;
2. Transfer ownership and title to all completed or partially completed deliverables to the State;
3. Return to the State all information and data, unless the Contractor is permitted to keep the information or data by contract or rule of law. Contractor may retain one copy of any information or data as required to comply with applicable work product documentation standards or as are automatically retained in the course of Contractor's routine back up procedures;
4. Cooperate with any successor Contactor, person or entity in the assumption of any or all of the obligations of this contract;
5. Cooperate with any successor Contactor, person or entity with the transfer of information or data related to this contract;
6. Return or vacate any state owned real or personal property; and,
7. Return all data in a mutually acceptable format and manner.

Nothing in this Section should be construed to require the Contractor to surrender intellectual property, real or personal property, or information or data owned by the Contractor for which the State has no legal claim.

III. CONTRACTOR DUTIES

A. INDEPENDENT CONTRACTOR / OBLIGATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

It is agreed that the Contractor is an independent contractor and that nothing contained herein is intended or should be construed as creating or establishing a relationship of employment, agency, or a partnership.

The Contractor is solely responsible for fulfilling the contract. The Contractor or the Contractor's representative shall be the sole point of contact regarding all contractual matters.

The Contractor shall secure, at its own expense, all personnel required to perform the services under the contract. The personnel the Contractor uses to fulfill the contract shall have no contractual or other legal relationship with the State; they shall not be considered employees of the State and shall not be entitled to any compensation, rights or benefits from the State, including but not limited to, tenure rights, medical and hospital care, sick and vacation leave, severance pay, or retirement benefits.

By-name personnel commitments made in the Contractor's proposal shall not be changed without the prior written approval of the State. Replacement of these personnel, if approved by the State, shall be with personnel of equal or greater ability and qualifications.

All personnel assigned by the Contractor to the contract shall be employees of the Contractor or a subcontractor, and shall be fully qualified to perform the work required herein. Personnel employed by the Contractor or a subcontractor to fulfill the terms of the contract shall remain under the sole direction and control of the Contractor or the subcontractor respectively.

With respect to its employees, the Contractor agrees to be solely responsible for the following:

1. Any and all pay, benefits, and employment taxes and/or other payroll withholding;
2. Any and all vehicles used by the Contractor's employees, including all insurance required by state law;
3. Damages incurred by Contractor's employees within the scope of their duties under the contract;
4. Maintaining Workers' Compensation and health insurance that complies with state and federal law and submitting any reports on such insurance to the extent required by governing law;
5. Determining the hours to be worked and the duties to be performed by the Contractor's employees; and,
6. All claims on behalf of any person arising out of employment or alleged employment (including without limit claims of discrimination alleged against the Contractor, its officers, agents, or subcontractors or subcontractor's employees)

If the Contractor intends to utilize any subcontractor, the subcontractor's level of effort, tasks, and time allocation should be clearly defined in the contractor's proposal. The Contractor shall agree that it will not utilize any subcontractors not specifically included in its proposal in the performance of the contract without the prior written authorization of the State.

The State reserves the right to require the Contractor to reassign or remove from the project any Contractor or subcontractor employee.

Contractor shall insure that the terms and conditions contained in any contract with a subcontractor does not conflict with the terms and conditions of this contract.

The Contractor shall include a similar provision, for the protection of the State, in the contract with any Subcontractor engaged to perform work on this contract.

B. EMPLOYEE WORK ELIGIBILITY STATUS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS ak			

The Contractor is required and hereby agrees to use a federal immigration verification system to determine the work eligibility status of employees physically performing services within the State of Nebraska. A federal immigration verification system means the electronic verification of the work authorization program authorized by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, 8 U.S.C. 1324a, known as the E-Verify Program, or an equivalent federal program designated by the United States Department of Homeland Security or other federal agency authorized to verify the work eligibility status of an employee.

If the Contractor is an individual or sole proprietorship, the following applies:

1. The Contractor must complete the United States Citizenship Attestation Form, available on the Department of Administrative Services website at http://das.nebraska.gov/materiel/bidopps.html

2. The completed United States Attestation Form should be submitted with the solicitation response.

3. If the Contractor indicates on such attestation form that he or she is a qualified alien, the Contractor agrees to provide the US Citizenship and Immigration Services documentation required to verify the Contractor's lawful presence in the United States using the Systematic Alien Verification for Entitlements (SAVE) Program.

4. The Contractor understands and agrees that lawful presence in the United States is required and the Contractor may be disqualified or the contract terminated if such lawful presence cannot be verified as required by Neb. Rev. Stat. §4-108.

C. COMPLIANCE WITH CIVIL RIGHTS LAWS AND EQUAL OPPORTUNITY EMPLOYMENT / NONDISCRIMINATION (Statutory)

The Contractor shall comply with all applicable local, state, and federal statutes and regulations regarding civil rights laws and equal opportunity employment. The Nebraska Fair Employment Practice Act prohibits Contractors of the State of Nebraska, and their Subcontractors, from discriminating against any employee or applicant for employment, with respect to hire, tenure, terms, conditions, compensation, or privileges of employment because of race, color, religion, sex, disability, marital status, or national origin (Neb. Rev. Stat. §48-1101 to 48-1125). The Contractor guarantees compliance with the Nebraska Fair Employment Practice Act, and breach of this provision shall be regarded as a material breach of contract. The Contractor shall insert a similar provision in all Subcontracts for goods and services to be covered by any contract resulting from this solicitation.

D. COOPERATION WITH OTHER CONTRACTORS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS ak			

Contractor may be required to work with or in close proximity to other contractors or individuals that may be working on same or different projects. The Contractor shall agree to cooperate with such other contractors or individuals, and shall not commit or permit any act which may interfere with the performance of work by any other contractor or individual. Contractor is not required to compromise Contractor's intellectual property or proprietary information unless expressly required to do so by this contract.

E. PERMITS, REGULATIONS, LAWS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS ak			

The contract price shall include the cost of all royalties, licenses, permits, and approvals, whether arising from patents, trademarks, copyrights or otherwise, that are in any way involved in the contract. The Contractor shall obtain and pay for all royalties, licenses, and permits, and approvals necessary for the execution of the contract. The Contractor must guarantee that it has the full legal right to the materials, supplies, equipment, software, and other items used to execute this contract.

F. OWNERSHIP OF INFORMATION AND DATA / DELIVERABLES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
		X DS ak	The State shall have the unlimited right to publish, duplicate, use, and disclose all information and data ***exclusively*** developed or obtained by the Contractor on behalf of the State pursuant to ***the scope of work*** in this contract. The State shall own and hold exclusive title to any deliverable developed ***exclusively*** as a result of this contract. Contractor shall have no ownership interest or title, and shall not patent, license, or copyright, duplicate, transfer, sell, or exchange, the design, specifications, concept, or deliverable.

The State shall have the unlimited right to publish, duplicate, use, and disclose all information and data developed or obtained by the Contractor on behalf of the State pursuant to this contract.

The State shall own and hold exclusive title to any deliverable developed as a result of this contract. Contractor shall have no ownership interest or title, and shall not patent, license, or copyright, duplicate, transfer, sell, or exchange, the design, specifications, concept, or deliverable.

G. INSURANCE REQUIREMENTS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS ak			**Our current Umbrella Policy is $1,000,000 per occurrence. We're in process of securing a $5,000,000 per occurrence umbrella. We're working with our insurance broker to obtain coverage in Nebraska as our current policy does not cover Nebraska. This may be a point of negotiation for us.**

The Contractor shall throughout the term of the contract maintain insurance as specified herein and provide the State a current Certificate of Insurance/Acord Form (COI) verifying the coverage. The Contractor shall not commence work on the contract until the insurance is in place. If Contractor subcontracts any portion of the Contract the Contractor must, throughout the term of the contract, either:

1. Provide equivalent insurance for each subcontractor and provide a COI verifying the coverage for the subcontractor;
2. Require each subcontractor to have equivalent insurance and provide written notice to the State that the Contractor has verified that each subcontractor has the required coverage; or,

3. Provide the State with copies of each subcontractor's Certificate of Insurance evidencing the required coverage.

The Contractor shall not allow any Subcontractor to commence work until the Subcontractor has equivalent insurance. The failure of the State to require a COI, or the failure of the Contractor to provide a COI or require subcontractor insurance shall not limit, relieve, or decrease the liability of the Contractor hereunder.

In the event that any policy written on a claims-made basis terminates or is canceled during the term of the contract or within five (5) years of termination or expiration of the contract, the contractor shall obtain an extended discovery or reporting period, or a new insurance policy, providing coverage required by this contract for the term of the contract and five (5) years following termination or expiration of the contract.

If by the terms of any insurance a mandatory deductible is required, or if the Contractor elects to increase the mandatory deductible amount, the Contractor shall be responsible for payment of the amount of the deductible in the event of a paid claim.

Notwithstanding any other clause in this Contract, the State may recover up to the liability limits of the insurance policies required herein.

1. **WORKERS' COMPENSATION INSURANCE**

The Contractor shall take out and maintain during the life of this contract the statutory Workers' Compensation and Employer's Liability Insurance for all of the contactors' employees to be engaged in work on the project under this contract and, in case any such work is sublet, the Contractor shall require the Subcontractor similarly to provide Worker's Compensation and Employer's Liability Insurance for all of the Subcontractor's employees to be engaged in such work. This policy shall be written to meet the statutory requirements for the state in which the work is to be performed, including Occupational Disease. **The policy shall include a waiver of subrogation in favor of the State. The COI shall contain the mandatory COI subrogation waiver language found hereinafter**. The amounts of such insurance shall not be less than the limits stated hereinafter. For employees working in the State of Nebraska, the policy must be written by an entity authorized by the State of Nebraska Department of Insurance to write Workers' Compensation and Employer's Liability Insurance for Nebraska employees.

2. **COMMERCIAL GENERAL LIABILITY INSURANCE AND COMMERCIAL AUTOMOBILE LIABILITY INSURANCE**

The Contractor shall take out and maintain during the life of this contract such Commercial General Liability Insurance and Commercial Automobile Liability Insurance as shall protect Contractor and any Subcontractor performing work covered by this contract from claims for damages for bodily injury, including death, as well as from claims for property damage, which may arise from operations under this contract, whether such operation be by the Contractor or by any Subcontractor or by anyone directly or indirectly employed by either of them, and the amounts of such insurance shall not be less than limits stated hereinafter.

The Commercial General Liability Insurance shall be written on an **occurrence basis**, and provide Premises/Operations, Products/Completed Operations, Independent Contractors, Personal Injury, and Contractual Liability coverage. **The policy shall include the State, and others as required by the contract documents, as Additional Insured(s). This policy shall be primary,**

and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory. **The COI shall contain the mandatory COI liability waiver language found hereinafter.** The Commercial Automobile Liability Insurance shall be written to cover all Owned, Non-owned, and Hired vehicles.

REQUIRED INSURANCE COVERAGE	
COMMERCIAL GENERAL LIABILITY	
General Aggregate	$2,000,000
Products/Completed Operations Aggregate	$2,000,000
Personal/Advertising Injury	$1,000,000 per occurrence
Bodily Injury/Property Damage	$1,000,000 per occurrence
Medical Payments	$10,000 any one person
Damage to Rented Premises (Fire)	$300,000 each occurrence
Contractual	Included
XCU Liability (Explosion, Collapse, and Underground Damage)	Included
Independent Contractors	Included
Abuse & Molestation	Included
If higher limits are required, the Umbrella/Excess Liability limits are allowed to satisfy the higher limit.	
WORKER'S COMPENSATION	
Employers Liability Limits	$500K/$500K/$500K
Statutory Limits- All States	Statutory - State of Nebraska
USL&H Endorsement	Statutory
Voluntary Compensation	Statutory
COMMERCIAL AUTOMOBILE LIABILITY	
Bodily Injury/Property Damage	$1,000,000 combined single limit
Include All Owned, Hired & Non-Owned Automobile liability	Included
Motor Carrier Act Endorsement	Where Applicable
UMBRELLA/EXCESS LIABILITY	
Over Primary Insurance	$5,000,000 per occurrence
PROFESSIONAL LIABILITY	
All Other Professional Liability (Errors & Omissions)	$1,000,000 Per Claim / Aggregate
COMMERCIAL CRIME	
Crime/Employee Dishonesty Including 3rd Party Fidelity	$1,000,000
CYBER LIABILITY	
Breach of Privacy, Security Breach, Denial of Service, Remediation, Fines and Penalties	$3,000,000
MANDATORY COI SUBROGATION WAIVER LANGUAGE	
"Workers' Compensation policy shall include a waiver of subrogation in favor of the State of Nebraska."	
MANDATORY COI LIABILITY WAIVER LANGUAGE	
"Commercial General Liability & Commercial Automobile Liability policies shall name the State of Nebraska as an Additional Insured and the policies shall be primary and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory as additionally insured."	

3. EVIDENCE OF COVERAGE

The Contractor shall furnish the DHHS Contract Manager, with a certificate of insurance coverage complying with the above requirements prior to beginning work. The awarded contractor will receive a notification from DHHS requesting the COI, once the Intent to Award is posted.

These certificates or the cover sheet shall reference the RFP number, and the certificates shall include the name of the company, policy numbers, effective dates, dates of expiration, and amounts and types of coverage afforded. If the State is damaged by the failure of the Contractor to maintain such insurance, then the Contractor shall be responsible for all reasonable costs properly attributable thereto.

Reasonable notice of cancellation of any required insurance policy must be submitted to the contract manager as listed above when issued and a new coverage binder shall be submitted immediately to ensure no break in coverage.

4. DEVIATIONS

The insurance requirements are subject to limited negotiation. Negotiation typically includes, but is not necessarily limited to, the correct type of coverage, necessity for Workers' Compensation, and the type of automobile coverage carried by the Contractor.

H. NOTICE OF POTENTIAL CONTRACTOR BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

If Contractor breaches the contract or anticipates breaching the contract the Contractor shall immediately give written notice to the State. The notice shall explain the breach or potential breach, and may include a request for a waiver of the breach if so desired. The State may, at its discretion, temporarily or permanently waive the breach. By granting a temporary waiver, the State does not forfeit any rights or remedies to which the State is entitled by law or equity, or pursuant to the provisions of the contract. Failure to give immediate notice, however, may be grounds for denial of any request for a waiver of a breach.

I. ANTITRUST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:

DS AR			

The Contractor hereby assigns to the State any and all claims for overcharges as to goods and/or services provided in connection with this contract resulting from antitrust violations which arise under antitrust laws of the United States and the antitrust laws of the State.

J. CONFLICT OF INTEREST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

By submitting a proposal, bidder certifies that no relationship exists between the bidder and any person or entity which either is, or gives the appearance of, a conflict of interest related to this Request for Proposal or project.

Bidder further certifies that bidder will not employ any individual known by bidder to have a conflict of interest nor shall bidder take any action or acquire any interest, either directly or indirectly, which will conflict in any manner or degree with the performance of its contractual obligations hereunder or which creates an actual or appearance of conflict of interest.

If there is an actual or perceived conflict of interest, bidder shall provide with its proposal a full disclosure of the facts describing such actual or perceived conflict of interest and a proposed mitigation plan for consideration. The State will then consider such disclosure and proposed mitigation plan and either approve or reject as part of the overall bid evaluation.

K. ADVERTISING

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

The Contractor agrees not to refer to the contract award in advertising in such a manner as to state or imply that the company or its goods or services are endorsed or preferred by the State. Any publicity releases pertaining to the project shall not be issued without prior written approval from the State.

L. NEBRASKA TECHNOLOGY ACCESS STANDARDS (Statutory)

Contractor shall review the Nebraska Technology Access Standards, found at https://das.nebraska.gov/materiel/docs/pdf/Technology%20Access%20Clause%2020210608%20FINAL.pdf and ensure that products and/or services provided under the contract are in compliance or will comply with the applicable standards to the greatest degree possible. In the event such standards change during the Contractor's performance, the State may create an amendment to the contract to request the contract comply with the changed standard at a cost mutually acceptable to the parties.

M. DISASTER RECOVERY/BACK UP PLAN

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

The Contractor shall have a disaster recovery and back-up plan, of which a copy should be provided upon request to the State, which includes, but is not limited to equipment, personnel, facilities, and transportation, in order to continue delivery of goods and services as specified under the specifications in the contract in the event of a disaster.

N. DRUG POLICY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

Contractor certifies it maintains a drug free work place environment to ensure worker safety and workplace integrity. Contractor agrees to provide a copy of its drug free workplace policy at any time upon request by the State.

O. WARRANTY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

Despite any clause to the contrary, the Contractor represents and warrants that its services hereunder shall be performed by competent personnel and shall be of professional quality consistent with generally accepted industry standards for the performance of such services and shall comply in all respects with the requirements of this Agreement. For any breach of this warranty, the Contractor shall, for a period of ninety (90) days from performance of the service, perform the services again, at no cost to Customer, or if Contractor is unable to perform the services as warranted, Contractor shall reimburse Customer the fees paid to Contractor for the unsatisfactory services. The rights and remedies of the parties under this warranty are in addition to any other rights and remedies of the parties provided by law or equity, including, without limitation actual damages, and, as applicable and awarded under the law, to a prevailing party, reasonable attorneys' fees and costs.

P. LOBBYING

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

1. No federal or state funds paid under this RFP shall be paid for any lobbying costs as set forth herein.
2. Lobbying Prohibited by 31 U.S.C. § 1352 and 45 CFR §§ 93 et seq, and Required Disclosures.
   a. Contractor certifies that no federal or state appropriated funds shall be paid, by or on behalf of Contractor, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this award for: (a) the awarding of any federal agreement; (b) the making of any federal grant; (c) the entering into of any cooperative agreement; and (d) the extension, continuation, renewal, amendment, or modification of any federal agreement, grant, loan, or cooperative agreement.
   b. If any funds, other than federal appropriated funds, have been paid or will be paid to any person for influencing or attempting to influence: an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with Contractor, Contractor shall complete and submit Federal Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. Lobbying Activities Prohibited under Federal Appropriations Bills.
   a. No paid under this RFP shall be used, other than for normal and recognized executive-legislative relationships, for publicity or propaganda purposes, for the preparation, distribution, or use of any kit, pamphlet, booklet, publication, electronic communication, radio, television, or video presentation designed to support or defeat the enactment of legislation before the Congress or any State or local legislature or legislative body, except in presentation of the Congress or any State or local legislature itself, or designed to support or defeat any proposed or pending regulation, administrative action, or order issued by the executive branch of any state or local government itself.
   b. No funds paid under this RFP shall be used to pay the salary or expenses of any grant or contract recipient, or agent acting for such recipient, related to any activity designed to influence the enactment of legislation, appropriations, regulation, administrative action, or Executive order proposed or pending before the Congress or any State government, State legislature or local legislature or legislative body, other than normal and recognized executive legislative relationships or participation by an agency or officer of an State, local or tribal government in policymaking and administrative processes within the executive branch of that government.

c. The prohibitions in the two sections immediately above shall include any activity to advocate or promote any proposed, pending or future federal, state or local tax increase, or any proposed, pending, or future requirement or restriction on any legal consumer product, including its sale of marketing, including but not limited to the advocacy or promotion of gun control.

4. Lobbying Costs Unallowable Under the Cost Principles. In addition to the above, no funds shall be paid for executive lobbying costs as set forth in 45 CFR § 75.450(b). If Contractor is a nonprofit organization or an Institute of Higher Education, other costs of lobbying are also unallowable as set forth in 45 CFR § 75.450(c).

Q. AMERICAN WITH DISABILITIES ACT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

Contractor shall comply with all applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12131–12134), as amended by the ADA Amendments Act of 2008 (ADA Amendments Act) (Pub.L. 110–325, 122 Stat. 3553 (2008)), which prohibits discrimination on the basis of disability by public entities.

IV. PAYMENT

A. PROHIBITION AGAINST ADVANCE PAYMENT (Statutory)

Neb. Rev. Stat. §81-2403 states "[n]o goods or services shall be deemed to be received by an agency until all such goods or services are completely delivered and finally accepted by the agency" Standard term is to pay after deliverables and that any alteration of that standard term should be carefully considered and used only when absolutely necessary to accommodate certain critical exceptions, i.e. insurance premiums, etc. that must be paid in advance.)

B. TAXES (Statutory)

The State is not required to pay taxes and assumes no such liability as a result of this solicitation. The Contractor may request a copy of the Nebraska Department of Revenue, Nebraska Resale or Exempt Sale Certificate for Sales Tax Exemption, Form 13 for their records. Any property tax payable on the Contractor's equipment which may be installed in a state-owned facility is the responsibility of the Contractor

C. INVOICES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

Invoices for payments must be submitted by the Contractor to the agency requesting the services with sufficient detail to support payment. Contractor must submit monthly Invoices to Contract Manager, which will be provided upon contract execution. The terms and conditions included in the Contractor's invoice shall be deemed to be solely for the convenience of the parties. No terms or conditions of any such invoice shall be binding upon the State, and no action by the State, including without limitation the payment of any such invoice in whole or in part, shall be construed as binding or estopping the State with respect to any such term or condition, unless the invoice term or condition has been previously agreed to by the State as an amendment to the contract.

D. INSPECTION AND APPROVAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

Final inspection and approval of all work required under the contract shall be performed by the designated State officials.

The State and/or its authorized representatives shall have the right to enter any premises where the Contractor or Subcontractor duties under the contract are being performed, and to inspect, monitor or otherwise evaluate the work being performed. All inspections and evaluations shall be at reasonable times and in a manner that will not unreasonably delay work.

E. PAYMENT (Statutory)

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS AR			

Payment will be made by the responsible agency in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §81-2403). The State may require the Contractor to accept payment by electronic means such as ACH deposit. In no event shall the State be responsible or liable to pay for any goods and services provided by the Contractor prior to the Effective Date of the contract, and the Contractor hereby waives any claim or cause of action for any such services.

F. LATE PAYMENT (Statutory)

The Contractor may charge the responsible agency interest for late payment in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §81-2401 through 81-2408).

G. SUBJECT TO FUNDING / FUNDING OUT CLAUSE FOR LOSS OF APPROPRIATIONS (Statutory)

The State's obligation to pay amounts due on the Contract for a fiscal year following the current fiscal year is contingent upon legislative appropriation of funds. Should said funds not be appropriated, the State may terminate the contract with respect to those payments for the fiscal year(s) for which such funds are not appropriated. The State will give the Contractor written notice thirty (30) calendar days prior to the effective date of termination. All obligations of the State to make payments after the termination date will cease. The Contractor shall be entitled to receive just and equitable compensation for any authorized work which has been satisfactorily completed as of the termination date. In no event shall the Contractor be paid for a loss of anticipated profit.

H. RIGHT TO AUDIT (First Paragraph is Statutory)

The State shall have the right to audit the Contractor's performance of this contract upon a thirty (30) days' written notice. Contractor shall utilize generally accepted accounting principles, and shall maintain the accounting records, and other records and information relevant to the contract (Information) to enable the State to audit the contract. (Neb. Rev. Stat. §84-304 et seq.) The State may audit and the Contractor shall maintain, the Information during the term of the contract and for a period of five (5) years after the completion of this contract or until all issues or litigation are resolved, whichever is later. The Contractor shall make the Information available to the State at Contractor's place of business or a location acceptable to both Parties during normal business hours. If this is not practical or the Contractor so elects, the Contractor may provide electronic or paper copies of the Information. The State reserves the right to examine, make copies of, and take notes on any Information relevant to this contract, regardless of the form or the Information, how it is stored, or who possesses the Information. Under no circumstance will the Contractor be required to create or maintain documents not kept in the ordinary course of contractor's business operations, nor will contractor be required to disclose any information, including but not limited to product cost data, which is confidential or proprietary to contractor.

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
DS ak			

The Parties shall pay their own costs of the audit unless the audit finds a previously undisclosed overpayment by the State. If a previously undisclosed overpayment exceeds one-half of one percent (.5%) of the total contract billings, or if fraud, material misrepresentations, or non-performance is discovered on the part of the Contractor, the Contractor shall reimburse the State for the total costs of the audit. Overpayments and audit costs owed to the State shall be paid within ninety (90) days of written notice of the claim. The Contractor agrees to correct any material weaknesses or condition found as a result of the audit.

V. PROJECT DESCRIPTION AND SCOPE OF WORK

A. BUSINESS REQUIREMENTS

For the purpose of garnering insights, the project plan should include focus groups, site visits and other methods of qualitative data collection. Project plan should include recommendations for system assessment timelines, responsible partners, methods of engagement and completion tracking.

B. PROJECT OVERVIEW

1. Facilitate a workgroup that will develop a practice and finance model for child welfare system transformation in Nebraska; with consultation, evaluation and input from key stakeholders (judges from separate juvenile courts, private child welfare providers, individuals with lived experience in the child welfare system, the Nebraska Children's Commission, the Inspector General of Nebraska Child Welfare, the Foster Care Review Office, child advocacy centers, law enforcement, county attorneys and all Nebraska DHHS divisions). The practice and finance model shall include, but not be limited to:

   a. Development of a statewide mission and vision for the child welfare system in Nebraska;
   b. Development of values and practice priorities for the child welfare system in Nebraska;
   c. Development of statewide program goals;
   d. Development of a practice model for child welfare system case management and service delivery;
   e. Development of a finance model for child welfare services;
   f. Development of engagement strategies to support community involvement in child welfare system transformation;
   g. Development of strategies that strengthen relationships across the court system, probation, executive branch agencies, the State Department of Education, and community partners;
   h. Development of strategies that support integration of programs across child and family serving agencies;
   i. Development of accountabilities across the entire child welfare system;
   j. Evaluation of the State's Title IV-E claiming practices and identification of appropriate steps to optimize federal reimbursement for child welfare system expenditures;
   k. Opportunities and financial mechanisms for providers to pilot innovative solutions to meet program goals; and
   l. Development of a strategy for data collection and outcome monitoring.

C. SCOPE OF WORK

1. Facilitate strategic visioning for transformational change of the child welfare system to include:
   a. Robust collaboration of system partners;
   b. System accountability;
   c. Change management methodologies;
   d. Key performance indicators for during period of change.
2. Produce a project plan to facilitate an assessment of current child welfare practices, functions, conditions and partners to include:

a. Policy
b. Statute
c. Nebraska best practices
d. National best practices
e. Quantitative data reports
f. Licensing of foster and resource homes
g. Prevention practices to support families at risk of entering the child welfare system to include following structures in Nebraska:
    i. Families First Prevention and Services Act (FFPSA) implementation;
    ii. Thriving Families Safer Children in Nebraska; and
    iii. Community Collaborative models
h. Child welfare field practices, to include:
    i. Child Protective Services (CPS),
    ii. Preventative and CPS in-home services,
    iii. Child fatality review and oversite,
    iv. Placement of children in out-of-home care,
    v. Support of relative foster homes
    vi. Work with older youth
    vii. Services to children and families to achieve reunification,
    viii. Practices to achieve permanence including reunification, adoption and guardianship,
    ix. Provision of physical health, mental health, educational and development services for children in out-of-home care; and
    x. Mental health service array and gaps
    xi. Workforce and caseload recommendations to include training, educational requirements and staffing model recommendations.
i. Children and Family Services (CFS) organizational structure and capacity, to additionally include recommendations of enhancing prevention design within FFPSA implementation,
j. Training of child welfare staff and partner agency staff,
k. Technology needs to support practice,
l. Financing structure:
    i. Provider rates; and
    ii. Title IV-E claiming
m. Organizational and systemic barriers to implementation of practice and finance models; and
n. Experience of partners with lived experience,
o. Systemic factors affecting child wellbeing and permanency,
p. Impacts of disproportionality on marginalized communities,
q. Mandated boards and commissions related to the oversight and review of child welfare, including the Children's Commission.

3. Provide assessment of impact of current practice on disproportionality for minority children and recommendations to ensure access and belonging.
4. Provide research and evaluation of multiple child welfare practice models; assess Nebraska's capacity to implement each.
5. Formalize recommendations and facilitate a theory of change model for implementation of child welfare practice model and finance model to include:
    a. Leadership needed from three branches of government, identifying support needed to both implement finance and practice models; and create strategies and processes for shared accountability;

b. Strategies for phased implementation of practice model; and
c. Strategies for phased implementation of finance model.
d. Engagement and partnership with Tribal partners;
e. External partnerships to promote improved outcomes for children and families;
f. Partnerships and shared strategies across all State agencies;
g. Workforce strategies for training, workloads, salaries and retention;
h. Strategies to improve Nebraska's child fatality review process to review child fatalities with a suspicion of child abuse and neglect designed to develop learning and prevention strategies.

6. Identify training needs for child welfare staff to support recommended practice model and evaluate training Request for Proposal (RFP) language to ensure all aspects and identified needs are included.

D. Include a recommendation for transition of current training model and training RFP for child welfare training as current vendor contract ends in 2023.

1. Identify training needs for all stakeholders (e.g. DHHS legal, Guardian Ad Litem (GAL), judges, law enforcement, county attorneys, providers, Court Appointed Special Advocate (CASA), etc.) to support recommended practice model and develop a project plan for deployment.
2. Assess workforce needs and structure of Central Office team (Programs, Finance, Quality Assurance and Policy) to support practice and finance model recommendations.
3. Evaluate workforce needs for Protection and Safety field staff based on the current statutory caseload standards versus emerging workload standards being researched by Child Welfare League of America (CWLA), and present recommendations for any needed changes to statutory standards.
4. Produce monthly status reports on behalf of the workgroup to be presented to the strategic leadership group.
5. Within thirty (30) calendar days of the end of the contract, a final report outlining the proposed practice and finance model for Nebraska is due; the report should also detail the information collected from the evaluation, assessment, and recommendations developed in conjunction with the workgroup and any data analysis which may have been completed. Final report will include recommended implementation timeline for all recommendations and theory of change steps.

E. DELIVERABLES

1. Monthly status report of activities, meetings, data analysis and deliverables met are due by the 10th of each month, commencing January, 2023. The first report, due January 10, 2023, must include a final recommendation of the timelines for the duration of the contract to be mutually agreed upon with DHHS.

2. Final report outlining recommendations for practice and finance model for Nebraska's child welfare systems, as well as summary of all activities, evaluations, and data analysis which aided in the final recommendations will be due on or before November 1, 2023.

3. Recommendations for training that will be needed in order to implement practice and finance model by CFS for new worker and in-service training, as well as stake-holder training.

4. Within thirty (30) calendar days of the end of the contract, a final report outlining the proposed practice and finance model for Nebraska is due; the report should also detail the information collected from the evaluation, assessment, and recommendations developed in conjunction with the workgroup and any data analysis which may have been completed. Final report will include recommended implementation timeline for all recommendations and theory of change steps. Workforce needs and structure of central office to support finance and model recommendations, workforce and caseload recommendations, and strategies to improve Nebraska's child fatality review process designed to develop learning and prevention strategies.

A. PROPOSAL SUBMISSION

Contractor acknowledges ADDENDUM 1: Questions & Answers and ADDENDUM 2: Revised Schedule of Events.

1. CORPORATE OVERVIEW

a. CONTRACTOR IDENTIFICATION AND INFORMATION

Full Corporate Name**: Power of Partnership, Inc dba SafeGenerations**

Address of Headquarters**:** 8230 West Lake Court Chanhassen, MN 55317

Entity organization**: Corporation**

State Incorporated**: Delaware**

01/29/2014 **SafeGenerations was first established under the non-profit Cross-Generation**

10/11/2017 Power of Partnership LLC formed as a Limited Liability Company in Minnesota

04/30/2019 Power of Partnership LLC acquired **SafeGenerations from Cross-Generation**

04/01/2022 Power of Partnership LLC converted to a **Delaware Corporation with Authority to transact business in Minnesota as Power of Partnership, Inc dba SafeGenerations**

b. FINANCIAL STATEMENTS

SafeGenerations **is not a publicly held company.**

Banking Reference**: Tradition Capital Bank 7601 France Ave S #140, Edina, MN 55435**

Amy Kirsch VP Relationship Manager

Description of organization:

Size: SafeGenerations currently has five (5) full-time employees, four (4) part-time employees, and one (1) contractor. The leadership team has worked together in some capacity for more than a decade. The team demonstrates exceptional team health and a deep understanding of how each other's skillsets contribute to the strength of the team and the multifaceted service to child welfare organizations. SafeGenerations has also involved various project-based technical development contractors, training contractors, and marketing/branding specialists through the years. We also have a worldwide network of 20 Affiliates, some whom formally partnered on projects.

Longevity: The initial direct-practice work of SafeGenerations started in 2005 as a division of a 501(c)3 organization called Cross-Generation. The successful work serving families grew into Training, Consulting, and

Implementation business expanding the client base beyond MN to counties and state systems around the US and Canada. In 2014, SafeGenerations began operating as its own division of Cross-Generation.

In 2019, the lead consulting team (of the SafeGenerations division) worked with the Board of Directors at Cross-Generation to acquire the SafeGenerations business as its own operation under Power of Partnership LLC. Both the Cross-Generation Board of Directors and the team agreed that it was best for the vision of Cross-Generation and the vision of SafeGenerations to become two distinct organizations.

Through the transition, SafeGenerations maintained its client base and smoothly began operating as Power of Partnership LLC which later incorporated to Power of Partnership Inc.

During the unexpected turns of COVID, SafeGenerations became an even more agile and responsive learning organization. All training and consulting quickly shifted to new digital platforms with customized interactions based on cutting edge technology. SafeGenerations developed innovative solutions to serve child welfare organizations in more comprehensive and meaningful ways and maintained a profitable operation through Covid.

SafeGenerations Operating Profit (legal entity Power of Partnership):

YEAR	***%***
2019	14.3%
2020	16.3%
2021	19.5%

Client Base: SafeGenerations has delivered services within more than sixty-five (65+) child welfare jurisdictions ranging from small counties to state-wide systems (Figure 1). Our public learning experiences draw people from Sweden, United Kingdom, Germany, the Netherlands, New Zealand, Australia, and many parts of the US.

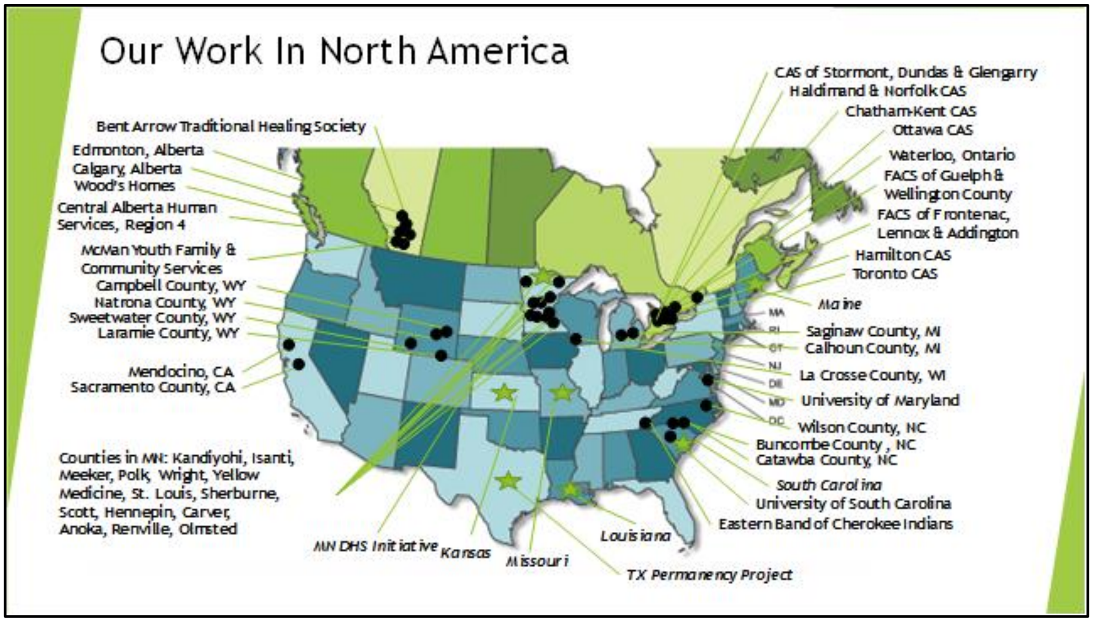


Figure 1

5. **Areas of Specialization & Expertise:**

a. ***Direct Child Welfare Practice***: SafeGenerations has a team of licensed mental health professionals whose direct-practice experience includes working with families involved with the child welfare system, working on grant-based projects to serve youth, as well as past employment by statutory child welfare organizations, faith-based, and other community-partner organizations. Currently, the SafeGenerations team specializes in the ReSolutions Together practice approach based on the long-standing Resolutions Approach from Susie Essex and her colleagues in Bristol, England.

ReSolutions Together is a solution-focused and safety oriented, family-centered approach that can be applied to a large variety of human-services interactions.

b. ***Training and Case Consulting***: SafeGenerations Trainers and Consultants have extensive child welfare experience including, leading International learning communities and agency-specific learning and development programs, designing customized training trajectories based on best practices. Other specialties include designing curriculum, delivering live, remote, digital asynchronous learning experiences. SafeGenerations is known for building learning based on real-life practice examples and customizing learning experiences for hands-on practical application. The aim of training and consulting should always have a lens on sustainability for the learning to continue which means leaders are often involved in SafeGenerations training and consulting so they can participate with a lens on learning the consulting processes we use.

c. ***Leadership Consulting & Implementation***: The leadership and implementation experience of the SafeGenerations team includes an array of contexts. The team has: partnered with a university to serve as advisors on a federal grant child welfare research project; provided coaching and mentoring to child welfare leaders and other consultants both locally and oversees; designed, consulted, and implemented state-wide (or Provincial) child welfare models. Our team specializes in designing structures and facilitating processes for child welfare leaderships teams to assess, strategize and make critical decisions to effect positive change in the organization.

d. ***Guided Practice Technology & Dashboards***: SafeGenerations specializes in designing, developing, and launching jurisdiction-wide digital practice tools which are co-created and customized by practitioners to meet their unique practice needs. The practice tools integrate a jurisdiction's practice model elements, typically including tools focused on family engagement, assessment protocol and policy, critical thinking & decision-making skills, and long-term safety and wellbeing planning with families and their networks. These tools create integrated, ongoing, and consistent learning for unity across practice.
Alongside the guided practice applications, SafeGenerations designs, develops, and launches live digital dashboards customized to the aspirations and goals of the organization so the leadership has a continuous feedback loop about the breadth and depth of practice, and the impact of the broader initiatives. The drilldown, filtering, and slicing features allow leaders from the highest level down to supervisors to see integrated data points over time, and gain insights about how various policies, initiatives, and practices are impacting service delivery and outcomes for families.

e. **Character, integrity, reputation, judgment, experience, and efficiency:** SafeGenerations has an exceptional reputation in the child welfare industry in the United States and around the world. We balance experience and knowledge with a high level of commitment to continuous learning and growth. In addition to the services and delivery outcomes highlighted in the Summary of Contractors Corporate Experience, our clients experience us based on the following Core Values (Figure 2). On average, our clients give us a score of 95% on their experience of our team demonstrating our core values (4.76/5 stars).

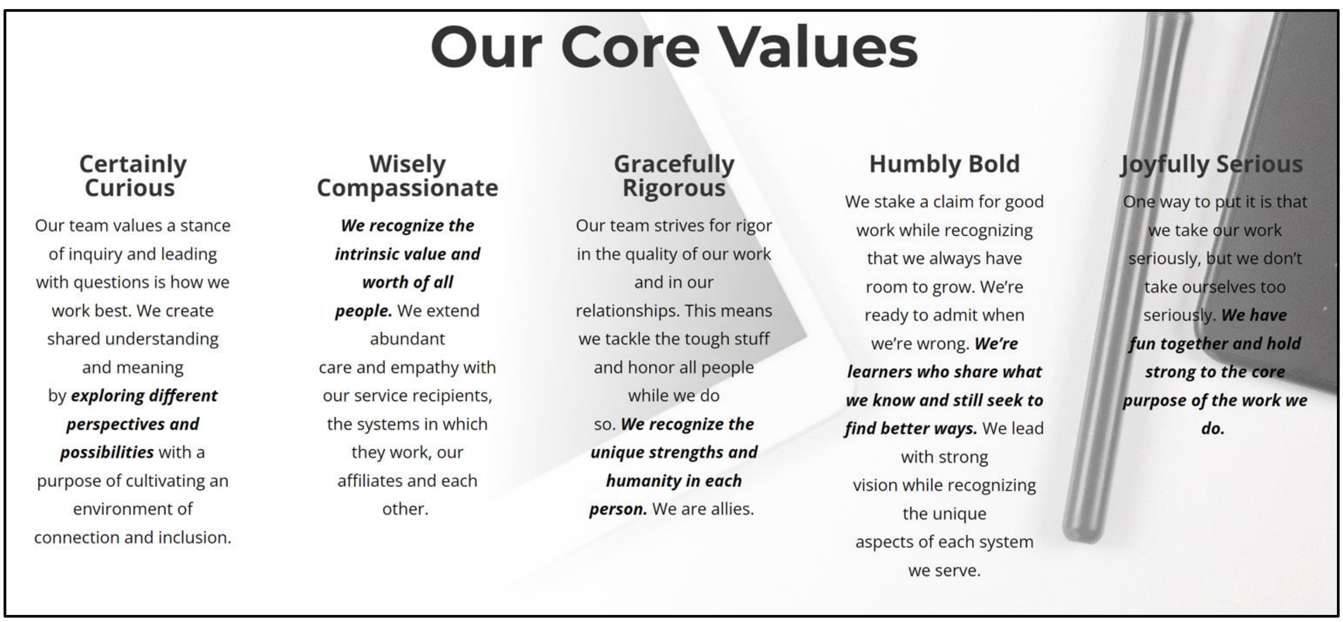


Figure 2

Between our core team, and our extended team of advisors and partners, SafeGenerations has the proper capacity to perform this project within the timeframes outlined in the RFP. There is no known judgement, pending or expected litigation, real or potential financial reversals, which might materially affect the viability or stability of the organization.

Here are sample quotes from a couple leaders who have been served by the SafeGenerations team:

> ***"There are two things I value most when my agency works with outside trainers and consultants.***
>
> ***First, that I can trust them to follow through.***
>
> ***Second, that they have firsthand experience working in child welfare.***
>
> ***SafeGenerations has demonstrated that they exceed my expectations for both criteria!"***
>
> – Tom Buell
>
> Reginal Director, Department of Children and Families
>
> **The State of Kansas, USA**

> ***"Each and every one of the SafeGenerations team is amazing! They come prepared to every consultation meeting with an expert strategy, innovative ideas, gentle curiosity, and the spirit of partnership.***
>
> ***They're simply the best of the best in child welfare, and they make my team's work stronger, easier, and more hopeful."***
>
> –Jolynne Batchelor, Ph.D., LCSW
>
> Research Associate, Director, Texas Permanency Outcomes Project
>
> **The University of Texas at Austin, USA**

c. CHANGE OF OWNERSHIP
No change in ownership is anticipated.

d. OFFICE LOCATION
Office location responsible for the project:
8230 West Lake Court
Chanhassen, MN 55317

e. RELATIONSHIPS WITH THE STATE
SafeGenerations has had no dealings with the State of Nebraska in the past five years.

f. CONTRACTOR'S EMPLOYEE RELATIONS TO STATE
Not applicable: SafeGenerations' employees have had no dealings with the State of Nebraska in the past five years.

g. CONTRACT PERFORMANCE
No contractor nor proposed subcontractor has had a contract terminated for default during the past five (5) years.

h. SUMMARY OF CONTRACTOR'S CORPORATE EXPERIENCE

Name	**Kansas Department of Children & Families**	**New York State**	**Missouri Children's Division:**
Time Period	2019-***Present Primary Contractor***	January 2016 - December 2019 Subcontractor	July 2015-November 2019 Primary Contractor
Scheduled and actual completion dates	Originally scheduled budget: $1,664,370.00 Actual budget: $1,501,927.26	**Feasibility Study and Implementation Planning** (January 2016 to December 2019): *Scheduled completion date:* December 2019;	Originally scheduled completion date and budget: July 2015-December 2019 $2,186,794.29 Actual Completion Dates and budget: July 2015 – November 2019 $2,245,265.78

		Original Budget: $800K *Actual completion date:* November 2019; *Actual Budget:* $605K **Pilot Phase, including State administration staff, one county, and one community partner agency** (November 2019 to December 2021): *Scheduled completion date:* March 2022; *Original budget:* $520K *Actual completion date:* December 2021 (project may have continued under new terms); *Actual budget:* unknown as SafeGenerations role ended at the beginning of this phase	
Contractor's Responsibilities	See below	See below	See below
Customer contact information	Kansas Department for Children and Families Tanya Keys, Deputy Secretary of Family Services 785-221-8181 Fax: none Tanya.Keys@ks.gov	Casey Family Programs Howard Knoll, M.S.W. Senior Director for Casey Family Programs (917) 922-4760 Fax: none HKnoll@casey.org	Casey Family Programs Fred Simmens (573) 694-9798 Fax: none fsimmens@gmail.com Missouri Children's Division Christy Collins (573) 424-7567 Fax: none ccollins@dccca.org
Project Description	See below	See below	See below

6. **Kansas Department of Children and Families Client Experience**

September 2019-***Present Primary Contractor***

The scheduled and actual completion dates;

Originally scheduled completion date and budget: 1,664,370.00

Actual Completion Dates and budget: 1,501,927.26

Our Responsibilities:
SafeGenerations was retained to train and implement best practices through customizing and designing the Kansas Practice Model and leading a steering committee and implementation team over a multi-year project to embed changes in the Department of Children and Families.

Consultation services included facilitating collaboration and implementation planning between practice model partners and existing initiatives, as well as designing the curriculum, delivering the training and practice consulting, and developing Guided Practice Apps and Dashboards to allow leaders to have ongoing near-real-time assessment of implementation and practice.

Please see section "e" for additional detail of responsibilities.

Customer: Kansas Department for Children and Families
Contact Person: Tanya Keys, Deputy Secretary of Family Services
Telephone Number: 785-221-8181
Facsimile Number: N/A
Email: Tanya.Keys@ks.gov

Project Description & Responsibilities

2019 OVERVIEW: Starting in September, 2019 SafeGenerations began initial Implementation planning, and initial exposure training for staff as well as community partner briefings.

IMPLEMENTATION & SUSTAINABILITY PLANNING:

- Initial Implementation Planning onsite consultation and Implementation Team Launch Meeting – 3-day workshop for visioning, strategic planning, and goal setting.
- Consultation around the practice model design, adapting and integrating our practice approach with current initiatives and the specific needs and context of KDCF.

SUPPORT FOR INCREASED SKILLS:

- Initial practice model overview trainings were delivered to 25% of the staff for initial exposure to the foundational elements of the newly forming practice model.
- Community partner briefings were also delivered to build buy-in and awareness of the intended changes come to Kansas Department of Children and Families.

2020 OVERVIEW:
KDCF's focus in 2020 was to establish a common base of knowledge and to build momentum, consistency, and engagement at all levels of the organization. While the pandemic posed some challenges, the overall progress was substantial. In just over a year, KDCF built the KPM Learning & Development team that consisted of 200+ members. Substantial progress was made to develop aligned and integrated forms, policies and tools for both frontline practitioners and supervisors. With a very strong foundation, KDCF was prepared to shift the focus from building the foundation to deepening practice in 2021. Below are the details that supported the work in 2020:

IMPLEMENTATION & SUSTAINABILITY PLANNING:

Fiscal year 2020 began with an **Implementation Planning Day** to review progress, reflect on lessons learned during the Q4 2019 initial launch, and realign priorities in preparation for expansion of the new practice across Kansas. Implementation Team subgroups were established to tackle some of the highest priority issues. Each of the identified priorities were foundational to building the internal capacity and aligning systems to support sustainability of the new practice beyond the active implementation phase.

DCF and SafeGenerations took initial steps to begin planning for the integration of the new practice methodology into pre-service training for all new staff with the goal of having the new curriculum in place in early 2021. DCF implementation leadership clarified and confirmed its hope and intention to develop a customized practice approach that draws on and integrates aspects of each of the identified models that inform the Kansas Practice Model:
In consideration of the SafeGenerations team's unique experience with each of these approaches, Kansas DCF asked SafeGenerations to take an active role in supporting the development of their integrated model as well as the integration of the new training materials into the existing pre-service Academy for new workers.

Due to the coronavirus pandemic, significant work was done between mid-March and mid-April to shift all onsite SafeGenerations services to remote delivery through the Microsoft Teams platform. While the shift to remote workshop delivery had its challenges, it also created opportunities to utilize emerging technology in innovative ways to support the implementation. Kansas DCF and SafeGenerations began developing an online hub that streamlines, synchronizes and centralizes communication and collaboration between all those involved with the Kansas Practice Model implementation.

During the **Q2 Implementation Planning Meeting** to review and refine the implementation plan. The team clearly defined implementation goals for 2020. Implementation workgroups were established that were accountable to move the work forward. Each workgroup set quarterly milestones and a system was developed for the whole team to asynchronously keep abreast of progress toward accomplishing the 2020 goals.

The **Q3 Implementation Planning Day** allowed the Kansas Statewide Implementation Team (SIT) to continue reviewing and refining the implementation plan and to work toward the five 2020 Goals they had set previously.
During Q3, significant updates were made to the customized **Kansas Practice Model assessment tool** based on feedback from staff in Kansas with real-world experience in their context. This included the creation of both print and electronic versions as well as publication of detailed practice guidance to support staff in deepening their practice and application of the methodology to use family-centered, solution-focused interviewing.

With significant progress in establishing all aspects of the Kansas Practice Model leading into Q3, work began to move toward a **unified SIT for the whole Kansas Practice Model**. This included collaborative work between SafeGenerations, NCCD, and Kansas DCF leadership.

A key priority in Q3 was the development and launch of the first version of a **KPM Supervision Tool t**o support supervisors in integrating and modeling the practice within their case consultations while building the critical thinking skills of their staff. Data from the use of the Supervision Tool provides valuable insight into the breadth and depth of practice adoption at the supervisor level across all regions as the implementation progressed. This enables KDCF to continue to move toward a consistent framework for leading supervision that promotes further adoption of the Kansas Practice Model and lays the foundation for building practice depth at both the supervisor and frontline practitioner levels. The data collected in the first 4 months of using the Supervision Tool led to deeper insight into how Supervision policy needed to be adjusted to align with the Kansas Practice Model. The data was instrumental in identifying and planning related to around areas of the KPM where continued learning, development and integration are needed.

The **Annual Implementation Planning** workshop was held in mid-October to review progress on the implementation plan and 2020 Goals and to identify priorities for 2021. Several significant accomplishments were achieved by the SIT working groups in Q4 which included

- Substantial progress on the development of the Kansas Practice Model Collaboration Hub which would provide a central place for communication and collaboration across all levels of the organization and between all of KDCF's Practice Model Consultants. The Hub features dedicated and secured online space where KDCF staff and partners can access:
  - Current Forms, Documentation & Resources
  - A directory of the 200+ member KDCF Learning & Development Team
  - A Case Examples Library
  - The KPM Knowledge Base with answers to FAQs submitted by workshop participants
  - A Collection of video-recorded Appreciative Inquiry Interviews of KDCF leaders and practitioners that teach and inspire based on concrete examples of successful practice by KDCF staff.
  - Customized Tools, Resources, Guidance, and Support specifically designed for Supervisors and Leaders who are learning to integrate the various parts of the Kansas Practice Model in their roles.
- A survey of practitioners to begin to measure their confidence in using aspects of the practice model.
- Began a revamp of the Implementation Leadership Structure to integrate multiple Practice Model SITs into a **unified KPM Statewide Implementation Team** with oversight buy a unified **KPM Steering Committee**.

Leadership Consulting and Implementation Support based on agency needs and priorities.

INTERNAL CAPACITY DEVELOPMENT:

Multiple steps were taken toward the goal of building DCF's internal capacity to train staff on the new practice model:

- Supported Kansas DCF Trainers to participate in a 5-step certification program that prepared them to deliver the Kansas Practice Model Overview workshop.
- Finalized the Kansas Practice Model Overview curriculum.
- Began the identification and invitation process for the 80 Learning Leaders who would then begin the 2-year Learning Leader Development Program in early 2021.

SUPPORT FOR INCREASED SKILLS & INCORPORATION INTO DCF'S PRACTICE MODEL:

DCF staff were identified as internal small group learning Facilitators to be part of the overall Learning & Development Team. This multi-faceted team supports DCF's increasing emphasis on learning & development as an ongoing part of their everyday work rather than a singular focus on training new staff. All Facilitators attended a **1-day development workshop** and, soon after, began facilitating their first learning cohorts guided by the online curriculum developed by SafeGenerations, ***Questions that Make a Difference***.

In 2020 DCF staff continued to receive a basic **2-day Signs of Safety Overview Workshop** while the KS Practice Model curriculum was being developed.

Community Partner Briefings continued to be delivered to inform and engage community partners about the new practice model. State and Regional DCF leadership assisted in the delivery of these initial Community Partner Briefings, led by SafeGenerations, to prepare them to deliver similar briefings within their regions as the implementation moved forward.

Informed by feedback and questions following the initial launch of training, DCF leadership worked with SafeGenerations to develop a customized 5-day **Advanced Practice & Leadership workshop** series specifically designed to support staff in adopting a fully integrated Kansas Practice Model. Staff began participating in this workshop. This workshop is delivered in 2 parts.

Group Learning & Consultation (GLC) Sessions began to support the transfer of classroom learning into everyday practice.

In Quarter 4 the new 2-day **Kansas Practice Model Overview (KPMO) Workshop** began being delivered to staff. This workshop is a customized introductory level workshop that can be delivered as a standalone workshop by Certified KMPO Trainers who are employed by Kansas DCF. The curriculum is also being integrated into the academy for new staff beginning in early 2021.

2021 OVERVIEW:

With a good foundation laid, 2021 was a year of expanding and deepening practice through consistent supervision methods which were then imbedded in everyday work through guided supervision applications and state-level data dashboards. Internal capacity for ongoing learning was built through the Learning Leader Development Program (LLDP), Trainer Certification Program, and Master Trainer Development Program. By the end of this year and with the new methods in place, Kansas was well on their way to being able to deliver their own ongoing training and provide environments and accountability around continuous learning across the organization.

Below are the details that represent the work in 2021:

IMPLEMENTATION & SUSTAINABILITY PLANNING:

The **Quarter 1 Implementation Planning meeting** unified the smaller implementation teams of the KS Practice Model into a single Statewide Implementation Team to better support the pursuit of a fully integrated Kansas Practice Model. This included members from Evident Change, University of Kansas, SafeGeneration and KS DCF. The team reviewed progress and set goals for 2021. The SIT was divided into six workgroups, each focusing on one of the 2021 goals and quarterly 'milestones' were set.

A Kansas Implementation Dashboard was introduced to KDCF Leadership in early 2021 and continued to evolve over the year. The Dashboard allows KDCF Leadership and SG Consultants to easily track data related to the implementation and to uncover insights that help the team adjust the implementation strategy more effectively in response to timely data and feedback. Some examples of the measures being tracked on the dashboard are:

- Workshop and GLC usefulness ratings
- Qualitative ratings of GLC facilitation
- Average duration of case consults
- Confidence ratings for children under 1 access to resources
- Number of supervisors actively using the Supervision App
- Number of supervision sessions submitted over time by each region, office, and supervisor
- Implementation progress ratings by SIT members

By the end of Q2, there were three dashboard reports available, each with a variety of different visualizations, including:

- Kansas-SafeGenerations Services Dashboard
- Supervision Dashboard
- Learning Leader Dashboard

At the **Q2 Implementation Planning meeting**, the Statewide Implementation Team reviewed and refined the implementation plan and set 16 new 'milestones' that they wanted to complete to keep them on track to achieve their 2021 goals.

Both the **Collaboration Hub** and the **Supervision Tool** which were launched in 2020 continued to be refined and expanded with new features, resources, and functionality during the first half of 2021. The Collaboration Hub has dedicated space for a comprehensive directory of all Learning & Development Team members. Efforts began to encourage staff to make the Collaboration Hub an everyday resource. Use of the Supervision Tool expanded in the first half of 2021 as features and functionality continued to be enhanced based on specific staff input and feedback. Several videos were produced of DCF Supervisors sharing how they have used the Supervision App and KanCoach philosophy to shift their practice away from 'checkbox supervision' and toward supervision that grows worker capacity, elicits critical thinking, and models good practice. The addition of these resources helps to advance the culture of learning that KDCF has set out to create within their organization.

At the **Q3 Implementation Planning meeting**, SafeGenerations helped KDCF implement a new milestone tracking tool by creating an automated bi-weekly check-in process to keep each group's milestones on their radar and to increase visibility of milestone progress between quarterly meetings. The Unified SIT has made significant progress in developing and adopting the structures and processes needed to keep progress moving forward during a period in their implementation when many agencies lose steam.

A **Community Engagement Resources** page was added to the KPM Collaboration Hub where DCF staff could share resources for use in educating community partners, track engagements with partners, and access information about key providers.

A Family Feedback survey was developed to help the agency understand whether families are experiencing the practice as intended and when implemented will compare feedback across racial backgrounds to look at disproportionality.

A Collaborative Practice Reflection tool was developed and piloted. The tool is meant to help align the case review process with the values and methodologies of KPM.

The first **Kansas Practice Model Showcases** occurred in Q4 2021, with the theme of "Imagine." There were 7 inspiring and informative presentations given by a total of 14 agency staff, including frontline practitioners, supervisors, and leaders who were supported throughout the preparation process by SafeGenerations consultants. Recordings of all the presentations are being made available on the Collaboration Hub, which currently reaches 850+ KDCF staff and partners.

Protection Reporting Center Pilot: A group of staff at the KPRC have begun to pilot the use of mapping and solution-focused questions at intake in Q3. Because of the success the pilot group experienced using KPM questioning and tools at intake, KPRC leadership began planning for deployment of KPM training for all PRC staff in 2022. Work was done in Q4 to integrate mapping and questioning skills into the current foundations training for new PRC staff.

During Q4, SG consultants and DCF leadership held two meetings with each region's leadership to assess progress and invite feedback about all aspects of the implementation process. State leadership and SafeGenerations then reviewed the input shared by the regions to agree on next steps in response.

Leadership Consulting and Implementation Support hours based on agency needs and priorities to support Learning Leader Development & Support, Showcase Planning, Dashboard Team Learning & Development, State & Regional Implementation Consulting, Sustainability Planning, Curriculum Development, and Collaboration Hub Usability Planning & Support.

INTERNAL CAPACITY DEVELOPMENT:

Group Learning & Consultation (GLC) Sessions: Kansas DCF staff, including current Learning & Development team members attended GLCs where they continued to practice applying the KPM principles, skills, and methods to real-life casework. In Q2 Learning Leaders began co-facilitating GLC's with support from SafeGenerations.

The 2-year **Learning Leader Development Program** (LLDP) kicked off in February 2021 with the first of 8 half-day sessions this year. The purpose of the LLDP is to prepare DCF staff to lead learning through Appreciative Inquiry and the Group Learning & Consultation (GLC) process.

Trainer Certification: Identified additional staff to join the trainer certification program and continue to support Kansas DCF Trainers in the 5-step certification program that prepared them to deliver the Kansas Practice Model Overview workshop.

Master Trainer Development: A select group of Certified KPMO trainers began to learn to lead the trainer certification program by working alongside the SafeGenerations consultants to bring the 2021 trainer certification group through the 5-step process. These certified trainers were showing excellent depth in their own understanding and use of the practice model as well as a strong commitment to their roles in the Learning & Development team. This group is on track to be ready to take over leadership of the practice model learning strategy as SafeGenerations eventually transitions out of that role with KDCF.

SUPPORT FOR INCREASED SKILLS & INCORPORATION INTO DCF'S PRACTICE MODEL:
New staff began receiving their introduction to the Kansas Practice Model through an **integrated curriculum** as part of their new worker Academy. Additionally, the standalone **Kansas Practice Model Overview workshop** was delivered by KDCF trainers seeking certification.

The **KPM Advanced Practice & Leadership Workshop** was delivered ongoing to staff who previously attended the KPMO workshop. **Half-Day Skill Building Workshops:** Based on feedback from KDCF staff indicating a need for short, topic-based workshops, SafeGenerations developed and began delivering half-day skill-building workshops to participants. Topics were selected based on specific needs and priorities identified with KDCF's Learning & Development leadership.

2022 OVERVIEW:
In 2022, SafeGenerations focused on strength of suitability within the structures, processes, and communication rhythms of the implementation team (including their partners) uses for ongoing implementation planning, goal setting, management, and traction. Internal capacity continued to solidify with KDCF Master Trainers taking the lead in certifying new trainers and additional customized workshops provided to specialized areas of the workforce.

IMPLEMENTATION & SUSTAINABILITY PLANNING:
During the **Q1 Statewide Implementation Planning Meeting** to review and refine the implementation plan. The team reviewed progress on their Q4 milestones and 2021 goals. After reflecting on the 2021 Goals and Q4 Rocks, the team re-evaluated the draft priorities for 2022 and set annual goals:

The KDCF Steering Committee meets approximately one time every 6-8 weeks to tackle issues (opportunities or challenges) that impact the implementation. This includes working through issues that have been raised to their attention, often when input is needed from legal or stakeholder leadership. The membership of this team has been relatively stable over the past year with strong representation from performance improvement, learning & development, legal, TDM, regional leadership, and practice. This team has taken several steps already in 2022 to support further integration of the practice model components and continued momentum toward achieving the agency's vision.

The **Q2 and Q3 State Implementation Planning Meetings** provided an opportunity to continue reviewing and refining the implementation. New quarterly milestones were also developed at each session to keep moving towards the 2022 goals. Much of the energy and effort during the first half of the year has been used to lay strong foundation that will be important as KDCF continues to deepen and widen their adoption of the Kansas Practice Model. There are several opportunities being pursued in 2022 to embed the practice principles, methods, and tools within the organization's systems and processes which the team believes will provide the best chance for sustainable change despite natural attrition. They include:

Revising current "on the job suggestions" in the PMP so that the way staff are reviewed and recognized promotes consistent and intentional use of the agency's practice model

· Enhancing and expanding the use of Guided Practice Applications so that the practice tools
  - provide relevant, on-demand guidance to staff when they need it
  - are easier and more efficient for practitioners to use
  - promote a unified approach across roles
  - increase visibility into the breadth and depth of practice

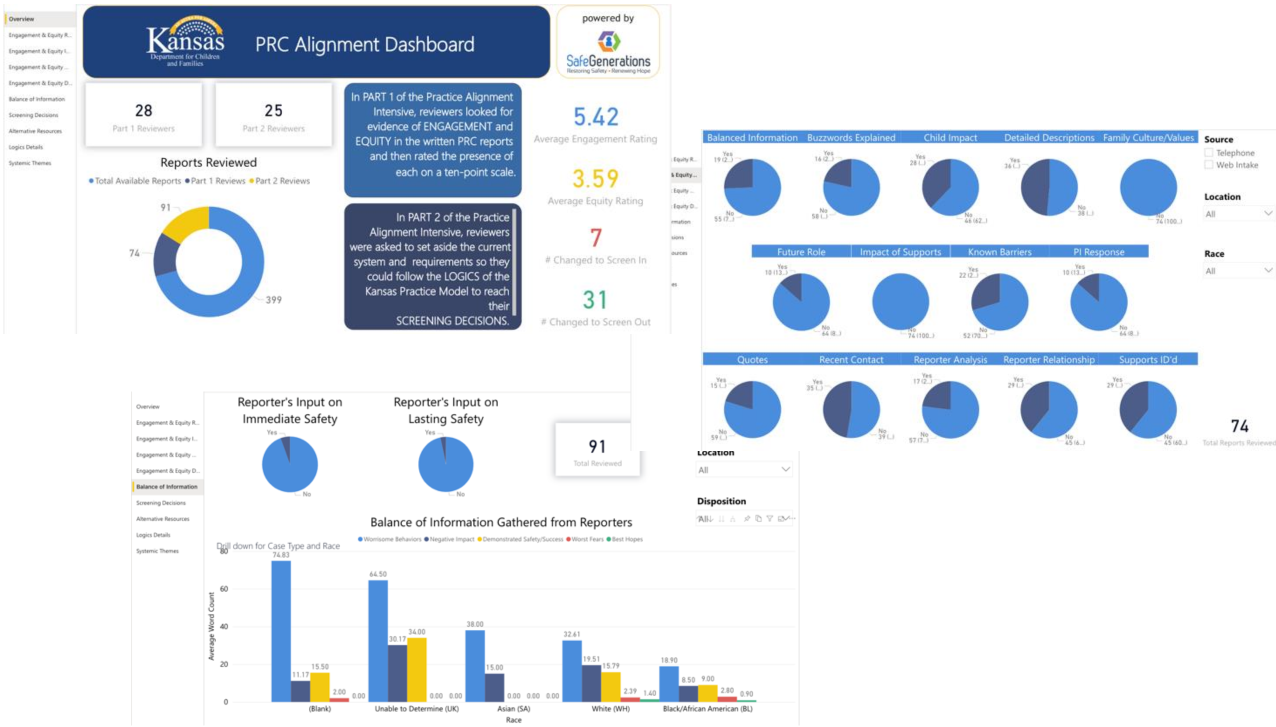
· Shifting toward performance review processes that are more collaborative with a focus on reflection and learning

Ongoing Individualized **Leadership Consulting and Implementation Support** was provided based on agency needs and priorities to support Learning Leader Development & Support, Showcase Planning, Dashboard Team Learning & Development, State & Regional Implementation Consulting, Sustainability Planning, Curriculum Development, and Collaboration Hub Usability Planning & Support.

With consultation from SafeGenerations, oversight of the **Collaboration Hub was transitioned** from SafeGenerations to the Learning and Development Team in KDCF so they can continue to maintain and update it over time. DCF now has a reliable process to ensure all staff are onboarded and offboarded to the Collaboration Hub as employment transitions happen.

Guided Practice Applications were further refined to minimize duplication of work, improve the overall workflow, and raise the value of communication between families, workers, and their supervisor. A pilot group of fifty staff were assembled to inform the design and development of a front-line practice application which connects to the supervision application and will advance the usefulness of the data dashboards.

Facilitated a **2-day Practice Alignment Intensive** for individuals representing a cross-section of the organization to review intake decisions based on the KPM model and analyse the degree to which current practice aligns to the principles (engagement and equity) and logics of the KPM. SafeGenerations developed the process and tools needed to collect and visualize review data in real time to uncover themes, opportunities, and barriers. Facilitated a planning process during the afternoon of the second day to develop strategies and plans to address bias, build engagement, and align decision-making at the Kansas Protection Reporting Center.



INTERNAL CAPACITY DEVELOPMENT:
Group Learning & Consultation Sessions (GLCs) are a critical element of the overall approach to learning as an ongoing and integrated part of DCF's day-to-day operations for all staff. **GLCs are** currently facilitated by KS Learning Leaders. When SG supports a GLC the consultant observes, takes notes, and leads a debrief of the process with any Learning Leaders who were involved. The debrief and feedback provided by SafeGenerations is giving Learning Leaders an opportunity to reflect and deepen their skills as facilitators of this group learning process.
The 2-year **Learning Leader Development Program** (LLDP) continues. The program is scheduled to wrap up in December 2022. The purpose of the LLDP is to prepare DCF staff to lead learning through Appreciative Inquiry and the Group Learning & Consultation (GLC) process.
Trainer Certification: Continued support Kansas DCF Trainers in the 5-step certification program that prepared them to deliver the Kansas Practice Model Overview workshop.
Master Trainer Development: Continued support for the Master Trainers who have taken on more and more of a lead role in facilitating the 5-step certification process for new trainers. This group is on track to take over leadership of the practice model learning strategy as SafeGenerations transitions out of that role with KDCF.

SUPPORT FOR INCREASED SKILLS & INCORPORATION INTO DCF'S PRACTICE MODEL:
Except for KPMO workshops co-delivered by Trainers in the SafeGenerations Trainer Certification Program, all these workshops are now being delivered by KDCF internal trainers. Most staff are now being introduced to KPMO during Academy. KDCF currently has built the capacity they need to internally deliver **Kansas Practice Model Overview workshops**.

The **KPM Advanced Practice & Leadership Workshop** was delivered to staff who previously attended the 2-day KPMO workshop or received the training through Academy.

Continued delivery of **Half-Day Skill Building Workshops.** Topics were selected based on specific needs and priorities identified with KDCF's Learning & Development leadership.
In Q3, all staff at the Protection Reporting Center **(**PRC) staff to receive initial training in the Kansas Practice Model through the 3-session Small Group Course, ***An Introduction to Risk Intelligent Screening & Assessment,*** which was developed by SafeGenerations.

7. **Missouri Children's Division Client Experience**

July 2015-November 2019 – Primary Contractor
Originally scheduled completion date and budget: July 2015-December 2019 $2,186,794.29
Actual Completion Dates and budget: July 2015 – November 2019 $2,245,265.78

The Contractor's responsibilities:
Initial Implementation Planning & Support:
In October 2014, an implementation workshop with leadership kicked off our work together. Designed as a progressive roll out across the state, the practice model launched with introductory briefings for community partners and stakeholders and introductory exposure trainings began. The practice model application continued to evolve and adapt as it integrated with the specific needs and context of MO.

SafeGenerations led the development of the implementation plan including working with leadership to revise and align key policies, procedures, and case management documentation that could impede implementation.

A Quality Assurance was adapted, and arrangements were made to access feedback from workers and families on how practice was working and the organization is functioning. Additional relevant operational measurement and reporting was put into place. SafeGenerations provided strategic guidance, planning support, and documentation for 'Meaningful Measures' and QA/QI processes working with state leadership and select researchers.

SafeGenerations provided consultation and support related to collaboration with political leadership and partner agencies with respect to tragedies and other inherent contention in child welfare. We also worked to build "capital" with political leadership and partner agencies through understanding of the work, being credible and reliable, and demonstrating early and continuing good practice and outcomes. We supported engagement with key partner agencies and stakeholders.

Ongoing Implementation Planning & Support:
State: SafeGenerations facilitated annual state implementation planning meetings to review, plan, and refine the implementation. This included identifying key implementation sustainability elements, priorities, structures, and steps for each region as well as policy alignment, expansion of the use of the model and integrating partners.

Regional: The team facilitated annual regional implementation planning meetings, continued streamlining of all policies and procedures, and monitored interrelated trends with a limited set of KPS's already being measured.

Leadership: Led regular syncing calls with leadership to assess and plan next steps around the implementation which includes addressing system issues, implementation goals, key challenges, accomplishments, and next steps.

Court: Conducted court observation to assess current court functioning related casework to inform a detailed plan to increase alignment. Contributed to regional convenings of and court partners to build and enhance key partnership to ensure a successful implementation. Co-led Judicial engagement workshops to support collaboration and partnership as the implementation progressed.

Learning & Development Services

- Basic, Advanced, and Skill-Building Workshops throughout the state of Missouri in a progressive roll out
- Learning Lab sessions to observe SafeGenerations practitioners recorded practice with families to facilitate learning and reflection
- Developed practice model-specific online curriculum to supplement in person learning
- Group Learning & Consultation to support developing and sustaining a learning culture and to grow practice depth
- Skill-based interactive webinar sessions with local site leads to build skills of learning leaders.
- Whole system learning case consultation where core teams meet regularly through the life of a current open case to learn together in real time about the use and application of the practice at all levels of the organization. This creates direct learning for the team involved that can then be made available more broadly within written and digital descriptions.
- Facilitated Practice Alignment Intensives for individuals at all levels of the organization using the Sign of Safety lens/logics to review and inform decision-making, to see where the opportunities and challenges exist within the current system, and to co-construct the methods, workflows and forms that will be used to further align the local system/organization to the practice model.

Internal Capacity Development

Internal capacity strategies included the creation of a robust learning and development team to support a multi-faceted approach to embed learning within the everyday work. This included:

- Standardize curriculum development
- Train-the-trainer program
- 2-year Learning leader development program
- Agency facilitator preparation and support for delivering online course curriculum

Leadership development and alignment support was also provided and included:

- Supervision consultation
- Onsite supervisor and catalyst skill-building workshops
- Leadership development calls to determine how to best demonstrate the leadership commitments outlines in these imperatives and skill build
    - Clarity and focus on organizational implementation of SofS
    - Strong visible senior management engaged with the day-to-day experience of staff
    - Parallel process/organizational congruence with the practice framework
    - Fostering a safe organization
    - Leadership that is demonstratively focused on practice
    - Distributed leadership

d) For reference purposes, a customer name (including the name of a contact person, a current telephone number, a facsimile number, and e-mail address); and

Customer: Missouri Childrens Division

Contact Person: Christy Collins
Telephone Number: (573) 424-7567
Facsimile Number:
Email: ccollins@dccca.org

Customer: Casey Family Programs
Contact Person: Fred Simmens
Telephone Number: (573) 694-9798
Facsimile Number:
Email: fsimmens@gmail.com

8. New York State Client Experience

The SafeGenerations team was involved as a subcontractor from January 2016 - December 2019

Feasibility Study and Implementation Planning (January 2016 to December 2019):
Scheduled completion date: December 2019; Original Budget: $800K
Actual completion date: November 2019; Actual Budget: $605K
Pilot Phase, including State administration staff, one county, and one community partner agency (November 2019 to December 2021):
Scheduled completion date: March 2022; Original budget: $520K
Actual completion date: December 2021 (project may have continued under new terms);
Actual budget: unknown as SafeGenerations role ended at the beginning of this phase

SafeGenerations' responsibilities:
Dan McCormick and Sherry Amelse, SafeGenerations Consultants, facilitated the Steering Committee, Implementation Team, and Implementation Team Workgroups to:

- Establish implementation team charter
- Develop a shared, statewide vision for the child welfare system, including values, best hopes, and desired outcomes
- Assess fit and adapt the Signs of Safety practice model for New York's context
- Evaluate possible roll-out strategies and develop a detailed implementation strategy and timeline for New York based on capacity and readiness
- Develop strategy and support stakeholder engagement
- Identify and develop strategies to overcome anticipated system barriers
- Develop the theory of change, including the monitoring and formative evaluation plan for each phase of the implementation
- Recommend learning and development trajectory for state and county child welfare staff

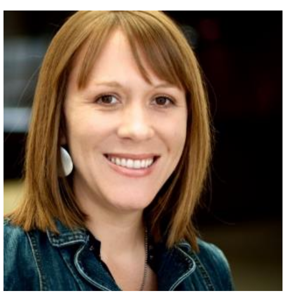
Customer: Casey Family Programs
Contact Person: Howard Knoll, M.S.W. Senior Director for Casey Family Programs
Telephone Number: (917) 922-4760
Facsimile Number:
Email: HKnoll@casey.org

i. SUMMARY OF CONTRACTOR'S PROPOSED PERSONNEL/MANAGEMENT APPROACH

Principal Investigator: Andrea Robideau
Responsible for the oversight of the project, including supervision of administrative tasks related to finances, consultants, human resources and communication with the state.

Advisor to the Principal Investigator: Jolynne Batchelor Ph.D., LCSW
Reporting to the Principal Investigator, Dr. Batchelor will draw from her decades experience in child welfare reform and grant execution to advise the principal investigator and provide directional oversight on the project and the recommendations that arise from the work deliverables within the project.

Project Investigator: Sherry Amelse
Reporting to the Principal Investigator, Ms. Amelse is responsible for managing the overall direction and execution of the project; lead the stakeholder workgroups, planning meetings, key activities, implementation team and activities, workshops, documentation, and execution of deliverables. Coordinate and consult on primary activities, communication, integration, and performance of contractors. Will also provide consultation to statewide workgroups and stakeholders (internal and external). Ensure the project deliverables are timely, accurate, and reflect the shared collaboration of all those involved.



Practice Model Evaluation and Development Director: Sarah Sundman
Reporting to, and in cooperation with the Project Investigator, Ms. Sundman will be responsible for the evaluation of Nebraska's current practices and intervention approach, and consultation, advisory, and development of the "Nebraska Practice Model"

Practice Model Advisors (reporting to the Practice Model Evaluation and Development Director)**:**

- **Susie Essex BA Hons, CQSW, DSA, DASS -** advise, consult, and support the evaluation and development of the Nebraska practice model.
- **Kay Whyte Bell,** MA Soc. Sci. - ensure access, belonging, and innovation within inclusive communities are integrated into workgroup structures, evaluations, recommendations, and deliverables
- **Ophelia Mac-Kwashie**, support and co-lead 'practice alignment intensives'
- **Rob Maragh,** MSc, support and co-lead 'practice alignment intensives'

Practice Model Advisor - Access, Belonging, and Innovation: (reporting to the Practice Model Evaluation and Development Director)

- **Kay Whyte Bell,** MA Soc. Sci. - ensure access, belonging, and innovation within inclusive communities are integrated into workgroup structures, evaluations, recommendations, and deliverables

Training Model Evaluation and Development Director: Bill Schulenberg
Reporting to, and in cooperation with the Project Investigator, Mr. Schulenberg will be responsible to identify training needs for child welfare staff to support the recommended practice model and evaluate training Request for Proposal (RFP) language to ensure all aspects and identified needs are included. Identify training needs for all stakeholders, assess workforce needs and structure of Central Office team, evaluate workforce needs for Protection and Safety field staff, advise and review final training delivery RFP with related workgroup(s)

Finance Model Evaluation and Development Director: Caroline Sylvan
Reporting to, and in cooperation with the Project Investigator, Ms. Sylvan will be responsible for the evaluation of Nebraska's current finance model, practices, rates, Title IV-E claiming practices, and funding streams. Additionally, Ms. Sylvan will lead the process and activities related to consultation and advisory of Nebraska's finance model for child welfare services, including federal reimbursement optimization, additional finance mechanisms, and potential innovations via practice-funding pilots.

Finance Model Advisors:

- **Mahesh Prajapat, BA, BSW, MSW, RSW -** Reporting to the Project Investigator, Mr. Prajapat will advise on the potential finance models, public-private partnerships and structures, and overall equity and belonging considerations
- **Dan Koziolek -** reporting to the Finance Model Director, Mr. Koziolek will draw on his many years of practice-finance innovation, supporting workgroup sessions, ideation, and evaluation.

Data & Evaluation Analyst: Dan McCormick
Reporting to the Project Investigator, Mr. McCormick will be responsible for evaluating and analyzing the State's current practice and outcomes data, data collection methods, and completeness of representative data. Additionally, he will consult, advise, analyze, and recommend best practices, potential tools, and/or additional data required to support the practice, financial model, key leading and trailing indicators, accountability measures, and shared transparency and communications where appropriate.

Project and Billing Coordinator: Sharon Meschke
Reporting to the Project Investigator, with a 'dotted-line' to the Principal Investigator, Ms. Meschke will provide detailed scheduling support, logistics and venue management, meeting coordination with stakeholders and other providers, internal support for project updates and reporting, change management, billing support, and deliverable tracking.

---RESUMES BELOW---

ANDREA L. ROBIDEAU MA, LMFT

andrea.robideau@safegenerations.org ▪ (612) 751-4874
8230 West Lake Court, Chanhassen, MN 55317

Connecting vision, strategy, and teams to practical goals for successful delivery of meaningful and measurable systemic change in human services.

Professional Experience

SafeGenerations **Inc** (formerly 501(c)3 and LLC) Chanhassen, Minnesota

Operating Officer, Integrator, Trainer & Consultant Jan '22 - Present

Ongoing responsibilities from previous roles as listed below.

Executive Director, Integrator Feb '14 - Present

- Lead the Leadership Team
- Understand aspects of the business fit together: Business Development, Services/Products, and Internal Operations
- Executed profitable business plan in alignment with organization's vision
- Balance workload with resources, decide on products and services
- Successfully designed data collection and measuring tools to gauge organizational culture based on core values; average ratings consistently 8.5+/10

- Develop and manage operational systems and processes
- Lead marketing & business development efforts: mass communication, social media, and website
- Oversee accounting, finance, human resources, contract development

Trainer & Consultant, Safety Planner, Therapist Jan '07 – Present

- Oversee of the collaborative delivery of multi-year practice model implementations
- Deliver consultation and training for thousands of child welfare professional including social workers, therapists, youth workers, probation officers, attorneys, mental health professionals, supervisors, and managers
- Facilitate successful safety planning including demonstrated behavioral and cognitive change for families involved with social services

Clinical Internship Jul '06 – Dec '07

- Provided mental and behavioral therapy using various best practices
- Facilitated sustainable safety and success planning including demonstrated behavioral and cognitive change for families involved with social services using clinical skills and the Signs of Safety practice framework
- Developed & coordinated clinical paperwork, processes, and policy
- Worked collaboratively with community leaders on grant-based "Project Y.E.S." (Youth Engagement and Success)

Emmaus Road Church
St Louis Park, Minnesota
Associate Director '05 – Jul '06

- Developed and oversaw internal operations of church including volunteer team development
- Coordinated service opportunities for attendees to live out their faith in every-day life

Target Corporation
Minneapolis, Minnesota
Product Coordinator – Sourcing Division '05 – '06

- Coordinated with oversees vendors to support garment production through approval of product samples

Westwood Community Church
Excelsior, Minnesota
Student Ministry Associate ‘01 – ‘04

- Created a successful space for community, connection, and spiritual growth through weekly events, retreats and trips
- Provided leadership and development to a team of youth volunteers

EDUCATION & CREDENTIALS & Licenses

Master of Arts in Adlerian Psychology, Summa Cum Laude March 17, 2008
Alfred Adler Graduate School, Bloomington, Minnesota
Bachelor of Arts in Human Communication, Summa Cum Laude December 17, 2004
Bethel University, St. Paul, Minnesota
Dare to Lead Certified June 21, 2021
Licensed Signs of Safety Trainer & Consultant 2013 - Jan 2020
Licensed Independent Marriage and Family Therapist (LMFT) 2009 - Ongoing
#1902 Minnesota Board of Marriage and Family Therapy

PROFESSIONAL CONSULTATION AND TRAINING CONDUCTED

Leadership and Implementation Consulting **Ongoing**
Multiple Agencies

Getting Unstuck: Engaging Families in Situations of Denied Abuse **Sept 2022**

System Alignment Intensive **Aug 2022**
Wright County, MN

Using the Supervision Tool with Flexibility Workshop **Aug 2022**
Remote, Kansas,

Giving and Receiving Feedback Workshop

Agency Learning Hub Design & Consultation **2021-Ongoing**

Signs of Safety Video Consultations and Webinars **Feb 2011-Jan 2020**
SafeGenerations Chaska, MN
Regularly conduct Signs of Safety video consultations and webinars with multiple jurisdictions. Consultations and webinars
are provided for managers, supervisors and/or front-line social workers with a focus on building practice depth in using Signs of Safety and helping jurisdictions create a culture of appreciative inquiry through practice and modeling.

Signs of Safety Workshops **April 2011- Jan 2020**
Workshops conducted for social workers, supervisors and managers (child protection, child welfare and/or children’s mental health) in agencies who are interested, or are in the process of implementing Signs of Safety. Interactive workshops focus on various topics including assessment, safety planning, cultural change
Signs of Safety Overview Workshops **Dec 2010-Jan 2020**

Signs of Safety 5-Day Advanced Practice **March 2017- Jan 2020**

Multiple Signs of Safety Intensives & Residencies **2012-2018**
Multi-day workshop designed for agency supervisors, managers and practice leaders who are engaging in the Signs of Safety framework and are committed to taking their practice and leadership to the next level. The intensive is designed to challenge participants to look closely at their own practice and to share their experience with other participants. Small group work includes review of video-taped review of practitioners’’ direct work and hands on skills development.

MN Signs of Safety Department of Human Services Initiative **March 2011-2014**
Partnered with MN Department of Human Services (DHS) and Carver County Community Social Services to continue the implementation of the DHS Signs of Safety Initiative. Maintained regular contact with DHS and Carver County Community Social Services to coordinate consultations, workshops, conferences and regional meetings. In 2011 conducted Signs of Safety video consultations with multiple counties in Minnesota and conducted Signs of Safety overview workshops.

Let's Pretend: Turning Denial into Safety **Sept 6, 2011**
4th Annual Signs of Safety Gathering Leiden, Netherlands
Co-presented at an international gathering on how the Similar but Different process was used in a specific case where denial became a barrier to both the professionals' ability to move forward with reunification and the families' ability to demonstrate their capacities.

Grace and Rigor: On and Off the Ground **Mar 29-31, 2010**
Signs of Safety International Gathering Chaska, MN
Presented on importance of the principles of grace and rigor as underpinnings of the Signs of Safety approach. The emphasis was on how grace and rigor directly impact outcomes for children both in direct work with families and collaboration between professionals.

Questions that Make a Difference Workshop **Mar 24, 2010**
Minnesota Social Service Association Conference Minneapolis, MN
Co-presented on types of therapeutic questions with a focus on Solution-Focused Brief Therapy questions. Participants worked in groups to discuss the nature of asking good questions and worked in groups on writing skillful questions. Presentation included a live demonstration of using Appreciative Inquiry and Solution-Focused questions to deepen practice depth.

REFERENCES

Suzanne Elliott, MSW, RSW
Director of Service/Local Director
Family & Children's Services of Renfrew County, Ontario, Canada
77 Mary St., Suite 203, Pembroke, ON K8A 5V4
613-735-6866 Ext. 2070
Suzanne.Elliott@fcsrenfrew.on.ca

Tina Schenk, BSW
Children's Unit Supervisor
(Child Protection, Adoption/Post-Permanency, Child Welfare, Foster Care Licensing, Intake, Screening and Children's Mental Health)
Meeker County Social Services
114 N. Holcombe Ave. Litchfield, MN 55355
320-221-1005
tina.schenk@co.meeker.mn.us

James Jackson
Co-Founder, Connected Families
10800 Old County Road 15 Suite 100
Plymouth, MN 55441
952-240-6726
jjackson@connectedfamilies.org

DANIEL M. MCCORMICK

dan.mccormick@safegenerations.org ▪ mobile: (720) 663-9898

SENIOR EXECUTIVE, TECHNOLOGIST, FINANCE

GLOBAL IMPLEMENTATION STRATEGY | COACHING & TRAINING | EXPERIENCED SOLUTION-FOCUSED APPROACH

Strategist and change agent offering 25+ years' achievement in leading complex implementations and organizational change. Deep domain expertise in child protection approaches and policy with broad knowledge of child protection data and trends within social services field. Keen ability to envision and develop implementation strategy for lasting impact to the organization with an emphasis on building a learning organization with critical feedback loops and communication.

Areas of Expertise:

STRATEGIC PARTNER DEVELOPMENT – FINANCIAL MODELING - FAMILY ENGAGEMENT MODELS - IMPLEMENTATION STRATEGY – FACILITATION – MULTI-AGENCY COLLABORATION – POLICY RECONCILIATION – TEAM LEADERSHIP & DEVELOPMENT – TECHNOLOGY DESIGN & DEPLOYMENT

PROFESSIONAL EXPERIENCE

SAFEGENERATIONS – Chanhassen, MN 2019-Present

International training, organizational consulting and technology serving child welfare and human service organizations.

EXECUTIVE OFFICER 2022-PRESENT

Promoted to most senior leader of the organization. Lead overall vision and strategy of the organization based on emerging trends and critical issues facing human service organizations. Accountable for communicating the vision of the organization, building external partnerships, overseeing the business strategy and business plan, and financial health of the organization.

CHIEF STRATEGY OFFICER AND CHIEF TECHNOLOGY OFFICER 2019-PRESENT

Develop agile strategies to deliver exceptional services and products for meaningful change. Provide leadership and management of the engineering and development team. Oversee all aspects of product development with expertise in practical applications for human service interactions. Assure security and compliance of product offerings and internal operations. Manage all cloud and development services including automation, testing and support processes. Align cutting edge strategies with the vision of the organization.

DAVENPORT GROUP – Lewisburg, TN 2017 to 2019

Certified Dell EMC Titanium Partner and VMware Enterprise Partner providing successful solutions for complex IT environments.

EXECUTIVE VICE PRESIDENT

Key executive led the strategic transition and developed key partnerships with leading technology companies. Led M & A. Record revenue and profitability quarter over quarter. Hired key executives and reorganized the operations of the organizations to streamline processes. Improved privacy and security practices. Rolled-out key measurements for accountability and investment analysis. Created a Microsoft-technology consulting practice for the public sector with turn-key services and subscription offering for state and local government market.

DANIEL M. MCCORMICK

RESOLUTIONS CONSULTANCY – SIGNS OF SAFETY – Perth, Australia 2009 to 2017
International training and organizational consulting services in the Signs of Safety.

REGIONAL DIRECTOR, NORTH AMERICA

Recruited to lead the US region for Signs of Safety implementation and support of trainers and consultants. Advise leaders of social services agencies to create the most effective practice model strategies for their organization. Have helped agencies lead implementations in state-wide, and county-specific implementations.

SAFEGENERATIONS – Chaska, MN (previously Connected Families) 2002 to 2017
International training and organizational consulting services in the Signs of Safety.

BOARD OF DIRECTORS, 2002-2017

SIGNS OF SAFETY STRATEGIST, TRAINER, CONSULTANT, 2009-2017

Along with the SafeGenerations' team, led Signs of Safety implementation, training, consultation and support in the US and Canada. Advise all levels of leadership in social services agencies to create sustainable model implantation and cultural shift for the adoption of the Signs of Safety throughout the organization.

ATRATO – Denver, CO 2003 to 2009
Data storage system software and hardware developer, with the fastest data access machine on the market.

CHIEF EXECUTIVE OFFICER

Strategically guided the launch of this firm to capitalize on the expanding on-demand trends and offer next-generation, high-speed, self-healing intelligent data storage. Defined the original business concept, orchestrated company formation, outlined capitalization strategy, ensured the company was properly funded, set the go-to-market strategy and developed and executed all marketing initiatives. Forged key partnerships with Microsoft, IBM, Intel, Micron, HP, Emulex, Seagate, Hitachi and Fujitsu to create visibility and credibility with our market-defining product.

- Secured $25M in private equity, including $13M from private investors.
- Bolstered credibility with investors, strategic partners and key customers by installing a world-class, high profile Board of Directors comprised of former Fortune 100 technology executives.
- Fostered high performance culture and led 60-person team in achieving multimillion-dollar quarterly revenue.
- Co-authored and awarded 8 patents for features that offered instant access to infinite data, by integrating low-cost components with high-quality software to achieve performance of high-cost components.

SEAGATE/XIOTECH CORPORATION (NOW XIO) – Minneapolis, MN 2000 to 2003
Data storage system developer and provides related services to 1K customers.

VICE PRESIDENT, WORLDWIDE MARKETING & STRATEGY

Promoted to principally direct strategy for Xiotech's storage technology: product development and marketing, corporate branding, promotions and value-based tiered pricing. Scope encompassed clarifying customers' requirements, market segmentation, sales tools and training. Championed product through PR, trade show appearances, vendor partnerships, online and targeted email campaigns. Created and delivered partnership and sales strategy and cultivated alliances with industry leaders including Microsoft, Oracle, Cisco and Veritas to build meaningful competitive advantage.

- Enhanced competitive position to become 1 of the leading 3 storage visionaries by rebranding the product as storage intelligence for the infrastructure instead of a back end storage tool.
- Forged a win-win partnership with Oracle to align pricing for a next generation database to the mid-tier. Productized Magnitude specifically for Oracle.
    - Surpassed industry leaders EMC, HDS and HPQ to capture recognition as the preferred network storage platform by Oracle's Enterprise Technology Center.

DANIEL M. MCCORMICK

- Gained 35% of Novell's market–the leadership share–and became their default storage standard. Demonstrated the product in Novell's competency centers and trained their sales force on the product.
- Tripled revenue per customer by proactively involving clients in product development.

VICE PRESIDENT, WORLDWIDE MARKETING & STRATEGY

Leveraged marketing expertise to guide corporate transformation from engineering-focused firm into a high-tech value-add product and services provider. Marketed the storage offerings, from pre-launch product development through enhancements and software launches. Defined the business model and go-to-market strategy while driving growth objectives for revenue and margin through organic existing customer expansion and new business. Managed 50 reports and a $12M budget. Instrumental role in the $360M sale of company to Seagate build meaningful competitive advantage.

- Realigned product direction and reprioritized features for seamless integration with existing applications and to deliver high-end capabilities to meet mid-market demands.
- Delineated OEM strategy. Leveraged Novell marketing expertise and trained their sales force to create market leadership for data storage and later a similar Microsoft offering.
- Launched Magnitude Virtual Storage Pioneer, delivering application specificity. Built client case studies and marketing collateral, positioning magnitude with meaningful business impact for each specific client.

GE CAPITAL – Minneapolis, MN 1994 to 1997

$7B IT systems and consulting group within GE Capital, selling technology solutions to global organizations.

GENERAL MANAGER, ENTERPRISE 2000 – GLOBAL BUSINESS DEVELOPMENT

Defined, managed and led new business unit centered on consultative selling and delivery of strategic open systems infrastructure. Secured strategic and financial support from Microsoft, Compaq, HP, Intel and IBM.

- Grew revenue to $200M in 18 months.
- Proactively contributed to 20+ acquisitions totaling $6B; built comprehensive product mix and then defined national rollout strategy, positioning this multibillion-dollar business for acquisition by GE Capital.

Previous professional experience with AmeriData, PC Express, and Innovative Marketing Solutions. Details by request.

REFERENCES

Maya Stuart Mendocino County Department Of Public Health 1120 South Dora Street Ukiah, California, 95482 707-391-4243 Jemani73@gmail.com	Howard Knoll Casey Family Programs Howard Knoll, M.S.W. Senior Director for Casey Family Programs (917) 922-4760 HKnoll@casey.org	Tanya Keys Kansas Department for Children and Families Deputy Secretary of Family Services 555 S. Kansas Avenue Topeka, Kansas 66603 785-221-8181 Tanya.Keys@ks.gov

EDUCATION

B.A. Marketing & Economics – Augsburg College – Minneapolis, MN

Sherry (Christenson) Amelse
SafeGenerations - 8230 West Lake Court Chanhassen, MN 55317
(952) 221-0087
sherry.amelse@safegenerations.org

EMPLOYMENT EXPERIENCE

Safe Generations, Chanhassen, Minnesota January 2015-present
Director of Implementations
Trainer, Consultant & Practitioner
Previously held positions as Associate Trainer (2009-2014), Director of Catalytic Resources (January 2016-October 2017), and Director of Strategic Initiatives (October 2017-August 2019)

- Guide leadership teams through an assessment of organizational readiness for implementation
- Facilitate the development of agency-specific implementation strategies and plans
- Systematize implementation framework and organizational methods to ensure traction
- Guide agencies in the development and implementation of a customized, solution-focused practice models
- Identify and develop strategic opportunities and partnerships
- Scope projects, including the development of work plans and budget proposals
- Developed scalable training and consulting resources
- Managed internal and external resource library
- Plan, develop, and facilitate workshops

Carver County Community Social Services, Chaska, Minnesota
March 2007-January 2015
Social Worker-Child Protection Specialist

- Conducted child protection assessments and investigations utilizing Signs of Safety, Structure Decision-Making and Differential Response
- Provided brief, solution-focused services to children and families involved in child protection
- Supported ongoing learning and professional development as an internal Signs of Safety trainer
- Documented eligible contacts to ensure collection of Title IV-E funds

Scott County Human Services, Shakopee, Minnesota January 2006-March 2007
Social Worker-Child Protection Family Assessment

Stearns County Human Services, Saint Cloud, Minnesota
April 2005-January 2006
Social Worker-Child Protection Intake

Stearns County Attorney's Office, Saint Cloud, Minnesota
July 2004-April 2005
Case Coordinator

Carver County Community Social Services, Chaska, Minnesota
February 1999-July 2004
Social Worker-Child Protection Specialist

Nicollet County Social Services February 1998-February 1999
Social Worker-Child Protection Specialist

Swift County Human Services April 1996-February 1998

Social Worker-Children's Services

EDUCATION

Bachelor of Arts in Social Work, *Summa Cum Laude*
May 1996
College of Saint Benedict, Minnesota

PROFESSIONAL LICENSURE

Licensed Social Worker (LSW)
Minnesota Board of Social Work

Licensed Signs of Safety Trainer (2013-2020)
Resolutions Consultancy PTY LTD

Licensed Signs of Safety Consultant (2018-2020)
Resolutions Consultancy PTY LTD

PROFESSIONAL TRAINING AND CONSULTATION CONDUCTED

Signs of Safety Training and Consulting
2008-2020
United States, Canada & Japan

International Signs of Safety Gathering Presentations
2010, 2014, 2015
United States & Western Australia

PUBLICATIONS

The Power of Partnership Workbook: How to use the Signs of Safety in child protection casework. 2016

RELATED PROJECTS

Practice Model Development and Implementation Lead Consultant, Kansas Department for Children and Families
September 2019-present

Signs of Safety Implementation Lead Consultant, Missouri Children's Division October 2017-November 2019

- Facilitated and supported the Joint Practice and Implementation Team to establish goals, milestones, and working groups
- Supported agency leadership to
  - identify organizational needs and develop strategies to address them
  - uncover and elevate organizational successes
  - engage partners, especially court and legal

- Created processes to increase engagement and traction
- Facilitated internal capacity building
- Developed and delivered workshops for frontline practitioners, supervisors, managers, and leaders
- Developed work plans and budget proposals
- Coordinated and facilitated the SafeGenerations consulting team

Signs of Safety Implementation Consultant, Pre-Implementation Phase, Office of Children and Families Services
October 2017- December 2019

- Facilitated the OCFS Implementation Team in the pre-implementation phase to:
  - Assess fit and adapt the Signs of Safety practice model for New York's context
  - Explore and evaluate possible roll-out strategies
  - Develop a detailed implementation strategy and timeline based on capacity and readiness
  - Identify and make plans to navigate anticipated systemic barriers
  - Develop a theory of change, including the monitoring and evaluation plan for each phase of the implementation
  - Recommend learning and development trajectory for child welfare staff
- Assisted in the development of work plans and budget proposals

RELATED SKILLS

Dare to Lead Trained, Strategic Planning, Solution-Focused, Facilitation, Interpersonal Communication, Analytical Skills, Teamwork, Technical Assistance, Organization Skills, Resource Development, Program Development, Report Writing, Quality Management, Public Speaking, Consulting, Investigation

REFERENCES

Deanne Dinkel
Director Safety & Thriving Families, Performance Improvement and Practice Model
Kansas Department for Children & Families
Phone: (785) 249-2867
Email: Deanne.Dinkel@ks.gov

Howard Knoll
Senior Director
Casey Family Programs
Phone: (917) 922-4760
Email: HKnoll@casey.org

Christy Collins
Family Preservation Director, DCCCA
Former Deputy Director, Missouri Children's Division
Phone: (573) 424-7567
Email: ccollins@dccca.org

Sarah Sundman, LICSW
8230 W Lake Ct. Chanhassen, MN 55317
952.270.1731
sarah.sundman@safegenerations.org

EDUCATION

Master of Social Work, Magna Cum Laude June 30, 2008
University of Minnesota, St. Paul, Minnesota

Bachelor of Arts in Social Work, Cum Laude May 3, 2002
Winona State University, Minnesota

EMPLOYMENT EXPERIENCE

SafeGenerations, Chaska, Minnesota
Director of Resources & Family Services August 2019 – Present
Trainer and Consultant March 2011 – Present

- Lead the Catalytic Resources and Family Services teams
- Provide services to children and families involved in child protection
- Plan, develop, and facilitate workshops for child protection social workers, supervisors, managers, and executive leadership on solution-focused practice models, including the ReSolutions Together Practice Approach
- Support the development and implementation of agency-specific practice models

CornerHouse Interagency Child Abuse Evaluation and Training Center
February 2009 – June 2011
Minneapolis, Minnesota

Forensic Interviewer and Trainer

- Conducted forensic interviews of children and developmentally delayed adults in regards to allegations of sexual abuse, severe physical abuse, and/or witnessing of violent crime
- Facilitated multi-disciplinary team meetings regarding forensic interviews
- Conducted CornerHouse forensic interview training for multidisciplinary teams of professionals
- Assisted with interview intake process and provided consultation services as needed
- Provided court testimony regarding forensic interviews that were conducted

Carver County Community Social Services, Chaska, Minnesota
June 2004 – February 2009
Child Protection Social Worker

- Provided case management services to children and families with substantiated cases of abuse or neglect using the Signs of Safety
- Completed mental health assessments and other well-being screening tools
- Provided documentation to court and attended court hearings
- Facilitated team meetings and developed safety and support networks

Carver County Community Social Services, Chaska, Minnesota June 2002 – June 2004
Foster Care Licensing Social Worker

- Completed home studies for prospective foster parents and re-licensing duties for licensed foster parents
- Completed recruitment activities to recruit prospective foster parents
- Coordinated foster care placements and provided on-going support to foster parents
- Conducted foster care trainings for current and prospective foster parents

PROFESSIONAL LICENSURE
Licensed Independent Clinical Social Worker (LICSW), #15954
Minnesota Board of Social Work

Licensed Signs of Safety Trainer & Consultant 2013-January 2020
Dare to Lead Trained

PUBLICATIONS
The Power of Partnership Workbook

PROFESSIONAL TRAINING AND CONSULTATION CONDUCTED

Texas Permanency Outcome Project (TXPOP) Practice Model Advisor
2018-Present
Consulting to build the TXPOP practice model and build capacity and sustainability. Conduct workshops and consultations for DFPS and the child placing agencies. Ongoing practice model advising to Principal Investigator, Project Director, Project Manager, Project Coordinators, and the Research and Evaluation Team.

Signs of Safety Video Consultations and Webinars March 2011-Jan 2020
Conduct case consultations and skill-building webinars, including whole systems learning case consultations. Services are provided for managers, supervisors and/or front line social workers.

Signs of Safety Overview Workshops April 2011-Jan 2020

Signs of Safety 5-Day Advanced Practice
2017-2019

Signs of Safety Workshops April 2011-Jan 2020
Workshops conducted for social workers, supervisors and managers (child protection, child welfare and/or children's mental health). Interactive workshops focus on skill development and building practice depth related to the safety planning process.

Frontline Child Protection Practice: A Signs of Safety Overview April 8, 2016
North Dakota Family Based Services Association Annual Conference
Fargo, ND

Signs of Safety Intensives & Residencies 2012-2015

Multi-day intensive workshops designed for supervisors, managers, practice leaders or caseworkers who are engaging in Signs of Safety and are committed to taking their practice to the next level.

MN Signs of Safety Department of Human Services Initiative March 2011-2014
Partnered with MN Department of Human Services (DHS) and Carver County Community Social Services to continue the implementation of the DHS Signs of Safety Initiative.

Signs of Safety Overview Curriculum Development January 2012-December 2012
Lead SafeGenerations staff in developing a 2-day Signs of Safety curriculum for Minnesota Department of Human Services (DHS) that was implemented into the Minnesota Child Welfare Training System.

Let's Pretend: Turning Denial into Safety
September 6, 2011
4th Annual Signs of Safety Gathering
Leiden, Netherlands

Implementing Signs of Safety in Carver County, MN
August 28, 2008
Gateshead Signs of Safety Gathering
Gateshead, UK

REFERENCES

Jolynne Batchelor, Ph.D., LCSW-S
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Oregon Department of Human Services Senior Advisor for Child Welfare Practice
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Monica Cravens Hogue
Former Missouri Children's Division Regional Director
Adjunct Instructor at The University of Kansas
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Monica Fulkner, Ph.D., LMSW
The University of Texas – Austin Director, Research Associate Professor, Foster Care Liaison
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William Schulenberg, MA, LMFT
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bill.schulenberg@safegenerations.org

EDUCATION

Master of Arts in Adlerian Psychology, Summa Cum Laude — June 28, 2007
Adler Graduate School, Bloomington, Minnesota

Bachelor of Arts in Biology and Religion — June, 1989
St.Olaf College, Northfield, Minnesota

PROFESSIONAL LICENSURE

Licensed Marriage and Family Therapist (LMFT), #1907
Minnesota Board of Marriage and Family Therapy

Signs of Safety Trainer & Consultant (2013- January 2020)

Dare to Lead Trained

EMPLOYMENT EXPERIENCE

SafeGenerations, Chanhassen, Minnesota (previously Connected Families) — *2005 – Present*

Director of Training

- Provide county contracted services to children and families involved in child protection using the Signs of Safety approach
- Plan, develop, and facilitate workshops for child protection social workers, supervisors, managers, and executive leadership on solution-focused practice models, including the ReSolutions Together Practice Approach
- Support the development and implementation of agency-specific practice models
- Provide management consultation for system-wide implementation of the Resolutions Together Practice Approach

TreeHouse Youth Outreach, Minnetonka, Minnesota — 1999- 2005

Area Director

- Facilitate an ongoing Parent Support and Education Group
- Provide counseling services for parents and families of teens
- Provide Teen Life-Style Assessments

Bethel University, Arden Hills, Minnesota — 1992- 2006

Head Men's Golf Coach

- Schedule and execute fall and spring seasons
- Administration of yearly budget
- Coordinate 6 tournaments per season
- All coaching responsibilities

Professional Implementation, Consultation, and Training Conducted

Implementation

- Implementation, consultation, and training of the Signs of Safety in Toronto, CA 2014- 2020
- Implementation, consultation, and training of the Signs of Safety in Central Region, Alberta, CA 2015- 2019
- Implementation, consultation, and training of the Olmsted Practice Model (based on the Resolutions Together Practice Approach) in Olmsted County, MN 2016- current
- Implementation, consultation, and training of the 'Navigating Hope' Approach (based on the Resolutions Together Practice Approach) in Wright County, MN 2019- current
- Implementation and training of the Kansas Practice Model (based on the Resolutions Together Practice Approach) in Kansas, USA 2019- current

Consultation

- Consultation to Carver County School Based unit & Developmental Disabilities unit 2007- 2008
- Consultation to Safe Haven, Prior Lake, MN 2007- 2009
- Project 'Yes'-system wide strengths-based work with teens in Carver County 2008- 2009
- Consultation to Hennepin County child welfare system 2009- 2015
- Consultation to Isanti County child welfare system 2009- 2019
- Consultation to St. Louis County child welfare system 2015- 2019

  Consultation to Scott County child welfare system 2008- current

Training (In 70+ agencies across North America since 2008)

Signs of Safety Video Consultations and Webinars 2011- 2020

Conduct case consultations and skill-building webinars, including whole systems learning case consultations. Services are provided for managers, supervisors and/or front line social workers.

Signs of Safety Overview Workshops 2011- 2020

Signs of Safety 5-Day Advanced Practice 2017- 2019

Signs of Safety Intensives & Residencies 2012- 2015
Multi-day intensive workshops designed for supervisors, managers, practice leaders or caseworkers who are engaging in Signs of Safety and are committed to taking their practice to the next level.

MN Signs of Safety Department of Human Services Initiative 2011- 2014
Partnered with MN Department of Human Services (DHS) and Carver County Community Social Services to continue the implementation of the DHS Signs of Safety Initiative.

Signs of Safety Overview Curriculum Development 2012- 2012
Developed a 2-day Signs of Safety curriculum for Minnesota Department of Human Services (DHS) that was implemented into the Minnesota Child Welfare Training System.

PRESENTATIONS

The Questionable Approach: What 'not knowing' has taught two therapists March 30, 2010
3rd annual Signs of Safety International Gathering, Chaska, Minnesota
Co- presented on the importance of remaining curious and using the questioning approach in child protection work.

Implementing Signs of Safety in Carver County, MN August 28, 2008
Gateshead Signs of Safety Gathering, Gateshead, UK
Presented on Safety Planning with families involved with child protection.

References

Mahesh Prajapet
Former Chief Operating Officer, Toronto Children's Aid Society
Founder and Owner - Onwards Consulting
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Amy Rauchwarter, LICSW
Director of Child & Family Services Department
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Rochester, MN 55904
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Suzanne Arntson, MSW
Scott County Child Welfare Manager
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Shakopee, MN 55379
Phone: 952-496-8212
sarntson@co.scott.mn.us

Sharon Meschke

SafeGenerations • 8230 W. Lake Ct. • Chanhassen, MN 55317
612-597-0776
sharon.meschke@safegenerations.org

PROFESSIONAL SUMMARY

Detail focused Financial Administrator with 20+ years of experience and comprehensive knowledge of accounting and auditing principles, A/P, A/R, payroll, general ledger postings, invoicing, taxation issues, and regulatory compliance guidelines. Additional experience in human resource functions such as onboarding new employees and benefit administration.

EMPLOYMENT EXPERIENCE

Finance Administrator

Mar 2019 to present

SafeGenerations, Chanhassen, MN

- Responsible for the recording of the daily, monthly & yearly financial transactions of the organization, which includes credit card transactions, vendor payments, deposits, monthly journal entries, expense report reimbursements, monthly bank reconciliations, maintaining general ledger accounts for accuracy
- Prepare financial statements when requested
- Processing of bi-monthly payroll
- Prepare & submit Sales & Use Tax returns, issue 1099's
- Onboarding of new employees, benefits administration, insurance renewals & audits, maintain employee handbook
- Provide all necessary paperwork and requested information to outside CPA firm for corporate tax preparation

Finance Administrator

May 2011 to present

Connected Families, Plymouth, MN

- Responsible for the recording of the daily, monthly & yearly financial transactions of the non-profit organization, which includes credit card transactions, vendor payments, deposits, monthly journal entries, expense report reimbursements, monthly bank reconciliations, inventory tracking, maintaining general ledger accounts for accuracy
- Prepare financial statements when requested
- Processing of bi-monthly payroll
- Prepare & submit Sales & Use Tax returns, issue 1099's
- Onboarding of new employees, benefits administration, insurance renewals & audits, maintain employee handbook
- Provide all necessary paperwork and requested information to outside CPA firm for non-profit tax return preparation & audits

Bookkeeper

June 2002 to July 2010

Chaska Dental Center, Chaska, MN

- Responsible for all back office duties such as accounts payable, bank deposits, monthly bank reconciliations, journal entries, processing payroll, benefits administration, maintaining employee handbook, ordering office supplies, work with outside CPA firm for month end & year end closing & preparing of tax return
- Prepared financial report for building tenants at the end of the year

Accounts Payable Clerk
1985 – 1992
Byerly's, Edina, MN

- Responsible for the processing of all accounts payable transactions for 3 store locations
- Prepared various reports for CFO
- Worked with outside CPA to provide necessary paperwork for annual audits

SKILLS

- GAAP
- Microsoft Excel
- Quickbooks
- Detail-oriented
- Ability to work in a paperless environment

EDUCATION
High School Diploma
Basic Accounting course, Normandale College
Quickbooks Training, Certification in progress

REFERENCES
James Jackson
Connected Families
President, Founder
Phone: 952-240-6726
Email: jjackson@connectedfamilies.org

Anna Braasch
Connected Families
Executive Director
Phone: 612-251-8617
Email: abraasch@connectedfamilies.org

Jane Ehresmann
Ellingson & Ellingson Ltd
CPA
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j. SUBCONTRACTORS

Susie Essex BA Hons, CQSW, DSA, DASS
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Program Consultant: Expertise in Practice Model Development
Susie has over 40 years experience in Child Protection work. Susie has experience as a Child Psychiatric Social Worker, Local Authority Child Protection Manager, Child Care Training Manager, and Consultant Family and Systemic Psychotherapist. Susie has also been a Lecturer in Child Protection at University of Bristol, and Head of Family Therapy Service.
In the early 1990's Susie as Lead Practitioner, along with her colleagues Colin Luger, John Gumbleton, and Jan White, developed the Resolutions approach to denied/disputed Child Protection concerns and stuck cases. The approach put the welfare and safety of children at the center of the work and was in response to older children who had come forward to end abuse but didn't want an end to their family. Susie and her colleagues had over 25 years experience using the Resolutions approach, with children and young people across the age range, and with their families and extended kinship systems. This approach is now being used in Denmark, Netherlands, Australia, USA, and Canada, a key emphasis is on openness and establishing a safe network for children.
Susie is now retired living in Cornwall UK.

Jolynne Batchelor Ph.D., LCSW – S
The University of Texas – Austin Research Associate and Oregon Department of Human Services Senior Advisor for Child Welfare Practice
3608 N Ivy Dr
Newberg OR 97132
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jolynnebatchelor718@gmail.com

Project Consultant: Expertise in Government, Leadership, Practice Model Development and Finance
Dr. Jolynne Batchelor has over 20 years of experience in social work as a practitioner, clinical supervisor, program administrator, researcher and teacher. Dr. Batchelor was formerly the Division Administrator for Policy and Practice at the TX Department of Family and Protective Services where she implemented Signs of Safety and supported large scale implementations such as Structured Decision Making. She has a strong clinical background, including clinical direction of a community-based children's mental health agency. Additionally, she served as a Child Welfare Research Fellow at the Mountains and Plains Child Welfare Implementation Center at the University of Texas at Arlington where she learned and applied implementation science to a variety of state and tribal projects. Earlier in her career, she was a child protection caseworker and also managed the Title IV-E Waiver Demonstration project in Oregon. Dr. Batchelor has a Doctorate in Social Work from the University of Texas at Arlington, MSW from the University of Denver and BSW from UT Austin.

Mahesh Prajapat, BA, BSW, MSW, RSW
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Toronto, ON

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Project Consultant: Expertise in Leadership, Financing, Diversity, Equity & Inclusion

Executive Leader and clinician with over 30 years of experience in the areas of Executive Leadership and clinical practice including section 30 assessments, mediation, and parent coordination and clinical intervention in high conflict cases.

Established leader and clinician who is results oriented in helping families and organizations succeed. Significant experience in helping organizations become high performing by initiating change in the areas of leadership, organizational culture, staff engagement, Diversity Equity and Inclusion and accountability. Mahesh's achievements include serving as the Chief Operating Officer for Toronto Children's Aid Society where he oversaw 12 departments and over 800 staff with an annual operating budget of 160 million dollars. He led a significant and successful change initiative in moving the organization from a model of protection to prevention with clear and measurable indicators in client outcomes. Mahesh helped lead a financial sustainability initiative which moved the organization from a 12-million-dollar operating deficit to a surplus in 2 years through the implementation of significant operational change. He also initiated and managed a 7-million-dollar prevention initiative with the Children's Aid Foundation of Canada. Mahesh implemented an organizational Diversity Equity and Inclusion Strategy as well as building and growing a dedicated Equity department at Toronto CAS. This included leading an anti-black racism strategy at Toronto CAS with clear outcomes including a full environmental scan.

Mahesh is the owner of Onwards Consulting, providing a range of clinical services including section 30 and 112 custody assessments, mediation, parent coordination and counselling.

Dan Koziolek
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Fairbault, MN 55021
Phone: 952-215-4222
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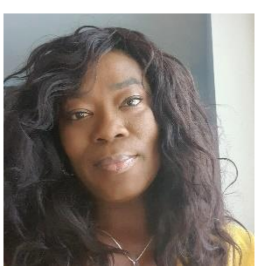
Program Consultant: Expertise in Government Leadership & Financing

Dan has a seemingly endless dedication to ensuring the safety and well-being of children while also supporting families to take the steps needed so that they can provide for the safety, care, and well-being of their children. Dan is also relentlessly dedicated to supporting the professional development and well-being of his colleagues and staff. Dan served as the Child and Family Services Director of Carver County. Following a brief retirement from county service in January 2016, Dan organized a consulting company called, Safety Planning Inc. Safety Planning Inc's mission was to work with child welfare jurisdictions across the country that struggled with high costs and deeply entrenched challenges related to the provision of safety planning in child protection. The consulting work of Safety Planning Inc. was designed to free up funds in these jurisdictions for staff training and increase social worker time for learning and practicing new skills.
https://cascw.umn.edu/community-engagement-2/child-welfare-leadership-award/



Ophelia Mac-Kwashie, Independent Child Protection Practitioner, Consultant & Trainer
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Program Consultant: Expertise in Diversity, Equity & Inclusion

Ophelia is a Social Worker who has 22 years of experience in the child protection field in Sweden. Ophelia has always been passionate about her work with children and families and has for the past eight years been working as Independent Social Worker and takes on difficult cases while at the same time supports and guides Child Protection Services in Sweden, mostly in cases involving children with different ethnic backgrounds. As a Social Worker with African origin, Ophelia is not unfamiliar with the treatment Africans and marginalized groups receive when they have to deal with the Child Protection Services in Sweden. Ophelia has reached a stage in her dedication to Child Protection work to create a forum that will enable Child Protection Services in Sweden to start having conversation and discussion about this delicate topic.

Rob Maragh, MSc, Consultant, Trainer, Non-Executive Director, Director
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Ovingdean
Brighton BN2 7AB
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Phone: 07891532314
robertmaragh@me.com
Program Consultant: Expertise in Diversity, Equity & Inclusion
Rob has 36 years in children's services as a practitioner, team manager and for 20 years Head of Service in a LAs in London and the South East England. Rob has innovated services pan London and was the Director of services for refugees and children and parents affected by life limited illnesses including HIV/AIDS. Rob is a non-executive director of 2 agencies in Health and Housing. He now works as an independent consultant working with agencies and professionals on anti-racist leadership and practice.

Kay Whyte Bell, MA Soc. Sci., Registered Social Worker, Consultant, Trainer, Coach, Practitioner Owner & Director, Arise Leadership
12 Northumberland Way,
Walsall. WS2 7BF.
UK
Phone: +44 (0)7709 417257
Kayjen.25@gmail.com
Program Consultant: Expertise in Diversity, Equity & Inclusion
Kay has 34 years' experience working as a practitioner, Leader and Strategic Adviser in child welfare and child protection in the UK, Europe and USA. Kay also runs her own successful business that includes Coaching and Mentoring of Senior Managers and Leaders from diverse backgrounds. During her many years of experience, Kay has also held high level positions specifically focused on Race and Equality, developing policy, procedure, training, and auditing of strategic Equalities Plans as well as leading serious incident child care learning reviews that have focused on outcomes for children or young people from Black African heritage.

Caroline Sylvan
Director, PFM Group Consulting
1735 Market Street, 42nd Floor | Philadelphia, PA 19103
phone 267.253.3047
sylvanc@pfm.com
Program Consultant: Financial Model Review and Advisement
web pfm.com
Caroline Sylvan is a Director with PFM's Management and Budget Consulting practice. She leads the practice's Health and Human Services group, where she works nationally on improving the delivery, operations and financial monitoring of human services.

Over the past thirteen years, Ms. Sylvan has provided trusted advice for a wide range of clients on topics such as revenue maximization, organizational efficiency, fiscal compliance and reporting, process improvement, and strategic program design. 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 public health, behavioral and mental health, and childcare assistance. She has in-depth experience working with state and county agencies on process, staffing, and planning related to child welfare funding, data collection, and reporting, human services operations and administration, and compliance with state and federal regulations.

Prior to joining PFM, Ms. Sylvan held the position of Grants Specialist at the Vanguard Charitable Endowment Fund and worked as a Program Analyst for The Food Trust in Philadelphia. Ms. Sylvan holds a B.A. in Growth and Structure of Cities from Bryn Mawr College and an M.A. in Public Administration from New York University.

Ms. Sylvan's project support and leadership experience ranges from ongoing support for long-term clients including Philadelphia's Department of Human Services and the Commonwealth of Pennsylvania's Office of Children, Youth and Families, to large-scale staffing and organizational assessment projects in Harris County, TX, and Colorado's Department of Human Services, to fiscal modeling projects in Franklin County, Ohio and Virginia's Department of Behavioral Health and Developmental Services. Additional details on relevant projects are provided below.

Philadelphia Department of Human Services – Title IV-E Revenue Maximization Support

For over a decade, Ms. Sylvan and PFM have supported Philadelphia's Department of Human Services (DHS) across a range of projects related to financial reporting and process improvement. Ms. Sylvan's work with DHS has included reviews of multiple divisions and staffing units to reduce manual entry and improve accuracy in reporting, staffing and operational assessment, analysis of DHS child placement data, and development of fiscal projections for major initiatives such as Improving Outcomes for Children and the Child Welfare Demonstration Project. Ms. Sylvan led the overhaul of the City's Title IV-E claiming process and has led several trainings for staff. She has supported the department in improving their state reporting and reimbursement processes, and on analysis related to Quality Assurance reviews conducted by the state in preparation for the federal audit.

> **Improving Outcomes for Children** - DHS tasked PFM with performing the fiscal analysis, modeling, and quantitative support necessary to undertake a new child welfare services delivery model, called Improving Outcomes for Children (IOC). This model is based on a single case management system delivered by private providers in a community-based context. Such a change involved significant alterations not only to how DHS administers child welfare services but also to how these services are financially managed. PFM's work facilitated DHS in proposing and justifying the transition to the state as well as undertaking a fiscally intelligent and responsible transition to the IOC model. PFM's support included a range of targeted budgetary and financial analysis resulting in a fully customized financial analysis model which enabled DHS to iteratively plan for and evaluate the financial impacts of transferring various costs and staff responsibilities from DHS to community-based private providers.

Other projects have included:

- A comprehensive organizational assessment of the DHS Finance Division
- Development of projection models to evaluate financial impact and help forecast the impact of increases or reductions in placements and other services
- Analysis of placement data to examine the feasibility of alternative funding structures such as performance-based contracting or a case rate model
- Workflow analysis of Philadelphia's Child Welfare Hotline to identify trends in the volume of hotline tasks and adjust staffing to address workload distribution issues that were negatively impacting the intake process
- Review of the Random Moment Time Study 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

- 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

Pennsylvania Office of Children, Youth and Families (OCYF) – Financial Analysis and Technical Support

Since 2008, PFM has supported OCYF in the development of improved financial management processes and procedures for county children and youth financial submissions, federal Title IV-E claims, and related assignments. PFM has worked with OCYF on several projects related to reporting and fiscal initiatives that impact all Pennsylvania counties.

Key projects have included:

- Support for the Commonwealth's application for the Title IV-E waiver, including fiscal analysis and development of proposed funding levels.

- An organizational assessment of the agency to provide insight and propose possible recommendations for improvements to organizational structure and practices. Project objectives included:
    - Identifying ways that OCYF can maximize its effectiveness within its existing resources
    - Identifying any mission-critical additional positions
    - Clarifying roles and responsibilities, propose organizational re-alignments, and suggested needed changes to work processes and procedures.

- Support for both OCYF and Pennsylvania counties related to state and federal reporting, including development of Excel tools to facilitate the county reimbursement process, data collection, and state-level reporting.

- Revision of county and state reports to track and report revenues, expenditures, and budget planning for multiple funding sources
    - Updates and revisions related to implementation of FFPSA

- Participation in state task forces, including the Rate Methodology Task Force and Child Welfare Finance Reform Task Force.

Franklin County Children Services (Franklin County, Ohio)

Franklin County Children Services (FCCS) engaged PFM to develop a new case rate model to inform contract negotiations with the managed care entities (MCEs) that share responsibility for child welfare services in the county. PFM carried out extensive data analysis and collaborated with the agency to design a case rate model that would provide adequate funding for the MCEs while also providing incentives linked to performance metrics and ensuring access to quality services. The project also included examining cost impacts on the County and exploring the potential for adding a third MCE.
Data analysis included analysis of historic data on duration and re-entry by type of service as well as provider cost data, in order to identify historic averages, set performance goals, and ensure appropriate and sustainable funding levels. PFM worked with the county to identify what costs should be included as part of the case rate and which costs should remain separate, determine how cases are assigned and what is determined prior to transferring a case to an MCE, and develop a pay structure designed to incentivize performance outcomes and reward providers for positive outcomes.

PFM developed an Excel model which the county can use going forward to review scenarios and fiscal impacts by MCE, County agency, combined MCEs, and across all three (MCEs and County combined). The case rate model has been used successfully to negotiate contracts with MCEs.

David Eichenthal, **Managing Director** co-leads the Management and Budget Consulting practice and has been with PFM since 2011. He co-founded PFM's Center for Justice and Safety Finance. Before joining PFM, David served in senior leadership positions in government and the non-profit sector, including as chief financial officer of a mid-size city and in senior policy positions with the City of New York: with the City of New York, he oversaw an initiative to provide oversight and ombudsman services related to the child welfare system. Mr. Eichenthal has held research fellow positions with the Brookings Institution and the Center for Research in Crime and Justice and taught graduate and undergraduate level courses in American government, public policy, public administration, and criminal justice at City University of New York (Baruch College), Georgia State University, New York University, and the University of Tennessee at Chattanooga. He received his B.A. cum laude in Public Policy Studies from the University of Chicago and his J.D. from New York University School of Law.

About PFM

PFM was founded in 1975 on the principle of providing sound and independent financial advice to governmental and non-profit entities. PFM and its affiliates are wholly owned by its 50 Managing Directors, who set the firm's strategic direction. Working hand-in-hand with our clients in helping them to achieve their immediate and long-term objectives, PFM and its affiliates bring a broad and deep range of expertise and experience to bear on our client engagements.

PFM Affiliated Entities

Today, PFM and its affiliates have more than 300 employees located across the U.S. Primary services for this engagement will be delivered by PFM Group Consulting LLC, the PFM affiliate for the firm's Management and Budgeting Consulting (MBC) practice. PFM Group Consulting is a limited liability company with a partnership classification. The company's officers are Michael Nadol (President), Cheryl Maddox (Secretary), and David Eichenthal (Assistant Secretary). The four managing partners of MBC are David Eichenthal, Dean Kaplan, Gordon Mann, and Michael Nadol.

Specific tasks for each Subcontractor(s); percentage of performance hours intended for each Subcontract; percentage of Subcontractor(s) performance hours.

Subcontractor	Specific tasks for each Subcontractor(s);	Percentage of Individual Performance Hours
Jolynne Batchelor Ph.D., LCSW	Advise the principal investigator and provide directional oversight on the project and the recommendations that arise from the work deliverables within the project.	1%
Mahesh Prajapat, BA, BSW, MSW, RSW	Advise on the potential finance models, public-private partnerships and structures, and overall equity and belonging considerations	3%
Caroline Sylvan	Responsible for the evaluation of Nebraska's current finance model, practices, rates, Title IV-E claiming practices, and funding streams. Additionally, Ms. Sylvan will lead the process and activities related to consultation and advisory of Nebraska's finance model for child welfare services, including federal reimbursement optimization, additional finance mechanisms, and potential innovations via practice-funding pilots.	8%

Dan Koziolek	Support workgroup sessions, ideation, and evaluation, including financial model analysis and innovations	1%
Susie Essex BA Hons, CQSW, DSA, DASS	Advise, consult, and support the evaluation and development of the Nebraska practice model	1%
Kay Whyte Bell, MA Soc. Sci.	Ensure access, belonging, and innovation within inclusive communities are integrated into workgroup structures, evaluations, recommendations, and deliverables	4%
Ophelia Mac-Kwashie	Support and co-lead 'practice alignment intensives'	1%
Rob Maragh, MSc	Support and co-lead 'practice alignment intensives'	1%

Total percentage of Subcontractor(s) performance hours: 20%

2. TECHNICAL PROPOSAL

a. Understanding of the project requirements

Help people live better lives

The ongoing efforts and improvements in the state over the last several years have helped Nebraska children live better lives ranking among top 10 (currently #8) states in the overall welfare of its children, and #1 with respect to the economic welfare of children in the state (Annie E. Casey, 2020, 2021, 2022). State leadership is continuing to invest resources and align priorities in its effort to fulfil the promises of the Nebraska Child and Family Well-Being Transformation.

To that end, the Nebraska Department of Health and Human Services (DHHS) is seeking a Contractor to create the processes, structure, insight, guidance, and widespread workgroup facilitation necessary to solidify the development of a practice and finance model. More than a contractor, this undertaking demands a trusted partner to guide the state in the collaboration and creation of an architectural blueprint - a detailed set of plans that give a clear pathway toward a safe, inclusive, family-driven, child-centered, wellbeing-focused experience for all families that call Nebraska home.

The Foundation Of Success - You Are Here

"Through the use of Alternative Response, Safety Organized Practice, community collaboratives such as Thriving Families and Bring Up Nebraska and other programs and services, CFS has developed a well-rounded strategy towards improving child well-being in Nebraska"

The state has a great deal of success and momentum on which to build. Notably:

Strong and ongoing improvements of outcomes

- Youth in foster care decreased by 15% from Jan 2017 to Jan 2019
- Emphasis on relative/kin placements for foster care resulted in relative/kin placements increasing to 60% in 2019; up from 48% in 2014
- 98% of children in Nebraska do not experience a repeat occurrence of maltreatment within six month
- Providing support for struggling families before it rises to crisis level, with more focus on prevention using practices that are evidence-based and trauma-informed
- Continued increase in utilization of Alternative Response, growing from 0.6% utilization/diversion in 2014 to 22.6% of reports in 2021
- Nearly all CFSR measurements are at or above federal target levels
- System of care principles embedded in service delivery and advocacy

DHHS Goals that ensure children remain at the center of all engagements, families are respected, and the legal obligations of the state are met:

- Ensure child safety in the family home with primary prevention
- Improve family engagement to preserve and strengthen the family so parents can safely raise their children in their home without entering child welfare
- Provide the most appropriate supports and services in the family home to reduce the potential trauma experienced by children and parents
- Lower caseloads so CFS teammates can spend more time with their families

The Nebraska Division of Children and Family Services Commitments put a spotlight on 'practice principles' that are experienced by families ("The Division strives to be family focused and strength based")**:**

1. Children are our #1 priority
2. We respect and value parents and families

3. We value partnerships
4. We are child welfare professionals

Practice elements that support the state's goals, commitments, and priorities, including:

- Safety Organized Practice
- Alternative Response in roughly one-third of the counties in Nebraska
- Structured Decision Making™

Existing prevention practices and initiatives, including:

- Bring Up Nebraska
- Community Response
- Community Agencies
- CarePortal
- FAST
- DHHS Programs
- Schools
- MCO Collaboration
- Faith-based organizations
- Foundations

General case and workforce base:

- Approximately 36,400 screened cases in 2021:
    - 18,292 (50.3%) Screened Out
    - 18,101 (49.7%) Accepted Reports
- Accepted Report case type breakdown (some cases involve multiple reasons for reporting)
    - 81% neglect
    - 16% abuse
    - 12% sexual abuse/trafficking
- Highest substantiated cases per 1000 by Race (CY2021):
    - American Indian or Alaska Native 23 per 1000
    - Native Hawaiian or Other Pacific Islander 19.96 per 1000 (note: small overall population)
    - Black or African American 14.16 per 1000
- Frontline Staff:
    - By function:
        - IA = 94
        - IA & Ongoing = 191
        - Ongoing Only = 221
        - Total 442
        - Average 'workload compliance' is 68%, the lowest compliance is in the 'Ongoing Only' positions at 61%
    - Monthly frontline staff turnover ~3.5%; Annual turnover ~40% (Annual turnover rates below 10–12 percent are considered optimal or healthy)

Some Current Funding Streams for State and Family Support Include:

- kin and relative caregivers may be eligible for Aid to Dependent Children (ADC) as a grant payment
- Nebraska's HHS Childcare subsidy program
- Nebraska Home Society support and services

- Nebraska community resources and partnerships (i.e., Central Navigators, NRRS, Nebraska Family Helpline, The Hub, Project Everlast, iServe, SSCF)
- National/Federal programs (WIC, SNAP)
- Adoption support (i.e., Nebraska Families Forever, support groups, training services)
- Family First Prevention Services Act
- Traditional state and federal (including title IV-E) funding

Existing Collaboration Avenues:

- Citizen Review Panels

Roadmap to The Future: Transforming Nebraska's child welfare system into a child well-being system

The mission of the Division of Children and Family Services is to provide the least disruptive services when needed, for only as long as needed to give children the opportunity to succeed as adults, help the elderly and disabled live with dignity and respect and help families care for themselves. Our mission will result in healthier families and safer, more prosperous communities."
~ Nebraska CFS Administration

We see the task at hand as continuing the progress the state has made over the last several years, building on the learnings gained during that time to deliver on the promises and commitments of the state. Our understanding of the requirements is to create structure, build processes, inspire collaboration, and ensure that every voice across the spectrum of services, agencies, and authority are heard clearly by all decisions makers. We see the project requirements organized into seven engagement characteristics:

Provide Structure: Efficient and effective structure and processes to capture, understand, organize, prioritize, and visualize the work. Drawing from implementation and organizational change 'best practices' along with our own, proprietary structures and processes to deliver an on-time, on-budget successful project.

Share Insight: Offer our team's own experience and knowledge from our work with organizations (county, state, and federal government), leadership, and even our direct practice with families. Balance our experience, field best practices, recipient's lived experience, and stakeholder perspectives in order to find common ground and real-life solutions.

Create Clarity: Clearly stated goals, expectations, priorities, dependencies, assumptions, and objectives throughout every step of the process - every meeting, presentation, communication, and report. Particularly in times of change, clarity is the unifying factor.

Align Stakeholders: Child wellbeing is a highly complex set of interactions and activities across a wide array of 'stakeholders' - those that have a vested interest and/or obligation in the safety and wellbeing of the children of Nebraska. While the general goal of 'wellbeing' can be unifying, often the various roles of everyone involved pushes and pulls in different directions until alignment is explicitly created within each stakeholder's role, connected and aligned with the overall goals - paying close attention to unintended and/or conflicting consequences.

Communicate Progress: Provide consistent, up-to-date status of project progress, deliverables, and commitments. Utilize synchronous and asynchronous communications platforms and modalities, accessible, at appropriate 'access levels' to all stakeholders.

Foster Collaboration, Community and Belonging: The broad scope of this project and the ensuing execution of the plan post-project requires more than tapping into the 'brains and ideas' of all stakeholders - as much as anything it also needs the heart, passion, and commitment of all of those involved. In our experience, that happens best when those involved feel a strong sense of belonging to the community and know that their voice was heard, even in the midst of compromise and concessions.

Drive results: We assume that those involved will have any number of other responsibilities and commitments outside of the work we do together on this project - their 'day jobs', so to speak. We understand part of the project requirement of the consultant as the 'drum beat' of the project - keeping the tempo and rhythm of the project moving ahead, even in the midst of competing priorities. We see this happening in part through the careful planning, scheduling, synchronous and asynchronous meetings, process automation, communication, and accountability between and among participants.

Of course, the requirements from the Statement of Work within the RFP (and associated deliverables) will closely guide the details of the work. At a high level, we have organized the stated requirements from the RFP as seven, highly interconnected focus areas (note: the details of each item from the RFP is captured in our LEAD Implementation Framework, our Practice Approach Model, and our overall Project Plan and workplan):

1. **Strategic Visioning (Steering Committee)**

Facilitate strategic visioning for transformational change of the child welfare system

   a. Development of a statewide mission and vision for the child welfare system in Nebraska
   b. Development of values and practice priorities for the child welfare system in Nebraska
   c. Development of statewide program goals

2. **Whole-system Change Strategies (Implementation Team)**

Development of whole-system, statewide, inter/intra-agency change strategies

   a. Development of partnerships and shared strategies that strengthen intra-agency and inter-agency relationships
      i. Intra-agency (within DCFS), i.e., court system, probation, community partners…
      ii. Inter-agency (within DHHS), i.e., HHS operations, HHS Financial Services, Youth Rehabilitation…
      iii. intra-state (state agencies outside of DHHS), i.e., State executive branch agencies, the State Department of Education, Department of Administrative Services, Early Development Network…
   b. Development of engagement strategies to support community involvement in child welfare system transformation
   c. Development of intra/inter-agency accountabilities across the entire child welfare system
   d. Workforce strategies for training, workloads, salaries, and retention

3. **Practice Model & Service Delivery (Workgroups)**

Facilitate the development of a practice model for child welfare system case management, service delivery, and reflective practice/reviews

   a. Produce a project plan to facilitate an assessment of current child welfare practices, functions, conditions, and partners, including
   b. Provide assessment of impact of current practice on disproportionality for minority children and recommendations to ensure access and belonging
   c. Provide research and evaluation of multiple child welfare practice models; assess Nebraska's capacity to implement each
   d. Strategies to improve Nebraska's child fatality review process to review child fatalities with a suspicion of child abuse and neglect designed to develop learning and prevention strategies

4. **Training & Internal Capacity Building (Implementation Team)**

Identify training needs for child welfare staff to support recommended practice model and evaluate training Request for Proposal (RFP) language

a. Include a recommendation for transition of current training model
b. Support training RFP for child welfare training as current vendor contract ends in 2023

5. **Financial Model for Child Welfare (Steering Committee, Workgroups)**

Development of a finance model for child welfare services

a. Evaluation of the State's Title IV-E claiming practices and identification of appropriate steps to optimize federal reimbursement for child welfare system expenditures
b. Opportunities and financial mechanisms for providers to pilot innovative solutions to meet program goals, including public-private partnerships, and grants

6. **Data & Measurements (Steering Committee, Workgroups)**

Development of a strategy for data collection and outcome monitoring

a. Create a Monitoring & Evaluation plan for this project
b. Identify key areas for data collection and outcome monitoring - current and future
c. Development of measurements across the entire child welfare system

7. **Theory Of Change Model (Implementation Team)**

Formalize recommendations and facilitate a theory of change models for implementation of child welfare practice model and finance model (we interpreted this requirement as two separate TOC models, which we generally agree with, but there could potentially be a single TOC model that represents both areas of change) as a culmination of much of the work product from items 1-6 above (the structure, details, and order of the final recommendations will reflect the work done throughout the process and will necessarily differ from the representative details of items 7a -7h below)

a. Theory of Change Model, including Logic Model if appropriate
b. Leadership needed from three branches of government
c. Strategies for phased implementation of practice model and related financial model
d. Engagement and partnership strategies
    i. Tribal partners
    ii. External partnerships
    iii. Across all State agencies
e. Workforce training, workloads, career path, and retention strategies
f. Process and procedural streamlining and automation opportunities
g. Measurements, evaluations, and outcomes
h. Technology tools and supports

b. Proposed development approach

Our transformation development approach is rooted in well-known, research-driven, evidenced-based and practice-informed, real-life methodologies and processes; an approach that has been fine-tuned over the last 15 years to specifically serve the child wellbeing community. Organizational leaders often ask us, "Will your process work with us? Our agency is unique!" While we agree that that every agency and every transformation undertaking is unique, we have learned to 'trust our process'. Our approach is highly process-structured, reality-infused - driven by a genuine curiosity and an expectation that we are all co-learners in our work together.

We certainly bring our perspective and the purview of working closely with a large range of agencies and communities across North America and around the world - agencies ranging from a small county with a few staff to large state-run agencies of thousands. Even still, every time we work on a project like this, we learn something new. We look back at our work from a few years ago and can see the impact of our work, and yet see how much more we have learned since then - knowing there is never an end to our learning.

There is no shortage of implementation frameworks, change management structures, models, philosophies, and practices. None are perfect. We have integrated, adapted, tested, and refined what we've seen have the biggest positive impact at breathing life into an organization's aspirations. You'll likely see familiar elements in our approach:

- Our work in New York with Dr. Allison Metz helped us understand the power (and limitations) of **Implementation Science**.
- You'll see aspects of **Systems Thinking** from our time with Peter Senge, particularly utilizing feedback loops and systems mapping.
- Our approach aims to build on the good work that's already happening in your organization - or exists in other organizations like yours that we can borrow from. We give full credit to Dr. Cooperrider and the evolution of **Appreciative Inquiry**.
- You'll likely recognize some of the good work done by the Child Welfare Capacity Building Collaborative - in fact, the overarching process toward the **Theory of Change and Logic Model** are guided by their 'System Change Structure'.

At the risk of 'repeating ourselves' from our earlier response under the section, 'Understanding of the project requirements', our development approach starts with the assumption that our role is not about giving answers, short-cuts, or philosophy; rather, we see our underlying role as follows:

Provide Structure: Efficient and effective structure and processes to capture, understand, organize, prioritize, and visualize the work. Drawing from implementation and organizational change 'best practices' along with our own, proprietary structures and processes to deliver an on-time, on-budget successful project.

Share Insight: Offer our team's own experience and knowledge from our work with organizations (county, state, and federal government), leadership, and even our direct practice with families. Balance our experience, field best practices, recipient's lived experience, and stakeholder perspectives in order to find common ground and real-life solutions.

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Foster Collaboration, Community, Belonging & Innovation: The broad scope of this project and the ensuing execution of the plan post-project requires more than tapping into the 'brains and ideas' of all stakeholders - as much as anything it also needs the heart, passion, and commitment of all of those involved. In our experience, that happens best when those involved feel a strong sense of belonging to the community and know that their voice was heard, even in the midst of compromise and concessions. We aim to create a safe place to collaborate that emboldens big ideas and instills hope in our work together.

Drive results: We assume that those involved will have any number of other responsibilities and commitments outside of the work we do together on this project - their 'day jobs', so to speak. We often fill gaps and serve as the 'drumbeat' of the project - keeping the tempo and rhythm of the project moving ahead, even in the midst of competing priorities. We see this happening in part through the careful planning, scheduling, synchronous and asynchronous meetings, process automation, communication, and accountability between and among participants - rolling up our sleeves when needed and offering a gentle nudge to keep things moving along.

Our work is guided by four cornerstone tools & processes that we overlay onto the Child Welfare Capacity Building Collaborative's System Change Structure (Figure 3). We 'unwind' the System Change Structure circle into a linear path from start to finish to illustrate how we use the six phases of the System Change Structure:

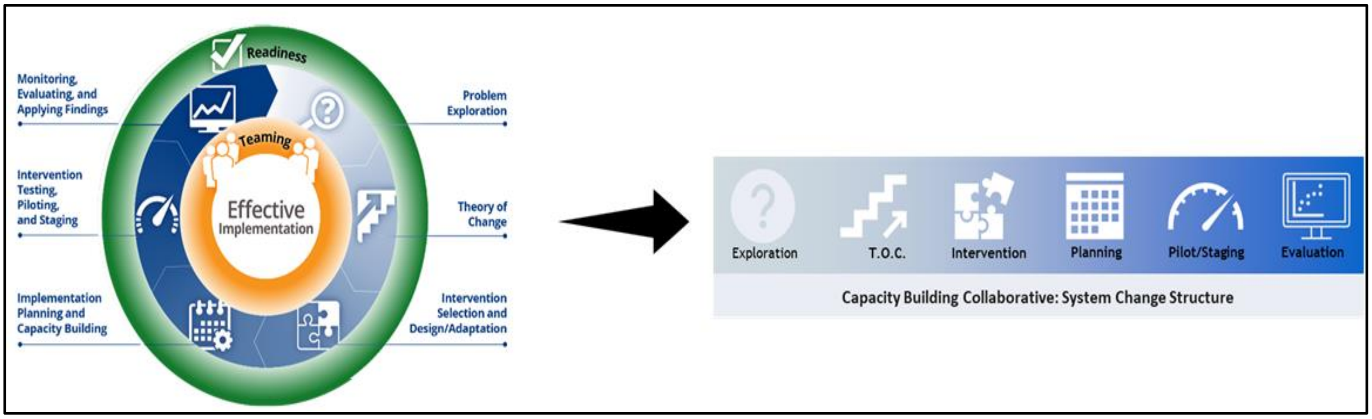

Figure 3

We then integrate two publicly available tools (Theory of Change Model, and a Logic Model/Measure & Evaluation model) along with two proprietary models from SafeGenerations (Practice/Finance Approach Model, and the LEAD Implementation Framework) (Figure 4).

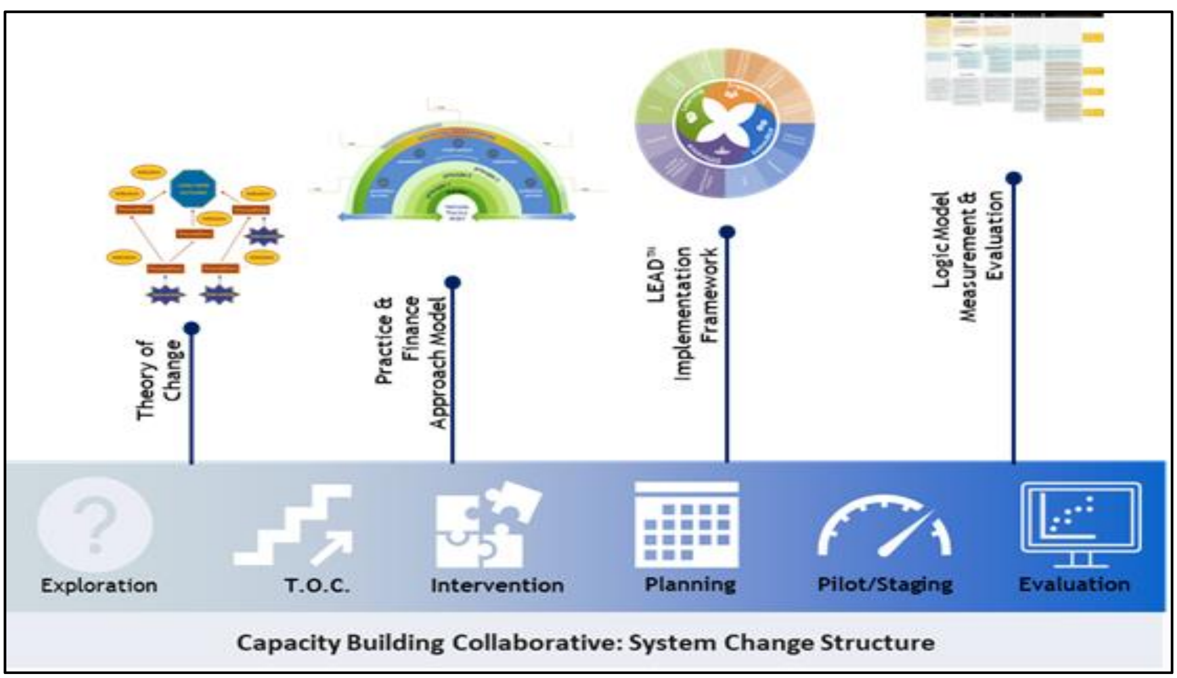

Figure 4

In the Project Workplan, we have mapped each item in the RFP Statement of Work, and Deliverables into one or more of the tools in our overall approach to demonstrate the power of the process and give a concrete sense of how the tools will bring structure in the journey toward transformation.

The details of how we utilize each tool is more obvious in the project workplan. The following descriptions are intended to underpin our proposed development approach with the specific items from the RFP set into the workplan.

NOTE: The development of the **finance model** for child welfare/wellbeing services will be integrated as part of the same workflow and approach as the child wellbeing practice model. However, given some of the unique aspects of finance, we have also included some distinct items in our workplan. Because the finance model strategies will utilize the same approach and many of the same tools, specific 'finance model' items are only broken-out in the workplan.

9. Problem Exploration and Theory of Change (Figure 5):

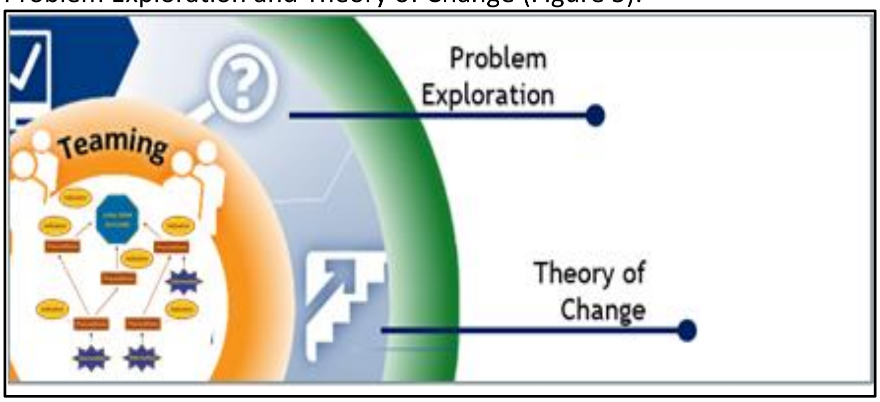

Figure 5

1. Start With The End In Mind

Ultimate Desired Outcome & Aspirations

- **I. Situation analysis**
- **II. Vision** and the ultimate goal: begin with the end in mind
- **III. Define** the 'problem set' to tackle
- **IV. Root causes** - i.e. the "5 why's"
- **V. System context and constraints**
- **VI. Current resources**, strengths, and gaps
- **VII. Span of Impact & Involvement** - Beneficiaries, stakeholders, influencers

2. Map Impact Activities

Activities Pathway to Impact

- **I. Impact & Assumptions** - Think about the sustained or long term change you want to see
- **II. Outcomes** - Quick wins; milestones; intended and potential unintended outcomes
- **III. Activities** - How to bring about the change
- **IV. Change mechanisms** - Linking activities to outcomes
- **V. Phases** - Big-chunk sequencing and mile markers

3. Create Roadmap To Change
Outcome Roadmap **I. DRAFT Theory of change diagram** **II. Stakeholders & 'enabling factors'** **III. Assumptions review**

10. Intervention Selection – Analyze, Identify, Align (Figure 6)

Figure 6

The Practice Approach Model Template (Figure 7)

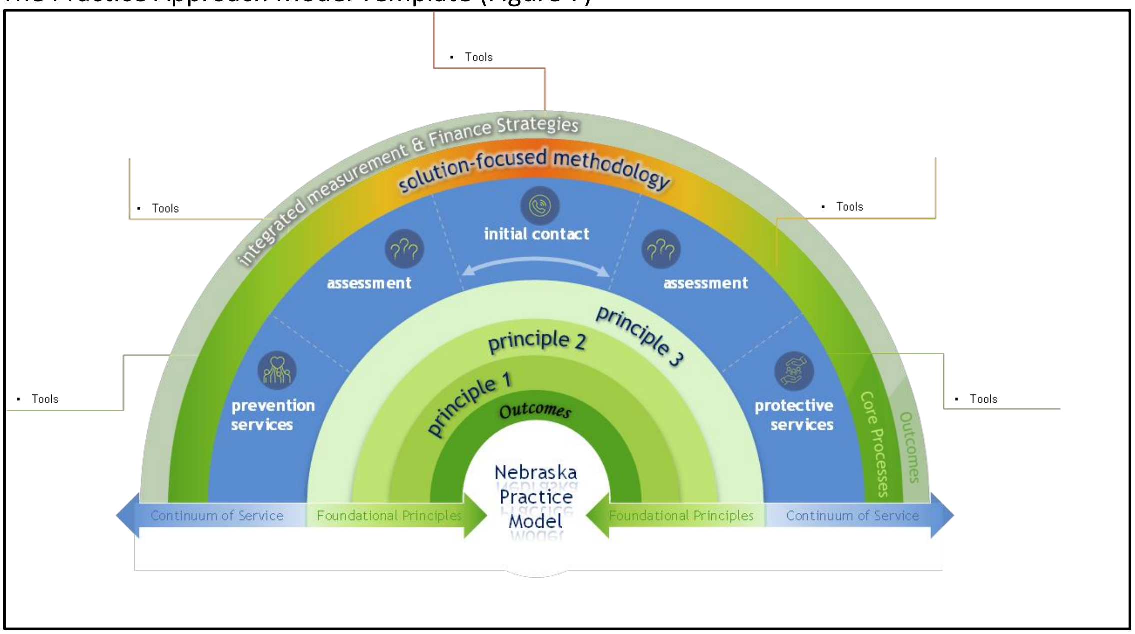

Figure 7

We facilitate a variety of workshops, data, research, and evaluation to help you create the 'Nebraska' practice approach:

1. Analyze
• Practice Model Meta-Analysis • Capacity Evaluation • Skills needs assessment • Existing tool and methodology integration

2. Identify

- Map practice principles into model
- Map decision points and 'client journey' onto continuum of service
- Identify key SFBT methodologies and other underlying intervention foundations
- Identify tools - in whole or part - that map to each area of the service continuum

3. Align

- Explore and reconcile tools, methodologies, and practices to:
  - Keep
  - Eliminate
  - Combine existing/new

SafeGenerations' "Resolutions Together" Practice Approach as an example of the completed Intervention Selection process (Figure 8):

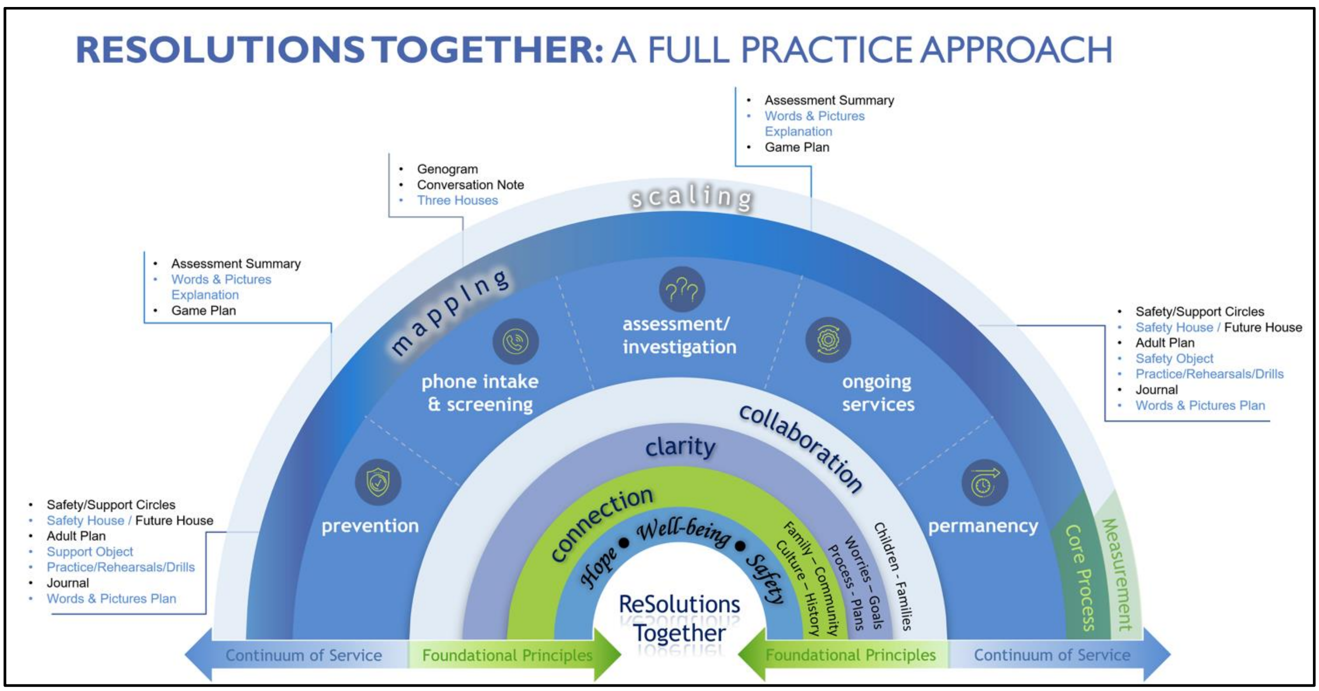

Figure 8

11. Implementation Planning & Capacity Building & Intervention Testing, Piloting, and Staging – Map, Create, Execute (Figure 9)

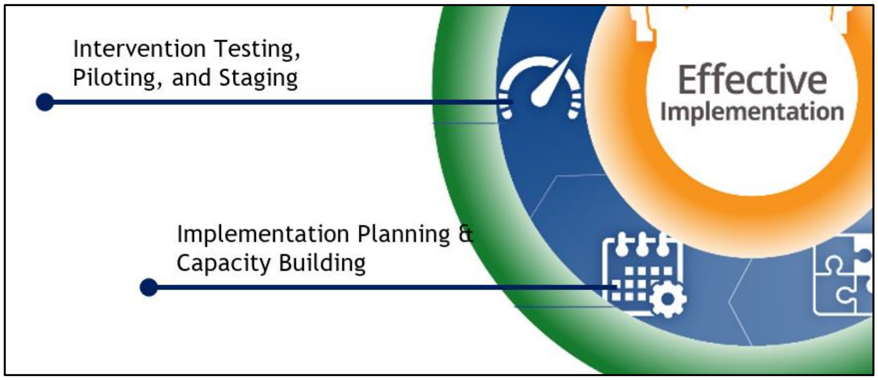

Figure 9

We use the LEAD Implementation Framework to organize and communicate the priorities, tasks, and goals of the overall plans. LEAD is also used to mobilize stakeholders, leaders, and partners as we execute against those plans. You'll see the scaffolding of the process within LEAD on the project workplan.

SafeGenerations' LEAD Implementation Framework (Figure 10):

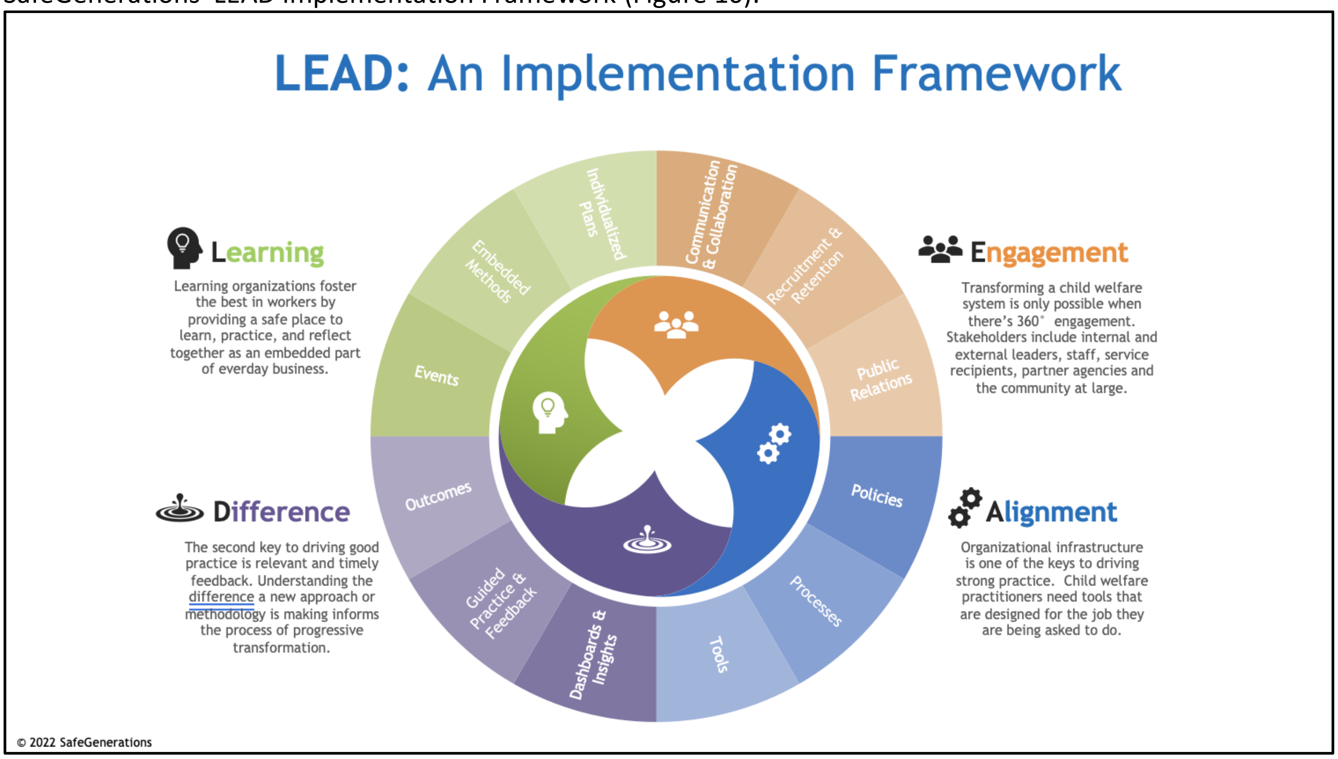

Figure 10

LEAD: Structure to Turn Plans into Execution, and Aspirations into Results

1. Map

- Map all elements of the implementation onto one of the four LEAD areas
- Make any adjustments and/or additions to the outer concentric circle
- Remember that each area will have many priorities over the multi-year life of the implementation

2. Create LEAD Workgroups

- Ensure each LEAD area has a implementation team lead and a steering committee representative
- Use the 'meaningful meetings' process to determine annual and quarterly goals
- Connect workgroup activities to other measures and priorities as required

3. Execute Monthly, Quarterly, and Annual Cadence

- Utilize administrative and implementation organization tools
- Vision Organizer
- Meeting Structure Template
    - Steering committee
    - Implementation Team
    - Team Meetings
- Goal Tracker
    - Dashboards to easily visualize and track
    - Breadth & Depth of Practice
    - Organizational Health / Team Health
    - Leadership Effectiveness
    - Family Feedback
    - Community Partner Feedback
    - Outcome Measures / KPIs
- Centralized communication platform to support internal and external collaboration
- Integrated on-the-job data collection tools for less paperwork more time with families

MONITORING, EVALUATING, AND APPLYING FINDINGS: MAP, CREATE, EXECUTE (Figure 11 and 12)

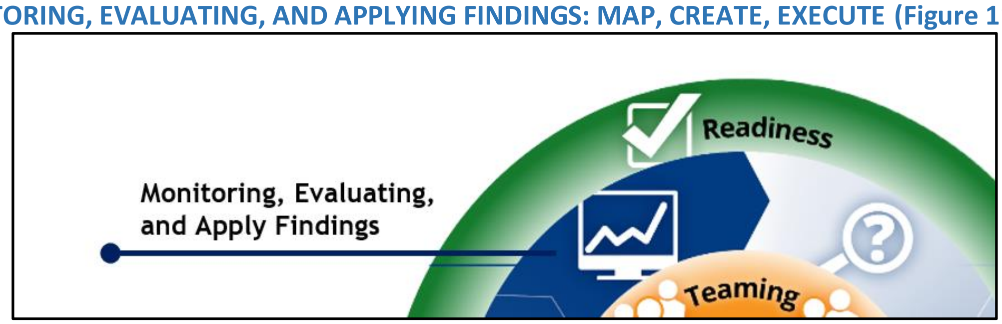

Figure 11

1. Finalize & Utilize Theory of Change Diagram

- Identify scope and purpose of M&E
- Highlight outcomes that are directly linked to activities and outputs
- Identify impact pathways and change mechanisms (for reference, see 'Theory of Change' in the process)
- Potentially create a logic model

2. Create Indicator and Data Collection Plans & Tables

- Establish and implement clear privacy and security methodologies
- Identify indicators linked to each outcome and influences
- Qualitative and quantitative data
- Identify existing data sources and format - close gaps
- Document review
- Utilize various data input methods (focus groups, surveys, interviews, case tools...)
- CQI data
- External state, federal, and third-party data
- Create data sync plan for disparate sources where available
- Establish data ownership and integrity plans

3. Data Management & Analysis

- Project signposts, milestones, signs of success, assumption-execution tracking
- Practice and finance transformation tracking
    - Breadth & Depth of Practice
    - Organizational Health / Team Health
    - Leadership Effectiveness
    - Family Feedback
    - Community Partner Feedback
    - Outcome Measures / KPIs
- Finance goals and tools
- Code data where appropriate and available
- Determine what data analytic tools (if any) and analytic resources or partnerships (if any) are needed

4. Data Sharing & Presentation

- Map stakeholder access and data consumptions options (i.e. web-based interactive dashboards, info-graphics, standardized reports)
- Create data roadmap as budget, technology, and data availability allow

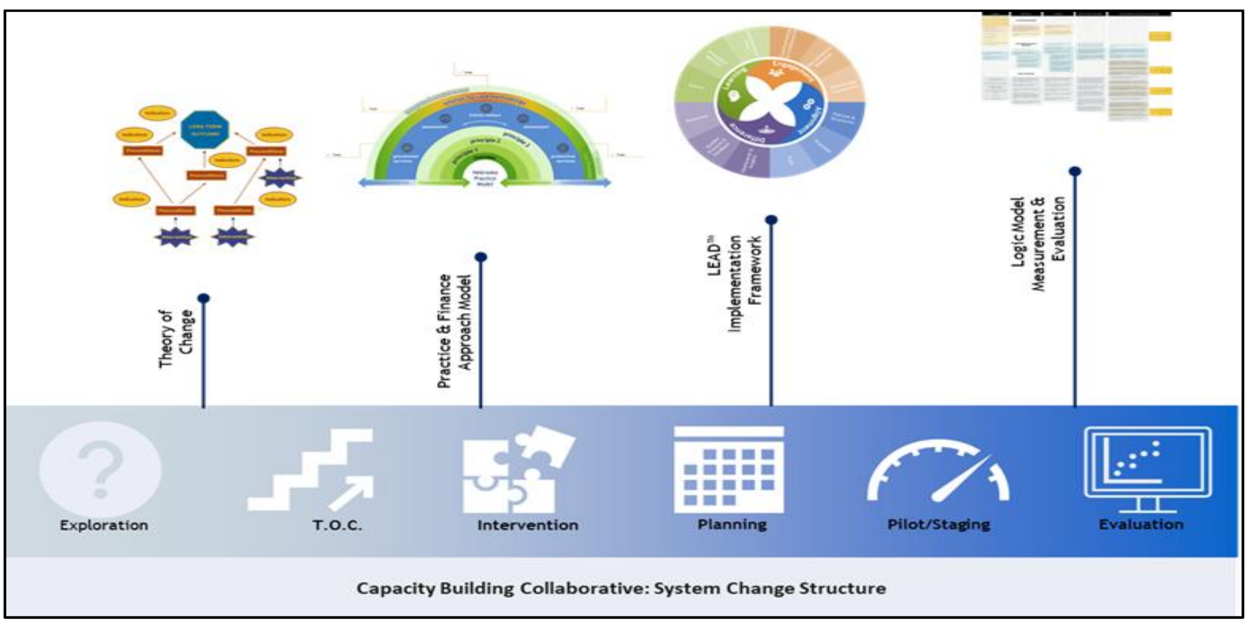

Figure 12

c. Technical Considerations

In transitioning from a child **welfare** system to a child **wellbeing** system, where more of your time, money, energy, measurements and required skills are about family-driven, preventative work – these are some key skills, tools, processes, and systems that are key to consider, and which wouldn't otherwise necessarily be found in a more traditional child-welfare system.

The below isn't a complete to detail of every possible element, and these are elements we've found to be parts of successful system transformation and feasibility for the project and beyond. A plan fitting for Nebraska would involve a broader process of collaborative assessment and planning.

- **SKILLS:**
    - Organization-wide skills: These are sets of skills that are important at all levels of the organization – from the senior-most-leaders to the front-line practitioners - for leading meaningful change.
        - Solution-Focused Brief Therapy (SFBT) Questioning Skills: A foundational philosophy that guides meaningful change within human interactions is Solution-Focused Brief Therapy which operates on the following rules:
            - If it 'ain't' broke, don't fix it
            - If it works, do more of it
            - If it's not working, do something different

      Although these seem straightforward and simple, they are not always easy. SFBT provides sets of practical question types and nuanced questioning skills that draw out practical on-the-ground solutions that work to create change in peoples' lives through human interactions, such as:
        - Vision-setting: co-creating a vision of where we're headed
        - Goal-setting: articulating key milestone achievements toward reaching the vision
        - Trajectory setting and strategizing: the ability to outline the pathway/process toward the goal.
        - Appreciative Inquiry: a structured conversation method led by questions to draw out reflections and learning
        - Collaboration: involving voices from all levels and perspectives into the journey to define the best working plan demonstrating the change and reaching the vision. (In case practice this would mean including the judges voice, the child's voice and everyone in between.)

    - Supervision Skills:
        - Leading team health assessment and planning
            - Building a vision of team health
            - Creating shared commitments
        - Skillful use of authority & defining agency bottom lines
            - clear expectations
        - Using a case supervision framework
            - Rhythms for case consulting
            - Individual supervision
            - Group supervision
        - Developing critical thinking and practice depth through modeling
        - Co-creating goals for supervision sessions
        - Co-creating learning and development goals

- Practice Skills:
    - Engagement Skills:
        - Building Safety with Families vs Building a Case Against Families
        - Managing internal anxiety and judgements
        - Leading with compassion and honoring statements
    - Assessment Skills:
        - Gathering information
        - Analyzing and organizing information assessing past negative, past positive, future negative and future positive.
        - Developing clarity with and for the family, network and professionals involved (i.e., formal statements aka "building blocks" "assessment summary" or "analysis categories of the assessment map"
    - Networking Skills, leading families to:
        - Identify natural (non-professional) networks
        - Build/expand their natural network
        - Involve the network in the safety planning process
        - Navigating challenges with networks
        - Helping networks identify how and when they can be involved
        - Solidifying network commitments
    - Safety & Wellbeing Planning Skills: (all done with the family and network)
        - Immediate Safety planning (2day-2weeks)
        - Leading network conversations to draw out commitments to new day-to-day agreements about new ways the family with uniquely operate
        - Involving the children: Creating explanations for the children and child-versions of the safety plan.
        - Developing ways for practicing, testing the safety / wellbeing plan
        - Monitoring and refining the safety / wellbeing plan over time
        - Documenting safety/wellbeing/success over time
        - Sustainability planning: plans with the network for long-term success beyond agency involvement
    - Complex cases:
        - Working with resistance
        - Working with denied/disputed cases

- Building on Safety Organized Practice: There are many versions of models and approaches which identify as family-centered and safety organized. The above is a summary of key skills that would be needed for system and practice change. All aforementioned skills build on and augment any existing Safety Organized Practice.

- **TOOLS:**
    - **Organizational & Leadership-focused:**
        - Vision Organizer
        - Meeting Structure Template
            - Steering committee
            - Implementation Team
            - Team Meetings
        - Goal Tracker

- Dashboards to easily visualize and track
  - Breadth & Depth of Practice
  - Organizational Health / Team Health
  - Leadership Effectiveness
  - Family Feedback
  - Community Partner Feedback
  - Outcome Measures / KPIs
- Centralized communication platform to support internal and external collaboration
- Integrated on-the-job data collection tools for less paperwork and more time with families

- **Supervision focused:**
  - Workflows & Practice Guidance
  - Guided Practice Applications
  - Digital note-taking template
  - Supervision & case tracking system
  - Dashboards to easily visualize and track
    - Team Health
    - Supervision Effectiveness
    - Staff Growth & Development
    - Breadth & Depth of Practice
    - Family & Network Feedback
    - PIP goals
    - Caseloads
    - Case safety/wellbeing ratings
- **Practice focused:**
  - Case Example Library to share practice
  - Knowledge Base
  - Guided Practice Applications
  - Family and network interviews: documentation template (i.e., "Conversation Note")
  - Assessment Summary Template (i.e., "risk assessment map")
  - Engagement and planning tools for families & networks
    - Safety/wellbeing scaling tool
    - Network assessment tool
    - Network planning tool
    - Family and network feedback tools
  - Child interviewing tools (i.e., 3 Houses, wizards & fairies)
  - Words & Pictures Explanations
  - Words & Pictures Safety Plans
  - Dashboards to visualize and track:
    - Case safety/wellbeing ratings
    - Family network involvement
    - Workflow progress

- **PROCESSES & SYSTEMS:**
  - Transformation Team: Governance, Guidance, & Structure
    - Steering committee
    - Implementation Team

    - Outcome-focused Workgroups
- Ongoing implementation process:
    - Team meeting pulse (frequency and structure)
    - Vision and Goal Setting Pulse (i.e., 3-year, 1-year, & Quarterly)
    - Workgroup definition process
    - Goal check-in process
    - Weekly measures review process
- Training and Capacity-Building Pathways
    - Learning Leader Programs
    - Train the Trainer & Master-Trainer Programs
    - Group Learning & Development Processes
    - Appreciative Inquiry
- Continuous Quality Improvement
    - Practice Alignment Intensives
    - Case review learning & development process
    - Child-fatality review process
    - Practice reflection process: Appreciative Inquiry
- Workforce Development:
    - Selection & criteria processes for Learning Leaders, Coaches, Practice Leaders
    - Development & review processes aligned with organizations aspirations and values
    - Engagement & satisfaction evaluation methods
    - Retention processes
    - Career pathways alignment
- Communication administration processes: Upstream and downstream statewide, district, county, department, and team communication methods
    - External community partner collaboration methods
    - Internal collaboration and communication methods
- Learning platform and Learning Management System (LMS) for consistency and efficiency

d. Detailed Project Work Plan

The workplan begins by mapping the RFP items into the development approach and related tools and processes described in our 'Proposed Development Approach'. Given that the majority of the project is based on the analysis, creation, and measurement of the practice and finance model, most of the workplan falls into those respective categories of the tools and processes. That is to say, the execution of many of the work items stops short of full execution to their ultimate completion.

For example, the tasks related to identifying training needs, training partner requirements (RFP development), and a training transition plan all stop short of fully executing those items to completion. As a contractor, we're not delivering the practice model training as part of this workplan; we're not managing the RFP process; etc.. For that reason, many of the workplan items will be categorized into areas of 'discovery', 'design', 'planning', and 'staging'. Having said that, we fully expect that the designs and plans that we co-create with the Steering Committee, Implementation Team, Workgroups, and stakeholders will be 'execution ready' to the greatest extent practical.

We will measure our success not only on the creation of each, individual deliverable, but even more so on how well we have prepared the stakeholders throughout the state to follow-through on the plans and priorities created in this process - the commitments honored and fulfilled among and between all stakeholders for the benefit of the children, families, and communities of Nebraska.

MAPPING RFP ITEMS TO THE DEVELOPMENT APPROACH, TOOLS, AND PROCESSES (Figure 13)

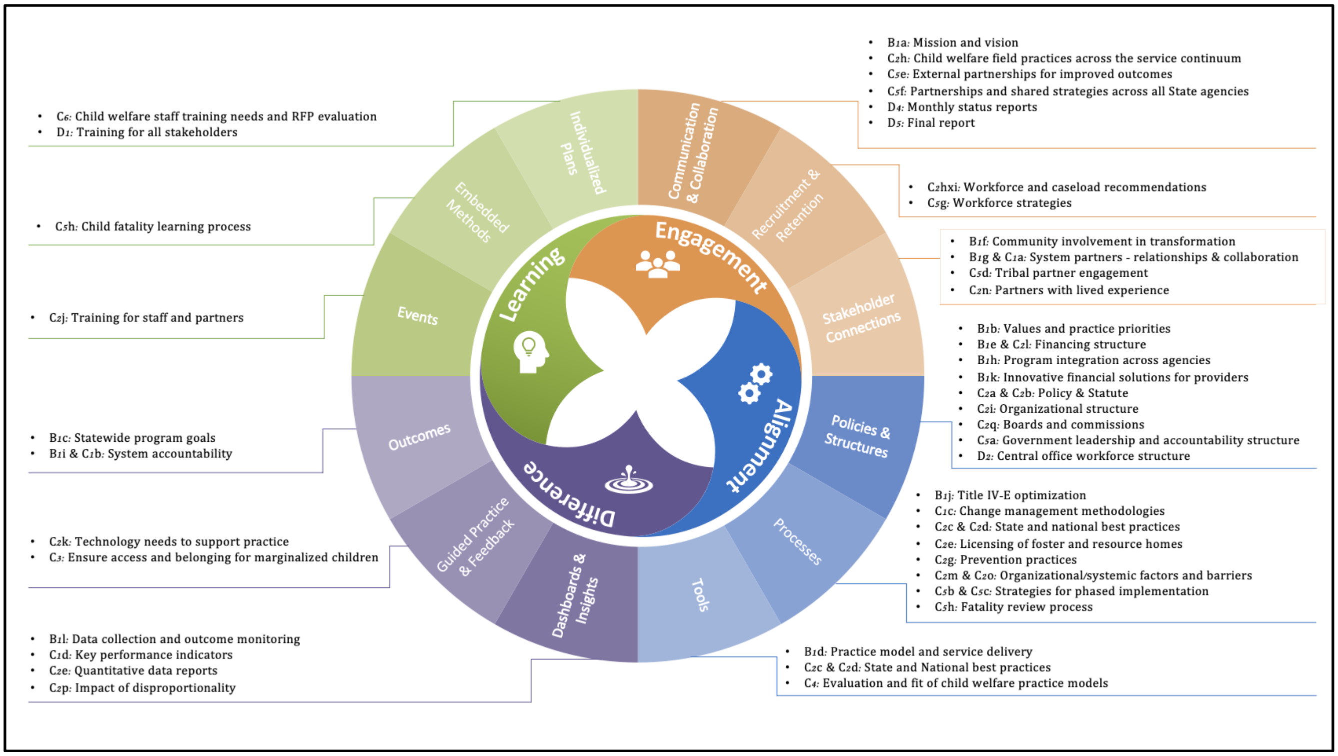

Figure 13

1. Strategic Visioning (Steering Committee, December 2022 - March 2023)

Facilitate strategic visioning for transformational change of the child welfare system

a. Development of a statewide mission and vision for the child welfare system in Nebraska
b. Development of values and practice priorities for the child welfare system in Nebraska
c. Development of statewide program goals

Establish Statewide Steering Committee (December 2022-February 2023)

- Team Communication and Collaboration Hub
- 10-year target for each category of LEAD
- 3-year picture for each category of LEAD
- Charter and other 'governing' items

Engagement:

- 1.5-day Kickoff and Visioning Session with 2 SafeGenerations consultants
    - All steering Committee members
- 1 day Project Formation with 2 SafeGenerations Consultants (December 2022-January 2023)
    - Project lead team
- 21 hours remote consulting
- 90 hours document review and preparation

Establish Statewide Implementation Team (February - March 2023)
Engagement:

- Team Hub & Traction Resources (web-based resources, communication, and collaboration)
- 3-day Implementation Team Formation and Initial Planning
    - Day 1: onboarding to Hub, overview of process (2 SafeGenerations staff)
    - Day 2: organizing the work (review 10-year target and 3-year picture for LEAD categories) – 4 SafeGenerations consultants
    - Day 3: working session in breakout groups (setting 1-year goals and quarterly rocks) – 4 SafeGenerations consultants

- Quarterly Implementation Team and Workgroup Onsite Workshops (x4 total over the course of the project after the initial kick-off)
    - 1.5-day Implementation Syncing Meeting – 4 SafeGenerations consultants
    - 30 hours review, documentation, and communication
    - 6, 90-minute Facilitated Working Group Sessions

2. Whole-system Change Strategies (Implementation Team)

Development of whole-system, statewide, inter/intra-agency change strategies

a. Development of partnerships and shared strategies that strengthen intra-agency and inter-agency relationships

i. Intra-agency (within DCFS), i.e., court system, probation, community partners…
ii. Inter-agency (within DHHS), i.e., HHS operations, HHS Financial Services, Youth Rehabilitation…
iii. intra-state (state agencies outside of DHHS), i.e., State executive branch agencies, the State Department of Education, Department of Administrative Services, Early Development Network…

Engagement:
Focus Group Facilitation

- Develop the structure for facilitation of focus groups
- Development and execution of Stakeholder Surveys ($10,000)
- Facilitate intra-agency (largely) in-person and virtual/remote focus groups
  - Mandated reporters
  - Community partners
  - Agency staff
  - Community members with lived experience
  - Tribal partners
  - Court, Law enforcement, and legal partners
  - Other partners and stakeholders per planning
- Facilitate inter-agency and intra-state (largely) in-person and virtual/remote focus groups, specific cohorts to be determined by workgroup. Examples may include
  - HHS operation
  - HHS Financial Services
  - Youth Rehabilitation
  - State executive branch agencies
  - State Department of Education
  - Department of Administrative Services
  - Early Development Network
  - Other partners and stakeholders per planning

- Moderate Focus Groups
  - Facilitated intra-agency focus groups
    - 6 – half-day focus groups (in-person)
    - 6 – 90-minute focus groups (virtual)
  - Facilitated inter-agency focus groups
    - 2 – half-day focus groups (in-person)
    - 6 – 90-minute focus groups (virtual)
- 2 Facilitated workgroup sessions
  - 1 workgroup session integrated in the standard quarterly implementation team meeting
  - 1 session remote (90 minutes, 1 SafeGenerations Consultant)
- Develop summary report and recommendations
  - 20 hours review and documentation

b. Development of engagement strategies to support community involvement in child welfare system transformation

Engagement:

Focus Group Facilitation

- Develop the structure for facilitation of focus groups
- Moderate community engagement focus groups
  - Facilitated community focus groups
    - 3 – 90-minute focus groups (virtual)
- Develop summary report and recommendations
  - 15 hours review and documentation

- 2 Facilitated workgroup sessions

- 1 workgroup session integrated in the standard quarterly implementation team meeting
- 1 session remote (90 minutes, 1 SafeGenerations Consultant)

c. Development of intra/inter-agency accountabilities across the entire child welfare system

Engagement:

- Current measurements, communications strategies, attitudes (captured from focus groups), data exchange agreements, and analysis
  - 30 hours review and documentation
- 3 Facilitated workgroup sessions
  - 1 workgroup session integrated in the standard quarterly implementation team meeting
  - 2 sessions remote (90 minutes, 1 SafeGenerations Consultant)
- Complete plans and recommendations from workgroup
  - 15 hours of consulting, support, and documentation assistance

d. Workforce strategies for training, workloads, salaries, and retention

Engagement:

- Current financial workforce review, HR policies, benchmarks, and analysis
  - 30 hours review and documentation
- 4 Facilitated workgroup sessions
  - 2 workgroup session integrated in the standard quarterly implementation team meeting
  - 2 sessions remote (90 minutes, 1 SafeGenerations Consultant)
- Complete plans and recommendations from workgroup
  - 15 hours of consulting, support, and documentation assistance

3. Practice Model & Service Delivery (Workgroups)

Facilitate the development of a practice model for child welfare system case management, service delivery, and reflective practice/reviews

a. Produce a project plan and facilitate an assessment of current child welfare practices, functions, conditions, and partners; Provide research and evaluation of multiple child welfare practice models

- Practice Model Meta-Analysis (110 hours)
  - Draft analysis matrix with key evaluation criteria
  - Review and weight criteria elements for scoring
  - Build matrix structure, evaluation criteria, and weighting
  - Review practice models and build the analysis matrix
- 2 Facilitated workgroup sessions
  - 1 workgroup session integrated in the standard quarterly implementation team meeting
  - 1 session remote (90 minutes, 1 SafeGenerations Consultant)

b. Assess Nebraska's capacity to implement top relevant models (30 hours)

- Utilize Practice Model Meta-Analysis matrix
- Series of 6, 2-day Practice Alignment Intensives, each focusing on a specific phase of the service continuum and involving a cross-section of Nebraska staff (2 SafeGenerations Consultants)
  - conduct a comprehensive review of current practice in relation to the principles and logics of possible future models

        - includes data collection, insights dashboard review, opportunity/barrier analysis, and practice model planning
    - Facilitate capacity evaluation process (surveys, calls, virtual meetings)
    - Capacity analysis process on Staff, Process, Infrastructure
    - 2 Facilitated workgroup sessions (essentially 4 workgroup sessions for the practice model evaluation work)
        - 1 workgroup session integrated in the standard quarterly implementation team meeting
        - 1 session remote (90 minutes, 1 SafeGenerations Consultant)

c. *Provide assessment of impact of current practice on disproportionality for minority children and recommendations to ensure access and belonging (35 hours)*
    - Review current practices and data
    - Benchmark key results and approaches
    - Integrate findings and recommendations into practice model and finance strategies
    - 2 Facilitated workgroup sessions (essentially 4 workgroup sessions for the practice model evaluation work)
        - 1 workgroup session integrated in the standard quarterly implementation team meeting
        - 1 session remote (90 minutes, 1 SafeGenerations Consultant)

d. *Strategies to improve Nebraska's child fatality review process to review child fatalities with a suspicion of child abuse and neglect designed to develop learning and prevention strategies (20 hours plus workgroup)*
    - Review current practices and CQI, CFSR, and other related data
    - Benchmark key results and approaches
    - Integrate findings and recommendations into practice model and finance strategies
    - 2 Facilitated workgroup sessions (essentially 4 workgroup sessions for the practice model evaluation work)
        - 1 workgroup session integrated in the standard quarterly implementation team meeting
        - 1 session remote (90 minutes, 1 SafeGenerations Consultant)
    - Support documentation of a practice model for child welfare system case management, service delivery, and reflective practice/reviews (30 hours)

4. Training & Internal Capacity Building (Implementation Team)
    a. *Identify training needs for child welfare staff to support recommended practice model*
        - Review current training and capacity building practices (20 hours)
        - 2 Facilitated workgroup sessions (essentially 4 workgroup sessions for the practice model evaluation work)
            - 1 workgroup session integrated in the standard quarterly implementation team meeting
            - 1 session remote (90 minutes, 1 SafeGenerations Consultant)
        - Support documentation of recommendations, process improvements, financial model support (30 hours)

    b. *Include a recommendation for transition of current training model (20 hours plus workgroup facilitation)*
        - Review partner commitments, contracts, performance, capabilities

- Determine final provider deliverables, hand-off, materials, intellectual property transitions needed
- 2 Facilitated workgroup sessions (This item will be combined with item 4c. below)
    - 1 workgroup session integrated in the standard quarterly implementation team meeting
    - 1 session remote (90 minutes, 1 SafeGenerations Consultant)
- Support documentation of recommendation

c. *Support training RFP for child welfare training as current vendor contract ends in 2023*
- Evaluate training needs per practice model and services delivery work
- Refine desired training and capacity building practices
- This item will be included as part of the item 4.b. above - transition model
    - 2 Facilitated workgroup sessions (essentially 4 workgroup sessions for the practice model evaluation work)
        - 1 workgroup session integrated in the standard quarterly implementation team meeting
        - 1 session remote (90 minutes, 1 SafeGenerations Consultant)
- Support documentation of recommendations, process improvements, financial model support (40 hours)

5. Financial Model for Child Welfare (Steering Committee, Workgroups)

Development of a finance model for child welfare services

a. *Evaluation of the State's Title IV-E claiming practices and identification of appropriate steps to optimize federal reimbursement for child welfare system expenditures*
- Review current funding streams, including federal, state, and local funding for child welfare as well as other current revenue sources (40 hours)
    - Evaluate opportunities for revenue maximization based on DHHS reporting and reimbursement processes.
- Assess the current process of contracting with providers, setting rates, tracking, and monitoring compliance and service delivery. (40 hours)
    - Through a combination of best practice research and outreach to comparable state agencies, identify a range of potential finance models as potential models for DHHS, and note any potential barriers to implementation.
- Assess the current Title IV-E claiming process, including a review of prior federal audit results and any other quality assurance activities undertaken at the state level. (40 hours)
    - Identify potential risks in the current process that may result in a loss of potential revenue to develop targeted recommendations for process improvement and revenue maximization.
- Review current prevention services and funding opportunities related to the Family First Prevention Services Act. (40 hours)
    - Understand DHHS goals related to expanding prevention services and assess potential funding streams, including how best to forecast the financial impact of shifting funds between programs.
    - Determine how DHHS can most effectively review the financial impact and minimize the financial risk of implementing or engaging with new programs or services.

- 5 Facilitated workgroup sessions (essentially 4 workgroup sessions for the practice model evaluation work)
    - 2 workgroup session integrated in the standard quarterly implementation team meeting
    - 3 sessions remote (90 minutes, 1 SafeGenerations Consultant)

b. *Opportunities and financial mechanisms for providers to pilot innovative solutions to meet program goals, including public-private partnerships, and grants*

- Review current partnerships, programs, providers, innovations (15 hours)
- Provide relevant innovations in North America for the Implementation Team to review and from which to draw (1 hour)
- 3 Facilitated ideation workgroup sessions (essentially 4 workgroup sessions for the practice model evaluation work)
    - 1 workgroup session integrated in the standard quarterly implementation team meeting
    - 3 sessions remote (90 minutes, 2 SafeGenerations Consultant)

6. Data & Measurements (Steering Committee, Workgroups)

Development of a strategy for data collection and outcome monitoring

a. *Create a Monitoring & Evaluation plan for this project*

- Evaluate current measurements, benchmarks, data plans, evaluations (30 hours)
- 3 Facilitated workgroup sessions
    - 1 workgroup session integrated in the standard quarterly implementation team meeting
    - 2 sessions remote (90 minutes, 1 SafeGenerations Consultant)
        - Identify scope and purpose of M&E
        - Highlight outcomes that are directly linked to activities and outputs
        - Identify impact pathways and change mechanisms (for reference, see 'Theory of Change' in the process)

b. *Identify key areas for data collection and outcome monitoring - current and future*

- Map Data Requirements to Existing Data & Systems (40 hours)
- 3 Facilitated workgroup sessions
    - 1 workgroup session integrated in the standard quarterly implementation team meeting
    - 2 sessions remote (90 minutes, 1 SafeGenerations Consultant)
- Support documentation and integration of data collection into overall plans (20 hours)

c. *Development of measurements across the entire child welfare system (120 hours)*

- Review and document current state
    - Establish and implement clear privacy and security methodologies
    - Identify indicators linked to each outcome and influences
    - Identify existing data sources and format – close gaps
    - CQI data
    - External state, federal, and third-party data
- Determine viability of utilizing various data input methods (focus groups, surveys, interviews, case tools…)
- Create data sync plan for disparate sources where available

- Establish data ownership and integrity plans
- Develop plan for data presentation, dashboards, and data sharing
- 2 Facilitated workgroup sessions
    - 1 workgroup session integrated in the standard quarterly implementation team meeting
    - 2 sessions remote (90 minutes, 1 SafeGenerations Consultant)

7. Theory Of Change Model

Formalize recommendations and facilitate a theory of change models for implementation of child welfare practice model and finance model (we interpreted this requirement as two separate TOC models, which we generally agree with, but there could potentially be a single TOC model that represents both areas of change) as a culmination of much of the work product from items 1-6 above (the structure, details, and order of the final recommendations will reflect the work done throughout the process and will necessarily differ from the representative details of items 7a -7h below).

a. *Theory of Change Model, including Logic Model if appropriate (30 hours)*
b. *Leadership needed from three branches of government*
    - 3 facilitated remote, 90-minute workgroup sessions
c. *Strategies for phased implementation of practice model and related financial model*
    - 3 facilitated remote, 90-minute workgroup sessions
d. *Engagement and partnership strategies (30 hours)*
    i. Tribal partners
    ii. External partnerships
    iii. Across all State agencies
e. *Workforce training, workloads, career path, and retention strategies (15 hours)*
f. *Process and procedural streamlining and automation opportunities (15 hours)*
g. *Measurements, evaluations, and outcomes (15 hours)*
h. *Technology tools and supports (20 hours)*
i. *Final Project Report (50 hours)*

	2023													2024		
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar

1. Problem Exploration
2. Theory of Change
3. Intervention Selection
4. Implementation Planning
5. Intervention Testing & Staging
6. Monitoring & Evaluation

Strategic Visioning				Q1 2023			Q2 2023			Q3 2023			Q4 2023			Q1 2024		
			Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Establish Statewide Steering Committee	*Implementation Consults*	*First Monthly Report incl timeline*	4															
1.5-day Kickoff and Visioning	*Implementation Onsite: 1.5 Days with 2 Staff*	*First Monthly Report incl timeline*	1															
Finalizie Timeline	*Implementation Consults*	*First Monthly Report incl timeline*	2	2														
1-day Project Formation	*Implementation Onsite: 1 Day with 2 Staff*	*First Monthly Report incl timeline*		1														
Statewide Steering Committee Syncing Meetings	*Implementation Consults*	*First Monthly Report incl timeline*	4			1		1		1		1		1		1		
Steering Committee Documentation & Support	*Implementation Strategy & Support, 1 Hour*	*Monthly Reports (Quantity Estimated)*	10	15	5	5	5	5	5	5	5	5	5	5	5	5	5	
3-day Implementation Team Formation and Initial Planning - 2 Consultants for Day 1 and 4 Consultants for Days 2 & 3	*Implementation Onsite: 3 Days with 3.3 Staff*	*Monthly Reports (Quantity Estimated)*			1													
1.5-day Implementation Syncing Meeting & Working Session (Onsite)	*Implementation Onsite: 1.5 Days with 4 Staff*	*Monthly Reports (Quantity Estimated)*					1			1			1			1		
90-minute Implementation Working Session (Remote)	*Implementation Consults*	*Monthly Reports (Quantity Estimated)*				4	2	2	2	2	2	2	2	2	2	2		
Implementation Team Review, Documentation & Communication	*Implementation Strategy & Support, 1 Hour*	*Monthly Reports (Quantity Estimated)*	10	10	10													

Whole-system Change Strategies (Implementation Team)																		
1/2-day Intra/Inter-Agency Focus Group (In-person)	*Implementation Onsite: 0.5 Day with 1 Staff*	*Monthly Reports (Quantity Estimated)*					2	3	3									
90-minute Intra/ Inter-Agency Focus Group (Remote)	*Implementation Consults*	*Monthly Reports (Quantity Estimated)*			1	3	1						1					
90-minute Implementation Team Partnerships and Shared Strategies Working Session (Remote)	*Implementation Consults*	*Monthly Reports (Quantity Estimated)*												1				
Intra/Inter-Agency Summary Report and Recommendations	*Implementation Strategy & Support, 1 Hour*	*Monthly Reports (Quantity Estimated)*												20				
90-minute Community Focus Group (Remote)	*Implementation Consults*	*Monthly Reports (Quantity Estimated)*					1	1	1									
90-minute Implementation Team Community Engagement Working Session (Remote)	*Implementation Consults*	*Monthly Reports (Quantity Estimated)*								1								
Community Engagement Summary Report and Recommendations	*Implementation Strategy & Support, 1 Hour*	*Monthly Reports (Quantity Estimated)*									15							
Stakeholder Survey	*Survey (Tier 1)*					1												
Intra/Inter-Agency Accountabilities Analysis	*Implementation Strategy & Support, 1 Hour*	*Monthly Reports (Quantity Estimated)*										15	10	5				
90-minute Implementation Team Accountabilities Working Session (Remote)	*Implementation Consults*	*Monthly Reports (Quantity Estimated)*													2			
Intra/Inter-Agency Accountabilities Summary Report and Recommendations	*Implementation Strategy & Support, 1 Hour*	*Monthly Reports (Quantity Estimated)*														15		
Workforce Analysis	*Implementation Strategy & Support, 1 Hour*	*Monthly Reports (Quantity Estimated)*						30										
90-minute Implementation Team Workforce Strategies Working Session (Remote)	*Implementation Consults*	*Monthly Reports (Quantity Estimated)*							2									
Intra/Inter-Agency Workforce Strategies Summary Report and Recommendations	*Implementation Strategy & Support, 1 Hour*	*Monthly Reports (Quantity Estimated)*								15								
Practice Model and Service Delivery (Workgroups)																		
Practice Alignment Intensive	*Practice Alignment Intensive: 2 Days with 2 Staff*	*Monthly Reports (Quantity Estimated)*				1	2	2	1									
Practice Model Meta-Analysis & Matrix Development	*Implementation Strategy & Support, 1 Hour*	*Monthly Reports (Quantity Estimated)*				40	40	30										
90-minute Implementation Team Practice Model Analysis Working Session (Remote)	*Implementation Consults*	*Monthly Reports (Quantity Estimated)*							1									
System Capacity Evaluation	*Implementation Strategy & Support, 1 Hour*	*Training Plan and Training for Stakeholders*							30									
90-minute Implementation Team Capacity Assessment Working Session (Remote)	*Implementation Consults*	*Monthly Reports (Quantity Estimated)*								1								
Disproportionality Assessment & Recommendations	*Implementation Strategy & Support, 1 Hour*	*Monthly Reports (Quantity Estimated)*					35											
90-minute Implementation Team Disproportionality Working Session (Remote)	*Implementation Consults*	*Monthly Reports (Quantity Estimated)*						1										
Child Fatality Review Strategy	*Implementation Strategy & Support, 1 Hour*	*Monthly Reports (Quantity Estimated)*							10			10						
90-minute Implementation Team Fatality Review Working Session (Remote)	*Implementation Consults*	*Monthly Reports (Quantity Estimated)*											1					
Integrate Child Fatality Review Strategy into Proposed Practice Model	*Implementation Strategy & Support, 1 Hour*	*Monthly Reports (Quantity Estimated)*										10	20					
Training & Internal Capacity Building (Implementation Team)																		
Review current training and capacity building practices	*Implementation Strategy & Support, 1 Hour*	*Training Plan and Training for Stakeholders*					10	10										
90-minute Implementation Team Training Needs Assessment Working Session (Remote)	*Video Consults, Leadership, 90 Minutes*	*Training Plan and Training for Stakeholders*						1										
Documentation for Training Recommendations	*Implementation Strategy & Support, 1 Hour*	*Training Plan and Training for Stakeholders*							15	15								
Training Transition Review and Analysis	*Implementation Strategy & Support, 1 Hour*	*Training Plan and Training for Stakeholders*							15				5					
90-minute Implementation Team Training Transition Working Session (Remote)	*Video Consults, Leadership, 90 Minutes*	*Training Plan and Training for Stakeholders*							1									
RFP for training documentation, analysis, review, capacity building strategies	*Implementation Strategy & Support, 1 Hour*	*Training Plan and Training for Stakeholders*								10	25	5						
90-minute Implementation Team Training RFP Working Session (Remote)	*Video Consults, Leadership, 90 Minutes*	*Training Plan and Training for Stakeholders*								1								

Financial Model for Child Welfare (Steering Committee, Workgroups)																		
Title IV-E claiming practices- review current funding streams	*Financial Model Consulting (1 hour)*	*Monthly Reports (Quantity Estimated)*					10	10	10					10				
Title IV-E claiming practices- provder rates, tracking, compliance & service delivery	*Financial Model Consulting (1 hour)*	*Monthly Reports (Quantity Estimated)*					10	10	10					10				
Title IV-E claiming practices- review claiming process & federal audit	*Financial Model Consulting (1 hour)*	*Monthly Reports (Quantity Estimated)*					10	10	10					10				
FFPSA - current practices and opportunities	*Financial Model Consulting (1 hour)*	*Monthly Reports (Quantity Estimated)*					10	10	10					10				
IV-E Funding Facilitated workgroup sessions	*Video Consults, Leadership, 90 Minutes*	*Monthly Reports (Quantity Estimated)*							1		2							
Funding pilot opportunities for partners exploration	*Financial Model Consulting (1 hour)*	*Monthly Reports (Quantity Estimated)*								5	11							
Pilot funding - Facilitated workgroup sessions	*Video Consults, Leadership, 90 Minutes*	*Monthly Reports (Quantity Estimated)*								1	2							
Data & Measurements (Steering Committee, Workgroups)																		
Evaluate current measurements, benchmarks, data plans, evaluations	*Implementation Strategy & Support, 1 Hour*	*Monthly Reports (Quantity Estimated)*				10		10		10								
Monitoring & Evaluation Facilitated workgroup sessions	*Video Consults, Leadership, 90 Minutes*	*Monthly Reports (Quantity Estimated)*				1		1		1								
Map Data Requirements to Existing Data & Systems	*Implementation Strategy & Support, 1 Hour*	*Monthly Reports (Quantity Estimated)*				10				20	10							
Data collection remote workgroup session	*Video Consults, Leadership, 90 Minutes*	*Monthly Reports (Quantity Estimated)*				1				1								
Data Collection report and recommendations	*Implementation Strategy & Support, 1 Hour*	*Monthly Reports (Quantity Estimated)*								10	10							
Agnecywide measurements review, analysis, and report	*Implementation Strategy & Support, 1 Hour*	*Monthly Reports (Quantity Estimated)*				20	10	10		15	15			20		30		
Agencywide measurement workgroup session	*Video Consults, Leadership, 90 Minutes*	*Monthly Reports (Quantity Estimated)*				1					1							
Theory Of Change Model																		
Create final TOC model	*Implementation Strategy & Support, 1 Hour*	*Final Report and Timeline*											10	20				
Align and engage leadership from 3 government branches	*Video Consults, Leadership, 90 Minutes*	*Monthly Reports (Quantity Estimated)*						1	2									
Strategies for phased implementation of practice model and related financial model	*Video Consults, Leadership, 90 Minutes*	*Final Report and Timeline*							1		1	1						
Engagement and partnership strategies	*Implementation Strategy & Support, 1 Hour*	*Final Report and Timeline*					10	20										
Workforce training, workloads, career path, and retention strategies	*Implementation Strategy & Support, 1 Hour*	*Final Report and Timeline*					10	5										
Process and procedural streamlining and automation opportunities	*Implementation Strategy & Support, 1 Hour*	*Final Report and Timeline*						15										
Measurements, evaluations, and outcomes	*Implementation Strategy & Support, 1 Hour*	*Final Report and Timeline*					15											
Technology tools and supports	*Implementation Strategy & Support, 1 Hour*	*Final Report and Timeline*				10							10					
Project Insights Dashboard	*Project Dashboard, up to 20 licensed users*	*First Monthly Report incl timeline*		1														
Create final project report	*Implementation Strategy & Support, 1 Hour*	*Final Report and Timeline*												20		30		

e. Deliverables and Due Dates

Deliverable	Due Date
First Monthly Status Report including final recommendations of the timelines for the duration of the contract to be mutually agreed upon with DHHS.	January 10, 2023
Monthly Status Report	February 10, 2023
Monthly Status Report	March 10, 2023
Monthly Status Report	April 10, 2023
Monthly Status Report	May 10, 2023
Monthly Status Report	June 10, 2023
Monthly Status Report	July 10, 2023
Monthly Status Report	August 10, 2023
Monthly Status Report	September 10, 2023
Monthly Status Report	October 10, 2023
Final report outlining recommendations for practice and finance model for Nebraska's child welfare systems, as well as summary of all activities, evaluations and data analysis which aided in the final recommendations.	September 1, 2023
Recommendations for training that will be needed in order to implement practice and finance model by CFS for new worker and in-service training, as well as stake-holder training.	September 1, 2023
Final report outlining the proposed practice and finance model for Nebraska is due; the report should also detail the information collected from the evaluation, assessment, and recommendations developed in conjunction with the workgroup and any data analysis which may have been completed. Final report will include recommended implementation timeline for all recommendations and theory of change steps. Workforce needs and structure of central office to support finance and model recommendations, workforce and caseload recommendations, and strategies to improve Nebraska's child fatality review process designed to develop learning and prevention strategies.	March 30, 2024

Form A
Contractor Proposal Point of Contact
Request for Proposal Number 113287 O3

Form A should be completed and submitted with each response to this solicitation. This is intended to provide the State with information on the contractor's name and address, and the specific person(s) who are responsible for preparation of the contractor's response.

Preparation of Response Contact Information	
Contractor Name:	SafeGenerations
Contractor Address:	8230 West Lake Court Chanhassen, MN 55317
Contact Person & Title:	Andrea Robideau, Operating Officer
E-mail Address:	Andrea.robideau@safegenerations.org
Telephone Number (Office):	612-751-4874
Telephone Number (Cellular):	612-751-4874
Fax Number:	N/A

Each contractor should also designate a specific contact person who will be responsible for responding to the State if any clarifications of the contractor's response should become necessary. This will also be the person who the State contacts to set up a presentation/demonstration, if required.

Communication with the State Contact Information	
Contractor Name:	SafeGenerations
Contractor Address:	8230 West Lake Court Chanhassen, MN 55317
Contact Person & Title:	Sarah Sundman, Director of Resources & Family Services
E-mail Address:	Sarah.sundman@safegenerations.org
Telephone Number (Office):	952-270-1731
Telephone Number (Cellular):	952-270-1731
Fax Number:	N/A

REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES FORM

CONTRACTOR MUST COMPLETE THE FOLLOWING

By signing this Request for Proposal for Contractual Services form, the contractor guarantees compliance with the procedures stated in this Solicitation, and agrees to the terms and conditions unless otherwise indicated in writing and certifies that contractor maintains a drug free work place.

Per Nebraska's Transparency in Government Procurement Act, Neb. Rev Stat § 73-603 DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Contractors. This information is for statistical purposes only and will not be considered for contract award purposes.

_____ NEBRASKA CONTRACTOR AFFIDAVIT: Bidder hereby attests that bidder is a Nebraska Contractor. "Nebraska Contractor" shall mean any bidder who has maintained a bona fide place of business and at least one employee within this state for at least the six (6) months immediately preceding the posting date of this Solicitation.

_____ I hereby certify that I am a Resident disabled veteran or business located in a designated enterprise zone in accordance with Neb. Rev. Stat. § 73-107 and wish to have preference, if applicable, considered in the award of this contract.

_____ I hereby certify that I am a blind person licensed by the Commission for the Blind & Visually Impaired in accordance with Neb. Rev. Stat. §71-8611 and wish to have preference considered in the award of this contract.

FORM MUST BE SIGNED MANUALLY IN INK OR BY DOCUSIGN.

FIRM:	**SafeGenerations**
COMPLETE ADDRESS:	**8230 West Lake Court** **Chanhassen, MN 55317**
TELEPHONE NUMBER:	**612-751-4874**
FAX NUMBER:	**N/A**
DATE:	9/27/2022
SIGNATURE:	DocuSigned by: Andrea Robideau 9C5533125D69405...
TYPED NAME & TITLE OF SIGNER:	**Andrea Robideau, Operating Officer**

Cost Proposal
Child Welfare Strategy Consultant
Request for Proposal Number 113287 O3

Bidder Name: __Power of Partnership DBA **SafeGenerations_**________

Bidder must bid the Unit of Measure (UOM) pricing. Do not provide the extended cost. The State will calculate the extended cost by multiplying the quantity by the price bid for each line item.

Description	Quantity	UOM	Initial Contract Term Cost Date of Award – fifteen months
First Monthly Report incl timeline	1	EA	$47,300
Monthly Reports (Quantity Estimated)	9	EA	$58,111
Final Report and Timeline	1	YR*	$36,050
Training Plan and Training for Stakeholders	1	YR*	$29,050

*For the contract term, the quantity for Year (YR) is from Date of Award through fifteen months.