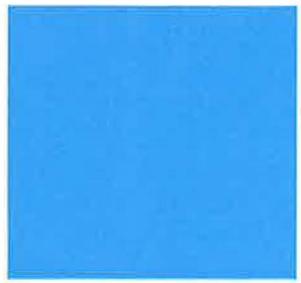
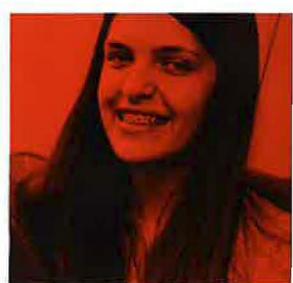




ORIGINAL



PromiseShipSM
helping families be families

The central logo features a stylized heart shape composed of two overlapping circles, one red and one pink, with a yellow flag on top. The background is a blue-tinted image of a person's face.

Technical Proposal
Responding to RFP 5995-Z1
for Full Service Case Management

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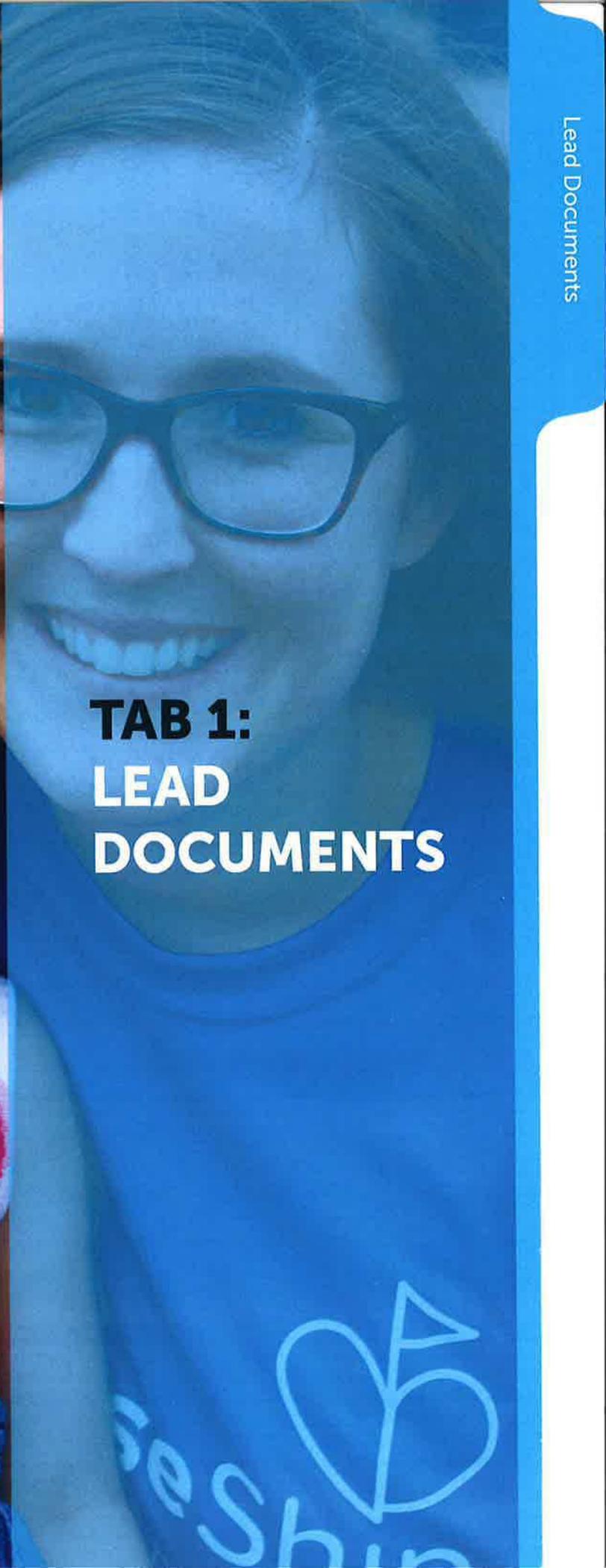
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**TAB 1:
LEAD
DOCUMENTS**

Form A
Bidder Contact Sheet
Request for Proposal Number 5995 Z1

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

Preparation of Response Contact Information	
Bidder Name:	PromiseShip
Bidder Address:	2110 Papillion Parkway Omaha, NE 68164
Contact Person & Title:	Dave P. Newell, President & CEO
E-mail Address:	david.newell@promiseship.org
Telephone Number (Office):	(402) 445-7926
Telephone Number (Cellular):	(402) 982-9613
Fax Number:	(402) 445-7998

Each bidder should also designate a specific contact person who will be responsible for responding to the State if any clarifications of the bidder'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	
Bidder Name:	PromiseShip
Bidder Address:	2110 Papillion Parkway Omaha, NE 68164
Contact Person & Title:	Jaimie Anderson-Hoyt, Director of Development & Communications
E-mail Address:	jaimie.anderson@promiseship.org
Telephone Number (Office):	(402) 215-5903
Telephone Number (Cellular):	(402) 215-5903
Fax Number:	(402) 445-7998

REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES FORM

BIDDER MUST COMPLETE THE FOLLOWING

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

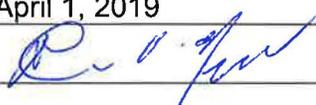
Per Nebraska's Transparency in Government Procurement Act, Neb. Rev Stat § 73-603 DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Contractors. This information is for statistical purposes only and will not be considered for contract award purposes.

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 RFP.

_____ 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 USING AN INDELIBLE METHOD (NOT ELECTRONICALLY)

FIRM:	PromiseShip
COMPLETE ADDRESS:	2110 Papillion Parkway, Omaha, NE 68164
TELEPHONE NUMBER:	(402) 445-7926
FAX NUMBER:	(402) 445-7998
DATE:	April 1, 2019
SIGNATURE:	
TYPED NAME & TITLE OF SIGNER:	David P. Newell, President and CEO



**TAB 2:
CORPORATE
OVERVIEW**

SECTION VI. PROPOSAL INSTRUCTIONS

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- G. Readiness Review
- H. Financial Requirements

A.2. CORPORATE OVERVIEW

A.2.a. Bidder Identification and Information

RFP Instructions: The bidder should describe its corporate structure. It should provide the full company or corporate name, address of the company's headquarters, entity organization (corporation, partnership, proprietorship), state in which the bidder is incorporated or otherwise organized to do business, year in which the bidder first organized to do business and whether the name and form of organization has changed since first organized. Per Neb Rev Stat. § 43-4204, the Subrecipient must have a board of directors of which at least fifty-one percent of the membership is composed of Nebraska residents who are not employed by the Subrecipient or by a subcontractor of the Subrecipient. Failure to provide a plan that sufficiently addresses the statutory requirements, in the sole discretion of DHHS, may result in a rejection of any bid. Any new entity created will have to execute all final contractual documents, but the entity does not have to be created unless awarded the subaward. The bidder should describe how it will comply with the requirements of the governing board and financial liquidity as described in Neb. Rev. Stat. § 43-4204.

While the bidder does not have to be a "non-Federal entity," as defined by 45 CFR § 75.2 as it may be amended from time to time, the Subrecipients (if a new entity is created for the purposes of this contract) must be a "non-Federal entity" as provided in said regulation.

Corporate Structure

PromiseShip is currently led by President and CEO, David Newell, CSW, ACSW, who joined the organization in 2010. Newell reports to the PromiseShip Board of Directors, which provides oversight of the organization as outlined under the Nebraska Nonprofit Corporation Act, as amended from time to time. As President and CEO, Newell leads an executive management team that is responsible for the major operational units of PromiseShip. Effective May 24, 2019, Newell step down from his position to take on a new opportunity in another state. At that time, Ron Zychowski will assume the role of President and CEO of PromiseShip.

- **Ron Zychowski, MBA**, Senior Director of Executive Operations
- **Lynn Castrianno, PhD, MLS**, VP of Continuous Quality Improvement (CQI) and Data Management
- **Robin Chadwell, LCSW**, VP of Network Services Innovation
- **Viv Ewing, PhD**, VP of Administrative Services
- **Stacy Giebler, CPA**, Chief Financial Officer
- **Monika Gross, JD**, General Counsel and VP of Legal
- **Melissa Nance, MA**, VP of Programs

See section A.2.i. **Summary of Bidder's Proposed Personnel/Management Approach** for details about each team member and each organizational unit.



Full Corporate Name and Address

Nebraska Families Collaborative
dba PromiseShip
2110 Papillion Parkway
Omaha, Nebraska 68164
(402) 492-2500

Corporate General Information

Entity organization: 501(c)(3) nonprofit corporation
Incorporated state: Nebraska
Year organized: 2009
Name change: Legal name is Nebraska Families Collaborative and as of January 2018 is doing business as PromiseShip
Other changes: No other changes to the legal status or form of the organization have occurred

Nebraska Rev. Stat. § 43-4204: Governing Board Compliance

By July 1, 2019, PromiseShip will be fully compliant with Neb. Rev. Stat § 43-4204 (2)(a), requiring “A lead agency used after April 12, 2012, shall...have a board of directors of which at least fifty-one percent of the membership is comprised of Nebraska residents who are not employed by the lead agency or by any subcontractor of the lead agency.” To meet compliance, PromiseShip amended its by-laws in June 2018 to expand the number of Board Directors. We will add two additional Board seats to allow for expansion of the Board to 15 members, 8 of whom will be both Nebraska residents and community members.

PromiseShip’s Board of Directors is currently comprised of fourteen members, none of whom are employed by PromiseShip. Of the fourteen members, thirteen (93%) are Nebraska residents and of those, seven (50%) are not employed by PromiseShip and are not employed by any subcontractors of PromiseShip. Below is the composition of PromiseShip’s Board of Directors.

Corporate Officers:

- Theresa Barron-McKeagney, Chair; College of Public Affairs & Community Services (CPACS), University of Nebraska at Omaha
- Peg Harriott, Vice Chair; Child Saving Institute
- Judy Rasmussen, Treasurer; Father Flanagan’s Boys Home
- John Jeanetta, Secretary; Heartland Family Service

Board of Directors:

Name	Board Position	Affiliation	Voting Member	Nebraska Resident	Community Member	Neb. Resident & Community Member
Theresa Barron-McKeagney	Chair, Director	University of Nebraska at Omaha	Y		Y	
Peg Harriott	Vice-Chair, Director	Child Saving Institute	Y	Y		
John Jeanetta	Secretary, Director	Heartland Family Service	Y	Y		
Kathy Bigsby-Moore	Director	Independent Consultant	Y	Y	Y	Y
Eve Bleyhl	Director	Nebraska Family Support Network	Y	Y		
Mary Ann Borgeson	Director	Douglas County Commissioners	Y	Y	Y	Y
Virginia (Gini) Collins	Director	SOLVE	Y	Y	Y	Y
Alex Hayes	Director	Mutual of Omaha	Y	Y	Y	Y
Nick Juliano	Director	Father Flanagan's Boys Home	Y	Y		
Morgan Kelly	Director	OMNI Inventive Care	Y	Y		
Cindy LaPole	Director	First National Bank	Y	Y	Y	Y
Dave Reed	Director	Father Flanagan's Boys Home	Y	Y		
Kevin Riley	Director	Gretna Public Schools	Y	Y	Y	Y
Carolyn Williamson	Director	Girls, Inc. of Omaha	Y	Y	Y	Y
(To be filled)	Director	(To be filled)	Y	Y	Y	Y
TOTAL			15	14	9	8
% OF TOTAL			100%	93%	60%	53%

Members of the Board of Directors also serve on several Board committees that include PromiseShip staff representation. Below are the Board committees:

- Audit Committee:** This committee is responsible for: (i) overseeing the financial audits; (ii) ensuring an appropriate audit is completed; (iii) reviewing the annual audit of the financial statements of the Corporation. The books and records of the Corporation are audited annually by an independent accounting firm selected by the Audit Committee. This is an independent oversight committee that oversees the financial integrity of the organization's financial management system and financial reporting. The Committee ensures the independence of the annual audit and that internal controls are in place to prevent or detect financial mismanagement or fraud. PromiseShip staff members cannot sit on the committee, including the CEO or CFO.
- Business Practices Committee:** This committee is responsible for: (i) reviewing the budget prepared by the Board Treasurer and thereafter submitting a recommended budget for input by the Board; (ii) overseeing and choosing which funds shall be invested; (iii) requiring reports concerning such investments and assuring that the income, after deductions of legitimate expenses, is paid into the proper fund of the Corporation; (iv) property and physical assets, including the purchase, care, maintenance, use of the buildings, grounds, equipment and

furnishings of the Corporation; and (v) human resources, including the employment and welfare of personnel.

- **Executive Committee:** This committee, in the interim between meetings of the Board, exercises all the power and authority of the Board, except the power and authority to amend Articles of Incorporation or the Bylaws, sell or otherwise dispose of all or substantially all the assets of the Corporation, reorganize or merge with another entity, or those actions requiring at least two-thirds (2/3) majority vote or more as designated in the Bylaws. The corporate secretary of the Board prepares and maintains records of all meetings and all action taken by the Executive Committee. Such records are submitted to each Director as soon as practical following each meeting.
- **Nominating Committee:** This committee is responsible for: (i) developing and implementing a recruiting plan for Directors, according to the strategic plan of the Corporation and the requirements of the Bylaws; and (ii) nominating seven (7) to thirteen (13) Community Member Directors, in accordance with the Articles of Incorporation, the Bylaws, and the restrictions of **Section 43-4042** of the Nebraska Revised Statutes. The Nominating Committee meets as often as necessary to elect qualified persons for seats on the Board of Directors.
- **Strategic and Community Impact Committee:** This committee looks for opportunities in the community, discusses business relationships and strategies, and leverages key strategic partnerships for the growth and development of PromiseShip. The committee also plays an important advocacy role, determining for what, when, and how the organization should make its voice heard—and conversely, when it should stay silent—in order to increase public awareness and assert the mission, vision, values and guiding principles of the organization. The committee helps discern and assess issues on which a PromiseShip stance is needed, and prepares and recommends appropriate statements, strategies, and courses of action to the Board of Directors. As appropriate, it collaborates with other PromiseShip committees and with other professional organizations in these tasks.

Nebraska Rev. Stat. § 43-4204: Financial Liquidity Compliance

PromiseShip is fully prepared to be compliant with section (2) (b) of the Neb. Rev. Stat. § 43-4204, which requires: “A lead agency used after April 12, 2012, shall complete a readiness assessment as developed by the Department of Health and Human Services to determine the lead agency’s viability. The readiness assessment shall evaluate organizational, operational, and programmatic capabilities and performance, including review of...financial liquidity and performance...”

PromiseShip is ready and willing to complete a readiness assessment upon request by DHHS prior to the Operational Start Date of a subaward. PromiseShip will fully cooperate with DHHS to provide sufficient information for the operational and financial readiness review that adequately addresses all provisions of the subaward with a particular focus on assessing PromiseShip’s ability to meet the requirements in the following areas:

- a) The adequacy of the distribution of providers for in-home and Resource Family care services;
- b) Staffing adequacy;
- c) Subcontracts / subawards;

- d) Quality assurance/continuous quality improvement;
- e) Case management;
- f) Utilization management;
- g) Financial management;
- h) Information processing and system testing;
- i) Continuity of care;
- j) Grievance and appeal process; and,
- k) During the readiness review, the Subrecipient must provide to DHHS staff access to Subrecipient staff, operational documentation (including a demonstration of computer systems), private workspace, and the internet.

Furthermore, PromiseShip's financial liquidity is constantly monitored by the Chief Financial Officer, the Business Practices Committee, and the Board of Directors as part of its oversight responsibilities. Financial sustainability through diversified revenue streams is a strategic goal of PromiseShip.

As the current sole organization providing full service case management for child welfare services for the entire Eastern Service Area, we are already fully operational and will be ready to continue management of all referred child welfare cases on the Operational Start Date.

45 CFR § 75.2 Compliance

Nebraska Families Collaborative (dba PromiseShip) fully complies with the 45 CFR § 75.2 requirement that the Subrecipient must be a "non-Federal entity" as provided in said regulation. As defined in 45 CFR § 75.2, "**Non-Federal entity** means a state, local government, Indian tribe, institution of higher education (IHE), or nonprofit organization that carries out a Federal award as a recipient or subrecipient." PromiseShip is a registered 501c3 nonprofit organization in the State of Nebraska under federal EIN 26-4436716.

Furthermore, as defined in 45 CFR § 75.2, "**Nonprofit organization** means any corporation, trust, association, cooperative, or other organization, not including IHEs, that: (1) Is operated primarily for scientific, educational, service, charitable, or similar purposes in the public interest; (2) Is not organized primarily for profit; and (3) Uses net proceeds to maintain, improve, or expand the operations of the organization."

Nebraska Families Collaborative (dba PromiseShip) is a nonprofit corporation organized and existing under the laws of the State of Nebraska. It is also recognized as a tax-exempt organization by the Internal Revenue Service under 26 U.S.C. § 501(c)(3). As such, we meet both definitions for "non-Federal entity" and "non-profit organization" per 45 CFR § 75.2.

A.2.b. Financial Statements

RFP Instructions: The bidder should provide financial statements applicable to the firm. If publicly held, the bidder should provide a copy of the corporation's most recent audited financial reports and statements, and the name, address, and telephone number of the fiscally responsible representative of the bidder's financial or banking organization. If the bidder is not a publicly held corporation, either the reports and statements required of a publicly held corporation, or a description of the organization, including size, longevity, client base, areas of specialization and expertise, and any other pertinent information, should be submitted in such a manner that proposal evaluators may reasonably formulate a determination about the stability and financial strength of the organization. Additionally, a non-publicly held firm should provide a banking reference. The bidder must disclose any and all judgments, pending or expected litigation, or other real or potential financial reversals, which might materially affect the viability or stability of the organization, or state that no such condition is known to exist. The State may elect to use a third party to conduct credit checks as part of the corporate overview evaluation.

Financial Statements

Nebraska Families Collaborative (dba PromiseShip) is a nonprofit corporation organized and existing under the laws of the State of Nebraska, and as such is not a publicly held corporation. PromiseShip will continue to provide DHHS with financial statements for review on a monthly basis. Financial statements will include balance sheet, income statement, statement of cash flows, accounts payable aging report, and reconciliation of accrued expenses to the balance sheet.

Providing monthly financial statements will allow DHHS to monitor the financial position of PromiseShip and the case management subaward, as well as allow DHHS to gain insight into operational issues and changes uncovered by analyzing financial data.

One of the primary benefits provided by child welfare privatization is financial transparency. PromiseShip financial statements will include all costs in one statement, giving transparency to both expenditures and revenue. Administrative and salary expenses are paid from one cost center, making it easy to separate child welfare from other types of expenses and see the true cost of providing case management.

With transparency comes accountability, which is crucial to an organization being a good steward of all State and Federal funds. All PromiseShip financial information will be backed by supporting documentation, which DHHS will be able to review and determine the reasonableness and appropriateness of each expenditure.

Regular financial reporting benefits DHHS, PromiseShip, and subcontractors of our provider network. Monthly review of detailed financial data during the development of financial statements allows the organization to see red flags that might be indicators of problems with spending, billing, or payment. The financial data used to produce statements for DHHS is also used to review and improve operations.

Financial data is not relevant unless it is timely and user-friendly. PromiseShip will continue its practice of submitting financial statements to DHHS within 30 days of month-end to provide the most accurate data as early as possible. Specifically, PromiseShip will provide the following financial statements to DHHS each month:

- **The Statement of Financial Position:** This statement provides a snapshot of PromiseShip's finances as a whole on the last day of each month. By reviewing this document, DHHS will have an overview of PromiseShip's financial condition as of the date of the statement. Furthermore, PromiseShip believes that the best way to maintain good relationships with providers is to make every effort to ensure that they receive their payments in a timely manner, and we agree that a monthly accounts payable aging report allows DHHS to review PromiseShip's performance related to provider payment. Therefore, PromiseShip will provide DHHS with an **Accounts Payable Aging Report** by provider with payables divided into amounts aged 0-29, 30-59, 60-89, 90-119, and 120+ days. The detailed aging report is reconciled to the payables balance on the Statement of Financial Position every month.
- **The Statement of Revenue, Expenses, and Changes in Net Assets (i.e., Income Statement):** This statement provides a summary of the financial activity throughout the year. By reviewing this document, DHHS will have a high-level overview of expenses and revenues with sufficient detail to see which expenses may have been higher or lower than expected. It will also provide information about population changes reflected through revenue and expense activity. PromiseShip will produce two versions of this statement in order to provide a comprehensive overview for DHHS, which includes: 1) a month-by-month statement that shows activity during the current State fiscal year; and 2) and a cumulative statement that shows year-to-date activity for the current State fiscal year. The cumulative statement will include the effect of non-reimbursable expenses and show the difference between contract revenues and contract expenditures for reconciliation purposes.
- **Statement of Cash Flows:** This statement provides an overview of spending and cash receipts over the most recent month. This statement is an indicator of the financial health of PromiseShip and will provide information about changes in payables and receivables that may be indicators of PromiseShip's ability to remain current on its payment processes.
- **Statement of Functional Expenses:** PromiseShip will provide DHHS with financial details so the DHHS Initial Assessment team is able to prepare its Statement of Functional Expenses. This statement will be used to reconcile contract revenue and expenditures in order to calculate the following month's payment.

PromiseShip will prepare all of these statements from financial detail information contained in its Banner and FAMCare systems. The Banner system is the General Ledger (GL) finance system administered by Boys Town to which we are provided access for entering, tracking, and reporting revenue and expenditure data for PromiseShip. FAMCare is the billing and utilization management system administered by PromiseShip for entering, tracking, and reporting provider services expenditures.

The Banner and FAMCare financial reports will be included with the financial statements provided to DHHS for review and testing purposes. PromiseShip will perform a preliminary review of the financial detail in order to identify and segregate non-reimbursable expenses. The financial statements will be prepared using only paid items as expenses in order to more easily determine the actual amount of contract money spent during the month. The financial detail and statements will be updated every month as the balance of paid claims changes.

Audited Financial Statements

PromiseShip is a Nebraska nonprofit corporation, which is tax exempt pursuant to section 501c3 of the Internal Revenue Code and satisfies the expectation of the State that a Bidder provide a copy of its most recent audited financial reports and statements. Please see **Appendix 1** for a copy of the **2017 Audited Financial Statements** with the A-133 Single Audit, which are PromiseShip's most recent audited financial statements.

At PromiseShip's fiscal year end (December 31), PromiseShip's financial statements are prepared on an accrual basis and audited by an independent third-party auditing firm, KPMG, LLP. These include a: 1) Statement of Financial Position; 2) Statement of Revenue, Expenses, and Changes in Net Assets; 3) Statement of Cash Flows; and 4) Statement of Functional Expenses for the current and prior year.

The independent auditor also performs a Single Audit as required by DHHS and governmental auditing standards. PromiseShip has achieved unqualified opinions in all audits, with no significant deficiencies or material weaknesses found in their controls over financial reporting. A copy of PromiseShip's most recent audited financial statements with the A-133 Single Audit for calendar year 2017 is attached (see **Appendix 1**).

Banking Reference

PromiseShip's banking institution is:

First National Bank
Attn: Jake Holdenried, Vice President
1620 Dodge Street
Omaha, Nebraska 68197
(402) 602-5396

First National Bank is an Omaha-based, family-owned banking institution with a century-and-a-half history of serving individuals, families and businesses. A **banking reference letter** is included as **Appendix 2**.

Disclosure of Judgments, Litigation, or Real or Potential Financial Reversals

Judgments: There are no outstanding judgments against PromiseShip.

Litigation: Nebraska Families Collaborative (dba PromiseShip) has been named as a defendant in two lawsuits.

- Nebraska Families Collaborative (dba PromiseShip) was named as one of numerous defendants in a civil action filed September 1, 2017, in the United States District Court for the District of Nebraska by Catherine Y. Wang Anderson, Case No. 4:17-CV-03073. Ms. Wang Anderson is seeking damages for alleged violations of state and federal statutes and common law. On September 28, 2018 the court dismissed many of the claims against NFC and its employees. NFC does not expect a judgment to be entered against it or any of its employees in the matter.

- Nebraska Families Collaborative (dba PromiseShip) was named as a defendant in a second amended complaint filed in the District Court of Douglas County, Nebraska on December 20, 2018, by Bryon January and Monique January seeking damages for alleged negligence. NFC filed its answer denying the allegations on February 4, 2019. PromiseShip does not expect a judgment to be entered against it in the matter.

Financial Reversals: There are no other real or potential financial reversals that might materially affect the viability or stability of the organization.

Credit Checks of the Organization

PromiseShip agrees to comply and fully cooperate with any third-party entities the State of Nebraska and/or the Nebraska Department of Health and Human Services (DHHS) chooses to use for the purpose of conducting credit checks as part of the corporate overview evaluation of PromiseShip as a Bidder for RFP 5995 Z1.

A.2.c. Change of Ownership

RFP Instructions: If any change in ownership or control of the company is anticipated during the twelve (12) months following the proposal due date, the bidder should describe the circumstances of such change and indicate when the change will likely occur. Any change of ownership to an awarded vendor(s) will require notification to the State.

PromiseShip does not anticipate any change in ownership or control of the organization during the twelve (12) months following the proposal due date or at any time during the term of the subaward period.

A.2.d. Office Location

RFP Instructions: The bidder's office location responsible for performance pursuant to an award of a subaward with the State of Nebraska should be identified.

PromiseShip is located and operates in the communities in which it serves, which covers Douglas and Sarpy Counties. We are co-located with DHHS Division of Children and Family Services Initial Assessment staff at our Sarpy office. Our locations include the following:

Headquarters

2110 Papillion Parkway
Omaha, NE 68164
(402) 492-2500

East Office Location

11340 Blondo Street
Omaha, NE 68164

Sarpy Office Location

4530 Maass Road, Suite 200
Bellevue, NE 68133

A.2.e. Relationships with the State

RFP Instructions: The bidder should describe any dealings with the State over the previous ten (10) years. If the organization, its predecessor, or any Party named in the bidder’s proposal response has contracted with the State, the bidder should identify the contract / subaward number(s) and/or any other information available to identify such contract(s) / subaward(s). If no such contracts / subawards exist, so declare.

Over the previous ten (10) years (2009-2019), Nebraska Families Collaborative, now doing business as PromiseShip, has been awarded five contracts and subawards with the State, including the current subaward (#76910-04) to provide case management services for all child welfare cases in Douglas and Sarpy Counties. See **Table 1** for a list of all contracts and subawards held with the State.

PromiseShip began providing service coordination and service delivery for children and families in November 2009, and later added case management services, through a contractual public-private partnership with Nebraska Department of Health and Human Services (DHHS). Since 2009, PromiseShip has served more than 20,000 children and their families through the DHHS child welfare contracts and subawards listed in **Table 1**.

Table 1. List of PromiseShip Contracts and Subawards with the State of Nebraska

State Contract or Subaward Name	Contract or Subaward Number	Effective Date	Completion Date
Case Management Subaward between the Nebraska Department of Health and Human Services, Division of Children and Family Services and Nebraska Families Collaborative (dba PromiseShip), as amended.	76910-04	7/1/2017	12/31/2019
Case Management Subaward between the Nebraska Department of Health and Human Services Division of Children and Family Services and Nebraska Families Collaborative, as amended.	71468-04	7/1/2016	6/30/2017
Case Management Subgrant between the Nebraska Department of Health and Human Services Division of Children and Family Services and Nebraska Families Collaborative, as amended.	22706-Y3	7/1/2014	6/30/2016
Foster Parent Stipend Contract between the Nebraska Department of Health and Human Services Division of Children and Families Services and Nebraska Families Collaborative.	56833-04	7/1/2013	6/30/2014
Amended and Restated Service Delivery, Coordination and Case Management Contract between the Nebraska Department of Health and Human Services Division of Children and Family Services and Nebraska Families Collaborative for Eastern Service Area, as amended.	41449-04	11/1/2009	6/30/2014

A.2.f. Bidder's Employee Relations to State

RFP Instructions: If any Party named in the bidder's proposal response is or was an employee of the State within the past twenty-four (24) months, identify the individual(s) by name, State agency with whom employed, job title or position held with the State, and separation date. If no such relationship exists or has existed, so declare. If any employee of any agency of the State of Nebraska is employed by the bidder or is a subcontractor to the bidder, as of the due date for proposal submission, identify all such persons by name, position held with the bidder, and position held with the State (including job title and agency). Describe the responsibilities of such persons within the proposing organization. If, after review of this information by the State, it is determined that a conflict of interest exists or may exist, the bidder may be disqualified from further consideration in this proposal. If no such relationship exists, so declare.

PromiseShip declares that there are no individuals (i.e., Parties) named in the proposal who have been an employee of the State within the past twenty-four (24) months, nor do we subcontract with any employee of any agency of the State of Nebraska as of the due date for RFP 5995 Z1. As such, PromiseShip declares it has no conflict of interest with the State to the best of its knowledge.

A.2.g. Contract Performance

RFP Instructions: If the bidder or any proposed subcontractor has had a contract / subaward terminated for default during the past ten (10) years, all such instances must be described as required below. Termination for default is defined as a notice to stop performance delivery due to the bidder's non-performance or poor performance, and the issue was either not litigated due to inaction on the part of the bidder or litigated and such litigation determined the bidder to be in default. It is mandatory that the bidder submit full details of all termination for default experienced during the past ten (10) years, including the other Party's name, address, and telephone number. The response to this section must present the bidder's position on the matter. The State will evaluate the facts and will score the bidder's proposal accordingly. If no such termination for default has been experienced by the bidder in the past ten (10) years, so declare. If at any time during the past ten (10) years, the bidder has had a contract / subaward terminated for convenience, non-performance, non-allocation of funds, or any other reason, describe fully all circumstances surrounding such termination, including the name and address of the other contracting Party.

PromiseShip has not had any contract or subaward terminated for default, convenience, non-performance, non-allocation of funds, or any other reason since its inception in 2009 or at any time during the past ten (10) years. To the best of our knowledge, none of the proposed subcontractors in this proposal have had a contract or subaward terminated for default during the past ten (10) years. PromiseShip has fully performed all its subaward and contracted services as outlined in the Contracts and Subawards.

A.2.h. Summary of Bidder's Corporate Experience [CO-2]

RFP Instructions: The bidder should provide a summary matrix listing the bidder's previous projects similar to this RFP in size, scope, and complexity. The State will use no more than three (3) narrative project descriptions submitted by the bidder during its evaluation of the proposal. The bidder should address the following:

- i. Provide narrative descriptions to highlight the similarities between the bidder's experience and this RFP. These descriptions should include:
 - a) The time period of the project;*
 - b) The scheduled and actual completion dates;*
 - c) The Subrecipient's responsibilities;*
 - 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*
 - e) Each project description should identify whether the work was performed as the prime Subrecipient or as a subcontractor. If a bidder performed as the prime Subrecipient the description should provide the originally scheduled completion date and budget, as well as the actual (or currently planned) completion date and actual (or currently planned) budget.**
- ii. The bidder's financial management capacity including experience / ability to manage federal funds, financial stability, systems, and cost allocation plans.*
- iii. Subrecipient and subcontractor(s) / Second Tier Subrecipient experience should be listed separately. Narrative descriptions submitted for subcontractors / Second Tier Subrecipient should be specifically identified as subcontractor / Second Tier Subrecipient projects.*
- iv. If the work was performed as a subcontractor / Second Tier Subrecipient, the narrative description should identify the same information as requested for the Subrecipient above. In addition, subcontractors should identify what share of contract costs, project responsibilities, and time period were performed as a subcontractor / Second Tier Subrecipient.*
- v. Bidder should describe previous experience with service the child welfare population or any other relevant experience with the child welfare population. [added sentence to first paragraph]*

PromiseShip's Corporate Experience Overview

As the bidder for RFP 5995 Z1, PromiseShip will be the sole Subrecipient to implement and manage all program requirements for full service case management for child welfare services in the Eastern Service Area of Nebraska. All information that follows in this section describes our current and previous experience with case management and service provision for the child welfare population.

PromiseShip is the sole organization currently providing on-going case management for 100% of the child welfare population in the Eastern Service Area, which is the same target population for the RFP 5995 Z1 subaward. PromiseShip has ten years of experience working with the child welfare population in the Omaha metro area, making PromiseShip strongly positioned to provide case management and service coordination for children and families.

As a locally established and operated nonprofit organization, we are focused on serving the unique needs of children and families in the Omaha metro area. Resources are fully dedicated to serving families in our community. Because of our local roots and connections, PromiseShip and its network service providers and partners know the community best, ensuring that we are able to effectively address the safety and well-being of all children and families we serve.

History of PromiseShip

PromiseShip was established in 2009 under the legal name of Nebraska Families Collaborative and began providing services and service coordination for one-third of children and families in the Eastern Service Area who were involved in the Child Welfare and Juvenile Justice Systems. A year later, PromiseShip was one of three organizations also providing case management services. By 2012, PromiseShip was serving 100% of the child welfare population as the sole organization providing case management and service coordination and continues to do so today.

In the last ten years, PromiseShip and its Provider Network have:

- Helped more than 20,000 children and their families by providing case management services and connecting them with community-based services (2009-2018)
- Facilitated adoptions for more than 1,300 children (2012-2018)
- Reunited nearly 6,400 children with their parents/families (2010-2018)
- Helped keep more than 1,800 families and their children together by providing services in their own homes (2009-2018)
- Provided Prevention Services to more than 6,000 families post-case closure to help prevent them from re-entering the child welfare system (2009-2018)
- Achieved accreditation in 2012 and re-accreditation in 2017 by the Council on Accreditation for Case Management Services and Network Administration

Impact on Children and Families

Together, PromiseShip, DHHS, and our provider network have achieved significant progress over the past decade. Some examples of significant impact can be seen in **Table 2**.

Table 2. Impact Comparison from 2009 to 2018

Impact Measure		Rationale	ESA 2009	ESA 2018 ¹
# of federal CFSR measures met in the Eastern Service Area (ESA)	The Federal Child and Family Services Review (CFSR) Round 2 and Round 3 outcome measures are the standard data indicators required by states nationwide to indicate safety and wellbeing of children served by the child welfare system. The goal is to achieve 100% of all CFSR data indicators. For the first time in the ESA history, PromiseShip met all 6 (100%) of the Round 2 indicators.		2 of 6 (33.3%)	6 of 7 (86%)

¹ Numbers and percentages provided are annualized for the given year.

Impact Measure	Rationale	ESA 2009	ESA 2018 ¹
% of children in family-based foster care	Children have better health and wellbeing outcomes when they are placed with families rather than in shelters, treatment or congregate care. Today, PromiseShip exceeds the national average of children served in family-based foster care, which is 84%. ²	65% (n=1,976)	87% (n=2,552)
% of children in relative/kinship care homes	Children have better health and wellbeing outcomes when they are able to live with extended family or other familiar adults with whom they have an existing relationship or connection. Today, PromiseShip exceeds the national average of children served in relative/kinship homes, which is 30%.	30%	60%
# of children in out-of-state treatment or congregate care placements	Children have better health and wellbeing outcomes when they are served in the least restrictive setting possible that allows them to remain in their community connected to family and other familiar people	65 (as of 3/31/10, SFY Q3'10)	36 (as of 12/31/19, SFY Q2'19)
% of children and families entering system as non-court (voluntary)	Children have better health and wellbeing outcomes when they can remain intact with their families who are then connected with services that preserve the family unit	14% (2012)	73%

Summary Matrix

PromiseShip presents a summary matrix in **Table 3** of all previous projects similar to RFP 5995 Z1 in size, scope, and complexity.

Table 3. Summary Matrix of PromiseShip's Projects Similar to RFP 5995 Z1

Project	Size, Scope, Complexity, and Similarity of Project
Project #1: Case Management Subaward, Subgrant and Subcontract with the Nebraska Department of Health and Human Services (#76910-O4, #71468-O4, #22706-Y3)	Size: Serve nearly 15,000 children and their families from July 1, 2014 through December 31, 2019. Scope: Providing full-service case management and an individualized system of care for families and their children who are wards of the Nebraska Department of Health and Human Services involved in the Child Welfare or Juvenile Court System or who are non-court involved children and families in the Child Welfare System. Service delivery, service coordination, and case management functions are provided for families in Nebraska's Eastern Service Area (Douglas and Sarpy Counties).

² Child Welfare Information Gateway, *Foster Care Statistics (2016)*.

<https://www.childwelfare.gov/pubPDFs/foster.pdf>

Project	Size, Scope, Complexity, and Similarity of Project
	<p>Complexity: As a “no reject, no eject” subaward, PromiseShip is required to accept and serve all children and families referred by DHHS. Referrals may be made at any time and PromiseShip is available to receive referrals 24 hours a day, every day of the year. Children and families may be court involved or non-court involved and are served unconditionally regardless of a child or family’s diagnoses, history, presenting problems, family composition or behaviors. PromiseShip provides a complete continuum of non-treatment, non-Medicaid funded services, supports, and placement resources to meet the needs of children and families. PromiseShip is required to meet case management and outcome measures established by DHHS and federal authorities. A Continuous Quality Improvement (CQI) System is used to monitor and report progress towards meeting established measures. Funding for this subaward is based on a fixed monthly payment, including provision of all direct services for children and families. PromiseShip manages a service provider network, including utilization management, authorization, and payment of direct services. PromiseShip conducts background checks and drug tests of all subcontractors, and monitors performance to ensure they are meeting quality standards in delivery of services to children and families.</p> <p>Similarity: Serves 100% of the child welfare population in the Eastern Service Area (Douglas and Sarpy Counties), by providing full-service case management, coordination of care, and provider network management for families and their children who are wards of DHHS involved in the Child Welfare or Juvenile Court System or who are non-court involved children and families in the Child Welfare System. This is the same target population and services as required for RFP 5995 Z1.</p>
<p>Project #2: Service Delivery and Service Coordination Contract with the Nebraska Department of Health and Human Services (#41449-O4)</p>	<p>Size: Served approximately 8,400 children and their families from November 1, 2009 through June 30, 2014.</p> <p>Scope: Provided an individualized system of care for families and their children who were wards of the State of Nebraska involved in the Child Welfare and Juvenile Services System or who were non-court involved children and families involved in the Child Welfare System. Service and service coordination were provided for families served throughout the Eastern Service Area (Douglas and Sarpy Counties).</p> <p>Complexity: Accepted and served all children and families referred by DHHS under a “no reject, no eject” contract. Children and families served were either court involved or non-court involved and were served unconditionally regardless of a child or family’s diagnoses, history, presenting problems, family composition or behaviors. Provided service coordination for treatment and non-treatment services for court involved and non-court involved children and families, as defined in the approved Operations Manual. Also provided non-treatment services and coordinated all aspects of care, organization, and planning for the children and families. Provided a complete continuum of non-treatment, non-</p>

Project	Size, Scope, Complexity, and Similarity of Project
	<p>Medicaid funded services, supports and placement resources to meet the needs of children and families. Ensured appropriate and timely mental health, behavioral health, and substance abuse treatment services were provided to adult family members and children. Conformed to child placement best practices, including placing children in an appropriate approved or licensed home or licensed facility, upon prior approval from DHHS. Under the contract, required to provide aftercare services for children and families, as defined in the Eastern Service Area’s Operations Manual. Funding for this subaward was based on a fixed monthly payment and a variable monthly payment, the latter of which was based on the accumulated total number of days case management was provided for a child during the month. Services and supports were compensated at the daily variable rate for each child specifically identified in the Safety/Risk/Prevention Assessment as requiring services and supports and named in the written referral from DHHS. Variable payments for services and supports were based on actual days in care and excluded any child committed to a Youth Rehabilitation and Treatment Center. Managed a service provider network, including utilization management, authorization, and payment of direct services. Background checks and drug tests were conducted on all subcontractors, and monitored performance to ensure they met quality standards in delivery of services for children and families.</p> <p>Similarity: Served a portion of the child welfare population in the Eastern Service Area (Douglas and Sarpy Counties), by providing service and service coordination for families and their children who are wards of DHHS involved in the Child Welfare or Juvenile Court System or who are non-court involved children and families in the Child Welfare System. This is similar to the target population and services required for RFP 5995 Z1.</p>

Narrative Project Descriptions

Since 2009, PromiseShip has served more than 20,000 children and their families involved in Nebraska's child welfare system in the Eastern Service Area. Below are two narrative project descriptions of projects similar to RFP 5995 Z1 in size, scope and complexity, including the current Subaward (#76910-04 and all its amendments) that PromiseShip holds with the State of Nebraska.

Narrative Project Description #1: Case Management Subaward #76910-04

i. PROJECT DESCRIPTION

- a) **Time Period:** 7/1/2014 – 12/31/2019
- b) **Scheduled and Actual Completion Dates:** The subaward is currently in effect as of the date of the RFP 5995 Z1 bid opening. The scheduled completion date is 6/30/2019, and the actual completion date is anticipated to be 12/31/2019, per Amendment Four (August 2018).
- c) **Responsibilities:** The purpose of this subaward is: To provide case management and an individualized system of care for families and their children who are wards of the Nebraska Department of Health and Human Services involved in the Child Welfare or Juvenile Court System or who are non-court involved children and families involved in the Child Welfare System. Service delivery, service coordination, and case management functions will be provided for families served in the Eastern Service Area.
- d) **Customer Reference:** The customer for this project is DHHS Division of Children and Family Services. As such, it would be inappropriate for DHHS to serve as a customer reference and it would be in direct violation of the RFP requirements that would create a conflict of interest for objective evaluation of this proposal.
- e) **Prime Subrecipient or Subcontractor:** PromiseShip is the Prime Subrecipient for this subaward.
 - Original scheduled completion date: 6/30/2019
 - Original budget: Not to exceed \$71,500,000 per year
 - Currently planned completion date: 12/31/2019
 - Currently planned budget: Not to exceed \$71,500,000 per year

Narrative Project Description #2: Service Delivery & Service Coordination Contract #41449-04

i. PROJECT DESCRIPTION

- a) **Time Period:** 11/1/2009 – 6/30/2014
- b) **Scheduled and Actual Completion Dates:** The scheduled completion date was 6/30/2014, and the actual completion date was 6/30/2014.
- c) **Responsibilities:** The purpose of this subaward was to: Provide an individualized system of care for families and their children who were wards of the State of Nebraska involved in the Child Welfare and Juvenile Services System or who were non-court involved children and families involved in the Child Welfare System. Service and service coordination were provided for families served throughout the Eastern Service Area (Douglas and Sarpy Counties).
- d) **Customer Reference:** The customer for this project is DHHS Division of Children and Family Services. As such, it would be inappropriate for DHHS to serve as a customer reference and it would be in direct violation of the RFP requirements that would create a conflict of interest for objective evaluation of this proposal.
- e) **Prime Subrecipient or Subcontractor:** Nebraska Families Collaborative was the Prime Subcontractor for this contract.
- Original scheduled completion date: 6/30/2014
 - Original budget: Not to exceed \$19,185,452.00
 - Actual completion date: 6/30/2014
 - Actual budget: Not to exceed \$181,134,004.12

ii. FINANCIAL MANAGEMENT CAPACITY

RFP Instructions: The bidder's financial management capacity including experience / ability to manage federal funds, financial stability, systems, and cost allocation plans.

Experience and Ability to Manage Federal Funds

For the past ten years, PromiseShip and its Finance team have successfully partnered with DHHS to implement the current case management subaward and similar previous contracts, including managing effective financial reporting.

Leading PromiseShip's Finance team for the past decade is chief financial officer, **Stacy Giebler, CPA**, who also has four years' prior experience as an independent auditor with a focus on governmental and non-profit entities and Single Audits. PromiseShip's Finance team has proven to be flexible and accurate as contract and subaward terms and conditions have changed over the years to meet the growing need for accountability to the State of Nebraska, the Federal Government, and external stakeholders for the child welfare system.

PromiseShip has worked closely with DHHS to increase transparency through financial reporting and to maximize Title IV-E funding to the State. In addition, PromiseShip has tracked population and service delivery trends and has produced accurate expense projections throughout the life of the subaward and contracts that have enabled DHHS to obtain the funding necessary to provide quality services and to increase positive outcomes for children and families involved in the child welfare system.

In addition to its own finance experience and sophistication, PromiseShip's relationship with Boys Town greatly increases its resources with access to Boys Town's finance systems and the combined experience of Boys Town's various finance teams. Use of Boys Town's Payroll, Accounts Payable, Treasury, and Banner financial reporting systems gives PromiseShip a strong finance infrastructure at a lower cost. Payment systems and general ledger systems are already in place, the use of which costs PromiseShip only the time of Boys Town's Finance team members who are dedicated to completing PromiseShip finance tasks. Boys Town's finance and financial reporting teams provide a vast resource of experience and knowledge, giving additional levels of support and review for PromiseShip's finance team.

Although PromiseShip utilizes the financial backbone systems of Boys Town, we are audited separately by independent auditors, issue our own financial statements, issue a separate IRS Form 990, and have an independent Board of Directors. PromiseShip has the best of both worlds – a smaller, private independent agency with the vast resources at our fingertips of one of the largest not-for-profits in the nation.

Financial Stability and Systems

Source Documentation / Service Expenditures

PromiseShip's financial reporting systems are designed to separate direct Resource Family care payments from other service delivery expenses. The majority of service costs, such as foster care, visit supervision, and costs related to delivery of services to children and their families will be tracked in **FAMCare**, PromiseShip's utilization and billing system for service providers.

Service providers will enter billing directly into the FAMCare system. Reports from FAMCare will provide the detail necessary to trace these billings to referrals, authorizations, and documentation of services performed, regardless of payment type. Any direct services or assistance not recorded in FAMCare will be segregated and tracked in detail in two specific accounts in **Banner**, which is PromiseShip's General Ledger (G/L) finance system. Details of all expenses will be provided to DHHS each month. Detailed reports from the Banner and FAMCare systems will be readily available for DHHS review and traceability to source documentation in a format acceptable to DHHS.

Inputting Documentation for Services

The simplest, most accurate method of recording paid services is for the PromiseShip Finance team to enter it directly into the NFOCUS system. As a result, PromiseShip will dedicate 40% of its Finance team to input documentation for services provided to children and families in the DHHS NFOCUS system using a format prescribed by DHHS. PromiseShip Finance staff and supervisors have worked closely with DHHS employees for continuous improvement to the data entry process, such as completing crosswalks between services and granting improved system access for PromiseShip staff to enter complete data into NFOCUS. PromiseShip will continue to work closely with DHHS under the new subaward to ensure documentation is entered timely, accurately and completely.

PromiseShip Finance staff work closely with other departments within the agency to improve the documentation and billing process and to track provider document submission. PromiseShip will also enable direct service providers to upload documentation of services directly into FAMCare, streamlining the approval process.

Payment Timeliness

PromiseShip has systems and processes in place that will ensure timeliness and accuracy of billing, payments, and financial reporting. In order to ensure timeliness and accuracy of provider billing, providers bill electronically by entering information directly into PromiseShip's FAMCare system. PromiseShip staff will provide initial and ongoing training to all providers in the use of this system to ensure accurate and complete billing procedures are followed.

Timely payments begin with strong relationships with providers. Toward that end, the Finance team will be in constant communication with providers, being as helpful as possible to ensure that billing and payment processes run smoothly, and providers receive their payments timely.

Notwithstanding the above, PromiseShip will make all payments before the final deadlines set forth in "Section II.N. Contract and Grant Close-Out" (RFP section V., subdivision H.7. Payment Timeliness)". Prior to contract and grant close-out, PromiseShip will notify providers of the deadline for service billings. PromiseShip Finance staff will then work with providers to reconcile services provided to billed items, ensuring accuracy and completeness. Finally, Finance staff will process all billings prior to the contract close-out date.

If PromiseShip is unable to process billings from providers due to late receipt of invoices, pending Medicaid claims, pending insurance claims, or PromiseShip is court-ordered to pay a previously unbilled service subsequent to the subaward close-out, then PromiseShip will request an extension from DHHS as soon as we become aware of a delayed claim or invoice. The extension request will be submitted in writing and will include a request for reimbursement supported by all documentation necessary as evidence that the claim could not have been paid prior to subaward close. DHHS will determine if reimbursement is appropriate based on the documentation received and reviewed.

PromiseShip understands that these provisions shall survive the expiration or termination of the subaward.

Financial Systems

PromiseShip compiles its financial statements using detailed reports of paid expenses from the Banner and FAMCare financial systems. Banner is a General Ledger (G/L) system, while FAMCare is a utilization and billing system. These detailed reports will be updated each month and used to compile the monthly financial statements that will be submitted to DHHS. PromiseShip will continue to keep DHHS up to date on financial information and detail every month. In addition, changes to Title IV-E direct service costs will continue to be updated in NFOCUS and through the Title IV-E reporting process.

Cost Allocation Plan / Administrative Expenditures

PromiseShip will provide a cost allocation plan outlining and allocating administrative functions in order to maximize Federal funding claims under Title IV-E. As a subrecipient of the State, PromiseShip's cost allocation plan will be consistent with DHHS cost allocation plans and will be made available to DHHS for review and approval.

PromiseShip is submitting a cost allocation plan for SFY 2019 with this proposal (see **Appendix 6** following the Technical Approach section). This will allow DHHS to review the plan and claim any administrative funds possibly related to the time period.

The cost allocation plan provided with PromiseShip's response includes cost pools, allocation methodologies, and benefiting programs. All PromiseShip cost centers are set up based on cost pools that support the cost allocation plan and to enable quick submission of supporting documentation for all expenses. PromiseShip has and will continue to submit any and all documentation related to expenses, as requested by DHHS, in a format that allows DHHS to easily trace costs to their source documentation.

In development of the cost allocation plan, PromiseShip worked with consultants considered by their peers to be national experts on Federal programs, Title IV-E, and, most specifically, cost allocation plan development in order to ensure that the cost allocation plan is consistent with all requirements of the Title IV-E program and is in furtherance of all program objectives as set forth by DHHS. The consultants have made themselves available as a resource for any questions raised by PromiseShip or DHHS.

In addition, PromiseShip resources include Boys Town financial professionals with many years of experience in developing cost allocation plans and working with Federal program reporting. These

experts have worked and will continue to work side by side with PromiseShip Finance team to continuously improve Title IV-E reporting in order to maximize Federal funding.

Random Moment Time Studies

PromiseShip will complete all steps required for accurate claiming of Title IV-E funding, including conducting monthly centralized random moment time studies.

PromiseShip will implement random moment time studies to track employee time spent on Title IV-E eligible cases and activities in order to develop a federally compliant method to accurately determine proportions of service worker time spent providing certain services to particular groups of clients as the Family First Prevention Services Act is implemented. These activities include:

- Assisting in Title IV-E eligibility determinations or redeterminations;
- Recruitment, licensing, and rate setting of foster homes;
- Placement of children into foster care, group home, shelter care and residential care;
- Preparation for and participation in judicial determinations;
- Case management and supervision, such as scheduling and communicating with service providers;
- Development and review of case plan;
- Referral for services; and
- Transportation for foster care administration, such as transportation to and from out-of-home placement, intake assessments, supervised visits and to court hearings or studies.

PromiseShip will work with the Baldacci Group to design and implement centralized random moment time studies to ensure compliance with the Family First Prevention Services Act. PromiseShip will submit all changes to the cost allocation plan to DHHS for approval, will change the plan as requested by DHHS, and will implement a monthly centralized random moment time study as requested by DHHS.

As the State's private partner, PromiseShip will continuously work with DHHS to modify or amend its cost allocation plan in order to maximize Federal dollars. PromiseShip has offered and will continue to offer its resources to benefit all stakeholders by increasing Federal claiming. Working together, PromiseShip and DHHS have already increased the accuracy and efficiency of the IV-E claim process, and we predict continuous progress in the future as these two entities work together to maximize Title IV-E funding as the State of Nebraska implements the Family First Prevention Services Act.

A.2.i. Summary of Bidder's Proposed Personnel/Management Approach

RFP Instructions: The bidder should present a detailed description of its proposed approach to the management of the project. The bidder should identify the specific professionals who will work on the State's project if their company is awarded the subaward resulting from this RFP. The names and titles of the team proposed for assignment to the State project should be identified in full, with a description of the team leadership, interface and support functions, and reporting relationships. The primary work assigned to each person should also be identified. The bidder should provide resumes for all personnel proposed by the bidder to work on the project. The State will consider the resumes as a key indicator of the bidder's understanding of the skill mixes required to carry out the requirements of the RFP in addition to assessing the experience of specific individuals. Resumes should not be longer than three (3) pages. Resumes should include, at a minimum, academic background and degrees, professional certifications, understanding of the process, and at least three (3) references (name, address, and telephone number) who can attest to the competence and skill level of the individual. Any changes in proposed personnel shall only be implemented after written approval from the State.

Project Management Approach Summary

PromiseShip has been providing services in the child welfare field for a decade. Our staff live and work in the communities we serve, so we are familiar with the local challenges that families face on a daily basis. PromiseShip is 100% locally managed, meaning the subaward for full service case management would be as well.

PromiseShip is currently led by President and CEO, David Newell, CSW, ACSW, who joined the organization in 2010. Effective May 24, 2019, Newell will step down from his role to take on an opportunity in another state and Ron Zychowski will assume the role of President and CEO. In this role, Zychowski will have overall responsibility for the organization's services and programs. He will also serve as the main contact between PromiseShip and the State/DHHS for the subaward issued under RFP 5995 Z1. Zychowski will report to a Board of Directors that is comprised of 46% founding member organizations (Boys Town, Child Saving Institute, Heartland Family Service, OMNI Inventive Care, and Nebraska Family Support Network) and 54% community members (see **Corporate Overview, section A.2.a. Bidder Identification and Information**).

PromiseShip will be ready on the Operational Start Date of the contract to continue providing high quality case management services for children and families who are referred by DHHS. As the current subrecipient providing full services case management services for the Eastern Service Area, there will be no disruption to families' case plans or coordination of care because our staff are already familiar with and have built trusted relationships with the families and service providers in Douglas and Sarpy Counties.

PromiseShip employs 336 dedicated staff who live and work in the Omaha metro area. We recruit and employ highly skilled and educated professionals, 78% of whom have a Bachelor's degree, followed by 19% with a Master's degree, 2% with an Associate's degree and 1% with a doctoral degree (PhD or JD).

PromiseShip uses a collaborative approach to provide child welfare case management and service coordination for children and families served in the Eastern Service Area (Douglas and Sarpy Counties). Building on the last ten years of a successful public-private partnership with DHHS is essential to continued effective management of case management and service coordination.

Specific Professionals & Primary Work Assigned

PromiseShip’s Project Team is comprised of executive leadership, senior leadership, and other key leadership positions who bring a wealth of knowledge, expertise, and experience that will contribute to successful implementation of full service case management and service coordination for children and families involved in the Child Welfare and Juvenile Court Systems within the Eastern Service Area. **Table 4** outlines the Project Team members and primary work assigned to each while **resumés for all named key personnel** are included as **Appendix 3**.

Table 4. PromiseShip’s Full Service Case Management Project Team

Name & Job Title	Primary Work Assigned
EXECUTIVE LEADERSHIP TEAM:	
<p>David Newell, CSW, ACSW <i>President & Chief Executive Officer</i></p>	<p>Responsible for entire management of PromiseShip, including oversight for: contracts; fiscal and clinical administration; programs and services; provider network development; public and community relations; and management of a collaborative leadership role with the Nebraska Department of Health and Human Services and the Division of Children and Family Services. Responsible for involving the Board of Directors in development of strategic vision, mission and values. On May 24, 2019, he will step down from this role and Ron Zychowski will assume the role of President and CEO with all assigned duties.</p>
<p>Ron Zychowski, MBA <i>Senior Director of Executive Operations</i></p>	<p>Responsible for ensuring the alignment of agency operations around short- and long-term organizational goals and strategies so that PromiseShip will continue to grow and achieve operational excellence. On May 24, 2019, he will assume the role of President and CEO with all assigned duties. The role of Senior Director of Executive Operations will not be filled.</p>
<p>Lynn Castrianno, PhD, MLS <i>VP of CQI and Data Management; and appointed Technology Coordinator liaison with DHHS for Subaward</i></p>	<p>Responsible for continuous quality improvement, records, compliance with accreditation and DHHS standards. Oversees performance metrics analysis, design, development, and the execution of the agency operations. Also responsible for IT and the development and maintenance of the internal data management system, FAMCare. Will serve as the appointed Technology Coordinator who will serve as the primary contact between PromiseShip and DHHS to address IT related issues and will be responsible for all requirements outlined under item 5 in Section V, subdivision K. Information System Requirements of the RFP.</p>

Name & Job Title	Primary Work Assigned
<p>Robin Chadwell, LCSW <i>VP of Network Services Innovation</i></p>	<p>Responsible for oversight of the Network management team, treatment/clinical team, utilization management teams, and program support worker teams. Ensures children and families have access to a service continuum to meet their unique needs, including managing a network of community-based providers ("Provider Network) and working collaboratively with them to identify and fill service gaps. Responsible for developing and maintaining a service continuum that will assist in the support of children and parents while they are striving to strengthen their families. Additional responsibilities include ensuring accessibility, prompt delivery, and quality of services and supports, as well as collaboration with the managed care organizations (MCOs) for coordination of care.</p>
<p>Viv Ewing, PhD <i>VP of Administrative Services</i></p>	<p>Responsible for oversight of human resources, training, communications, fund development, and administrative support. Performs Human Resources related duties in the following functional areas: acquisition, onboarding, employee relations, training, retention, affirmative action, and human resources compliance. Creates and oversees the implementation of a strategic approach to fundraising and donor relations. Directs strategic corporate communications.</p>
<p>Stacy Giebler, CPA <i>Chief Financial Officer</i></p>	<p>Responsible for the accurate reporting of the organization's financial position, including financial reporting, budgeting, negotiating contract payments, cash management, and managing the Billing and Payables Departments. Reviews and analyzes the revenue, expense, asset and liability accounts and reconciles discrepancies. Develops and maintains annual operating budget.</p>
<p>Monika Gross, JD <i>General Counsel and VP of Legal</i></p>	<p>Responsible for administering the legal affairs of PromiseShip by providing legal advice, representation and services, overseeing the organization's compliance program, implementing risk management and mitigation strategies, and contract administration.</p>
<p>Melissa Nance, MS <i>VP of Programs</i></p>	<p>Responsible for the oversight of all case management teams that serve at risk families (non-court) and children in out-of-home care and their families (court-involved). These include the following services: case management, kinship, family engagement, adoption, family finding, independent living and prevention. Also responsible for ensuring compliance with contractual requirements regarding state and federal child welfare measures. Provides direction to and leadership of program operations, thereby ensuring all programs are conducted consistently with the agency's mission, goals and strategic plan.</p>

Name & Job Title	Primary Work Assigned
SENIOR LEADERS:	
<p>Nikki Barber, MPA <i>Family Permanency Director</i></p>	<p>Directs and supervises Family Permanency teams in provision of case management services for children and families. Brings child welfare expertise centered on the safety, permanency and well-being of children and families and independently performs duties as a valued member of the Senior Leadership Team.</p>
<p>Megan Miller, MA <i>Family Permanency Director</i></p>	<p>Directs and supervises Family Permanency teams in provision of case management services for children and families. Brings child welfare expertise centered on the safety, permanency and well-being of children and families and independently performs duties as a valued member of the Senior Leadership Team.</p>
<p>Tami Nebesniak, MS <i>Family Permanency Director</i></p>	<p>Directs and supervises Family Permanency teams in provision of case management services for children and families. Brings child welfare expertise centered on the safety, permanency and well-being of children and families and independently performs duties as a valued member of the Senior Leadership Team.</p>
<p>Aly Ott, MSW <i>Family Permanency Director</i></p>	<p>Directs and supervises Family Permanency teams in provision of case management services for children and families. Brings child welfare expertise centered on the safety, permanency and well-being of children and families and independently performs duties as a valued member of the Senior Leadership Team.</p>
<p>Nicole Seymour, MPA <i>Family Engagement Director</i></p>	<p>Provides operation management for the Family Engagement team, including the Intake and the Family Triage teams. Responsible for partnering in the implementation of the Coordinated Response Initiative and related strategic actions. Brings child welfare expertise centered on the safety, permanency and well-being of children and families and independently performs duties as a valued member of the Senior Leadership Team.</p>
<p>Anita Patterson, MS <i>Ethics, Risk & Compliance Officer, and Security Administrator liaison with DHHS for subaward</i></p>	<p>Oversees the Compliance Program to ensure compliance with the organization's policies and procedures. Reviews and evaluates compliance issues/concerns within the organization. Collaborates with other departments (Program Audit, Finance, Legal, and Human Resources), as well the executive team and senior leadership, to implement compliance programs across the organization. Reports to the General Counsel and has a direct reporting line to the Board of Directors. Serves as the assigned Security Administrator for all of PromiseShip sites who will act as the liaison between PromiseShip and DHHS and will be responsible for all requirements outlined under item 3 in Section V, subdivision K. Information System Requirements of the RFP.</p>

Project Team Leadership

PromiseShip's project team for the DHHS Full Service Case Management for Child Welfare Services subaward is comprised of highly educated and skilled professionals who have extensive experience in their respective roles. Collectively, the project team has decades of experience working in child welfare and human services serving as senior and executive leadership at nonprofit and for-profit companies. Bios of each of the project team leaders is provided below:

- 1) **David Newell, CSW, ACSW, President and CEO**, leads the organization and the project team. Newell has more than twenty-six years' social services experience in direct service and leadership roles, as well as twenty-six years' experience as a therapeutic foster, adoptive, and birth parent. Currently, Newell serves as the Chair of the Nebraska Children's Commission, having been appointed to the Commission for two consecutive terms by the current and former Governors. Newell is an alumnus of the Annie E. Casey Foundation's Children and Family Fellowship Program and an alumnus of the Alaska Humanities Forum's Leadership Anchorage program. He is a current member of the National Association of Social Workers and the Academy of Certified Social Workers. Newell's previous experience includes serving as regional vice president at EMQ FamiliesFirst (2006-2010), executive director at Denali Family Services (1999-2006), and Chair of the Alaska Behavioral Health Association (2002-2005). Newell holds a Certificate of Nonprofit Management and a Master of Social Work from the University of Alaska Anchorage, and a Bachelor of Science in education from Southern Illinois University at Edwardsville. He is also a licensed social worker in Nebraska and New York. On May 24, 2019, Newell will step down from his role as President and CEO of PromiseShip to pursue an opportunity in another state. At that time, Ron Zychowski, MBA, will assume the role of President and CEO.
- 2) **Ron Zychowski, MBA, Senior Director of Executive Operations**, joined PromiseShip in September 2018. On May 24, 2019, Zychowski will become the next President and CEO of PromiseShip when David Newell steps down from the position to pursue an opportunity in another state. Zychowski's proven track record spans more than 40 years of senior leadership positions in a variety of disciplines, with more than two decades spent directly in human services leadership positions. He is well-versed in assisting private organizations and publicly-funded systems of care transform to improve performance, with a focus on organizational capacity, production management, and real-time/forward-looking outcome measurement. Zychowski has experience developing and executing multi-million dollar budgets, including the complex state and federal funding streams affiliated with child welfare services. After serving 25 years in the United States Army, Zychowski began his human services career in Florida as a Center Director for the Head Start Program, followed by eight years of senior leadership positions with the Florida Department of Children and Families, serving in three different districts and the state's largest region. Zychowski led the transition of Florida's child welfare system from a public system to a community-based system of care. Additionally, Zychowski has served as CEO for three different community-based care lead agencies in Florida. Zychowski joined Eckerd Kids in 2009, initially overseeing Eckerd Kids' transition as the lead agency for community-based care in Florida's Pasco and Pinellas counties, and later for nearly 30 different services and programs nationwide. Zychowski retired from Eckerd Kids as the Chief Quality and Performance Officer in 2016 and was subsequently elected to the Board of Directors.

- 3) **Lynn Castrianno, PhD, VP of CQI & Data Management**, oversees the technology, quality assurance, and data management teams. Castrianno has more than 20 years of experience in child welfare research, evaluation, and data management. Prior to joining PromiseShip, she worked with various non-profit agencies in developing and implementing performance outcomes through data management and data analysis including oversight and management of a national benchmarking study of foster care. Castrianno also served on the board of the Foster Family Treatment Association and has been an active member of the FFTA Research Committee for the past ten years. Castrianno received a Ph.D., Master's degrees in Psychology and Legal Studies from the University of Nebraska-Lincoln, and a Bachelor's degree from the State University of New York at Buffalo.
- 4) **Robin Chadwell, MSW, LCSW, VP of Network Services Innovation**, leads the Network Services Innovation Team. Chadwell has dedicated her career to working with children and families in various capacities, including residential care, educational settings, case management, service provider, and administrator. She has been intricately involved with service development and implementation since 2001 and served in increasing administrative capacities since 2003. Chadwell has extensive experience in foster care services, including recruitment, licensing, support, and program oversight and development, having been involved with Nebraska Child Welfare reform since 2008 when DHHS launched Safety and In-Home Services. Chadwell has served as a Program Director for foster care and in-home services, a Director for Case Management, and as Operations Support Director at PromiseShip prior to her current role. Chadwell received her Bachelor's and Master's degrees in Social Work from the University of Nebraska at Omaha.
- 5) **Viv Ewing, PhD, VP of Administrative Services**, leads the human resources, training, team support, communications and grant development teams. Her professional career has been in both corporate and not-for-profit organizations, including serving as Executive Director of the Alzheimer's Association of Nebraska, Director of Government Affairs for Habitat for Humanity, Assistant Operations Director for The Salvation Army Kroc Center, Human Resources Manager at ConAgra Foods, Sr. Director of Human Resources & Administration at Omaha Housing Authority, and Human Resources Representative at OPPD. Ewing's community leadership spans several years and has included service to many organizations including: University of Nebraska Medical Center Board of Councilors; University of Nebraska Alumni Board; College of Public Affairs Advisory Council; President of the Literacy Center Board; Governor's Judicial Selection Committee; Nebraska Children Event Committee; Vice Chair Immanuel Pathways Participant Advisory Committee; President of the Hope Center for Kids Guild; American Red Cross Board; Sienna Francis House Board; Catholic Charities Mental Health Committee; Holy Name Home & School Association President; Omaha Table Talk; and President of the Human Resources Association of Midlands. Ewing received her Ph.D. from the University of Nebraska-Lincoln in Community & Human Resources, a Master's degree in Urban Studies, and Bachelor's degree in Public Administration from the University of Nebraska at Omaha.
- 6) **Stacy Giebler, CPA, Chief Financial Officer**, leads the Finance team. Giebler began her career in 2005 at KPMG, a Big Four accounting firm, gaining experience and expertise as an independent auditor of government and not-for-profit entity financial statements and Single Audits. She joined PromiseShip in October 2009 shortly after the organization was founded, expanding the Finance team as the organization continued to grow. Stacy received her bachelor's degree in Accounting from the University of Nebraska at Omaha, is licensed as a Certified Public Accountant (CPA), and is a member of the American Society of Certified Public Accountants (AICPA).

- 7) **Monika Gross, JD, General Counsel and VP of Legal**, leads the Legal, Risk and Compliance teams. Gross has been the legal counsel for PromiseShip since March 2011. Prior to joining PromiseShip, Gross was vice president at Fidelity National Title Group, attorney for the Nebraska Department of Health and Human Services, and was in private practice in Nebraska, Georgia, and New York. Gross is a member of the Nebraska State Bar Association, and the State Bar of Georgia. Gross received a Bachelor of Arts degree from the University of Nebraska-Lincoln and a Juris Doctor degree from the University of San Diego School of Law.
- 8) **Melissa Nance, MS, VP of Programs**, leads the Family Permanency team and oversees all case management services for court involved and non-court involved children and families. Nance launched her career as an Integrated Care Coordinator working to enhance the lives of children and families in Douglas and Sarpy counties. Nance joined PromiseShip in 2009 as a Family Permanency Supervisor where she guided case managers to increase safety and well-being of children in care. She was later promoted to a Family Permanency Director with a greater emphasis on staff and program development, and eventually took the lead as Senior Family Permanency Director. In August 2018, Nance accepted the Vice President of Programs position. Nance received a Bachelor's degree in Psychology and Sociology from Creighton University, and a Master's degree in Human Services from Bellevue University.
- 9) **Nikki Barber, MPA, Family Permanency Director**. Barber has been a Family Permanency Director at PromiseShip since October 2017. Barber has been with PromiseShip since 2012 and has also held positions as a Family Permanency Supervisor, a Family Permanency Specialist, and a Family Finding Specialist. Barber received a Bachelor's of Science degree in Criminology from the University of Nebraska at Omaha and a Master's degree in Public Administration from Bellevue University.
- 10) **Megan Miller, MA, Family Permanency Director**. Miller has worked in the juvenile court system for over fifteen years, serving in both child welfare and juvenile justice. Miller's passion for continuous community improvement is the foundation of her leadership abilities. Her knowledge of the child welfare system lends to her ability to identify areas of improvement and create system process for improved outcomes. Throughout her ten years of employment at PromiseShip, Miller has served as a Service Coordinator, Family Permanency Supervisor, Operations Project Manager and Family Permanency Director. Miller received a Bachelor's degree in Human Resources and Family Science from the University of Nebraska-Lincoln and a Master's degree in Human Services from Bellevue University.
- 11) **Tami Nebesniak, MS, Family Permanency Director**. Nebesniak has been a Family Permanency Director at PromiseShip since 2016. She has served in various positions at PromiseShip, including as a Family Permanency Supervisor, Intake Coordinator, and Family Service Coordinator. Nebesniak has dedicated her career to working with children and families in child welfare for the past nineteen years, including direct care in group homes, foster care worker, case manager, child abuse hotline worker, as well as supervisor and director level positions. She received a Bachelor of Arts degree in Psychology from Stephens College at Columbia, Missouri, and a Master of Science degree in Counseling Psychology from Capella University at Minneapolis, Minnesota.

- 12) **Alyssa Ott, MSW, Family Permanency Director.** Ott has been a Family Permanency Director at PromiseShip since September 2018. In this role, Ott oversees seven permanency teams, three of which are in Douglas County, three of which are in Sarpy County, and the complex case team that serves children and/or families who require enhanced advocacy. Ott's personal daily mission is to build strong, collaborative teams around each family that PromiseShip serves to improve outcomes for families in both Sarpy and Douglas counties. Ott received a Bachelor of Arts degree in Psychology from the University of Iowa and will complete a Master of Social Work degree from the University of Nebraska at Omaha by the end of 2019.

- 13) **Nicole Seymour, MPA, Family Engagement Director.** Prior to her current role, Seymour was a permanency supervisor and then a manager at PromiseShip for six years. During that time Seymour was responsible for developing and implementing specialized teams and initiatives, all with a focus on improved and innovative service delivery to children and families experiencing crisis. Seymour is driven by creating long-standing, respectful, and collaborative relationships with children, families, and professionals with the intent of creating positive and sustainable systematic change. Seymour is a strong advocate for child well-being and uses her experience and knowledge to engage all levels of stakeholders to ensure families are empowered to not only use their voice, but that they are respected as an expert. Seymour received Bachelor's degree in Liberal Arts and Professional Applications and a Master's of Public Administration from Bellevue University.

- 14) **Anita Patterson, MS, Ethics Compliance & Risk Officer.** Patterson has 20 years' experience in organizational compliance. Prior to joining PromiseShip, Patterson worked in the Healthcare Industry as a Corporate Compliance Officer where she served as the Joint Commission Administrator, Risk Manager, Performance Improvement Manager, and Safety Chair. In those roles, Patterson helped successfully resolve complex OSHA and Joint Commission findings and patients' complaints. She also served as a Controller for the Nebraska Public Health Laboratory Full Scale Emergency Exercise, created an interdisciplinary task force resulting in a reduction of risk for employees and patients, and developed a Risk Rating Scale to quickly identify probability of occurrence and severity of consequences, resulting in a 20% decrease in Incident Reports, and led the Total Quality Management sub-committee of the Board of Directors. Patterson has served on multiple Boards and Executive Committees, have conducted leadership seminars for women and children, and has served in many volunteer roles. Patterson received a Bachelor of Science degree in Business Administration and a Master of Science degree in Organizational Performance from Bellevue University. Patterson is also a graduate of the UNMC Great Plains Public Health Leadership Institute.

Interface and Support Functions

In Relation to Internal Operations

PromiseShip is dedicated to providing high-quality full service case management services for children and families involved in the child welfare and juvenile court systems in Douglas and Sarpy Counties. PromiseShip is structured in such a way to ensure effective governance, communication, and daily operations between its core units. The Board of Directors sets expectations for the organization and the Executive Team implements the Board directives in collaboration with staff throughout the organization.

Each Executive Team member oversees a core functional unit of PromiseShip that works collectively towards our shared vision of building connected communities, filled with strong families, who are self-sufficient and empowered with great hope for the future. The core program units of PromiseShip and their interface and support functions are shown in **Table 5**:

Table 5. PromiseShip Interface & Support Functions

CORE PROGRAM UNITS	INTERFACE & SUPPORT FUNCTIONS
<p><i>Program Operations:</i></p> <p>Will be responsible for delivery of all case management services for children and families referred by DHHS.</p>	<ul style="list-style-type: none"> • Interfaces with Network Services Innovations to: <ul style="list-style-type: none"> ○ Coordinate case transfers from DHHS/IA to PromiseShip ○ Identify and coordinate service referrals to appropriate community providers ○ Coordinate access and use of Provider Network services by children/families • Interfaces with CQI/DM to: <ul style="list-style-type: none"> ○ Ensure accurate data entry into NFOCUS and FAMCare ○ Correct data errors ○ Monitor outcome data indicators ○ Assist with COA reaccreditation process • Interfaces with Finance to: <ul style="list-style-type: none"> ○ Submit proper documentation for case management expenses • Interfaces with Legal, Risk & Compliance to: <ul style="list-style-type: none"> ○ Adhere to all policies and procedures ○ Comply with subpoenas ○ Provide documentation and testimony for grievances and legal suits filed by families, providers or other stakeholders • Interfaces with Administrative Services to: <ul style="list-style-type: none"> ○ Recruit and hire qualified case management applicants ○ Attend all required training ○ Address employee issues
<p><i>Network Services Innovations:</i></p> <p>Will be responsible for oversight of the initial case transfer process from DHHS/IA, as well as management of the network of service</p>	<ul style="list-style-type: none"> • Interfaces with Program Operations by: <ul style="list-style-type: none"> ○ Ensuring seamless case transfers from DHHS/IA to case managers ○ Monitoring and managing network of community-based providers ○ Working with providers to identify and fill gaps in the continuum of services for children and families • Interfaces with CQI/DM by: <ul style="list-style-type: none"> ○ Communication with Provider Network regarding FAMCare changes and updates

CORE PROGRAM UNITS	INTERFACE & SUPPORT FUNCTIONS
<p>providers and the service continuum.</p>	<ul style="list-style-type: none"> ○ Engages Provider Network to participate in annual stakeholder survey ○ Involvement in Provider meetings ○ Assist with COA reaccreditation process ● Interfaces with Finance by: <ul style="list-style-type: none"> ○ Ensuring accurate and complete provider billing in FAMCare system ○ Providing accurate and complete documentation to support provider billing in FAMCare system ● Interfaces with Legal, Risk & Compliance for: <ul style="list-style-type: none"> ○ Contract development and administration for Network and non-Network service providers ○ Service provider compliance with contract terms and conditions ○ Resolution of grievances related to service provider performance ● Interfaces with Administrative Services
<p>Continuous Quality Improvement and Data Management (CQI/DM):</p> <p>Will be responsible for continuous quality improvement, accreditation, and data management functions, as well as oversight of the IT and business applications.</p>	<ul style="list-style-type: none"> ● Interfaces with Program Operations by: <ul style="list-style-type: none"> ○ Monitoring accurate and timely data entry and documentation of case management information ○ Monitoring progress towards data outcome indicators ○ Ensuring secure access to case management data ○ Providing access to IT systems, resources, and business applications ○ Managing document imaging and management of all case information ○ Providing reports to case management supervisors and directors to assist with managing caseloads, case issues, and data outcome indicators ● Interfaces with Network Services Innovations by: <ul style="list-style-type: none"> ○ FAMCare system management and enhancements to meet changing needs ○ Creating data reports about UM and Provider Network ● Interfaces with Finance by: <ul style="list-style-type: none"> ○ Creating data reports from FAMCare ○ FAMCare enhancements to meet billing needs ● Supports Legal, Risk & Compliance by: <ul style="list-style-type: none"> ○ Conduct quality assurance reviews ○ Conduct root cause analyses ○ Provide records and other support for subpoena requests ● Interfaces with Administrative Services by: <ul style="list-style-type: none"> ○ Providing data for communications ○ Developing process improvements for HR ○ Provides CQI training and supervisor training for new hires ○ FAMCare training for providers and staff
<p>Finance:</p>	<ul style="list-style-type: none"> ● Interfaces with Program Operations to: <ul style="list-style-type: none"> ○ Provide timely and accurate financial reporting and budget analysis ○ Process prompt payment and case management expenses ○ Develop internal controls and processes for timely and accurate reimbursement of employee mileage and expenses ● Interfaces with Network Services Innovations to: <ul style="list-style-type: none"> ○ Process prompt payment of provider services billing

CORE PROGRAM UNITS	INTERFACE & SUPPORT FUNCTIONS
	<ul style="list-style-type: none"> ○ Provide timely and accurate financial reporting and budget analysis ○ Develop internal controls and processes for timely and accurate reimbursement of employee mileage and expenses ● Interfaces with CQI/DM by: <ul style="list-style-type: none"> ○ Testing billing functions in FAMCare when enhancements and upgrades are made ○ Assist with COA reaccreditation process ● Interfaces with Legal, Risk & Compliance to: <ul style="list-style-type: none"> ○ Provide timely and accurate financial reporting and budget analysis ○ Process prompt payment of legal expenses ○ Coordinate responses to regulatory bodies ● Interfaces with Administrative Services to: <ul style="list-style-type: none"> ○ Provide timely and accurate financial reporting and budget analysis ○ Support accurate recording, acknowledgement, and investment of funds received through grants and fundraising endeavors
<p>Legal, Risk and Compliance:</p>	<ul style="list-style-type: none"> ● Interfaces with Program Operations to: <ul style="list-style-type: none"> ○ Manage PromiseShip policies and procedures and ensures compliance therewith ○ Respond to and ensure compliance with subpoenas and other forms of legal process affecting case management activities ○ Provide legal advice and representation to program operations staff related to case management activities, including juvenile court ○ Respond to grievances lodged by children, families, and service providers related to case management activities ○ Track incident reports and prepare reports and recommendations ● Interfaces with Network Services Innovations to: <ul style="list-style-type: none"> ○ Manage PromiseShip policies and procedures and ensures compliance therewith ○ Perform contract development and administration for network and non-network service providers ○ Review service provider compliance with contract terms and conditions ○ Resolve grievances related to service provider performance ○ Track incident reports submitted by service providers and prepares reports and recommendations ● Interfaces with CQI/DM to: <ul style="list-style-type: none"> ○ Assist with COA reaccreditation process ○ Develop and monitor policies and procedures ● Interfaces with Finance to: <ul style="list-style-type: none"> ○ Manage PromiseShip policies and procedures and ensures compliance therewith ○ Coordinate responses to regulatory bodies ○ Coordinate implementation of new business practices impacting all PromiseShip employees ● Interfaces with Administrative Services to: <ul style="list-style-type: none"> ○ Manage PromiseShip policies and procedures and ensures compliance therewith ○ Coordinate responses to regulatory bodies

CORE PROGRAM UNITS	INTERFACE & SUPPORT FUNCTIONS
	<ul style="list-style-type: none"> ○ Provide legal advice and representation to human resources staff related to employment law matters ○ Collaborate on employee-management relations activities ○ Collaborate with training staff to provide legal and testifying training for case management staff ○ Coordinate implementation of new business practices impacting all PromiseShip employees ○ Track incident reports related to employee conduct and safety and prepare reports and recommendations
<p><i>Administrative Services:</i></p>	<ul style="list-style-type: none"> ● Interfaces with Program Operations to: <ul style="list-style-type: none"> ○ Recruit and hire qualified case management applicants ○ Attend all required training ○ Address employee issues ● Interfaces with Network Services Innovations to: <ul style="list-style-type: none"> ○ Recruit and hire qualified team members ○ Provide initial and ongoing training for staff ○ Communicate important messages and information to staff and Provider Network ● Interfaces with CQI/DM to: <ul style="list-style-type: none"> ○ Assist with COA reaccreditation process ○ Provide special training for CQI/DM staff ○ Provide expertise/knowledge of N-FOCUS and any enhancements or changes to system ○ Assist with recruitment and hiring process for team positions ○ Develop and disseminate important messages and information to staff ● Interfaces with Finance to: <ul style="list-style-type: none"> ○ Provide timely and accurate financial reporting and budget analysis ○ Support accurate recording, acknowledgement, and investment of funds received through grants and fundraising endeavors ● Interfaces with Legal, Risk & Compliance to: <ul style="list-style-type: none"> ○ Manage PromiseShip policies and procedures and ensures compliance therewith ○ Coordinate responses to regulatory bodies ○ Provide legal advice and representation to human resources staff related to employment law matters ○ Collaborate on employee-management relations activities ○ Collaborate with training staff to provide legal and testifying training for case management staff ○ Coordinate implementation of new business practices impacting all PromiseShip employees ○ Track incident reports related to employee conduct and safety and prepare reports and recommendations

The core operational units will work collaboratively and collectively to ensure we deliver high quality, full service case management services for children and families in the Eastern Service Area.

In Relation to the State/DHHS: PromiseShip’s President and CEO, will serve as the primary point of contact with DHHS. He will be responsible for the deliverables of the Full Service Case Management for Child Welfare Services subaward, ensuring that DHHS’s vision is realized and that priorities are communicated to the project team.

PromiseShip will work with DHHS to develop a structured process for assuring regular communication occurs. This will ensure our organization has clear direction from DHHS, is able to seek clarification and create solutions, and can provide timely responses to any questions or clarifications that may be needed. PromiseShip will build on the relationship that has been cultivated with DHHS over the past ten years to ensure continued success of the public-private partnership with DHHS in meeting the needs of the child welfare population in the Eastern Service Area.

Members of the Executive Leadership team will establish a schedule to meet regularly with DHHS leadership counterparts to promote consistency for children and families during project implementation and to ensure that project strategies across all subaward deliverables align fully with those of DHHS and promote improvement across all systems that serve children and families in the Eastern Service Area.

Emphasizing continuous quality improvement and transparency throughout program implementation, PromiseShip’s leadership team will continue meeting regularly with DHHS to evaluate services and refine protocols, as necessary.

Reporting Relationships

Emphasizing close relationships with DHHS, community-based service providers, stakeholders, and the children and families we serve, PromiseShip’s reporting relationships underscore local decision-making. The organizational charts included as **Figures 1 through 7** illustrate the reporting relationships for the Project Team and their subordinates.

PromiseShip team leaders will promote teamwork among all operations areas. Our emphasis on inclusive leadership fosters a structure in which we embrace collaboration to encourage a diversity of thinking to improve the results we will achieve for DHHS and the children and families we serve.

Figure 1. PromiseShip Overall Organizational Structure

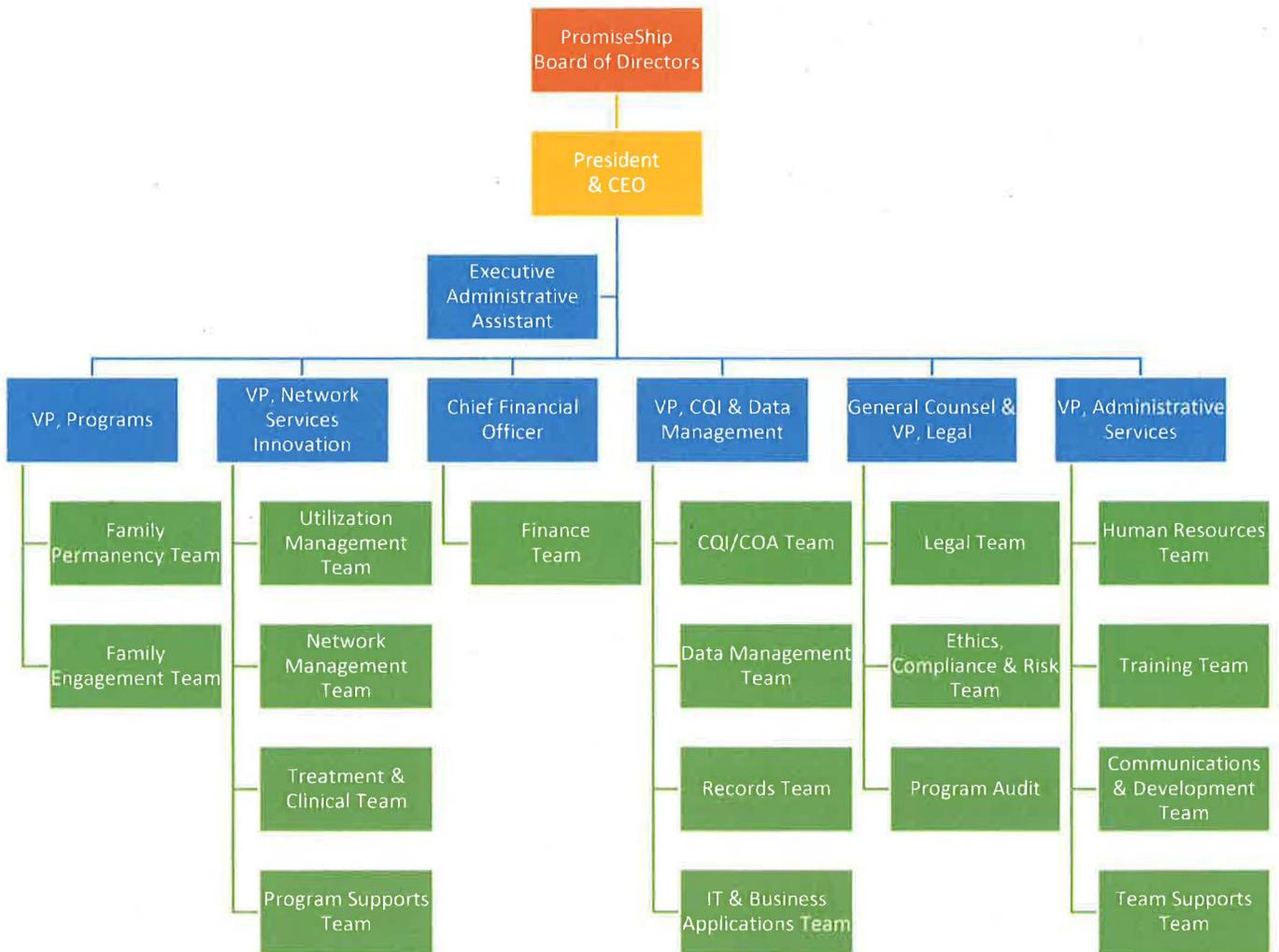


Figure 2. PromiseShip Program Operations Structure

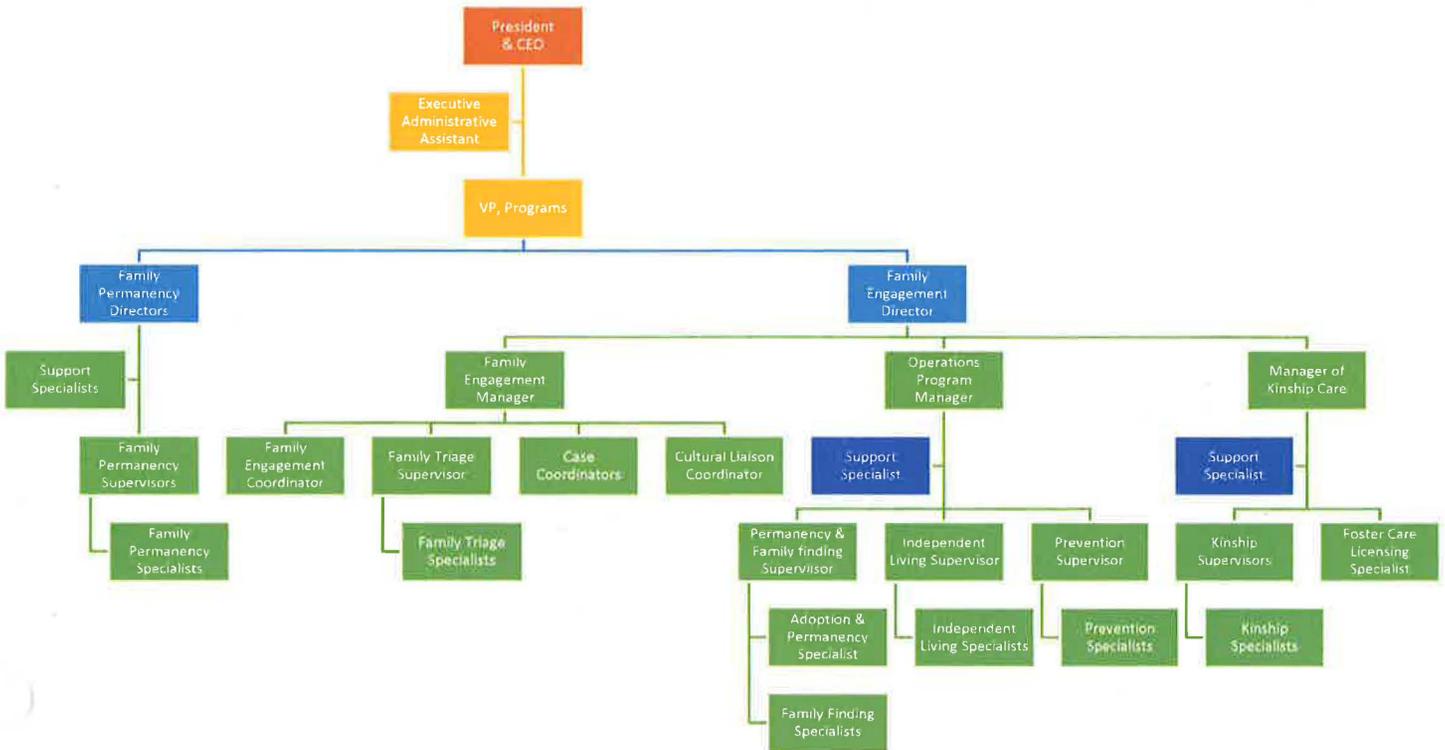


Figure 3. PromiseShip Network Services Innovation Structure

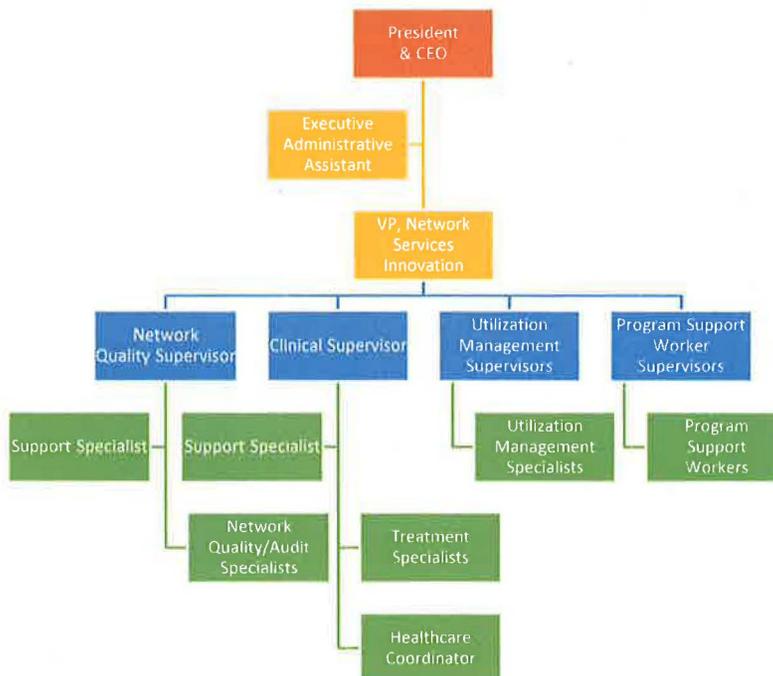


Figure 4. PromiseShip Financial Operations Structure

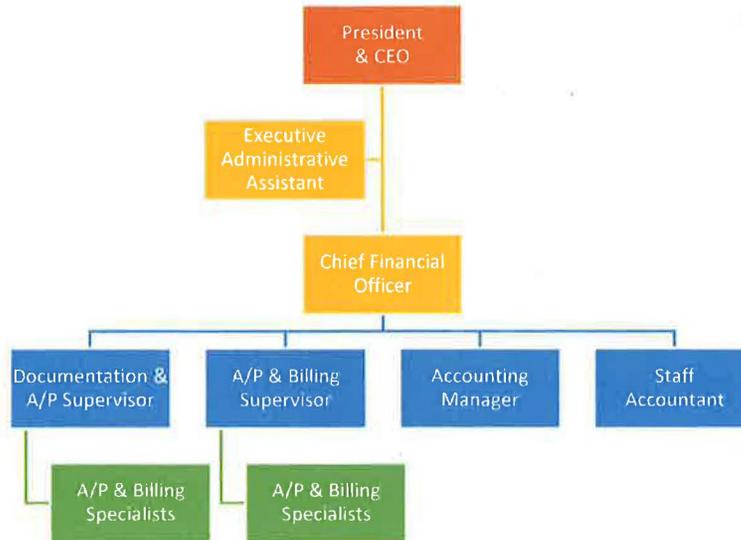


Figure 5. PromiseShip CQI/Data Management Structure

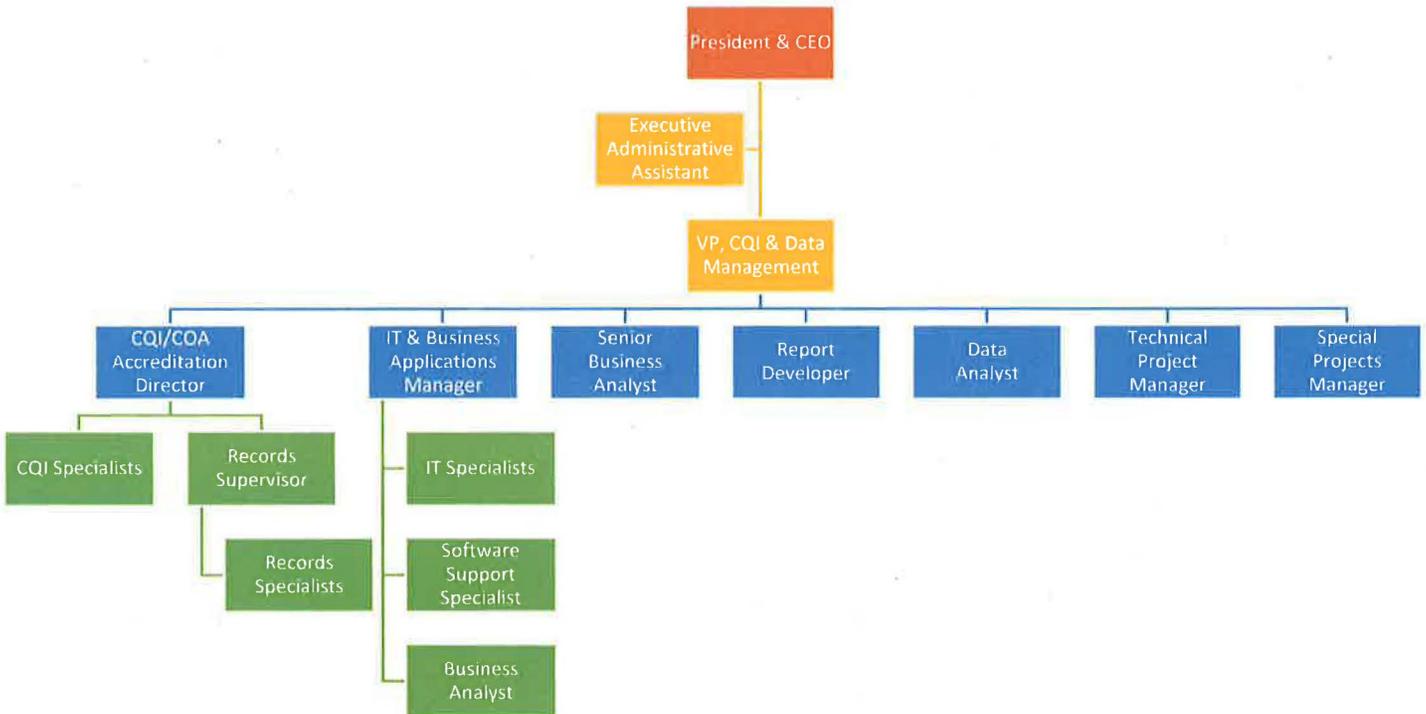


Figure 6. PromiseShip Legal, Ethics, Compliance & Risk Structure

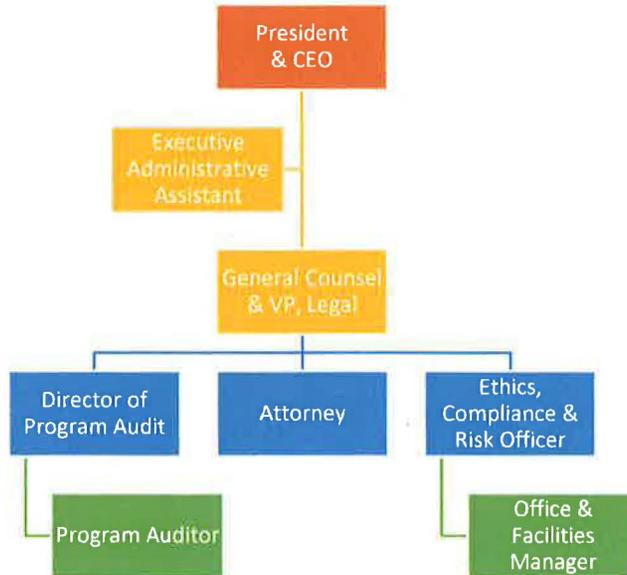
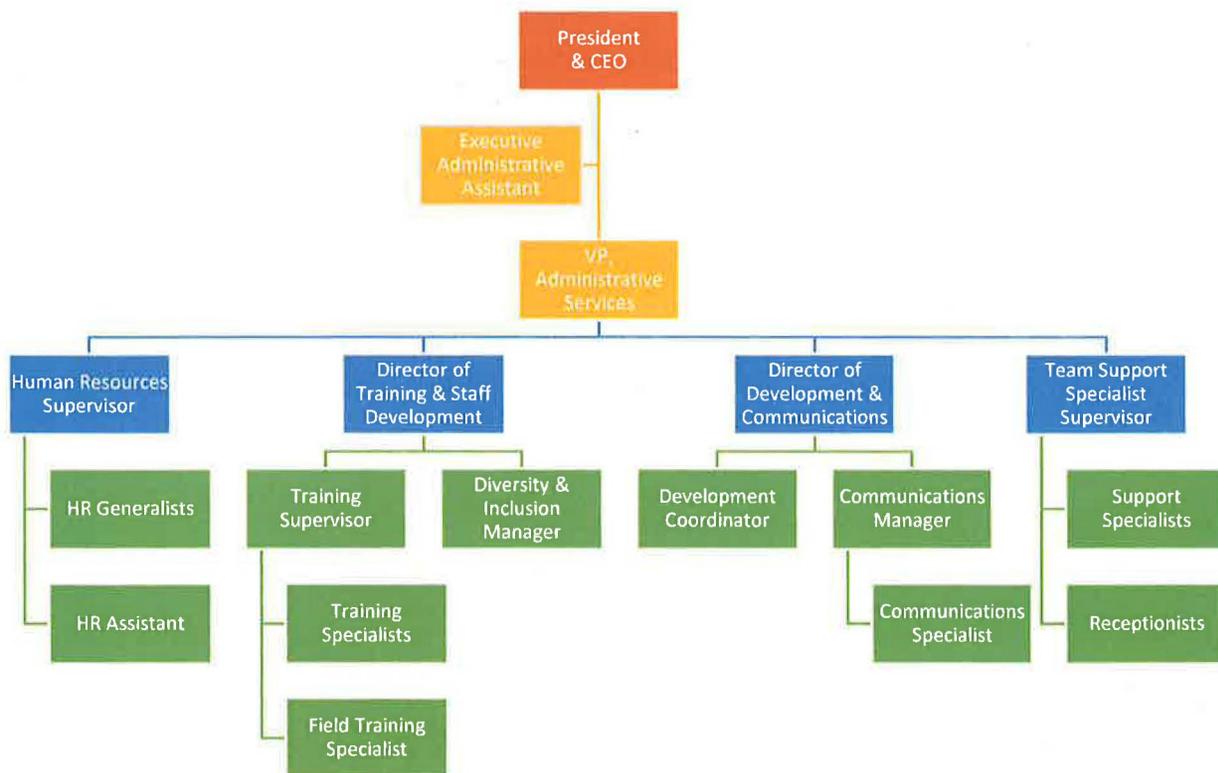


Figure 7. PromiseShip Administrative Services Structure



A.2.j. Subcontractors

RFP Instructions: If the bidder intends to subcontract / subaward, any part of its performance hereunder, the bidder should provide:

- i. name, address, and telephone number of the subcontractor(s) / Second Tier Subrecipient(s);*
- ii. specific tasks for each subcontractor(s) / Second Tier Subrecipient(s);*
- iii. percentage of performance hours intended for each subcontract / subaward; and*
- iv. total percentage of subcontractor(s) / Second Tier Subrecipient(s) performance hours.*

Subcontractors Summary

PromiseShip will retain primary responsibility for all case management services as required under the subaward with DHHS.

However, PromiseShip intends to subcontract its placement, non-placement, treatment and permanency services for children and families through referrals to its network of community service providers (“Provider Network”), which can offer a full continuum of services. Based on 2018 expenditure data, we anticipate approximately **83% of the subaward’s performance hours** for direct services provided to children and families will be performed by these subcontractors. Of the 83% of direct services paid to subcontractors, 2.4% of those were paid to performance-based service contracts for Intensive In-Home Services and Permanency Services.

Providers within the network include individuals and organizations qualified to provide direct services within their specialty areas. The Provider Network includes a diverse range of providers in order to offer a continuum of services to meet the needs of children and families we serve, including family preservation, reunification and permanency supports, therapies and treatment services, and intensive in-home services.

PromiseShip services offered by its Provider Network are categorized into four main types: (1) Placement, (2) Non-Placement, (3) Permanency, and (4) Treatment.

Table 6 provides a breakdown of the four service categories by percentage of total subcontractors’ expense during the last calendar year (Jan 1 – Dec 31, 2018).

Table 6. Subcontractor Services Paid by Type (2018)

Service Type	# Providers	% of Providers	% of Total Amount Paid
Placement	137	52%	61%
Non-placement	95	36%	33%
Treatment	22	8%	5%
Permanency	9	3%	2%
Grand Total	263	100%	100%

Table 7 provides a full list of all subcontractors PromiseShip plans to work with, including their address, telephone, specific tasks and percentage of performance hours.

Table 7. Subcontractors Information

Service Category	Subcontractor Name / Service Type(s)	Address	Telephone	% of Perf. Hrs
	A Better Way Therapy	3223 N. 169th Street, Omaha, NE	402-403-5193	TBD
Treatment	Behavioral Health Outpatient Therapy			
	Alegent/CHI	6901 N. 72nd Street, Omaha, NE 68122	402-572-2121	0.82%
Treatment	Psychiatric Residential Treatment Facility			
	Behavioral Health Outpatient Therapy			
	Apex	9802 Nicholas Street, Ste 205, Omaha, NE 68134	402-571-5400	6.80%
Placement	Foster Care			
	Respite			
	Kinship Support			
Non-Placement	Integrated Family Care			
	Family Support			
	Parenting Time			
	Apex Youth Services	9945 Maple Street, Omaha, NE 68134	402-933-2739	0.81%
Non-Placement	Day/Evening Reporting			
	Atwood Heredia, Heather	16920 Patterson Drive, Omaha, NE 68107	402-320-5808	0.005%
Non-Placement	Interpretation			
	Batt, Aaron	14205 N 32nd Ave Omaha, NE 68112	402-453-3333	0.0002%
Non-Placement	Interpretation			
	Beneficial Behavioral Health	13435 A Street, Omaha NE 68144	402-697-3923	5.16%
Treatment	Behavioral Health Outpatient Therapy			
Non-Placement	Family Preservation			
	Family Support			
	Parenting Time			
	Better Living Counseling	7100 S. 29th Street, Ste B, Lincoln, NE 68516	402-476-0104	0.89%
Non-Placement	Family Support			
	Parenting Time			
	Boys Town	14100 Crawford Street, Omaha, NE 68010	402-498-1300	7.79%
Placement	Group Home			



Service Category	Subcontractor Name / Service Type(s)	Address	Telephone	% of Perf. Hrs
	Residential Shelter			
	Foster Care			
	Kinship Support			
	Respite			
Treatment	Psychiatric Residential Treatment Facility			
	Behavioral Health Outpatient Therapy			
Non-Placement	Family Support			
	Family Preservation			
	Intensive In-Home			
	Parenting Time			
Permanency	Adoption Incentive			
	Camelot Transportation	1220 Central #3 Kearney, NE 68847	308-455-1060	1.86%
Non-Placement	Transportation			
	Capstone Behavioral Health	1941 S. 42nd Street, Ste 328, Omaha, NE 68105	402-614-8444	1.06%
Treatment	Behavioral Health Outpatient Therapy			
Non-Placement	Drug Testing			
	Family Preservation			
	Family Support			
	Parenting Time			
	Cedars Youth Services	6601 Pioneers Blvd, Lincoln, NE 68506	402-434-5437	0.71%
Placement	Group Home			
	Residential Shelter			
	Foster Care			
	Respite			
Permanency	Home Studies			
Non-Placement	Day/Evening Reporting			
	Family Support			
	Parenting Time			
	Child Saving Institute	4545 Dodge Street, Omaha, NE 68132	402-553-6000	3.91%
Placement	Residential Shelter			
	Foster Care			
	Kinship Support			
	Respite			
Non-Placement	Family Support			
	Intensive In-Home			
Permanency	Home Studies			
	Relinquishment Counseling			
	Adoption Services			



Service Category	Subcontractor Name / Service Type(s)	Address	Telephone	% of Perf. Hrs
	Children's Square USA	5017 Leavenworth Street, Ste 1, Omaha, NE 68106	402-556-6765	3.27%
Treatment	Psychiatric Residential Treatment Facility			
Placement	Foster Care			
	Kinship Support			
	Respite			
Non-Placement	Family Support			
	Parenting Time			
	Christian Heritage	14880 Old Cheney Road, Walton, NE 68461	402-421-5437	2.44%
Placement	Foster Care			
	Kinship Support			
	Club Z	8420 W. Dodge Road, Ste 330, Omaha, NE 68114	402-434-2582	0.04%
Non-Placement	Academic Tutoring			
	Concord Mediation Center	4225 N. 90th Street, Omaha, NE 68134	402-345-1131	0.55%
Non-Placement	Mediation and Facilitation			
	Family Group Counseling			
Permanency	Termination of Parental Rights Review			
	Drugtek	2718 S. 148th Avenue Circle, Omaha, NE 68144	402-330-5303	0.004%
Non-Placement	Drug Testing			
	Family Development Service	4611 S. 96th Street Suite 221 Omaha NE 68127	402-706-0751	1.38%
Non-Placement	Family Support			
	Parenting Time			
	Forensic Behavioral Health	1410 Gold Coast Road, Ste 800, Papillion, NE 68046	402-557-6027	0.03%
Treatment	Behavioral Health Outpatient Therapy			
	Heartland Family Service	11212 Davenport Street, Omaha, NE 68154	402-963-9699	3.27%
Treatment	Behavioral Health Outpatient Therapy			
	Family Works			
	Better Together			
Placement	Residential Shelter			



Service Category	Subcontractor Name / Service Type(s)	Address	Telephone	% of Perf. Hrs
	Group Home			
Non-Placement	Drug Testing			
	Electronic Monitoring/GPS Tracker			
	Intensive In-Home			
	Family Support			
	Parenting Time			
		Hill Counseling and Consulting, P.C.	1941 S. 42nd Street, Ste 129, Omaha, NE 68105	402-871-9979
Non-Placement	Drug Testing			
	Family Support			
	Parenting Time			
	KVC Behavioral Healthcare	11550 I Street, Ste 100, Omaha, NE 68137	402-498-4700	8.14%
Placement	Foster Care			
	Kinship Support			
	Respite			
Permanency	Home Studies			
Non-Placement	Family Preservation			
	Intensive In-Home			
	Language Link	210 "O" Street, Lincoln, NE 68508	402-473-2940	TBD
Non-Placement	Interpretation			
	Lutheran Family Services	124 S. 24th Street, Omaha, NE 68102	402-342-7007	3.43%
Treatment	Behavioral Health Outpatient Therapy			
Permanency	Adoption Services			
	Relinquishment Counseling			
Placement	Foster Care			
	Kinship Support			
	Respite			
Non-Placement	Family Preservation			
	Interpretation			
	Family Support			
	Parenting Time			
	Pathways to Permanency			
	Midwest Special Services	PO Box 82 Curtis, NE 69025	402-502-3966	0.005%
Non-Placement	Transportation			
	Nebraska Children's Home Society	4939 S. 118th Street, Omaha, NE 68137	402-451-8707	3.73%



Service Category	Subcontractor Name / Service Type(s)	Address	Telephone	% of Perf. Hrs
Permanency	Adoption Services			
	Home Studies			
	Relinquishment Counseling			
Placement	Foster Care			
	Kinship Support			
Non-Placement	Family Support			
	Pathways to Permanency			
	Parenting Time			
	Nebraska Family Support Network	3568 Dodge Street, Ste 2, Omaha NE 68131	402-345-0791	TBD
Non-Placement	Peer to Peer Support			
	Newring, PhD, Kirk	1410 E Gold Coast Rd #800, Omaha NE 68046	402-557-6027	TBD
Treatment	Behavioral Health Outpatient Therapy			
	NOVA Treatment Community	8502 Mormon Bridge Road, Omaha, NE 68152	402-455-8303	1.48%
Treatment	PRTF			
Non-Placement	Family Support			
	Parenting Time			
Placement	Foster Care			
	Kinship Support			
Permanency	Adoption Services			
	Omaha Home for Boys	4343 N. 52 Street, Omaha, NE 68104	402-457-7000	0.03%
Placement	Transitional Living			
	Group Home			
	OMNI Inventive Care	5115 F Street, Omaha, NE 68117	402-397-9866	6.78%
Treatment	Behavioral Health Outpatient Therapy			
Placement	DD Placement			
	Treatment Group Home			
	Foster Care			
	Kinship Support			
	Respite			
Non-Placement	Crisis Family Preservation			
	Family Preservation			
	Family Support			
	Intensive In-Home			
Permanency	Adoption Services			
	Owens and Associates	7413 N. 30th Street, Omaha, NE 68112	402-451-8404	2.70%



Service Category	Subcontractor Name / Service Type(s)	Address	Telephone	% of Perf. Hrs
Non-Placement	Drug Testing			
	Family Support			
	Intensive In-Home			
	Parenting Time			
	Owens Educational Services	7413 N. 30th Street, Omaha, NE 68112	402-455-5067	0.20%
Non-Placement	Day or Evening Reporting			
	Drug Testing - Youth			
	Electronic Monitoring/GPS Tracker			
	Paradigm Inc.	809 S. 174th Street, Omaha, NE 68118	402-991-8093	1.12%
Non-Placement	Parenting Time			
	Family Support			
	Family Preservation			
	Intensive In-Home			
	Perez Counseling Services, P.C.	1941 S 42nd St., Suite # 534, Omaha NE 68105	402-460-7963	0.0009%
Treatment	Behavioral Health Outpatient Therapy			
	Reconnect Inc.	1941 S. 42nd Street, Omaha, NE 68105	402-934-4933	0.20%
Non-Placement	Day or Evening Reporting			
	Redwood Toxicology Laboratory	3650 Westwind Blvd, Santa Rosa CA 95403	707-570-4326	0.001%
Non-Placement	Drug testing Lab			
	Drug Testing Equipment			
	Release Ministries	3223 N. 45th Street, Omaha, NE 68104	402-455-0808	3.55%
Placement	Group Home			
	Respite			
Non-Placement	Parenting Time			
	Family Support			
	Family Preservation			
	Intensive In-Home			
	Interpretation			
	Rite of Passage dba Uta Halee	2560 Business Parkway Suite A, Minden NV 89423	775-392-2636	1.08%
Placement	Group Home			
	Residential Shelter			
	Dr. Stankus	1941 S. 42nd Street, Ste 524, Omaha, NE 68105	402-680-8214	TBD



Service Category	Subcontractor Name / Service Type(s)	Address	Telephone	% of Perf. Hrs
Treatment	Behavioral Health Outpatient Therapy			
	Therapy Resources Associates, Inc	10824 Mill Valley Road, Ste 21, Omaha, NE 68154	402-330-6060	TBD
Treatment	Behavioral Health Outpatient Therapy			
	Villarreal, AI	4813 South 24th Street, Omaha, NE 68107	402-660-4493	0.001%
Non-Placement	Interpretation			
	WCA (Women's Center for Advancement)	3801 Harney Street, Omaha NE 68131	402-345-6555	0.02%
Non-Placement	Domestic Violence Education			
	Youth Care and Beyond	2819 S. 125th Ave, Ste 276, Omaha, NE 68144	402-991-9709	0.49%
Placement	Group Home			
	Kinship/Relatives (PromiseShip)	Varies	Varies	17.78%
Placement	Foster Care			

A.2.k. References

RFP Instructions: The bidder should provide three references from a non-DHHS individual familiar with the bidders' corporate experience.

1. Name: Georgie Scurfield
Title: Executive Director
Affiliation: Lift Up Sarpy County
Physical Address: 119 W. Mission, Bellevue NE 68005
Mailing Address: PO Box 460755, Papillion NE 68046
Phone: (402) 659-8813
Email: GScurfield@LiftUpSarpyCounty.org

2. Name: Gene Klein, LCSW
Title: Executive Director
Affiliation: Project Harmony
Address: 11949 Q Street, Omaha NE 68137
Phone: (402) 595-1326
Email: gklein@projectharmony.com

3. Name: Chris Rodgers
Title: Commissioner, District 3
Affiliation: Douglas County Commissioners
Address: 1819 Farnam Street, LC2, Civic Center, Omaha NE 68183
Phone: (402) 444-7025
Email: crodgers@douglascounty-ne.gov

CORPORATE OVERVIEW APPENDICES

APPENDICES	REQ #
Appendix 1: 2017 Audited Financial Statements	(CO-1)
Appendix 2: Banking Reference Letter	(CO-1)
Appendix 3: Key Personnel Resumés	(CO-3)



PROMISESHIP

Financial Statements

December 31, 2017 and 2016

and

Single Audit Report

December 31, 2017

(With Independent Auditors' Report Thereon)

PROMISESHIP**Table of Contents**

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KPMG LLP
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1212 N. 96th Street
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1248 O Street
Lincoln, NE 68508-1493

Independent Auditors' Report

The Board of Directors
Nebraska Families Collaborative:

Report on the Financial Statements

We have audited the accompanying financial statements of Nebraska Families Collaborative d/b/a PromiseShip d/b/a PromiseShip (PromiseShip), which comprise the statements of financial position as of December 31, 2017 and 2016, and the related statements of activities, cash flows, and functional expenses for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with U.S. generally accepted accounting principles; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of PromiseShip as of December 31, 2017 and 2016, and the changes in its net assets (deficit) and its cash flows for the years then ended, in accordance with U.S. generally accepted accounting principles.

**Other Reporting Required by Government Auditing Standards**

In accordance with *Government Auditing Standards*, we have also issued our report dated September 27, 2018 on our consideration of PromiseShip's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of PromiseShip's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering PromiseShip's internal control over financial reporting and compliance.

KPMG LLP

Omaha, Nebraska
September 27, 2018

PROMISESHIP
 Statements of Financial Position
 December 31, 2017 and 2016

Assets	2017	2016
Cash and cash equivalents	\$ 1,783,016	883,899
Accounts receivable, less allowance of \$24,891 in 2017 and \$20,384 in 2016	5,242,249	6,021,802
Prepaid expenses	262,746	301,561
Receivable from Father Flanagan's Boys Home	208,063	149,540
Land, buildings, and equipment, net	<u>63,473</u>	<u>105,497</u>
Total assets	<u>\$ 7,559,547</u>	<u>7,462,299</u>
Liabilities and Net Assets (Deficit)		
Liabilities:		
Accounts payable	\$ 5,077,736	5,967,742
Other liabilities	1,518,421	1,455,536
Deferred revenue	126,517	42,491
Deferred lease	88,602	19,114
Capital lease obligation	<u>48,399</u>	<u>67,944</u>
Total liabilities	<u>6,859,675</u>	<u>7,552,827</u>
Net assets (deficit):		
Unrestricted	652,088	(117,109)
Temporarily restricted	<u>47,784</u>	<u>26,581</u>
Total net assets (deficit)	<u>699,872</u>	<u>(90,528)</u>
Total liabilities and net assets	<u>\$ 7,559,547</u>	<u>7,462,299</u>

See accompanying notes to financial statements.

PROMISESHIP

Statements of Activities

Years ended December 31, 2017 and 2016

	<u>2017</u>	<u>2016</u>
Changes in unrestricted net assets (deficit):		
Revenue and support:		
Contributions	\$ 132,370	41,512
Program service revenue	68,748,529	62,788,459
Interest and miscellaneous income	276,528	4,221
Net assets released from restrictions	<u>11,788</u>	<u>20,666</u>
Total unrestricted revenue and support	<u>69,169,215</u>	<u>62,854,858</u>
Expenses:		
Program services	64,911,316	60,835,822
Supporting services	<u>3,488,702</u>	<u>3,653,844</u>
Total expenses	<u>68,400,018</u>	<u>64,489,666</u>
Increase (decrease) in unrestricted net assets (deficit)	<u>769,197</u>	<u>(1,634,808)</u>
Changes in temporarily restricted net assets:		
Contributions	32,991	25,092
Net assets released from restrictions	<u>(11,788)</u>	<u>(20,666)</u>
Increase in temporarily restricted net assets	<u>21,203</u>	<u>4,426</u>
Increase (decrease) in net assets	790,400	(1,630,382)
Net assets (deficit) at beginning of year	<u>(90,528)</u>	<u>1,539,854</u>
Net assets (deficit) at end of year	<u>\$ 699,872</u>	<u>(90,528)</u>

See accompanying notes to financial statements.

PROMISESHIP

Statements of Cash Flows

Years ended December 31, 2017 and 2016

	<u>2017</u>	<u>2016</u>
Cash flows from operating activities:		
Increase (decrease) in net assets	\$ 790,400	(1,630,382)
Adjustments to reconcile increase (decrease) in net assets (deficit) to net cash provided by (used in) operating activities:		
Depreciation	48,026	73,008
Amortization of deferred lease	11,849	5,147
In-kind contributions	(12,076)	(17,500)
(Increase) decrease in assets:		
Accounts receivable	779,553	(985,570)
Prepaid expenses	50,891	51,272
Receivable from Father Flanagan's Boys Home	(58,523)	(149,540)
Increase (decrease) in liabilities:		
Accounts payable	(890,006)	468,174
Other liabilities	62,885	161,151
Deferred lease	57,639	—
Deferred revenue	84,026	378
Net cash provided by (used in) by operating activities	<u>924,664</u>	<u>(2,023,862)</u>
Cash flows from financing activity:		
Principal payments under capital lease	<u>(25,547)</u>	<u>(21,940)</u>
Net cash used in financing activity	<u>(25,547)</u>	<u>(21,940)</u>
Net increase (decrease) in cash	899,117	(2,045,802)
Cash and cash equivalents, beginning of year	<u>883,899</u>	<u>2,929,701</u>
Cash and cash equivalents, end of year	<u>\$ 1,783,016</u>	<u>883,899</u>
Supplemental disclosures of cash flow information:		
Cash paid during the year for:		
Interest	\$ 8,969	5,756
Issuance of capital lease obligation	6,002	—

See accompanying notes to financial statements.

PROMISESHIP

Statement of Functional Expenses

Year ended December 31, 2017

	Program services				Supporting services			Total expenses
	Coordination and support services	Program grants	Program support	Total program services	Management and general	Fundraising	Total supporting services	
Salaries	\$ 12,680,982	20,249	1,166,909	13,868,140	1,395,310	156,431	1,551,741	15,419,881
Employee benefits	2,468,996	715	201,868	2,671,579	354,504	29,656	384,160	3,055,739
Payroll taxes	1,017,161	184	85,854	1,103,199	106,631	12,131	118,762	1,221,961
Total salaries and related expenses	16,167,139	21,148	1,454,631	17,642,918	1,856,445	198,218	2,054,663	19,697,581
Specific assistance to youth	485,321	4,000	—	489,321	5,588	223	5,811	495,132
Occupancy	755,205	—	30,838	786,043	79,179	2,175	81,354	867,397
Contract services	44,432,761	3,266	—	44,436,027	491,849	2,553	494,402	44,930,429
Supplies	86,568	128	—	86,696	60,186	8,817	69,003	155,699
Printing and publications	39,788	2,125	17,654	59,567	18,201	7,168	25,369	84,936
Postage	3,053	198	—	3,251	20,281	368	20,649	23,900
Equipment – rental and maintenance	—	—	—	—	51,841	—	51,841	51,841
Professional fees	99,888	25,129	54,175	179,192	294,638	46,507	341,145	520,337
Travel	711,508	—	11,050	722,558	58,804	3,325	62,129	784,687
Communications and information technology	459,841	—	2,247	462,088	224,281	1,463	225,744	687,832
Interest	5,181	4,735	—	9,916	3,751	—	3,751	13,667
Other	33,739	—	—	33,739	1,913	2,902	4,815	38,554
Total expenses before depreciation	63,279,992	60,729	1,570,595	64,911,316	3,166,957	273,719	3,440,676	68,351,992
Depreciation	—	—	—	—	48,026	—	48,026	48,026
Total expenses	\$ 63,279,992	60,729	1,570,595	64,911,316	3,214,983	273,719	3,488,702	68,400,018

See accompanying notes to financial statements.

PROMISESHIP
Statement of Functional Expenses
Year ended December 31, 2016

	Program services				Supporting services			Total expenses
	Coordination and support services	Program grants	Program support	Total program services	Management and general	Fundraising	Total supporting services	
Salaries	\$ 11,404,565	35,940	1,088,663	12,529,168	1,246,147	129,566	1,375,713	13,904,881
Employee benefits	2,421,399	7,808	201,034	2,630,241	307,185	19,898	327,083	2,957,324
Payroll taxes	913,578	2,770	80,979	997,327	133,515	9,913	143,428	1,140,755
Total salaries and related expenses	14,739,542	46,518	1,370,676	16,156,736	1,686,847	159,377	1,846,224	18,002,960
Specific assistance to youth	520,105	1,350	—	521,455	—	—	—	521,455
Occupancy	9,589	—	—	9,589	716,672	—	716,672	726,261
Contract services	42,811,838	52,209	5,000	42,869,047	466,986	2,082	469,068	43,338,115
Supplies	82,278	1,652	683	84,613	49,414	654	50,068	134,681
Printing and publications	60,186	472	14,697	75,355	18,656	8,127	26,783	102,138
Postage	3,863	—	—	3,863	18,737	—	18,737	22,600
Equipment – rental and maintenance	16,586	145	—	16,731	59,542	—	59,542	76,273
Professional fees	7,602	130,422	—	138,024	232,483	14,071	246,554	384,578
Travel	709,716	7	17,983	727,706	27,837	1,935	29,772	757,478
Communications and information technology	199,785	—	3,552	203,337	109,633	384	110,017	313,354
Interest	715	—	—	715	5,002	—	5,002	5,717
Other	28,510	141	—	28,651	2,380	17	2,397	31,048
Total expenses before depreciation	59,190,315	232,916	1,412,591	60,835,822	3,394,189	186,647	3,580,836	64,416,658
Depreciation	—	—	—	—	73,008	—	73,008	73,008
Total expenses	\$ 59,190,315	232,916	1,412,591	60,835,822	3,467,197	186,647	3,653,844	64,489,666

See accompanying notes to financial statements.

PROMISESHIP

Notes to Financial Statements

December 31, 2017 and 2016

(1) Nature of Operations

Nebraska Families Collaborative d/b/a PromiseShip (PromiseShip) is a Nebraska nonprofit public benefit charitable corporation created by five Omaha area organizations (Child Saving Institute, Father Flanagan's Boys' Home (FFBH), Heartland Family Service, Nebraska Family Support Network, and OMNI Behavioral Health). PromiseShip's revenue is derived from program service revenue through a service delivery, coordination, and case management contract with the Nebraska Department of Health and Human Services Division of Children and Family Services and support from the member organizations.

PomiseShip provides service coordination, services, and case management for the families, children, and youth who are wards of the state of Nebraska involved in child welfare or are noncourt involved children and families served throughout Douglas and Sarpy Counties. The activity involved is to identify service providers to deliver all needed services for children and families as described above and to pay for all services that do not have other reimbursement sources. The activities also include family team meetings, court reports in regard to the child, collaboration with the schools, and all agency resources in the community to obtain all necessary services directly connected to the safety, permanency, and wellbeing of the child.

PromiseShip provided services to 5,194 children and 2,305 families in 2017 and 4,797 children and 2,183 families in 2016 by providing a complete continuum of nontreatment, non-Medicaid funded services, and placement resources. These resources ensure appropriate and timely child welfare support provided to adult family members, children, and youth. These services are available to families and youth in need any time of day or night throughout the year.

(2) Summary of Significant Accounting Policies

The following is a summary of significant accounting policies used in the preparation of the financial statements:

(a) Basis of Accounting

The accompanying financial statements have been prepared on the accrual basis of accounting. Resources are reported for accounting purposes into separate classes of net assets based on the existence or absence of donor imposed restrictions. In the accompanying financial statements, net assets (deficit) that have similar characteristics have been combined into similar categories.

The unrestricted net assets (deficit) account for resources over which the governing board has discretionary control to use in carrying on the operations of PromiseShip.

The temporarily restricted net assets account for those resources currently available for use, but expendable only for purposes specified by the donor or grantor, or which will become available for use at a later time.

PROMISESHIP

Notes to Financial Statements

December 31, 2017 and 2016

(b) Concentration of Risk

Most of PromiseShip's revenue and accounts receivable for the years ended December 31, 2017 and 2016 are derived from a contract with the state of Nebraska (the State). Failure by the State to pay amounts due would impact the ability of PromiseShip to continue operations. The contract with the State is set to expire June 30, 2019. Failure to renew this contract would significantly impact the size of operations of PromiseShip.

(c) Cash and Cash Equivalents

Cash and cash equivalents include investments with an original maturity of three months or less.

(d) Program Service Revenue

Program service revenue is recognized when the services are performed. Payments received prior to services being performed are recognized as deferred revenue. PromiseShip records grant revenue when the work has been performed in accordance with the conditions of the grant.

PromiseShip maintains an allowance for doubtful accounts for estimated losses inherent in its accounts receivable portfolio. In establishing the required allowance, management considers historical losses adjusted to take into account current market conditions, customers' financial conditions, the amount of receivables in dispute, and the current receivables aging.

(e) Contributions

Donated properties and materials are recorded as contributions at their estimated fair value at date of donation. All contributions are considered to be available for unrestricted use unless specifically restricted by the donor. Amounts received that are designated for future periods or restricted by the donor for specific purposes are reported as temporarily restricted or permanently restricted support that increases those net asset (deficit) classes. However, if a restriction is fulfilled in the same time period in which the contribution is received, the organization reports the support as unrestricted. Contributions of cash and other assets restricted to the acquisition of long-lived assets are reported as restricted support until the long-lived asset is placed in service.

(f) Land, Buildings, and Equipment

Land, buildings, and equipment are reported at cost, including capitalized interest when applicable. Items are capitalized if the unit cost is \$5,000 or more and has a useful life in excess of one year. Depreciation of buildings and equipment is provided on a straight-line basis over the estimated useful lives of the assets. Estimated useful lives for buildings range from 25 to 50 years. Estimated useful lives for equipment range from 3 to 10 years.

Gifts of long-lived assets such as land, buildings, or equipment are reported as unrestricted support unless explicit donor stipulations specify how the assets are to be used, and gifts of cash or other assets that must be used to acquire long-lived assets are reported as restricted support. Absent explicit donor stipulations about how long those long-lived assets must be maintained, expirations of donor restrictions are reported when the donated or acquired long-lived assets are placed into service. Contributions restricted to the purchase of land, buildings, and equipment in which restrictions are met within the same year as received are reported as increases in unrestricted net assets (deficit).

PROMISESHIP

Notes to Financial Statements

December 31, 2017 and 2016

(g) Impairment of Long-lived Assets

Long-lived assets, such as land, buildings, and equipment, are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability of assets to be held and used is measured by a comparison of the carrying amount of an asset to estimated undiscounted future cash flows expected to be generated by the asset. If the carrying amount of an asset exceeds its estimated future cash flows, an impairment charge is recognized to the extent the carrying amount of the asset exceeds its fair value.

(h) Employee Benefits

PromiseShip offers employees a benefit package identical to employees of its member organization Father Flanagan's Boys' Home. This benefit package includes but is not limited to medical and life insurance and a defined-contribution pension plan.

All participants of PromiseShip's 401(k) plan receive a 100% match of up to 6% of the participant's contributed salary on a monthly basis. Total employer contributions to the 401(k) plan were \$567,156 and \$497,205 for the years ended December 31, 2017 and 2016, respectively.

(i) Income Taxes

PromiseShip is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. PromiseShip accounts for uncertainties in accounting for income tax assets and liabilities by recognizing the effect of income tax positions only if those positions are more likely than not of being sustained. At December 31, 2017 and 2016, PromiseShip had no uncertain tax positions accrued.

(j) Use of Estimates

The preparation of the financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenue and expenses during the reporting period. Actual results could differ from those estimates.

(3) Land, Buildings, and Equipment

Land, buildings, and equipment consist of the following at December 31, 2017 and 2016:

	2017	2016
Equipment	\$ 389,069	389,069
Equipment under capital lease	119,339	113,337
Less accumulated depreciation	(444,935)	(396,909)
	\$ 63,473	105,497

PROMISESHIP

Notes to Financial Statements

December 31, 2017 and 2016

(4) Lease Commitments

PromiseShip leased office facilities under operating leases with escalating rental payments that expire in various years through 2022. Future minimum lease payments for operating leases with initial or remaining noncancelable lease terms in excess of one year as of December 31, 2017 were as follows:

	Operating leases
2018	\$ 762,664
2019	770,694
2020	778,805
2021	763,599
2022	<u>333,135</u>
Total minimum lease payments	<u>\$ 3,408,897</u>

Rental expense (exclusive of real estate taxes, insurance, and other expenses) for the years ended December 31, 2017 and 2016 amounted to \$522,905 and \$419,971, respectively. Escalating rental payments are recognized on a straight-line basis over the lease term.

PromiseShip has capital leases for office equipment with a net book value of \$44,378 as of December 31, 2017. Future minimum lease payments for capital leases with initial or remaining noncancelable lease terms in excess of one year as of December 31, 2017 were as follows:

	Capital leases
2018	\$ 29,335
2019	<u>21,805</u>
Total minimum lease payments	51,140
Less amount representing interest	<u>(2,741)</u>
Present value of minimum lease payments	<u>\$ 48,399</u>

(5) Line of Credit

PromiseShip had an irrevocable line of credit of \$1,000,000 with an interest rate of 3.56% as of December 31, 2017. No funds were drawn as of December 31, 2017. The interest rate is calculated at two percentage points above the monthly LIBOR. This line of credit expires September 30, 2018.

PROMISESHIP

Notes to Financial Statements

December 31, 2017 and 2016

(6) Related-Party Transactions

Representatives from Child Saving Institute, FFBH, Heartland Family Service, Nebraska Family Support Network, and OMNI Behavioral Health are members of the board of directors for PromiseShip. In 2017 and 2016, these entities provided \$12,397,790 and \$10,848,199, respectively, of contract services to identified families and youth. These entities received \$0 and \$3,721, respectively, in 2017 and 2016, in rental income due to leasing arrangements for office facilities to PromiseShip.

PromiseShip has a payable due to FFBH of \$340,566 in 2017 and \$481,876 in 2016 for program services that were provided by FFBH and is included in accounts payable on the statements of financial position. PromiseShip had a receivable from FFBH in the amount of \$133,261 and \$149,540, net for expenses paid by PromiseShip for FFBH as of December 31, 2017 and 2016 respectively.

(7) Temporarily Restricted Net Assets

Temporarily restricted net assets consist of gifts contributed for a specified period or until the occurrence of some future event.

	<u>2017</u>	<u>2016</u>
Restricted net assets:		
Duffles for dignity	\$ 24,845	21,992
Other program	<u>22,939</u>	<u>4,589</u>
	<u>\$ 47,784</u>	<u>26,581</u>

Temporarily restricted net assets were released for the following purposes:

	<u>2017</u>	<u>2016</u>
Duffles for dignity	\$ 9,199	20,591
Other program	<u>2,589</u>	<u>75</u>
	<u>\$ 11,788</u>	<u>20,666</u>

Net assets were released from donor restrictions by incurring expenses satisfying the restricted purposes or by occurrence of other events specified by the donors.

(8) Subsequent Events

PromiseShip has evaluated subsequent events from the statement of financial position date through September 26, 2018, the date at which the financial statements were available to be issued.

PROMISESHIP

Notes to Schedule of Expenditures of Federal Awards

Year ended December 31, 2017

(1) Summary of Significant Accounting Policies**(a) Basis of Presentation**

The accompanying schedule of expenditures of federal awards (the Schedule) includes the federal award activity of Nebraska Families Collaborative d/b/a PromiseShip (PromiseShip) under programs of the federal government for the year ended December 31, 2017. The information in this schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Some programs are funded jointly by PromiseShip appropriations, and federal and state funds. Expenditures are subject to audit by the granting agency and, in the opinion of management, disallowed costs, if any, will not have a material effect on PromiseShip's federal programs.

(b) Summary of Significant Accounting Policies

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the Uniform Guidance wherein certain types of expenditures are not allowable or are limited as to reimbursement. PromiseShip has not elected to use the 10-percent de minimis indirect cost rate as allowed under the Uniform Guidance and has not charged indirect costs to federal programs.

PROMISESHIP

Schedule of Expenditures of Federal Awards

December 31, 2017

<u>Federal grantor agency</u>	<u>Grantor/subgrantor</u>	<u>Program title</u>	<u>Federal CFDA number</u>	<u>Federal expenditures</u>	<u>Federal expenditures to subrecipients</u>
U.S Department of Health and Human Services:					
DHHS – ACF	U.S. Department of Health and Human Services – Administration of Children and Families	Adoption Opportunities	93.652	\$ 23,881	—
	Total federal awards – DHHS Direct			23,881	—
DHHS	Nebraska Department of Health and Human Services	Foster Care Program Title IV-E	93.658	3,153,690	—
DHHS	Nebraska Children and Families Foundation Lincoln, Nebraska	Promoting Safe and Stable Families	93.556	5,325	—
	Total federal awards – DHHS pass-through			3,159,015	—
	Total federal awards			\$ 3,182,896	—

Abbreviations legend:

ACF Administration for Children and Families
 DHHS Department of Health and Human Services

See accompanying notes to schedule of expenditures of federal awards.



KPMG LLP
 Suite 300
 1212 N. 96th Street
 Omaha, NE 68114-2274

Suite 1120
 1248 O Street
 Lincoln, NE 68508-1493

**Independent Auditors' Report on Internal Control over Financial Reporting and on Compliance
 and Other Matters Based on an Audit of Financial Statements Performed in Accordance
 With Government Auditing Standards**

The Board of Directors
 Nebraska Families Collaborative:

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the financial statements of Nebraska Families Collaborative d/b/a PromiseShip d/b/a PromiseShip (PromiseShip), which comprise the statement of financial position as of December 31, 2017, and the related statements of activities, cash flows, and functional expenses for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated September 27, 2018.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered PromiseShip's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of PromiseShip's internal control. Accordingly, we do not express an opinion on the effectiveness of PromiseShip's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit, we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether PromiseShip's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.



Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of PromiseShip's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the PromiseShip's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

KPMG LLP

Omaha, Nebraska
September 27, 2018



KPMG LLP
Suite 300
1212 N. 96th Street
Omaha, NE 68114-2274

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Lincoln, NE 68508-1493

**Independent Auditors' Report on Compliance for each Major Federal Program;
Report on Internal Control over Compliance; and Report on Schedule of
Expenditures of Federal Awards Required by the Uniform Guidance**

The Board of Directors
Nebraska Families Collaborative:

Report on Compliance for each Major Federal Program

We have audited Nebraska Families Collaborative d/b/a PromiseShip's (PromiseShip) compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on PromiseShip's major federal program for the year ended December 31, 2017. PromiseShip's major federal program is identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal programs.

Auditors' Responsibility

Our responsibility is to express an opinion on compliance for each of PromiseShip's major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about PromiseShip's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of PromiseShip's compliance.

Opinion on each Major Federal Program

In our opinion, PromiseShip complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on its major federal program for the year ended December 31, 2017.



Report on Internal Control over Compliance

Management of PromiseShip is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered PromiseShip's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of PromiseShip's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A material weakness in internal control over compliance is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A significant deficiency in internal control over compliance is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

Report on Schedule of Expenditures of Federal Awards Required by the Uniform Guidance

We have audited the financial statements of PromiseShip as of and for the years ended December 31, 2017 and 2016, and have issued our report thereon dated September 27, 2018, which contained an unmodified opinion on those financial statements. Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the Uniform Guidance and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated in all material respects in relation to the financial statements as a whole.

KPMG LLP

Omaha, Nebraska
September 27, 2018

PROMISESHIP**Schedule of Findings and Questioned Costs
Year ended December 31, 2017****(1) Summary of Auditors' Results**

- (a) Type of report issued on whether the financial statements were prepared in accordance with generally accepted accounting principles: **Unmodified**
- (b) Internal control deficiencies over financial reporting disclosed by the audit of the financial statements:
 - Material weaknesses: **No**
 - Significant deficiencies: **None reported**
- (c) Noncompliance material to the financial statements: **No**
- (d) Internal control deficiencies over major programs disclosed by the audit:
 - Material weaknesses: **No**
 - Significant deficiencies: **None reported**
- (e) Type of report issued on compliance for major programs: **Unmodified**
- (f) Audit findings that are required to be reported in accordance with 2 CFR 200.516(a): **No**
- (g) Major program:
 - **Foster Care Title IV-E – CFDA 93.658**
- (f) Dollar threshold used to distinguish between Type A and Type B programs: **\$750,000**
- (g) Auditee qualified as a low-risk auditee: **Yes**

(2) Findings Relating to the Financial Statements Reported in Accordance with *Government Auditing Standards*: None**(3) Findings and Questioned Costs Relating to Federal Awards: None**



1620 Dodge Street
Omaha, NE 68197
402.602.5100

February 27, 2019

RE: Nebraska Families Collaborative

To Whom It May Concern:

Nebraska Families Collaborative has been customer of First National Bank of Omaha since 2015. The company maintains a deposit and credit relationship with the bank including a line of credit. All accounts have been handled as agreed.

If there are any further questions, please don't hesitate to contact me at (402) 602-5396.

Sincerely,

A handwritten signature in blue ink that reads 'Jake R. Holdenried'.

Jake R. Holdenried
Vice President



David Newell
CSW, ACSW
 President and CEO

SUMMARY

Dave joined the PromiseShip leadership team in 2010. Prior, Dave served as a regional vice president at EMQ Families First (2006-2010), executive director at Denali Family Services (1999-2006), and was the Chair of the Alaska Behavioral Health Association (2002-2005). He has more than 25 years' social services experience both in direct service and leadership roles. In partnership with his wife, Theresa, Dave also has 25 years' experience as a therapeutic foster, adoptive, and birth parent.



6405 South 179th Street
 Omaha, NE 68135



402.445.7926



david.newell@promiseship.org



PromiseShip.
 helping families be families

EXPERIENCE

President & CEO

PromiseShip, Omaha, NE
 2010 – Present

Responsible for the entire agency management including administration oversight of programs and services, network development, a collaborative leadership role with the Nebraska Department of Health and Human Services, contracts, public and community relations, and staffing of the Board of Directors. A proven results-driven leader with a history of complex problem-solving abilities and a deep knowledge of child welfare and the juvenile justice system.

- Successful transfer of DHHS ESA 1/3 children and families completed December 2011.
- Successful transfer of KVC ESA 1/3 children and families completed March 1, 2012.
- Grew annual operating budget from \$22 million to \$58 million in less than two years.
- Achieved initial COA accreditation in December 2012.
- Advocated successfully in collaboration with senators and child welfare stakeholders for the unanimous passage by the Nebraska legislature of LB 660 in April 2014.
- Awarded \$500,000 federal grant for adoptions by the Administration for Children and Families in October 2014.
- For the first time in its history, the ESA met all six of the CFRS round two measures in December 2015.

Regional Vice President

Vice President of Foster Care and Adoption Services

Executive Director of Foster Care and Adoption Services

EMQ Families First, Sacramento, CA
 2006 – 2010

Spearheaded the mental health and social services for the FCAS, Capital and Los Angeles regions providing services to Sacramento, Solano, Yolo and Los Angeles. Orchestrated the program management, budget administration, business development, community relations and employee supervision. Managed budget of over \$48 million and more than 400 staff. Delivered mental health and social service programs that include adoption, foster care, wraparound, Focus, outpatient, nonpublic school, residential care, crisis nursery and psychiatric services.

- Executed budget integration and personnel restructuring by consolidating staff and the Sacramento foster care offices to relieve \$303,000. Merged the San Jose Families First Office and EMQ offices to save an additional \$100,000 annually.
- Successfully transferred psychiatric services to EPSDT providers to save \$35,000 annually.
- Selected to serve as liaison between Senior Leadership team and Corporate Operations group due to proven effective listening and communications skills.



David Newell
CSW, ACSW
 President and CEO

REFERENCES

Kathy Bigsby-Moore
 219 South 167th Street
 Omaha, NE 68118
 402.330.5126

Theresa Barron-McKeagney, Ph.D.
 6001 Dodge Street, CPACS 109
 Omaha, NE 68182
 402.554.2276

Peg Harriott
 4545 Dodge Street
 Omaha, NE 68132
 402.504.3600



PromiseShip.
 helping families be families

Executive Director

Denali Family Services, Anchorage, AK
 1999 – 2006

Executed and administered a \$5 million budget for this nonprofit corporation. Developed and coordinated the strategic planning, budget development, oversight and reporting, programs, board of directors, business development and employee supervision. Orchestrated the behavioral rehabilitation, Little Steps Day School, school-based initiatives, Reclaiming Futures and psychiatric outpatient programs delivering services to families and children.

- Led the turnaround of this financially unstable organization by balancing the agency’s business and social mission.
- Received the agency’s first national accreditation with the Council of Accreditation.
- Introduced evidence-based practices of Incredible Years and Multi-dimensional Treatment Foster Care.
- Implemented the first Management Information System (MIS)/Electronic Records to streamline the development and billing of a wide array of behavioral healthcare services.
- Provided interim executive management services through DFS for Mat-Su Recovery Center, Inc. Reviewed strategic options with its board of directors and agreed to a successful merger with another agency.
- Agency recognition in 2005 by the Anchorage Chamber of Commerce for the “Gold Pan Award” for Premier Service to Youth by an Individual, Organization or Business.
- Nominated as “Alaska Social Worker of the Year.”

Therapeutic Foster Parent

The Arc of Anchorage, Anchorage, AK
 1993 – 2006

Provided intensive support for children with severe emotional disturbances and developmental disabilities. Supported birth parents by communicating constructive methods of positive discipline, behavioral modification and specific parenting issues to individual children and families.

- Participated in children’s psychotherapy, Core Service Teams and school multi-disciplinary teams.
- Successful outcomes for all of the children in care.

EDUCATION

Master of Social Work

University of Alaska Anchorage, Anchorage, AK
 1998

Bachelor of Science, Education

Southern Illinois University at Edwardsville, Edwardsville, IL
 1989



David Newell
CSW, ACSW
President and CEO

AWARDS/RECOGNITION

- Received the Annual Child Welfare Award by the Omaha Metropolitan Child Advocacy Coalition in 2013
- Selected to join the Annie E. Casey Foundation (AECF) Children and Family Fellowship in 2013
- Received the A.W. Clark Award from Child Saving Institute in 2016

COMMUNITY INVOLVEMENT

- Appointed by Governor Heineman to the Nebraska Children's Commission (2012 & 2014)
- Appointed by Governor Ricketts to the Nebraska Children's Commission (2016)
- Served on the board of directors for the Alaska Behavioral Health Association, Foster Family-Based Treatment Association, and Voice for Adoption
- Member of the National Association of Social Workers, Academy of Certified Social Workers, and the AECF Children and Family Fellowship

PROFESSIONAL CERTIFICATIONS

- Nebraska Certified Social Worker (CSW) License #430



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Ronald M. Zychowski

Senior Executive of
Executive Operations

SUMMARY

Ron joined the leadership team of PromiseShip in 2018. Prior to PromiseShip, Ron has 40 plus years of results-oriented success in senior leadership positions. Experienced in developing and directing large, multi-disciplined staffs. Well versed in developing and executing multi-million-dollar budgets. Strong team-building skills that foster commitment, performance and quality. Twenty-four years of senior management experience in human services.



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EXPERIENCE

Senior Director of Executive Operations

PromiseShip, Omaha, NE

2018 – Present

- Support PromiseShip's CEO and Executive Leadership Team in developing and executing strategic and annual operating plans.
- Updated the PromiseShip Strategic Plan and created the initial PromiseShip Business Plan.
- Assist the CEO and Executive Leadership Team to improve performance through the implementation of data-informed leadership that brings a balanced approach of accountability and support guided by data.
- Reduced the number of children in out of home care by 8%; reduced the total number of children in the system by 13% and increased adoptions by 30% over the prior year, in State Fiscal Year 2018.

Independent Consultant

Red Oak Consulting, LLC, Red Oak, IA

2017 – 2018

- Worked with non-profits to improve performance through the implementation of data-informed leadership to bring a balanced approach of accountability and support guided by data.

Chief Performance and Quality

Eckerd Connects, Clearwater, FL

2013 – 2016

- Provided performance and quality management support to all Eckerd programs. Eckerd's child welfare system was larger than 14 states and the District of Columbia and was the 5th best performing system of care in the nation based upon federal CFSR round 3 outcomes.
- Transformed Quality using business intelligence and predictive analytics in a way that allowed all programs to improve outcomes for children and families.
- Opened Eckerd's consulting business and secured contracts with four states to deploy Eckerd Rapid Safety Feedback System, a predictive analytics model that addresses child safety in high-risk cases.

Chief Operating Officer

Eckerd Connects, Clearwater, FL

2009 – 2013

- Supervised the company's day-to-day operations that served over 3,000 children in Florida's child welfare system and another 3,000 across nine states involved in the juvenile justice or child welfare system. Programs were performance-based and outcome-driven.



Ronald M. Zychowski

Senior Executive of
Executive Operations

REFERENCES

Tony Moore

3106 Gleneagles Drive East
Clearwater, FL 33761
727.560.9792

Alex Reed

100 Starcrest Drive
Clearwater, FL 33765
727.215.8388

Randy Luecke

100 Starcrest Drive
Clearwater, FL 33765
727.242.3095



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- Focused on family-centered practice, timely permanency and the proper preparation of those children who will age out of foster care as the Lead Agency in Florida's Circuit 6 and Circuit 13.
- Improved outcomes in all programs; achieved the highest Quality Ranking from the State in 7 of 8 Juvenile Justice Programs; grew programs to the largest privately-operated system of care in the country; assisted in transforming and growing Eckerd from a \$70M company to a \$150M company operating in 6 states.

CEO

Community Partnership for Children, Daytona Beach, FL
2005 – 2009

- Led a staff of 200 in providing protective supervision, foster care and adoption services to 2,000 children in a 3-county area.
- Through leadership focused on results and an outreach to the community that built strong ties and transparency, took the agency from the brink of closure to one of the most respected child protection agencies in the state.
- Safely reduced the number of children in out-of-home care by 36% and the number of children in the dependency system by 32%.
- Reduced the number of children on runaway status by 79%.
- Finalized over 600 adoptions with over 40% completed within 24 months.
- Ensured that at least 99.9% of all children served were seen monthly.
- Of the 15 outcomes that make up the Federal Permanency Composite, exceeded the national 75th percentile performance on 6 measures and the national mean performance on another 4 measures.
- Worked with the Community Partnerships and served on several statewide senior executive committees including: Co-chair of the Statewide Performance Committee, Member of Florida's Team to the National Governor's Policy Academy on Safely Reducing Out-of-Home Care, and Member of the Executive Oversight Committee preparing Florida's CFSR Performance Improvement Plan.
- Served on the executive team that developed and deployed Florida's Quality Assurance Program and the executive team that secured and implemented Florida's Federal IV-E Waiver; the only statewide waiver in the nation.

Executive Director

Community Based Care of Seminole County, Lake Mary, FL
2004 – 2005

- First employee of the company and guided it through start-up and contract negotiations to successful execution of its lead agency contract on August 1, 2004.
- Successfully transitioned supervision of 600 children and all services from the state in October 2004.

Senior Executive Positions

Florida Department of Children and Families, Tallahassee, FL
1995 – 2004



Ronald M. Zychowski
Senior Executive of
Executive Operations

- Served in a wide range of leadership positions with the Florida Department of Children and Families in three different Districts and the State's largest Region, holding senior executive positions in administration, operations and programs.
- Closed one of Florida's State Hospitals and successfully transitioning over 100 mentally ill patients back to their communities with improved community supports.
- Improved the integration of Child Welfare and Substance Abuse Services.
- Consistently among the leaders in the state on Child Abuse Investigation performance measures.
- Balanced every annual budget.
- Consistently among the state's leaders in achieving outcomes across all programs which included Temporary Cash Assistance, Food Stamps, Mental Health and Substance Abuse Services, Aging and Disabled Adult Services, Developmental Disability Services and Child Welfare.
- Transferred the supervision of over 4,000 children in Hillsborough County from the department to the private community-based care lead agency without incident.

EDUCATION

Master of Business Administration

University of Alabama, Beta Gamma Sigma Graduate
1979

Bachelor of Arts in Political Science

University of Delaware
1968

AWARDS/RECOGNITION

- Served 25 years in the US Army retiring as Lieutenant Colonel; alternated in a variety of Military Police and Comptroller assignments

COMMUNITY INVOLVEMENT

- Co-chair of the Statewide Performance Committee
- Member of Florida's Team to the National Governor's Policy Academy on Safely Reducing Out-of-Home Care.
- Member of the Executive Oversight Committee preparing Florida's CFSR Performance Improvement Plan
- Member of the National Association of Social Workers, Academy of Certified Social Workers, and the AECF Children and Family Fellowship



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Lynn M. Castrianno PhD, MLS

Vice President CQI & Data
Management

SUMMARY

Leader with more than 20 years of data management, data analysis, and quality improvement experience. Extensive experience in planning, developing and implementing quality improvement processes, tools, and data reports for multiple stakeholders.



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EXPERIENCE

Vice President, CQI & Data Management

PromiseShip, Omaha, NE

2012 – Present

- Implement Quality Improvement processes throughout the organization, including the development of company KPIs, quality workgroups, quality reviews, and process improvement strategies.
- Oversee PromiseShip's internal database used for billing, utilization management, and provider referrals. Responsible for the development of reporting needs from this system.
- Responsible for the oversight of the COA accreditation.
- Monitor the quality of program outcomes through data management, data analysis, and data reconciliation between multiple databases.
- Develop various data reports from several systems to meet the reporting needs of administrators and supervisors.

Director, Quality Management

KVC, Omaha, NE

2010 – 2012

- Collaborated with internal and external CQI teams to enhance programmatic outcomes and contract accountability.
- Oversaw the Joint Commission accreditation including developing policies and procedures.
- Developed weekly/monthly/quarterly data reports and processes for executive and supervisory teams targeted to meeting goals using national, state, and organizational benchmarks.

Director, CQI & Data Management

Visinet, Omaha, NE

2009 – 2010

- Implemented a web-based data management system.
- Oversaw the COA accreditation process, development of programs, implementation of new programs and fidelity measures, and the development of program performance measures.

EDUCATION

PhD

University of Nebraska-Lincoln, Lincoln, NE

1999



Lynn M. Castrianno
PhD, MLS

Vice President CQI & Data
Management

REFERENCES

Jennifer Miller Haight

1313 East 60th St
Chicago, IL 60637
518.210.6880

Mary Beth Rautkis, Ph.D.

2332 Cathedral of Learning
Pittsburgh, PA 15260
412.648.1225

Jeanette Harder, Ph.D., CMSW

6001 Dodge Street
Omaha NE 68182
402.554.2893

Master of Legal Studies

University of Nebraska-Lincoln, Lincoln, NE
1992

Master of Arts

University of Nebraska-Lincoln, Lincoln, NE
1991

Bachelor of Arts

State University of New York at Buffalo, Buffalo, NY
1986

AWARDS/RECOGNITION

- 2nd Place Dissertation Award (Subtle Racism in Child Welfare Decision Making) Awarded by American Psychology and Law Society (2000)
- Foster Family Based Treatment Association Research Committee (2001 - present)
 - Board of Directors (2002-2004; 2011)
 - Research Committee Co-chair (2002-2004; 2011-2012)
- Chapin Hall Advanced Analytics Workshop (2010)
- Public Private Partnership Meeting, QIP (2011)
- Second Annual Meyer Elkin Essay Award, Association of Family and Conciliation Courts (1990)
- National Institute of Mental Health Fellowship (1989-1991)
- 9 Book Chapters and Articles
- 33 Professional Presentations
- 14 Technical Reports

COMMUNITY INVOLVEMENT

- Tradition of the Heart Recognition Award in appreciation of 9/11 display
- 9/11 Omaha Remembrance Coordinator (2004 – present)
- Daughters of the Revolution 9/11 Award (2011)
- Girl Scout Troop Leader (2007 - 2009)
 - Recipient of the new troop leader award (2007)
- Den Leader (2002-2005)
 - Recipient of the Webelo Leader Award (2005)
- St. James/Seton Home & School President (2004 - 2006)



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Robin Chadwell, LCSW

Vice President of Network and Service Innovation

SUMMARY

Robin has been employed in the social work field with a focus in child welfare since 1988 when she obtained her Bachelor Degree in Social Work. Her experience is well-rounded having worked in both the public and private sector with experience in case management, school social work, and provider services, along with direct care as well as administration. Robin has been directly involved with and supportive of the Nebraska Child Welfare reform, having participated in both writing and implementing proposals for Safety and In-Home Services, Service Coordination and Case Management.



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EXPERIENCE

Vice President of Network and Service Innovation

PromiseShip, Omaha, NE

2017 – Present

- Responsible for oversight of the PromiseShip's network of providers, Utilization Management Department, and Program Support Workers.
- Collaborate with providers to develop and implement new services to address gaps in the service array; to include Integrated Family Care, Pathways, and Intensive In-Home Services.
- Increase oversight, communication and collaboration between case management and service providers to improve outcomes for children and families.
- Implement placement stability calls to assist with identifying supports and services to maintain youth in family level care.
- Implement data sharing among provider network participants to increase network collaboration and opportunity for learning.
- Establish initial outcome based contracting for select services.

Operations Support Director

PromiseShip, Omaha, NE

2014 - 2017

- Oversight of Network Management and Utilization Management to ensure quality service referral, development and delivery for youth and families.
- Managed Family Finding, Adoption and Kinship Services, with a focus on establishing and enhancing youth connections and placement with family members and completed home studies for potential placement options.
- Managed Aftercare and Program Support departments to expedite parent/child contact when youth could not be safely maintained in the home, delivered services and supports to promote youth remaining within the family home and to provide for supports post case management closure to prevent re-entry.

Program Director

KVC Behavioral Health Care, Lincoln, NE and Omaha, NE

2010 – 2014

- Coordinated, developed and managed the Foster Care and Intensive Family Preservation programs.
- Developed and implemented program policies, procedures and practices relevant to case management and service delivery.
- Collaborated with internal and external CQI teams to enhance programmatic outcomes and contract accountability.



Robin Chadwell, LCSW
Vice President of Network and
Service Innovation

REFERENCES

Michael R. Neise, PhD
809 South 174th Street
Omaha, NE 68118
402.680.8672

Gennifer Amato
7413 North 30th Street
Omaha, NE 68112
402.451.8404

Jodie Austin, LCSW
11550 I Street
Omaha, NE 68137
402.498.4706



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Director of Operations

Visinet, Inc., Omaha, NE, Lincoln, NE and Grand Island, NE
2001 – 2010

- Oversight of daily programmatic operations of all programs within the identified continuum of care across three Nebraska service areas (ESA, SESA, and CSA).
- Authored program proposals and assisted in the development and implementation of new programs.
- Assisted in monitoring program growth and stability, developing program policies and procedures, and providing direct supervision of Program Coordinators and Managers.

School Social Worker

Alpha School, Omaha, NE
1995 – 2001

- Provided ongoing counseling services to at-risk students and families.
- Assisted teachers and educators in understanding underlying mental health issues that affect the child's academic abilities.
- Completed CAFAS assessment scales on children.
- Conducted parent support groups and youth conflict resolution groups.

Protection and Safety Worker

Nebraska Department of Health and Human Services, Omaha, NE
1991 – 1995

- Developed case plans to aid children and families in addressing concerns related to child abuse and neglect.
- Collaborated with professionals in the community to provide quality services and supports to children and families.
- Documented child and family progress in the form of court reports and contact narratives.
- Assessed families and made recommendations regarding permanency and/or reunification of youth and families.

EDUCATION

Masters of Social Work

University of Nebraska Omaha, Omaha, NE
1989

Bachelor of Social Work

University of Nebraska Omaha, Omaha, NE
1988

AWARDS / RECOGNITION

- 2011 Nomination for Kevin H. Orr Administrator of the Year



Robin Chadwell, LCSW

Vice President of Network and
Service Innovation

COMMUNITY INVOLVEMENT

- Foster and Adoptive Parent
- Volunteer – Midland’s Humane Society

PROFESSIONAL CERTIFICATIONS

- Licensed Clinical Social Worker (LCSW)
 - Master Social Worker License #839
 - Mental Health Practitioner License #1665



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Viv Ewing, PhD

Vice President Administrative

SUMMARY

Viv has been a member of the PromiseShip Executive Team since 2016. She is responsible for leading the human resources, communications, training, fund development, community relations, and administrative services. Viv has over 15 years' experience in both corporate and not-for-profit organizations. She joined PromiseShip because the mission to help families aligns with her personal values of serving the community.



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EXPERIENCE

Vice President Administrative Service

PromiseShip, Omaha, NE

2016 – Present

Provides leadership for core support functions that impact the entire agency in accordance with industry standards, regulatory agencies, and company objectives and policies.

- Leads Human Resources, Development, Administration, and the Communication functions.
- Provides oversight for Human Resources, employee relations, acquisition, training and development, employment, affirmative action, HR compliance, and employee activities.
- Oversees the corporate communications function, internal and external communications, and public relations.
- Directs and oversees the implementation of a strategic approach to fundraising which includes major gifts, corporate donations, grant solicitation, and in-kind resources.
- Works closely with the Board of Directors, President & CEO, and funders to meet strategic objectives
- Cultivates strategic relationships with community leaders, government officials, and supporters to increase donations, support, and resources for PromiseShip and to increase awareness and commitment to child welfare.

CEO

Alzheimer's Association of Nebraska, Omaha, NE

2013 – 2016

Viv was recruited by the board chair of Alzheimer's Association to transform this organization into a sustainable revenue generating organization. Viv provided executive leadership for core organization functions in operations, finance administration, development, donor management, government affairs, programs, community relations, communications, and brand building.

- Increased budget from \$700,000 to \$3,000,000.
- Led initiative to get legislation passed to create Alzheimer's State Plan.
- Expanded office into multiple territories.
- Grew major donors by 35%.
- Increased brand recognition by 25%.
- Expanded service area by 75%
- Increased services for low income and minority families.



Viv Ewing, PhD

Vice President Administrative

REFERENCES

Kathleen Moore
10018 South 14th Street
Bellevue, NE 68123
402.933.2075

Dr. Mike Carroll
1314 South 63rd Street
Omaha, NE 68106
402.960.8374

Jennifer Hayes Wilkins
427 Dennis Avenue
Browns Mills, NJ 0015
609.346.9697

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Government Affairs Director

Habitat for Humanity, Omaha, NE
2008 – 2013

Directed human resources department, business operations, and volunteer management. Supervised a team of ten. Responsibilities included: leading talent management, recruitment and retention, policy development, and training for staff and volunteers. Casted a vision for employee relations, benefits practices, and compensation. Led government relations, corporate volunteer partnerships and corporate donations. Directed volunteer management strategy, selection, and retention.

- Increased volunteer base from 6,000 to 7,000.
- Created partnerships with 100 businesses, community organizations, faith based organizations, and educational institutions.
- Developed and implemented a government relations program.
- Led successful efforts to create legislation for the creation of a Land Bank.
- Built a 2,000 member advocate base for the organization which advocated for housing issues that affect low income families.

EDUCATION

PhD, Human & Community Resources

University of Nebraska at Lincoln, Lincoln, NE
1980

Master of Sciences, Urban Studies

University of Nebraska at Omaha, Omaha, NE
1986

Bachelor of Sciences, Public Administration

University of Nebraska at Omaha, Omaha, NE
1983

AWARDS / RECOGNITION

- Leadership Legacy Award
- Lifetime Achievement Award
- Hubert Lock Community Service Award
- University of Nebraska at Omaha Community Service Award
- Top 25 Women in Nebraska Award

COMMUNITY INVOLVEMENT

National Board:

- MADD USA

Local Boards (Past & Present):

- University of Nebraska Medical Center Board of Councilors



Viv Ewing, PhD

Vice President Administrative

- University of Nebraska at Omaha Alumni Board
- Governor's Judicial Selection Committee
- University of Nebraska at Omaha College of Public Affairs Advisory Council
- College of Saint Mary Board of Directors
- Salvation Army Advisory Board
- Chair Salvation Army North Corps Board
- Rotary International
- Chair Rotary Membership Committee
- American Red Cross Board of Directors
- President NCNW Omaha Section
- President Holy Name Home & School Association
- President of the Literacy Center Board
- President of the Hope Center Guild
- President Human Resources Association of Midlands
- Vice Chair Immanuel Pathways Participant Advisory Committee
- Chairperson Publicity Committee Aksarben Women's Ball Committee
- Opera Omaha Advisory Board



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Stacy Giebler, CPA

Chief Financial Officer

SUMMARY

Stacy has been a member of the PromiseShip Executive Team since 2009. She is responsible for the company's financial reporting and analysis, Title IV-E reporting, budget and projections, accounts payable, accounts receivable, and all other finance-related activities in the organization. A strong focus on timeliness, accuracy, and analysis of the meaning of financial indicators. Ten years' experience working under a case management/service coordination contract with DHHS, the latest a cost reimbursement contract.



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EXPERIENCE

Chief Financial Officer

PromiseShip, Omaha, NE
2009 – Present

Responsible for all fiscal activities of the Agency, Stacy has been instrumental in successfully navigating PromiseShip from a start-up corporation to the successful and innovative organization it is today. Through collaboration with the Department of Health and Human Services, Stacy's focus on transparency and financial analysis has brought the greatest understanding of costs and cost drivers that has ever been experienced in Nebraska's child welfare system.

- Financial reporting, budget and projections
- Title IV-E reporting to DHHS; development and implementation with DHHS of reporting methodology
- Review and analysis of expenses for allowability and contract compliance
- Risk and process analysis; development and monitoring of system of controls
- Development of payment and billing processes
- Payment of service providers; billing of State for services provided
- Development of rate schedules for service array
- Participation in strategic planning
- Participation in contract development and negotiation
- Participation as member of leadership team to develop policies, processes, and procedures
- Developed reporting system to track operational indicators
- Interview, hire, and train department employees

Audit - Senior Associate

KPMG LLP, Omaha, NE
2005 – 2009

- Performed and supervised assurance services in conformity with generally accepted auditing standards.
- Specialized in government and not-for-profit organizations, OMB Circular No. A-133 Single Audits.
- Audited clients included grain trading companies, manufacturers, not-for-profits, governments and benefit plans

EDUCATION

B.S.B.A., Business Administration, Specializing in Accounting

University of Nebraska at Omaha, Omaha, NE
2005

B.S., Art Education

Dana College, Blair, NE
1985



Stacy Giebler, CPA
Chief Financial Officer

REFERENCES

Jeff Fusselman
14100 Crawford Street
Boys Town, NE 68010
531.355.3135

Judy Rasmussen
14100 Crawford Street
Boys Town, NE 68010
531.355.3131

Michele Strop
1212 North 96th Street, Suite #300
Omaha, NE 68114
402.661.5213

COMMUNITY INVOLVEMENT

- Member AICPA

PROFESSIONAL CERTIFICATION

- Licensed CPA, Nebraska, License #0007667



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Monika Gross, JD
General Counsel

SUMMARY

Attorney admitted to practice in Nebraska and Georgia with over 30 years of experience in private practice, and as in-house counsel in the government, corporate, and non-profit sectors. Adaptable, thorough, and effective in advising and counseling a wide variety of clients in diverse legal settings. Successfully navigates complex and changing areas of the law while delivering excellent value and superior client results.



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EXPERIENCE

General Counsel

PromiseShip, Omaha, NE

2011 – Present

- Responsible for advising internal clients on a wide variety of legal matters, including child welfare and juvenile justice matters, contracts, labor and employment law, corporate governance, compliance, ethics, and risk exposure, and intellectual property while interpreting federal, state, and local laws and regulations.
- Responsible for legal management and support to PromiseShip, including compliance, risk management, development of compliance risk mitigation, legal risks negotiations and strategies.
- Conduct research and analysis of relevant sources of law, including case law and statutes to determine an appropriate course of legal action to take or defend.
- Contribute to strategic decision-making and business development as an active member of the PromiseShip Executive Team.

Vice President

Fidelity National Title Insurance Company, Omaha, Nebraska

2009 – 2011

- As Quality Assurance Counsel was responsible for reviewing and approving requests by claims attorneys to retain outside counsel in title insurance claims in active litigation, and approving coverage determinations, and reviewing and approving payments and settlements of owner's and lender's title insurance claims within a specified authority level.
- Negotiated settlements of title insurance claims with insureds and third parties, including matters in active litigation.
- Supervised and directing retained outside counsel in title insurance claims involved in active litigation.

Protection and Safety Attorney (Attorney III)

Nebraska Department of Health and Human Services, Omaha, NE

2001 – 2009

- Represented DHHS in contested juvenile matters in county courts in a 27-county area in central Nebraska, including termination of parental rights, guardianships, placement of children, and objections to DHHS case plans.
- Represented DHHS in appeals of juvenile court matters to the Juvenile Review Panel, Nebraska Court of Appeals, and the Nebraska Supreme Court.



Monika Gross, JD
General Counsel

REFERENCES

Janine E. Uchino
2712 S 87th Avenue
Omaha, NE 68124
402.934.8406

Victor F. LaPuma
1403 Farnam Street, Suite #232
Omaha, NE 68102
402.884.7044

Robbie McEwen
941 O Street, Suite #920
Lincoln, NE 68508
402.438.8853

- Represented the Office of Protection and Safety in administrative appeals related to the Child Abuse and Neglect Central Register.
- Advised child and family service specialists, supervisors, and administrators on state and federal statutes, case law, and administrative regulations related to child welfare, juvenile justice, adoptions, guardianships, paternity, child custody, child support, Indian Child Welfare Act, Interstate Compact on the Placement of Children, and the Interstate Compact on Juveniles.
- Assisted the Nebraska Attorney General's Office with civil litigation involving DHHS employees and programs.

EDUCATION

Juris Doctor

University of San Diego School of Law, San Diego, CA
1988

Bachelor of Arts

University of Nebraska-Lincoln, Lincoln, NE
Superior Scholar Award
1985

AWARDS/RECOGNITION

- Special Assistant Attorney General for the State of Nebraska (2001 – 2009)
- Special Assistant Attorney General for real estate matters for the State of Georgia (1992 – 1998)

COMMUNITY INVOLVEMENT

- Member, Nebraska State Bar Association
- Member, State Bar of Georgia
- Member, National Association of Counsel for Children
- Member, Association of Corporate Counsel
- Member, Legal Parties Taskforce of the Nebraska Children's Commission (2016 - 2018)
- Member, Grievance Subcommittee of the Normalcy Task Force of the Nebraska Children's Commission (2015 - 2016)
- Board of Directors, Christian Outreach Program – Elkhorn (2015 - 2017)

PROFESSIONAL CERTIFICATIONS

- Admitted to practice in Nebraska (#21399)
- Admitted to practice in Georgia (#017760)



Melissa Nance, MS
Vice President of Programs

SUMMARY

Melissa has worked in Nebraska’s child welfare sector for over 10 years and has been with PromiseShip since 2009 – since the beginning of Nebraska’s child welfare reform. Through her time at PromiseShip, she has held various leadership positions including her current position as Vice President of Programs. Melissa is responsible for the oversight of direct family permanency teams and service provision. Melissa is also responsible for ensuring PromiseShip’s compliance with contractual requirements regarding state and federal child welfare measures.



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EXPERIENCE

Vice President of Programs/Senior Family Permanency Director/Family Permanency Director/Family Permanency Supervisor

PromiseShip, Omaha, NE
2009 – Present

- Promoted to Senior Family Permanency Director in September 2017 and Vice President of Programs in August 2018.
- Ensure collaboration and compliance in line with Department of Health and Human Service child welfare contract to include employees of the Department as well as other key stakeholders in Douglas and Sarpy counties.
- Ensure desirable outcomes for children and families being served.
- Promoted to Family Permanency Director to oversee Family Permanency Supervisors to ensure consistency in service delivery.
- Managed Service Coordinators and Family Permanency Specialists for three years.

ICCU Care Coordinator

Region 6 Behavioral Healthcare, Omaha, NE
2007 – 2009

- Provided case management to families involved with child protective services.
- Prepared court reports, testified in court and collaborated with the families’ teams to ensure best outcomes for children and families using family-centered practices.

Intern

Adult Adolescent and Child Therapy, Omaha, NE
2008 – 2009

- Observed and counseled youth and adults utilizing a variety of therapy methods.

Community Treatment Aide

Visinet, Inc., Omaha, NE
2007 - 2008

- Assisted individuals to attain goals identified by his/her therapist.
- Maintained client in the least restrictive environment.
- Facilitated team interactions between household members, alternative placement staff and/or educational professionals.



Melissa Nance, MS
Vice President of Programs

REFERENCES

Honorable Judge Robert O'Neal
1210 Golden Gate Drive, Suite #2165
Papillion, NE 68046
402.593.5918

Honorable Judge Douglas Johnson
1701 Farnam Street, Suite #600
Omaha, NE 68186
402.444.7881

Nicole Brundo
100 Hall of Justice
1701 Farnam Street
Omaha, NE 68186
402.960.0539

Classroom Coordinator/Research Assistant

Behave'n Day Center, Inc., Omaha, NE
2005 – 2007

- Developed and implemented behavior plans for children with behavioral disorders.
- Implemented developmentally appropriate childcare curriculum.
- Collaborated with colleagues to discuss appropriate treatment for children.
- Completed data compilation, classification and evaluations.

EDUCATION

Bachelor of Arts, Psychology & Sociology

Creighton University, Omaha, NE
2006

Master of Science, Human Services

Bellevue University, Bellevue, NE
2008

COMMUNITY INVOLVEMENT

- Recognized at Region 6 as Employee of the Month (2009)
- MCAC Board, Vice-Chair, Chair, Past-Chair and At Large Member (2012 – 2016)
- Flatland Church, Life Coach, Young Adult Overseer, Sunday School teacher for 4-5 year old children (2007 – Present)
- Keystone Little League, Coached 6-8 year old girls softball (2016)



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Nikki Barber, MPA
Family Permanency Director

SUMMARY

Nikki Barber has been a Family Permanency Director at PromiseShip since October 2017. Nikki's professional duties include, overseeing seven Family Permanency teams and one Team Support Specialist. Nikki's Family Permanency teams specialize in non-court case management and providing services to families to address both risk and safety while preserving the family unit and preventing the need for out-of-home care. Prior to serving as a director, Nikki worked as a Family Permanency Specialist, Family Finding Specialist, and Family Permanency Supervisor.



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EXPERIENCE

Family Permanency Director/ Family Permanency Supervisor/Family Finding Specialist/Family Permanency Specialist

PromiseShip, Omaha, NE
2012 – Present

- Promoted to Family Permanency Director in October 2017 to oversee seven Family Permanency Supervisors and their respective teams to build/maintain positive relationships with key stakeholders, legal parties, and the Department of Health and Human Services.
- Ensure consistency in service delivery, compliance with contractual requirements and federal guidelines, and achieve positive outcomes for all children and families served.
- Served as a Family Permanency Supervisor for three years and oversaw a team of Family Permanency Specialists.
- Served as a Family Finding Specialist for one year.
- Served as Family Permanency Specialist for one and half years.

Lead Enhanced Domestic Violence Advocate

Heartland Family Services, Papillion, NE
2013 – Present

- Provide on call services to victims of domestic violence in Sarpy County.
- Visit the home of the victim immediately after the incident to establish a safety plan.
- Provide resources and education on the legal process, protection orders, no contact orders, and therapeutic services available.

Program Support Worker

KVC Behavioral Healthcare, Omaha, NE
2011 – 2012

- Provided supportive services to families involved in the child welfare system such as visitation, family support, and substance abuse testing.

Juvenile Services Officer

Sarpy County Sheriff's Department, Omaha, NE
2010 – 2011

- Provided direct supervision to juveniles who were housed at the Sarpy County Juvenile Justice Center.



Nikki Barber, MPA
Family Permanency Director

REFERENCES

Kaitlyn Reece

1320 Lincoln Mall, Suite #9
Lincoln, NE 68508
402.669.1277

Holly Page

14413 South 23rd Street
Bellevue, NE 68123
402.651.1713

Stephanie Clark

110 N 175th Street
Omaha NE, 68118
402.707.9050

- Provided direct 24-hour supervision of juveniles, managed medications, completed intakes and bookings, and operated master control.

Intern

Sarpy County Sheriff's Office, Omaha, NE

2009 – 2010

- Coordinated the start of Project Lifesaver which allowed children with autism, as well as people suffering from memory disorders such as Dementia, to be outfitted with a tracking bracelet that would allow the police to locate the individual should they become lost.
- Collected floor plans, information's, photographs and created a database to house this information for every Sarpy County School in the event of an emergency/active shooter.

EDUCATION

Master's in Public Administration

Bellevue University, Bellevue, NE

2014

Bachelors of Science, Criminology

University of Nebraska Omaha, Omaha, NE

Minor: Psychology; Concentration: Sociology

2010



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Megan Miller, MA
Family Permanency Director

SUMMARY

Megan Miller is a Family Permanency Director at PromiseShip. Her professional duties include case management oversight of seven family permanency teams. Megan has worked in the juvenile court system for over 15 years, serving in both child welfare and juvenile justice. Megan graduated from the University of Nebraska-Lincoln with a Bachelor's Degree in Human Resources and Family Science. In 2012, Megan earned her Master's Degree in Human Services. Megan's passion for continuous community improvement is the foundation of her leadership abilities.



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megan_mcgargill@hotmail.com



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EXPERIENCE

Family Permanency Director

PromiseShip, Omaha, NE

2014 – Present

- Manage a team of seven supervisors and one support staff who work in the child welfare field.
- Ensure excellent service delivery to the children and families served by Nebraska Families Collaborative.
- Partner and collaborate with Nebraska Department of Health and Human Services and other area stakeholders to implement best practice in the field of Child Welfare.

Operations Special Project Supervisor

PromiseShip, Omaha, NE

2013 – 2014

- Supervised a team of Project Specialists supporting special projects as assigned by executive leadership.
- Coordinated and implemented the Safe and Connected staffing model at PromiseShip.
- Developed the School Liaison position at PromiseShip.

Family Permanency Supervisor

PromiseShip, Omaha, NE

2011 – 2013

- Managed a team of seven Family Permanency Specialists providing case management for families in the child welfare and juvenile justice systems.
- Coached and guided staff to ensure critical thinking and sound decision-making was used while monitoring the safety and wellbeing of the children and families served.
- Mediated issues and concerns brought by families, foster parents and other stakeholders in order to come to decisions in the best interest of the children and families served.

Service Coordinator

PromiseShip, Omaha, NE

2009 – 2011

- Partnered with Nebraska Department of Health and Human Services to provide case management and service delivery to families involved in the child welfare system.
- Conducted regular meetings and assessments to ensure safety and wellbeing of the children on my caseload.
- Assisted families in case plan completion and supported families in meeting desired permanency objectives.



Megan Miller, MA
Family Permanency Director

REFERENCES

Mary Visek

319 South 17th Street
Omaha, NE 68102
402.444.7115

Nick Juliano

13603 Flanagan Boulevard
Boys Town, NE 68010
402.498.1907

Margaret Vacek

13603 Flanagan Boulevard
Boys Town, NE 68010
402.498.1110

EDUCATION

Master of Arts, Human Services

Bellevue University, Bellevue, NE
2013

Bachelor of Arts, Human Resources and Family Science

University of Nebraska-Lincoln, Lincoln, NE
2002

COMMUNITY INVOLVEMENT

- Member of Douglas County Youth Impact Team (2014 – Present)
- Member of 1184 Sexual Abuse Treatment Team (2017 – Present)
- Co-Chair and Member of Prevention Workgroup for Operation Youth Success (2015 – 2018)
- Member of Delinquency 1184 Treatment Team (2013 – 2015)
- Member of Douglas County Court Collaboration (2014 – 2015)
- Member of various committees for the Juvenile Detention Alternatives Initiative (2013 – 2015)



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Tami Nebesniak, MS

Family Permanency Director

SUMMARY

Tami has been a Family Permanency Director at PromiseShip since 2016. In this role, she is responsible for overseeing the daily operations and compliance with contractual obligations for seven teams of Family Permanency Specialists working with court-involved families. Tami has 22 years of professional experience in child welfare, including: direct care in group homes, foster care worker, case manager, child abuse hotline worker, as well as supervisor and director level positions.



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Omaha, NE 68130



402.452.4281



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EXPERIENCE

Family Permanency Director (2016 - current)

Family Permanency Supervisor (2011 - 2016)

Intake Coordinator (2011)

Family Service Coordinator (2010 - 2011)

PromiseShip, Omaha, NE

2010 – Present

- Development, coordination and oversight of a seven Family Permanency Supervisory teams.
- Mentoring, training, development and ongoing supervision of seven Family Permanency Supervisors.
- Oversight and management of case management and service delivery to families being served.
- Demonstration of high levels of leadership and continuous strong performance on meeting agency outcomes.
- Oversight, collection and management of data related to program outcomes.
- Promoted to supervisory role after 1+ year in the agency.
- Promoted to director after six years in the agency.

Families F.I.R.S.T. Manager (2009 - 2010)

Safety Services Coordinator (2009)

Team Leader (2009)

Visinet Inc., Omaha, NE

2009 – 2010

- Developed, coordinated and oversaw the service delivery of in-home support services.
- Performed supervision of in-home services and case management staff.
- Assisted in the development and implementation of the case management contract.
- Oversaw the collection and management of data-related to program outcomes.
- Promoted within the agency based on demonstration and ability to perform at a high ability.

Children and Family Services Supervisor (2007 - 2009)

Protection and Safety Worker (2000 - 2007)

State of Nebraska, Omaha, NE

2000 – 2009

- Two years management/supervisory duties; three years Child Abuse Hotline duties; and four years of case management duties.
- Developed, coordinated and oversaw Children and Family Services Specialists and Region 6 staff in the Integrated Care Coordination Unit (ICCU).



Tami Nebesniak, MS
Family Permanency Director

REFERENCES

Lona Smart

213 Kestrel Court
Council Bluffs, IA 51501
712.326.9206

Treva Haugaard

1611 Rock Bluff Road
Plattsmouth, NE 68048
402.881.6319

Judge Chad Brown

601 HOJ
17th and Farnam Street
Omaha, NE 68102
402.213.5593

- Mentored, trained, developed and ongoing supervision of 5-8 case managers.
- Oversaw the management of case management and service delivery to families being served.
- Additional responsibilities and oversight required due to being a State of Nebraska Supervisor in the ICCU at Region 6.
- Promoted to management position after six years.

Foster Care Specialist

OMNI Behavioral Health, Omaha, NE
2003 – 2004

- Provided case management, coordination of services and oversight of assigned children in OMNI foster homes.
- Provided ongoing support and addressed the needs of the foster parents.

Senior Group Home Counselor

First Home Care, Omaha, NE
1998 – 2003

- Developed, coordinated and oversaw a group home for 8-10 at risk youth.
- Ongoing development and implementation of daily programming for the youth.
- Mentored, trained, developed and ongoing supervision of all group home staff.

Assistant Youth Specialist

Cedars Youth Services, Lincoln, NE
1997 – 1998

- Direct care staff at Boys Group Home.

Residential Youth Worker

The Front Door, Columbia, MO
1997

- Direct care staff at Boys Group Home.

EDUCATION

Masters of Science, Counseling Psychology

Capella University, Minneapolis, MN
2008

Bachelor of Arts, Psychology

Stephens College, Columbia, MO
1997



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Alyssa M. Ott
Family Permanency Director

SUMMARY

Aly Ott has been employed as a Family Permanency Director at PromiseShip since September 1, 2018. Aly oversees three permanency teams in Douglas County in Judge Johnson's courtroom, three permanency teams that provide case management for all families in Sarpy County, and the complex case team that serves children and/or families that require increased advocacy. Aly's personal daily mission is to build strong, collaborative teams around each family that PromiseShip serves to improve outcomes for families in both Sarpy and Douglas counties.



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EXPERIENCE

Family Permanency Director

PromiseShip, Omaha, NE
2018 – Present

- Mentors and coaches staff to improve organizational and individual performance; monitors the performance of subordinates on a continuous basis and reviews performance with individuals; maintains structured management system to clearly communicate goals and expectations.
- Maintains communication with state, regional, and local government agencies, private agencies, and business and community groups.
- Establishes and maintains relationships with collaborative agencies and organizations.
- Oversees the development and proper dissemination of communication and documentation of progress for families, agencies, courts, and other authorized parties.
- Oversees data collection and analyzes data from a variety of sources to ensure that appropriate outcomes and goals for programs are being met.
- Maintains appropriate level of direct contact with families per program requirements, and remains available to families for crisis intervention as needed.
- Meets with families and children at various locations; utilizes own vehicle to travel to work destinations and to transport youth as authorized.

Family Permanency Specialist Supervisor

PromiseShip, Omaha, NE
2015 – 2018

- Oversaw operations and activities of service coordination teams.
- Ensured effective case management services were provided to clients in a timely manner.
- Effectively allocated team resources to meet the unique needs of children and families.
- Monitored and ensured case records and documentation were completed appropriately and on time.
- Developed and maintained collaborative relationships with NDHHS staff, judicial branch, county attorneys, GALs, CASA, law enforcement and other case-specific stakeholders.
- Monitored programs to ensure that Family Permanency Specialists were meeting individual child and family needs as required in the case plan.
- Participated in clinical reviews, staff meetings, and case reviews.
- Monitored data entered into N-FOCUS and organization databases to ensure accuracy.



Alyssa M. Ott
Family Permanency Director

REFERENCES

Honorable Christopher E. Kelly

1701 Farnam Street, Suite #600
Omaha, NE 68183
402.444.6624

Honorable Matthew R. Kahler

1701 Farnam Street, Suite #600
Omaha, NE 68183
402.444.3615

Amy N. Schuchman

1701 Farnam Street
Hall Of Justice, Suite #100
Omaha, NE 68183
402.444.7040

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- Utilized data to identify areas that need improvement of direct team or the organization.
- Accompanied Family Permanency Specialists in the field, as needed, and provided ongoing training.
- Ensured organization and staff adherence to applicable federal guidelines, Nebraska statutes, NDHHS policies and procedures, and the HHSS Service Delivery and Service Coordination Contract.
- Cooperated and collaborated with organization staff and subcontractors.
- Mentored and coached staff to improve organizational and individual performance.
- Monitored the performance of Family Permanency Specialists on a continuous basis and reviewed performance.

Family Permanency Specialist

PromiseShip, Omaha, NE

2012 – 2015

- Acted as case manager for families who have an active case with DHHS child welfare services due to child abuse and neglect.
- Created case plans for families based on the strengths and needs identified in order to achieve the permanency objective for the children involved.
- Met with parents, children, and providers separately monthly and documented home visits within 24 business hours.
- Completed SDM assessments every three months to assess risk, safety, and the possibility of reunification with caretakers based on progress made.
- Communicated progress within the case to all parties involved, including but not limited to, therapists, probation officers, lawyers, GALs, visitation workers, family support workers, and peer mentors.
- Facilitated monthly family team meetings to bring all members of the case together to address needs, concerns, and strengths, then identified the next action steps.
- Completed referrals for all services a family needs in order to achieve safety and permanency.
- Completed court reports on each individual case to update the judge and all legal parties on the overall well-being of the child(ren), progress on court orders, and recommendations for the family.

Therapist in Training

Jackson Recovery Adolescent Center, Sioux City, IA

2010 – 2012

- Co-facilitated group therapy with primary therapists for patients.
- Conducted individual therapy sessions with patients.
- Conducted educational group for patients that taught life skills, defenses, coping skills, the 12 steps, cycle of addiction,



Alyssa M. Ott
Family Permanency Director

- boundaries and co-dependency, grief and loss, and trauma.
- Created and reviewed treatment plans weekly with patients.
- Documented monthly progress reports, including family treatment court reports.
- Communicated with referral sources, including Department of Human Services, probation officers, parole officers, attorneys, and family members.
- Set up services for continuing care once patients discharged from inpatient treatment.
- Participated in medication management with each patient to provide collateral to the treating psychiatrist about patient behaviors and progress.
- Led trainings for new employees on the company's computer system (TIER).

Addiction Counselor

Jackson Recovery Adolescent Center, Sioux City, IA
2009 – 2010

- Documented bi-weekly patient progress notes.
- Supervised addiction technicians in the female units.
- Assisted in the therapeutic regimen of patients by abiding by the schedule.
- Provided legal documents of incidents within the residential unit, such as injuries, physical altercations, physical restraints, or property damage.

Residential Counselor

The Boys and Girls Home and Family Services, South Sioux City, IA
2009 – 2009

- Assisted in the therapeutic regimen of clients by teaching appropriate ways to express emotions, such as anger or sadness, and how to differentiate the two emotions.
- Provided legal documents of incidents within the residential unit, such as injuries, physical altercations, physical restraints, property damage, or the use of a seclusion room.
- Monitored and recorded health and behaviors of clients.

EDUCATION

B.A. in Psychology

The University of Iowa, Iowa City, IA
2009

Master of Social Work (In Progress)

University of Nebraska Omaha, Omaha, NE
Estimated graduation: December 2019



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Nicole Seymour, MPA

Family Engagement Director

SUMMARY

Worked in the Human Services field since 2006 providing various levels to include direct case management to adults and children in a number of government programs. Experience includes Welfare to Work, Employment First, domestic violence expert, initial assessment, juvenile justice, and permanency-focused work.



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EXPERIENCE

Family Engagement Director

PromiseShip, Omaha, NE

2017 – Present

- Provide leadership and guidance to assigned managers overseeing the following teams: Adoption and Family Finding, Aftercare and Independent Living, Kinship Assessment and Stabilization, Licensing, Education and ICWA, Program Support, Case Coordination, Triage and Facilitation.
- Ensure consistent program delivery and that desirable outcomes are met for children and families being served in the Eastern Service Area.
- Responsible for the development and implementation of program changes in Kinship, Prevention, Family Finding and Adoption in order to enhance agency-wide work in meeting state-wide focused work and Children and Family Services Review measures.
- Ensure collaboration and compliance in line with the Department of Health and Human Services (DHHS) child welfare contract to include employees of DHHS as well as other key stakeholders in the Eastern Service Area.
- Member of the 1184 investigative multidisciplinary team representing PromiseShip.
- Co-chair of the Operation Youth Success Runaway Taskforce.
- PromiseShip representative and voting member of the state-wide Strengthen Families Committee.

Coordinate Response Program Manager

PromiseShip, Omaha, NE

2016 – 2017

- Provided operation management and supervision for Intake, Project Support, On-call team, and Coordinated Response Initiative.
- Responsible for partnering in the implementation of the Coordinated Response Initiative and related strategic actions.
- Identified barriers to permanency and implemented strategies and action through the use of formalized Red Team Staffings.
- Oversaw and directed operation staff to meet all programmatic, contract and initiative-related objectives and goals. Continually assessed program goals and provided proactive modifications to tasks to ensure initiative success.
- Demonstrated program management through the development and implementation of the Intake and Project Support Units, which included specific tools and data collection.
- Member of the Youth Impact (Cross Over Youth Practice Model) multidisciplinary team representing PromiseShip.



Nicole Seymour, MPA
Family Engagement Director

REFERENCES

Michelle Hug
319 South 17th Street, Suite #4
Omaha, NE 68102
402.917.5225

Lana Verbigghe
4545 Dodge Street
Omaha, NE 68132
402.504.3630

Treva Haugaard
3215 Cuming Street
Omaha, NE 68131
402.557.2593

- Member of the 1184 0-5 Impact from Infancy multidisciplinary team representing PromiseShip.

Family Permanency Specialist Supervisor

PromiseShip, Omaha, NE
2011 – 2016

- Assessed and ensured child and youth safety, permanency, and well-being. Worked to provide safe and timely permanency for all children.
- Supervised Family Permanency Specialist (FPS) staff to ensure staff met contract requirements to include monthly face-to-face visits for youth, parents, and providers and conduct monthly family team meetings. Reviewed documentation from meetings to verify documentation was of quality and inputted within 24 hours.
- Reviewed and approved FPS court reports, case plans, safety plans, assessments, affidavits, and referrals for services.
- Conducted weekly supervision meetings with FPS staff to consult on job duties, job performance (if necessary), and discussed progress of assigned families.
- Worked with PromiseShip Utilization Management, in-network, out-of-network, and community providers to ensure children and families were provided appropriate and timely services to enact positive life change.
- Primary Family Permanency Supervisor for all Family Engagement Specialist FPS staff which handled all new court involved families prior to court assignment. This included crisis stabilization and effective collaboration with providers and HHS Initial Assessment Children and Family Services staff.
- Assisted in developing and implementing a training class on court report/case plan for new and existing FPS staff.
- Conducted new employee training as assigned by PromiseShip Training Department.
- Member of the Youth Impact (Cross Over Youth Practice Model) multidisciplinary team representing PromiseShip
- Member of the 1184 0-5 Impact from Infancy multidisciplinary Team representing PromiseShip

Children and Families Services Specialist – Initial Assessment

Nebraska Department of Health and Human Services, Omaha, NE
2011

- Investigated allegations of abuse and neglect, visited homes, conducted family safety assessment, established safety plans, and initiated court interventions.
- Authorized, coordinated, and provided family services.
- Communicated and collaborated with community resources, schools, law enforcement, and mental health providers to ensure permanency and safety for families.
- Prepared cases with appropriate legal staff and testify in court.



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Nicole Seymour, MPA
Family Engagement Director

Juvenile Services Officer

Nebraska Department of Health and Human Services, Omaha, NE
2008 – 2011

- Provided intensive case management to youth in the juvenile justice system which is committed to the Office of Juvenile Services.
- Developed, implemented, and evaluated treatment plans of juveniles.
- Supervised, authorized, and coordinated, family services utilizing formal and informal resources including in and out of home placement.
- Collaborated with community resources, schools, law enforcement, and mental health providers to ensure permanency and safety for the youth and community.
- Prepared documentation, correspondence, and court reports for the Douglas County Juvenile court system.
- Provided assistance to the Omaha Police Department within the community under the Project Safe Neighborhood grant.

EDUCATION

Masters of Public Administration

Bellevue University, Bellevue, NE
2009

Bachelors in Liberal Arts and Professional Applications

Bellevue University, Bellevue, NE
2004



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Anita M. Patterson, MS
Ethics, Compliance & Risk Officer

SUMMARY

Anita Patterson joined PromiseShip in 2018 as the Ethics, Compliance & Risk Officer overseeing the Compliance Program to ensure the organization complies with legal and regulatory requirements, ethical standards, and the code of conduct. She also reviews and evaluates compliance issues/concerns within the organization. Prior, Anita worked in the healthcare industry as a Corporate Compliance Officer where she enforced compliance standards and detected offenses and recommended corrective action plans. In addition, Anita served as the Joint Commission Administrator, Risk Manager, Performance Improvement Manager, and Health Information Manager, all while managing the Federal Tort Claims process and resolving patient grievances.



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EXPERIENCE

Ethics, Compliance & Risk Officer

PromiseShip, Omaha, NE

2018 – Present

- Secured the Nonprofit Association of the Midlands (NAM) Best Practice Certification to increase the organization funding opportunities.
- Implemented Corporate Compliance and Ethics week to shine a spotlight on the importance of ethical behavior and adhering to compliance standards.
- Created a compliance work plan report for the Board of Directors to ensure the organization remains compliant with regulatory requirements.

Corporate Compliance Officer

Charles Drew Health Center, Inc., Omaha, NE

2010 – 2018

- Managed the credentialing and re-privileging processes. In addition, revised policies and procedures and created a credentialing and re-privileging work process flowchart.
- Developed and executed a full-scale healthcare preparedness drill to test the organization's response to being a phase II clinic. Facilitated the After Action Report by recording major observations and lessons learned from the drill.
- Led the Total Quality Management sub-committee of the Board of Directors.
- Restructured the Safety and Infection Control committee to form an interdisciplinary task force to minimize patient and employee risk.
- Implemented MedTrainer, a learning management platform, which provides easy access to company internal policy and procedures, human resources documents, staff trainings, and compliance and safety requirements. Conducted trainings in a setting that met different learning needs.
- Revised the Performance Improvement Manual and introduced new quality methodologies including: Issue Rule Application Conclusion (IRAC) method, a methodology for legal analysis; Five Whys, a guided team exercise for identifying the root cause of a problem; and FOCUS Group, a small group studying a problem/product to determine the response from a larger population. Introduced the process of separating into work groups during monthly performance improvement meetings to apply different quality methodologies addressing clinical measures.
- Conduct compliance audits to ensure quality measures were met for patients.
- Spearheaded the electronic health records transition team in medical records to educate and facilitate the implementations of NextGen electronic medical records system.



Anita M. Patterson, MS
Ethics, Compliance & Risk Officer

REFERENCES

Angeline Larson
2215 Grant Street
Omaha, NE 68118
402.451.3553

Judith M. Hill
4344 North 34th Avenue
Omaha, NE
402.933.7850

Gina Ponce
1000 Galvin Road South
Bellevue, NE 68005
402.557.7252

EDUCATION

Master of Science, Organizational Performance
Bellevue University, Bellevue, NE
2016

Bachelor of Science, Business Administration
Bellevue University, Bellevue, NE
2007

COMMUNITY INVOLVEMENT

- Girls Inc. 2018 – Mentor
- “I AM” Urban League Conference 2017 - Presenter: What’s Your Vision?
- Great Plains Leadership 2016 - Presenter: How to Impact Public Health through Health Impact Assessment
- Whitney Young Ambassadors Urban League 2015 - Presenter: Leadership For Life

BOARD POSITIONS

- Women On A Mission For Change 2017 - Present
- Midwest Clinicians’ Network, Inc. 2014 - 2018

PROFESSIONAL CERTIFICATIONS

Great Plains Leadership Institute “Year 11”
University of Nebraska Medical Center, Omaha, NE
2016



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**TAB 3:
TERMS &
CONDITIONS**

II. TERMS AND CONDITIONS

Bidders should complete Sections II through VI as part of their proposal. Bidder is expected to read the Terms and Conditions and should initial either accept, reject, or reject and provide alternative language for each clause. The bidder should also provide an explanation of why the bidder rejected the clause or rejected the clause and provided alternate language. By signing the RFP, bidder 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 bidder 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 RFP. The State of Nebraska reserves the right to reject proposals that attempt to substitute the bidder's commercial contracts and/or documents for this RFP.

The bidders should submit with their proposal any license, user agreement, service level agreement, or similar documents that the bidder wants incorporated in the subaward. The State will not consider incorporation of any document not submitted with the bidder'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 RFP Response (Initial)	NOTES/COMMENTS:
<i>RM</i>			

The subaward resulting from this RFP shall incorporate the following documents:

1. Request for Proposal and Addenda;
2. Amendments to the RFP;
3. Questions and Answers;
4. Subrecipient's proposal (RFP 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 subaward.

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 RFP and any Questions and Answers, 4) the original RFP document and any Addenda, and 5) the Subrecipient'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 RFP Response (Initial)	NOTES/COMMENTS:
<i>RA</i>			PromiseShip's subaward manager will be identified at the time of contract negotiations prior to subaward execution.

Subrecipient and State shall identify the subaward manager who shall serve as the point of contact for the executed subaward.

Communications regarding the executed subaward shall be in writing and shall be deemed to have been given if delivered personally or mailed, by U.S. Mail, postage prepaid, return receipt requested, to the parties at their respective addresses set forth below, or at such other addresses as may be specified in writing by either of the parties. All notices, requests, or communications shall be deemed effective upon personal delivery or three (3) calendar days following deposit in the mail.

C. NOTICE (POC)

The State reserves the right to appoint a Buyer's Representative to manage [or assist the Buyer in managing the subaward 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 Subrecipient 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 Subrecipient.

D. GOVERNING LAW (Statutory)

Notwithstanding any other provision of this subaward, 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 subaward 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 subaward 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 subaward, 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 subaward 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

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>RA</i>			

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

F. CHANGE ORDERS

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

The State and the Subrecipient, upon the written agreement, may make changes to the contract within the general scope of the RFP. 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 subaward shall not be deemed a change. The Subrecipient may not claim forfeiture of the subaward by reasons of such changes.

The Subrecipient 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 Subrecipient 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 Subrecipient's proposal, were foreseeable, or result from difficulties with or failure of the Subrecipient's proposal or performance.

No change shall be implemented by the Subrecipient until approved by the State, and the subaward 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 subaward and law.

G. NOTICE OF POTENTIAL CONTRACTOR BREACH

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

If Subrecipient breaches the subaward or anticipates breaching the subaward, the Subrecipient 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 subaward. Failure to give immediate notice, however, may be grounds for denial of any request for a waiver of a breach.

H. BREACH

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

Either Party may terminate the contract, in whole or in part, if the other Party breaches its duty to perform its obligations under the subaward 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 subaward does not waive the right to immediately terminate the subaward for the same or different subaward breach which may occur at a different time. In case of default of the Subrecipient, the State may subaward the service from other sources and hold the Subrecipient responsible for any excess cost occasioned thereby. The State's failure to make payment shall not be a breach, and the Subrecipient shall retain all available statutory remedies and protections.

I. NON-WAIVER OF BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>EW</i>			

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.

J. REMEDIES FOR NONCOMPLIANCE

Acknowledge (Initial)	NOTES/COMMENTS:
<i>EW</i>	

DHHS may, if Subrecipient fails to comply with federal statutes, regulations, Title IV-E state plan, or with the terms of the Subaward:

1. Impose any of the Specific Conditions listed in 45 CFR § 75.207;
2. Temporarily withhold any payments pending the correction of the deficiency by Subrecipient;
3. Disallow all or part of the cost of the activity or action not in compliance;
4. Wholly or partly suspend or terminate Subaward (see also Termination, below, and Breach, above);
5. Recommend suspension or debarment proceedings be initiated by the Federal Funding Agency; and
6. Take any other remedies that may be legally available.

If DHHS imposes items 3, 4, or 6, above, DHHS may withhold future payments, or seek repayment to recoup costs paid by DHHS, or both.

Failures to comply include, but are not limited to, Subrecipient's inability to meet or exceed the federal standards contained in FFPSA. If this, or any other failure by Subrecipient to comply with any federal statute, regulation, Title IV-E state plan, or term of this Subaward, is a proximate cause of any reduction in federal funds to DHHS, DHHS may disallow costs under this Subaward in an amount up to DHHS' reduction in federal funding.

Nothing in this section shall limit any other legal remedies available to DHHS.

K. SEVERABILITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>EW</i>			

If any term or condition of the subaward 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 subaward did not contain the provision held to be invalid or illegal.

L. INDEMNIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			The last sentence in the first paragraph under subsection 2. Intellectual Property is not applicable. All other terms in this section L. Indemnification are acceptable.

1. GENERAL

The Subrecipient 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 Subrecipient, its employees, subcontractors, consultants, representatives, and agents, resulting from this subaward, except to the extent such Subrecipient liability is attenuated by any action of the State which directly and proximately contributed to the claims.

2. INTELLECTUAL PROPERTY

The Subrecipient 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 Subrecipient or its employees, subcontractors, Second Tier Subrecipients, consultants, representatives, and agents; provided, however, the State gives the Subrecipient prompt notice in writing of the claim. The Subrecipient 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 Subrecipient has indemnified the State, the Subrecipient shall, at the Subrecipient'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 Subrecipient, and the State may receive the remedies provided under this RFP.

3. PERSONNEL

The Subrecipient 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, and, Second Tier subrecipients and their employees provided by the Subrecipient.

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, Subrecipient 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.

M. ATTORNEY'S FEES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>RM</i>			

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

N. PERFORMANCE BOND

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>RM</i>			

The Subrecipient will be required to supply a bond executed by a corporation authorized to contract surety in the State of Nebraska, payable to the State of Nebraska, which shall be valid for the life of the subaward to include any renewal and/or extension periods. The amount of the bond must be an established dollar amount \$1,000,000. The bond will guarantee that the Subrecipient will faithfully perform all requirements, terms and conditions of the subaward. Failure to comply shall be grounds for forfeiture of the bond as liquidated damages. Amount of forfeiture will be determined by the agency based on loss to the State. The bond will be returned when the service has been satisfactorily completed as solely determined by the State, after termination or expiration of the subaward.

O. ASSIGNMENT, SALE, OR MERGER

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>RM</i>			

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

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

P. FORCE MAJEURE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>DM</i>			

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 subaward 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.

Q. CONFIDENTIALITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>DM</i>			

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.

R. OFFICE OF PUBLIC COUNSEL (Statutory)

If it provides, under the terms of this subaward and on behalf of the State of Nebraska, health and human services to individuals; service delivery; service coordination; or case management, Subrecipient 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 subaward.

S. LONG-TERM CARE OMBUDSMAN (Statutory)

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

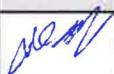
T. EARLY TERMINATION

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

The subaward may be terminated as follows:

1. The State and the Subrecipient, by mutual written agreement, may terminate the subaward at any time however, the two parties must agree, in writing, upon the termination conditions, including the effective date and, in case of partial termination, the portion to be terminated.
2. The State, in its sole discretion, may terminate the subaward for any reason upon thirty (30) calendar day's written notice to the Subrecipient. Such termination shall not relieve the Subrecipient of warranty or other service obligations incurred under the terms of the subaward. In the event of termination the Subrecipient 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 subaward immediately for the following reasons:
 - a. if directed to do so by statute;
 - b. Subrecipient 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 Subrecipient or of any substantial part of the Subrecipient's assets has been appointed by a court;
 - d. fraud, misappropriation, embezzlement, malfeasance, misfeasance, or illegal conduct pertaining to performance under the subaward by its Subrecipient, its employees, officers, directors, or shareholders;
 - e. an involuntary proceeding has been commenced by any Party against the Subrecipient 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 Subrecipient has consented, either expressly or by operation of law, to the entry of an order for relief; or (iii) the Subrecipient 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. Subrecipient intentionally discloses confidential information;
 - h. Subrecipient has or announces it will discontinue support of the deliverable; and,
 - i. In the event funding is no longer available.
4. The Subrecipient may terminate the subaward upon sending written notification to DHHS setting forth the reasons for such termination, the effective date, and, in the case of partial termination, the portion to be terminated. However, if DHHS determines in the case of partial termination that the reduced or modified portion of the Subaward will not accomplish the purposes for which the Federal award was made, DHHS may terminate the Subaward in its entirety. In either case, the effective date shall be as provided by the Subrecipient and may be no less than 180 (one-hundred and eighty) days.
5. All notices of termination must be consistent with 45 CFR § 75.372 and shall provide a notice period and effective date as set forth in this Subaward.

U. CONTRACT AND GRANT CLOSEOUT

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

1. The following closeout procedures apply to this subaward at the end of each federal fiscal year, except for (a), which shall apply at the end of the federal fiscal year and the end of the subaward term, and (e), which shall apply at the end of the subaward term only:

a. The Subrecipient shall finalize and pay all costs for services provided under this subaward as follows:

Term	Deadline to Finalize and Pay Obligations
Initial subaward Start date through September 30, 2019	November 15, 2019
October 1, 2019 through September 30, 2020	November 15, 2020
October 1, 2020 through September 30, 2021	November 15, 2021
October 1, 2021 through September 30, 2022	November 15, 2022
October 1, 2022 through September 30, 2023	November 15, 2023
October 1, 2023 through September 30, 2024	November 15, 2024
October 1, 2024 through September 30, 2025	November 15, 2025
October 1, 2025 through September 30, 2026	November 15, 2026

These deadlines apply to all costs whether paid with state or federal funds, or both. Costs that are not finalized and paid by these deadlines shall not be reimbursed by DHHS, except that DHHS may authorize an extension, in writing, of the above deadlines. If DHHS has previously paid for an incurred cost that has not been finalized and paid by Subrecipient by the applicable deadline, DHHS may withhold additional payments to recoup that cost.

- b. Consistent with the terms of the federal award, and after all reports are received, DHHS shall make any necessary adjustments upward or downward in the federal share of costs.
- c. DHHS shall make prompt payments, as consistent with the terms set forth herein, for all costs allowable under the terms of this Subaward.
- d. Subrecipient shall immediately return to DHHS any unobligated balance of cash advanced or shall manage such balance in accordance with DHHS instructions.
- e. Within 30 days, except as otherwise stated herein, Subrecipient shall assist and cooperate in the orderly transition and transfer of subaward activities and operations with the objective of preventing disruption of services. This includes but is not limited to:
 - i. Transfer all completed or partially completed deliverables to the State;
 - ii. Transfer ownership and title to all completed or partially completed deliverables to the State;
 - iii. Return to the State all information and data, unless the Subrecipient 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 Subrecipient's routine back up procedures;
 - iv. Cooperate with any successor Subrecipient, person or entity in the assumption of any or all of the obligations of this subaward;
 - v. Cooperate with any successor Subrecipient, person or entity with the transfer of information or data related to this subaward
 - vi. Return or vacate any state owned real or personal property; and
 - vii. Return all data in a mutually acceptable format and manner.

2. *Post-Closeout Adjustments and Continuing Responsibilities.* The closeout of the subaward does not affect any of the following:

a. The right of DHHS to disallow costs and recover funds on the basis of a later audit or other review. DHHS shall make any cost disallowance determination and notify Subrecipient within the record retention period.

Section II. Terms and Conditions

- b.** The obligation of Contractor to return any funds due as a result of later refunds, corrections, or other transactions including final indirect cost rate adjustments.
- c.** Audit requirements in 45 CFR § 75 Subpart F.
- d.** As applicable, property management and disposition requirements in Subpart D—Post Federal Award Requirements in 45 CFR §§ 75.317 through 75.323.
- e.** Records retention requirements contained herein.

III. CONTRACTOR DUTIES

A. INDEPENDENT CONTRACTOR / OBLIGATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>see</i>			

It is agreed that the Subrecipient 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 Subrecipient is solely responsible for fulfilling the subaward. The Subrecipient or the Subrecipient's representative shall be the sole point of subaward regarding all contractual matters.

The Subrecipient shall secure, at its own expense, all personnel required to perform the services under the subaward. The personnel the Subrecipient uses to fulfill the subaward 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 Subrecipient'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 Subrecipient to the subaward shall be employees of the Subrecipient, a Second Tier Subrecipient or a subcontractor, and shall be fully qualified to perform the work required herein. Personnel employed by the Subrecipient, Second Tier Subrecipient, or a subcontractor to fulfill the terms of the subaward shall remain under the sole direction and control of the Subrecipient, Second Tier Subrecipient, or the subcontractor respectively.

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

2. Any and all pay, benefits, and employment taxes and/or other payroll withholding;
3. Any and all vehicles used by the Subrecipient's employees, including all insurance required by state law;
4. Damages incurred by Subrecipient's employees within the scope of their duties under the subaward;
5. 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;
6. Determining the hours to be worked and the duties to be performed by the Subrecipient's employees; and,
7. All claims on behalf of any person arising out of employment or alleged employment (including without limit claims of discrimination alleged against the Subrecipient, its officers, agents, or subcontractors or subcontractor's employees)

If the Subrecipient intends to utilize any subcontractor, the subcontractor's level of effort, tasks, and time allocation should be clearly defined in the bidder's proposal. The Subrecipient 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 Subrecipient to reassign or remove from the project any Subrecipient or subcontractor employee.

Subrecipient shall insure that the terms and conditions contained in any subaward or contract with a Second Tier Subrecipient or subcontractor does not conflict with the terms and conditions of this subaward.

The Subrecipient shall include a similar provision, for the protection of the State, in the subaward with any subcontractor engaged to perform work on this Subrecipient .

B. EMPLOYEE WORK ELIGIBILITY STATUS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>DEM</i>			

The Subrecipient 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 Subrecipient is an individual or sole proprietorship, the following applies:

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

The completed United States Attestation Form should be submitted with the RFP response.
2. If the Subrecipient indicates on such attestation form that he or she is a qualified alien, the Subrecipient agrees to provide the US Citizenship and Immigration Services documentation required to verify the Subrecipient's lawful presence in the United States using the Systematic Alien Verification for Entitlements (SAVE) Program.
3. The Subrecipient understands and agrees that lawful presence in the United States is required and the Subrecipient 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 Subrecipient 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 Subrecipients 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 Subrecipient guarantees compliance with the Nebraska Fair Employment Practice Act, and breach of this provision shall be regarded as a material breach of subaward. The Subrecipient shall insert a similar provision in all subcontracts for services to be covered by any subaward / contract resulting from this RFP.

The Subrecipient shall comply with all civil rights and nondiscrimination law in the provision of the services under this Subaward. This includes, but is not limited to:

1. The Americans with Disabilities Act, 42 U.S.C. §§ 12101 et seq.;
2. Federal regulations governing programs and services provided under grants from the U.S. Department of Health and Human Services (HHS) at: 45 CFR § 75.300; 45 CFR §§ 80 et seq. (nondiscrimination under programs receiving or benefitting from assistance through HHS); 45 CFR §§ 84 et seq. (nondiscrimination on the basis of handicap in HHS programs or activities receiving federal financial assistance); 45 CFR §§ 86 et seq. (nondiscrimination on the basis of sex in education programs and activities receiving or benefitting from federal financial assistance); 45 CFR §§ 87 et seq. (Equal Treatment for Faith-Based Organizations); and 45 CFR §§ 91 et seq.

(nondiscrimination on the basis of age in HHS programs or activities receiving federal financial assistance).

D. COOPERATION WITH OTHER CONTRACTORS

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

Subrecipient 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 Subrecipient 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. Subrecipient is not required to compromise Subrecipient's intellectual property or proprietary information unless expressly required to do so by this subaward.

E. PERMITS, REGULATIONS, LAWS

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

The subaward 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 Subrecipient shall obtain and pay for all royalties, licenses, and permits, and approvals necessary for the execution of the subaward. The Subrecipient 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 RFP Response (Initial)	NOTES/COMMENTS:
RM			

- Data.** DHHS shall own all rights in data resulting from this Subaward. The Federal Funding Agency reserves the right to obtain, reproduce, publish, or otherwise use the data produced under this subaward, and to authorize others to receive, reproduce, publish, or otherwise use such data for federal purposes.
- Copyright.** As consistent with federal law, Subrecipient may copyright any of the copyrightable material and may patent any of the patentable products produced in conjunction with the Scope of Work under subaward without written consent from DHHS. DHHS and any Federal Funding Agency hereby reserve a royalty-free, nonexclusive, and irrevocable right to reproduce, publish, or otherwise use, and to authorize others to use, the copyrightable material for federal or state government purposes.
- Patent.** All patent rights under this subaward shall be as set forth in the clause contained in 37 C.F.R. § 401.14, and consistent with all other applicable federal law.

G. INSURANCE REQUIREMENTS

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

The Subrecipient 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 Subrecipient shall not commence work on the subaward until the insurance is in place. If Subrecipient subcontracts or subawards any portion of the contract the Subrecipient must, throughout the term of the contract / subaward, either:

1. Provide equivalent insurance for each subcontractor / Second Tier Subrecipient and provide a COI verifying the coverage for the subcontractor / Second Tier Subrecipient;
2. Require each subcontractor / Second Tier Subrecipient to have equivalent insurance and provide written notice to the State that the Subrecipient has verified that each subcontractor / Second Tier Subrecipient has the required coverage; or,
3. Provide the State with copies of each subcontractor's / Second Tier Subrecipient's Certificate of Insurance evidencing the required coverage.

The Subrecipient shall not allow any subcontractor / Second Tier Subrecipient to commence work until the subcontractor / second tier subrecipient has equivalent insurance. The failure of the State to require a COI, or the failure of the Subrecipient to provide a COI or require subcontractor / Second Tier Subrecipient insurance shall not limit, relieve, or decrease the liability of the Subrecipient hereunder.

In the event that any policy written on a claims-made basis terminates or is canceled during the term of the subaward or within three (3) years of termination or expiration of the subaward, 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 three (3) years following termination or expiration of the contract.

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

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

1. WORKERS' COMPENSATION INSURANCE

The Subrecipient shall take out and maintain during the life of this contract the statutory Workers' Compensation and Employer's Liability Insurance for all of the Subrecipient's employees to be engaged in work on the project under this subaward and, in case any such work is sublet, the Subrecipient shall require the subcontractor / Second Tier Subrecipient similarly to provide Worker's Compensation and Employer's Liability Insurance for all of the subcontractor's / Second Tier Subrecipient'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.

4. COMMERCIAL GENERAL LIABILITY INSURANCE AND COMMERCIAL AUTOMOBILE LIABILITY INSURANCE

The Subrecipient shall take out and maintain during the life of this contract such Commercial General Liability Insurance and Commercial Automobile Liability Insurance as shall protect Subrecipient and any subcontractor / Second Tier Subrecipient performing work covered by this subaward 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 Subrecipient by any subcontractor / Second Tier Subrecipient, 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
Independent Contractors		Included
Abuse & Molestation		Included
<i>If higher limits are required, the Umbrella/Excess Liability limits are allowed to satisfy the higher limit.</i>		
WORKER'S COMPENSATION		
Employers Liability Limits		\$500K/\$500K/\$500K
Statutory Limits- All States		Statutory - State of Nebraska
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		\$5,000,000
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."		

If the mandatory COI subrogation waiver language or mandatory COI liability waiver language on the COI states that the waiver is subject to, condition upon, or otherwise limit by the insurance

policy, a copy of the relevant sections of the policy must be submitted with the COI so the State can review the limitations imposed by the insurance policy.

5. EVIDENCE OF COVERAGE

The Subrecipient shall furnish the Contract Manager, with a certificate of insurance coverage complying with the above requirements prior to beginning work at:

Department of Health and Human Services
Attn: DHHS Service Area Administrator
301 Centennial Mall South
Lincoln, NE 68508

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 Subrecipient 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.

6. 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 Subrecipient .

H. ANTITRUST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>ew</i>			

The Subrecipient 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.

I. CONFLICT OF INTEREST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>ew</i>			

By submitting a proposal, bidder certifies that there does not now exist a relationship between the bidder and any person or entity which is or gives the appearance of a conflict of interest related to this RFP or project.

The bidder certifies that it shall not take any action or acquire any interest, either directly or indirectly, which will conflict in any manner or degree with the performance of its services hereunder or which creates an actual or an appearance of conflict of interest.

The bidder certifies that it will not knowingly employ any individual known by bidder to have a conflict of interest.

The Parties shall not knowingly, for a period of two years after execution of the subaward, recruit or employ any employee or agent of the other Party who has worked on the RFP or project, or who had any influence on decisions affecting the RFP or project.

J. STATE PROPERTY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>SEM</i>			

The Subrecipient shall be responsible for the proper care and custody of any State-owned property which is furnished for the Subrecipient's use during the performance of the contract. The Subrecipient shall reimburse the State for any loss or damage of such property; normal wear and tear is expected.

K. SITE RULES AND REGULATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>SEM</i>			

The Subrecipient shall use its best efforts to ensure that its employees, agents, and subcontractors comply with site rules and regulations while on State premises. If the Subrecipient must perform on-site work outside of the daily operational hours set forth by the State, it must make arrangements with the State to ensure access to the facility and the equipment has been arranged. No additional payment will be made by the State on the basis of lack of access, unless the State fails to provide access as agreed to in writing between the State and the Subrecipient .

L. ADVERTISING

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>SEM</i>			

The Subrecipient agrees not to refer to the contract award in advertising in such a manner as to state or imply that the company or its 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.

M. NEBRASKA TECHNOLOGY ACCESS STANDARDS (Statutory)

Subrecipient shall review the Nebraska Technology Access Standards, found at <http://nitc.nebraska.gov/standards/2-201.html> and ensure that products and/or services provided under the subaward are in compliance or will comply with the applicable standards to the greatest degree possible. In the event such standards change during the Subrecipient 's performance, the State may create an amendment to the subaward to request the contract comply with the changed standard at a cost mutually acceptable to the parties.

N. DISASTER RECOVERY/BACK UP PLAN

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

The Subrecipient 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 services as specified under the specifications in the contract in the event of a disaster.

O. DRUG POLICY

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

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

IV. PAYMENT

A. COSTS

Under this subaward, DHHS shall only pay for actual and allowable costs (as defined in this section) incurred during the term of this subaward.

To be allowable, all costs must be:

- i. Necessary for the performance of the subaward activities;
- ii. Reasonable, as provided in 45 CFR § 75.404;
- iii. Allocable to the federal award, as provided in 45 CFR § 75.405;
- iv. Consistent with all other requirements of the Cost Principles in 45 CFR §§ 75 Subpart E; and,
- v. Consistent with all other law, regulation, policy, or other requirements applicable to the state or federal funds involved.

To be actual, all costs must be finalized and spent by the appropriate dates set forth in Section II.U. Contract and Grant Closeout, and as otherwise set forth herein. This may include, but is not limited to, restrictions on funds including in federal appropriations bills for the federal funds used in this subaward.

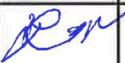
Any requirements applicable to the federal funds shall also be applied to the state funds involved in this subaward.

Per federal law, no profit may be made from this subaward. See 45 CFR § 75.400.

B. TAXES (Statutory)

The State is not required to pay taxes and assumes no such liability as a result of this solicitation. Any property tax payable on the Subrecipient 's equipment which may be installed in a state-owned facility is the responsibility of the Subrecipient.

C. INVOICES

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

Invoices for payments must be submitted by the Subrecipient to the agency requesting the services with sufficient detail to support payment. Subrecipient's invoice shall include the agency's name, address, contact phone number, date of invoice, and date of service. Invoices should be sent to DHHS Children and Family Services 301 Centennial Mall S. Lincoln, NE 68509. The terms and conditions included in the Subrecipient'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 subaward.

D. INSPECTION AND APPROVAL

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

Final inspection and approval of all work required under the subaward 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 Subrecipient, Second Tier Subrecipient, or subcontractor duties under the subaward 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

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>DM</i>			The last citation in this section E. Payment should be 45 CFR § 75.305 (b) (6).

State will render payment to Subrecipient monthly when the terms and conditions of the subaward and specifications have been satisfactorily completed on the part of the Subrecipient as solely determined by the State. (Neb. Rev. Stat. §73-506(1)) Payment will be made by the responsible agency in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §81-2401 through 81-2408). The State may require the Subrecipient to accept payment by electronic means such as ACH deposit. In no event shall the State be responsible or liable to pay for any services provided by the Subrecipient prior to the Effective Date of the subaward, and the Subrecipient hereby waives any claim or cause of action for any such services.

Payments may be withheld as set forth in 45 CFR § 75.305(a)(6), as amended from time to time, as otherwise provided herein, or according to other applicable law.

F. LATE PAYMENT (Statutory)

The Subrecipient 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

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>DM</i>			

The State's obligation to pay amounts due on the subaward for a fiscal years following the current fiscal year is contingent upon legislative appropriation of funds. Should said funds not be appropriated, the State may terminate the subaward with respect to those payments for the fiscal year(s) for which such funds are not appropriated. The State will give the Subrecipient 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 Subrecipient shall be entitled to receive just and equitable compensation for any authorized work which has been satisfactorily completed as of the termination date for noncancelable obligations properly incurred by Subrecipient prior to termination, and costs incurred on, or prior to, the termination date.

H. ACCESS TO RECORDS

Acknowledge (Initial)	NOTES/COMMENTS:
<i>DM</i>	

Subrecipient shall provide access for DHHS, or its authorized representative, to any documents, papers, or other records pertinent to Subaward, in order to make audits, examinations, excerpts, and transcripts. The Subrecipient shall provide the same access to the Federal Funding Agency, the Inspectors General, the Comptroller General of the United States, or any of their authorized representatives. These rights also includes timely and reasonable access to Subrecipient's personnel for the purpose of interview and discussion related to such documents, papers or other records. These rights are not limited to the retention periods included herein but continue as long as the records are retained by Subrecipient.

Subrecipient shall comply with all federal retention requirements as amended from time to time and shall maintain all financial records, supporting documents, statistical records, and all other records pertinent to Subaward, for three (3) years from the date of submission of the final financial report, as provided in Section V.M. Reporting Requirements.

In addition to the foregoing retention periods, all records must be retained as specified in 45 CFR §§ 75.361 (a) through (f), as applicable. This includes, but is not limited to: if any litigation, claim, or audit is started before the expiration of the three (3) year period, the records must be retained until all litigation, claims, or audit findings involving the records have been resolved and final action taken.

Records that fall under the provisions of the Health Insurance Portability and Accountability Act (HIPAA) and all associated rules and regulations, including but not limited to the policies and procedures identified in 45 CFR § 164.316, shall be maintained for six (6) years from the date of their creation or date when the policy or procedures were last in effect.

I. AUDIT REQUIREMENTS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>Depo</i>			

The Subrecipient shall comply with all applicable federal audit requirements, including but not limited to those in 45 CFR § 75 Subpart F; an audit required by these regulations must be prepared and issued by an independent auditor in accordance with generally accepted government auditing standards. A copy of the audit is to be made electronically available or sent to: Nebraska Department of Health and Human Services, Financial Services, and P.O. Box 95026, Lincoln, NE 68509-5026.

Subrecipient shall comply with 45 CFR §§ 75.508 through 75.512, including but not limited to: (a) procure or otherwise arrange for the audit required by this part in accordance with § 75.509, and ensure it is properly performed and submitted when due in accordance with § 75.512; (b) prepare appropriate financial statements, including the schedule of expenditures of Federal awards in accordance with § 75.510; (c) promptly follow up and take corrective action on audit findings, including preparation of a summary schedule of prior audit findings and a corrective action plan in accordance with § 75.511; (d) provide the auditor with access to personnel, accounts, books, records, supporting documentation, and other information as needed for the auditor to perform the audit required by law.

In addition to, and in no way in limitation of any obligation in this Subaward, Subrecipient shall be liable for audit exceptions, and shall return to DHHS all payments made under this Subaward for which an exception has been taken or that has been disallowed because of such an exception, upon demand from DHHS.

The Subrecipient shall maintain its accounting records in accordance with generally accepted accounting principles. DHHS reserves the right to require Subrecipient to submit required financial reports on the accrual basis of accounting. If Subrecipient's records are not normally kept on the accrual basis, Subrecipient is not required to convert its accounting system but shall develop and submit in a timely manner such accrual information through an analysis of the documentation on hand (such as accounts payable).

J. FEDERAL FINANCIAL ASSISTANCE

Acknowledge (Initial)	NOTES/COMMENTS:
<i>jein</i>	

The Subrecipient shall comply with all applicable provisions of 45 C.F.R. §§ 87.1-87.2. The Subrecipient certifies that it shall not use direct federal financial assistance to engage in inherently religious activities, such as worship, religious instruction, and/or proselytization.

K. SMOKE FREE PROVISIONS

Acknowledge (Initial)	NOTES/COMMENTS:
<i>jein</i>	

SMOKE FREE. Public Law 103-227, also known as the Pro-Children Act of 1994 (Act), requires that smoking not be permitted in any portion of any indoor facility owned or leased or contracted for by an entity and used routinely or regularly for the provision of health, day care, early childhood development services, education or library services to children under the age of 18, if the services are funded by Federal programs either directly or through State or local governments, by Federal grant, contract, loan, or loan guarantee. The law also applies to children's services that are provided in indoor facilities that are constructed, operated, or maintained with such federal funds. The law does not apply to children's services provided in private residences; portions of facilities used for inpatient drug or alcohol treatment; service providers whose sole source of applicable Federal funds in Medicare or Medicaid; or facilities where WIC coupons are redeemed. Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to \$1000 for each violation and/or the imposition of an administrative compliance order on the responsible entity. The Subrecipient certifies that the Subrecipient will comply with the requirements of the Act and will not allow smoking within any portion of any indoor facility used for the provision of services for children as defined by the Act.

L. HUMAN TRAFFICKING PROVISIONS

Acknowledge (Initial)	NOTES/COMMENTS:
<i>jein</i>	

The Subrecipient shall comply with and be subject to the requirements of the Trafficking Victims Protection Act of 2000, 22 USC §§ 7101 et seq.

The Subrecipient, its employees, any subcontractors or Second Tier Subrecipients under this award, and Second Tier Subrecipients' or subcontractors' employees may not:

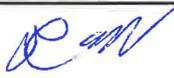
1. Engage in severe forms of trafficking in persons during the period of time that the award is in effect;
2. Procure a commercial sex act during the period of time that the award is in effect; or
3. Use forced labor in the performance of the subaward.

M. LOBBYING

Acknowledge (Initial)	NOTES/COMMENTS:
	

1. No federal or state funds paid under this Subaward 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. Subrecipient certifies that no federal or state appropriated funds shall be paid, by or on behalf of Subrecipient, 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 Subaward, Subrecipient 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 funds under Subaward 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 under this Subaward shall be used to pay the salary or expenses of any grant or subaward 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 Subrecipient 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).

N. MANDATORY DISCLOSURES

Acknowledge (Initial)	NOTES/COMMENTS:
	

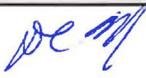
The Subrecipient must disclose to the State, in a timely manner and in writing, all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting this subaward in accordance with 2 CFR §200.113. Failure to make required disclosures can result in any of the remedies described in §200.338 Remedies for noncompliance, including suspension or debarment. (See also 2 CFR part 180 and 31 U.S.C. 3321).

O. PUBLICATIONS

Acknowledge (Initial)	NOTES/COMMENTS:
	

Subrecipient must acknowledge federal and DHHS funding when issuing statements, press releases, requests for proposals, bid invitations, and other documents describing projects or programs funded in whole or in part with federal and DHHS funds. Subrecipient is required to state: (1) the percentage and dollar amounts of the total program or project costs financed with federal and DHHS funds; and (2) the percentage and dollar amount of the total costs financed by nongovernmental sources.

P. DEBARMENT, SUSPENSION OR DECLARED INELIGIBLE

Acknowledge (Initial)	NOTES/COMMENTS:
	

The Subrecipient certifies that neither it nor its principals are debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any state or federal department or agency. The Subrecipient certifies that it is registered with the System of Award Management (SAM) (<https://www.sam.gov>), in good standing, and that the entity will maintain annual certification in accordance with Federal Acquisition Regulations. Failure to comply with this section, including maintaining an active registration and/or good standing with SAM, may result in withholding of payments or immediate termination of the subaward.

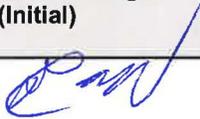
Q. RESEARCH

Acknowledge (Initial)	NOTES/COMMENTS:
	

The Subrecipient shall not engage in research utilizing the information obtained through the performance of Subaward without the express written consent of DHHS. The term "research" shall mean the investigation,

analysis, or review of information, other than aggregate statistical information, which is used for purposes unconnected with this Subaward.

R. SUBRECIPIENTS OR CONTRACTORS UNDER THIS SUBAWARD

Acknowledge (Initial)	NOTES/COMMENTS:
	

In contracting or subawarding any portions of this subaward, Subrecipient shall follow 45 CFR §§ 75.327 through 75.335. If Subrecipient enters into a subaward (as defined by 45 CFR § 75.2) with any non-federal entity (also as defined by 45 CFR § 75.2) out any portion of this subaward, Subrecipient shall monitor the subaward as necessary to ensure that the subaward is used for authorized purposes, in compliance with federal statutes, regulations, and the terms and conditions of the subaward; that subaward performance goals are achieved. As applicable, Subrecipient shall follow the requirements for pass-through entities, including but not limited to 45 CFR § 75.352.

Subrecipient shall maintain copies of all procurement subawards and documentation of its compliance with the provisions cited above.

Subrecipient shall ensure that all subcontractors and Second Tier Subrecipients comply with all requirements of this subaward and applicable federal, state, county and municipal laws, ordinances, rules, and regulations.



**TAB 3:
TERMS &
CONDITIONS**

II. TERMS AND CONDITIONS

Bidders should complete Sections II through VI as part of their proposal. Bidder is expected to read the Terms and Conditions and should initial either accept, reject, or reject and provide alternative language for each clause. The bidder should also provide an explanation of why the bidder rejected the clause or rejected the clause and provided alternate language. By signing the RFP, bidder 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 bidder 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 RFP. The State of Nebraska reserves the right to reject proposals that attempt to substitute the bidder's commercial contracts and/or documents for this RFP.

The bidders should submit with their proposal any license, user agreement, service level agreement, or similar documents that the bidder wants incorporated in the subaward. The State will not consider incorporation of any document not submitted with the bidder'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 RFP Response (Initial)	NOTES/COMMENTS:
<i>RM</i>			

The subaward resulting from this RFP shall incorporate the following documents:

1. Request for Proposal and Addenda;
2. Amendments to the RFP;
3. Questions and Answers;
4. Subrecipient's proposal (RFP 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 subaward.

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 RFP and any Questions and Answers, 4) the original RFP document and any Addenda, and 5) the Subrecipient'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 RFP Response (Initial)	NOTES/COMMENTS:
<i>RAN</i>			PromiseShip's subaward manager will be identified at the time of contract negotiations prior to subaward execution.

Subrecipient and State shall identify the subaward manager who shall serve as the point of contact for the executed subaward.

Communications regarding the executed subaward shall be in writing and shall be deemed to have been given if delivered personally or mailed, by U.S. Mail, postage prepaid, return receipt requested, to the parties at their respective addresses set forth below, or at such other addresses as may be specified in writing by either of the parties. All notices, requests, or communications shall be deemed effective upon personal delivery or three (3) calendar days following deposit in the mail.

C. NOTICE (POC)

The State reserves the right to appoint a Buyer's Representative to manage [or assist the Buyer in managing the subaward 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 Subrecipient 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 Subrecipient.

D. GOVERNING LAW (Statutory)

Notwithstanding any other provision of this subaward, 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 subaward 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 subaward 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 subaward, 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 subaward 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

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>RAN</i>			

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

F. CHANGE ORDERS

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

The State and the Subrecipient, upon the written agreement, may make changes to the contract within the general scope of the RFP. 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 subaward shall not be deemed a change. The Subrecipient may not claim forfeiture of the subaward by reasons of such changes.

The Subrecipient 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 Subrecipient 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 Subrecipient's proposal, were foreseeable, or result from difficulties with or failure of the Subrecipient's proposal or performance.

No change shall be implemented by the Subrecipient until approved by the State, and the subaward 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 subaward and law.

G. NOTICE OF POTENTIAL CONTRACTOR BREACH

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

If Subrecipient breaches the subaward or anticipates breaching the subaward, the Subrecipient 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 subaward. Failure to give immediate notice, however, may be grounds for denial of any request for a waiver of a breach.

H. BREACH

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

Either Party may terminate the contract, in whole or in part, if the other Party breaches its duty to perform its obligations under the subaward 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 subaward does not waive the right to immediately terminate the subaward for the same or different subaward breach which may occur at a different time. In case of default of the Subrecipient, the State may subaward the service from other sources and hold the Subrecipient responsible for any excess cost occasioned thereby. The State's failure to make payment shall not be a breach, and the Subrecipient shall retain all available statutory remedies and protections.

I. NON-WAIVER OF BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>RM</i>			

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.

J. REMEDIES FOR NONCOMPLIANCE

Acknowledge (Initial)	NOTES/COMMENTS:
<i>RM</i>	

DHHS may, if Subrecipient fails to comply with federal statutes, regulations, Title IV-E state plan, or with the terms of the Subaward:

1. Impose any of the Specific Conditions listed in 45 CFR § 75.207;
2. Temporarily withhold any payments pending the correction of the deficiency by Subrecipient;
3. Disallow all or part of the cost of the activity or action not in compliance;
4. Wholly or partly suspend or terminate Subaward (see also Termination, below, and Breach, above);
5. Recommend suspension or debarment proceedings be initiated by the Federal Funding Agency; and
6. Take any other remedies that may be legally available.

If DHHS imposes items 3, 4, or 6, above, DHHS may withhold future payments, or seek repayment to recoup costs paid by DHHS, or both.

Failures to comply include, but are not limited to, Subrecipient's inability to meet or exceed the federal standards contained in FFPSA. If this, or any other failure by Subrecipient to comply with any federal statute, regulation, Title IV-E state plan, or term of this Subaward, is a proximate cause of any reduction in federal funds to DHHS, DHHS may disallow costs under this Subaward in an amount up to DHHS' reduction in federal funding.

Nothing in this section shall limit any other legal remedies available to DHHS.

K. SEVERABILITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>RM</i>			

If any term or condition of the subaward 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 subaward did not contain the provision held to be invalid or illegal.

L. INDEMNIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			The last sentence in the first paragraph under subsection 2. Intellectual Property is not applicable. All other terms in this section L. Indemnification are acceptable.

1. GENERAL

The Subrecipient 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 Subrecipient, its employees, subcontractors, consultants, representatives, and agents, resulting from this subaward, except to the extent such Subrecipient liability is attenuated by any action of the State which directly and proximately contributed to the claims.

2. INTELLECTUAL PROPERTY

The Subrecipient 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 Subrecipient or its employees, subcontractors, Second Tier Subrecipients, consultants, representatives, and agents; provided, however, the State gives the Subrecipient prompt notice in writing of the claim. The Subrecipient 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 Subrecipient has indemnified the State, the Subrecipient shall, at the Subrecipient'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 Subrecipient, and the State may receive the remedies provided under this RFP.

3. PERSONNEL

The Subrecipient 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, and, Second Tier subrecipients and their employees provided by the Subrecipient.

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, Subrecipient 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.

M. ATTORNEY'S FEES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>RM</i>			

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

N. PERFORMANCE BOND

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>RM</i>			

The Subrecipient will be required to supply a bond executed by a corporation authorized to contract surety in the State of Nebraska, payable to the State of Nebraska, which shall be valid for the life of the subaward to include any renewal and/or extension periods. The amount of the bond must be an established dollar amount \$1,000,000. The bond will guarantee that the Subrecipient will faithfully perform all requirements, terms and conditions of the subaward. Failure to comply shall be grounds for forfeiture of the bond as liquidated damages. Amount of forfeiture will be determined by the agency based on loss to the State. The bond will be returned when the service has been satisfactorily completed as solely determined by the State, after termination or expiration of the subaward.

O. ASSIGNMENT, SALE, OR MERGER

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>RM</i>			

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

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

P. FORCE MAJEURE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>RAW</i>			

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 subaward 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.

Q. CONFIDENTIALITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>RAW</i>			

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.

R. OFFICE OF PUBLIC COUNSEL (Statutory)

If it provides, under the terms of this subaward and on behalf of the State of Nebraska, health and human services to individuals; service delivery; service coordination; or case management, Subrecipient 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 subaward.

S. LONG-TERM CARE OMBUDSMAN (Statutory)

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

T. EARLY TERMINATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>DM</i>			

The subaward may be terminated as follows:

1. The State and the Subrecipient, by mutual written agreement, may terminate the subaward at any time however, the two parties must agree, in writing, upon the termination conditions, including the effective date and, in case of partial termination, the portion to be terminated.
2. The State, in its sole discretion, may terminate the subaward for any reason upon thirty (30) calendar day's written notice to the Subrecipient. Such termination shall not relieve the Subrecipient of warranty or other service obligations incurred under the terms of the subaward. In the event of termination the Subrecipient 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 subaward immediately for the following reasons:
 - a. if directed to do so by statute;
 - b. Subrecipient 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 Subrecipient or of any substantial part of the Subrecipient's assets has been appointed by a court;
 - d. fraud, misappropriation, embezzlement, malfeasance, misfeasance, or illegal conduct pertaining to performance under the subaward by its Subrecipient, its employees, officers, directors, or shareholders;
 - e. an involuntary proceeding has been commenced by any Party against the Subrecipient 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 Subrecipient has consented, either expressly or by operation of law, to the entry of an order for relief; or (iii) the Subrecipient 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. Subrecipient intentionally discloses confidential information;
 - h. Subrecipient has or announces it will discontinue support of the deliverable; and,
 - i. In the event funding is no longer available.
4. The Subrecipient may terminate the subaward upon sending written notification to DHHS setting forth the reasons for such termination, the effective date, and, in the case of partial termination, the portion to be terminated. However, if DHHS determines in the case of partial termination that the reduced or modified portion of the Subaward will not accomplish the purposes for which the Federal award was made, DHHS may terminate the Subaward in its entirety. In either case, the effective date shall be as provided by the Subrecipient and may be no less than 180 (one-hundred and eighty) days.
5. All notices of termination must be consistent with 45 CFR § 75.372 and shall provide a notice period and effective date as set forth in this Subaward.

U. CONTRACT AND GRANT CLOSEOUT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>DM</i>			

1. The following closeout procedures apply to this subaward at the end of each federal fiscal year, except for (a), which shall apply at the end of the federal fiscal year and the end of the subaward term, and (e), which shall apply at the end of the subaward term only:

a. The Subrecipient shall finalize and pay all costs for services provided under this subaward as follows:

Term	Deadline to Finalize and Pay Obligations
Initial subaward Start date through September 30, 2019	November 15, 2019
October 1, 2019 through September 30, 2020	November 15, 2020
October 1, 2020 through September 30, 2021	November 15, 2021
October 1, 2021 through September 30, 2022	November 15, 2022
October 1, 2022 through September 30, 2023	November 15, 2023
October 1, 2023 through September 30, 2024	November 15, 2024
October 1, 2024 through September 30, 2025	November 15, 2025
October 1, 2025 through September 30, 2026	November 15, 2026

These deadlines apply to all costs whether paid with state or federal funds, or both. Costs that are not finalized and paid by these deadlines shall not be reimbursed by DHHS, except that DHHS may authorize an extension, in writing, of the above deadlines. If DHHS has previously paid for an incurred cost that has not been finalized and paid by Subrecipient by the applicable deadline, DHHS may withhold additional payments to recoup that cost.

- b. Consistent with the terms of the federal award, and after all reports are received, DHHS shall make any necessary adjustments upward or downward in the federal share of costs.
- c. DHHS shall make prompt payments, as consistent with the terms set forth herein, for all costs allowable under the terms of this Subaward.
- d. Subrecipient shall immediately return to DHHS any unobligated balance of cash advanced or shall manage such balance in accordance with DHHS instructions.
- e. Within 30 days, except as otherwise stated herein, Subrecipient shall assist and cooperate in the orderly transition and transfer of subaward activities and operations with the objective of preventing disruption of services. This includes but is not limited to:
 - i. Transfer all completed or partially completed deliverables to the State;
 - ii. Transfer ownership and title to all completed or partially completed deliverables to the State;
 - iii. Return to the State all information and data, unless the Subrecipient 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 Subrecipient's routine back up procedures;
 - iv. Cooperate with any successor Subrecipient, person or entity in the assumption of any or all of the obligations of this subaward;
 - v. Cooperate with any successor Subrecipient, person or entity with the transfer of information or data related to this subaward
 - vi. Return or vacate any state owned real or personal property; and
 - vii. Return all data in a mutually acceptable format and manner.

2. *Post-Closeout Adjustments and Continuing Responsibilities.* The closeout of the subaward does not affect any of the following:

a. The right of DHHS to disallow costs and recover funds on the basis of a later audit or other review. DHHS shall make any cost disallowance determination and notify Subrecipient within the record retention period.

Section II. Terms and Conditions

- b.** The obligation of Contractor to return any funds due as a result of later refunds, corrections, or other transactions including final indirect cost rate adjustments.
- c.** Audit requirements in 45 CFR § 75 Subpart F.
- d.** As applicable, property management and disposition requirements in Subpart D—Post Federal Award Requirements in 45 CFR §§ 75.317 through 75.323.
- e.** Records retention requirements contained herein.

III. CONTRACTOR DUTIES

A. INDEPENDENT CONTRACTOR / OBLIGATIONS

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

It is agreed that the Subrecipient 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 Subrecipient is solely responsible for fulfilling the subaward. The Subrecipient or the Subrecipient's representative shall be the sole point of subaward regarding all contractual matters.

The Subrecipient shall secure, at its own expense, all personnel required to perform the services under the subaward. The personnel the Subrecipient uses to fulfill the subaward 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 Subrecipient'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 Subrecipient to the subaward shall be employees of the Subrecipient, a Second Tier Subrecipient or a subcontractor, and shall be fully qualified to perform the work required herein. Personnel employed by the Subrecipient, Second Tier Subrecipient, or a subcontractor to fulfill the terms of the subaward shall remain under the sole direction and control of the Subrecipient, Second Tier Subrecipient, or the subcontractor respectively.

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

2. Any and all pay, benefits, and employment taxes and/or other payroll withholding;
3. Any and all vehicles used by the Subrecipient's employees, including all insurance required by state law;
4. Damages incurred by Subrecipient's employees within the scope of their duties under the subaward;
5. 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;
6. Determining the hours to be worked and the duties to be performed by the Subrecipient's employees; and,
7. All claims on behalf of any person arising out of employment or alleged employment (including without limit claims of discrimination alleged against the Subrecipient, its officers, agents, or subcontractors or subcontractor's employees)

If the Subrecipient intends to utilize any subcontractor, the subcontractor's level of effort, tasks, and time allocation should be clearly defined in the bidder's proposal. The Subrecipient 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 Subrecipient to reassign or remove from the project any Subrecipient or subcontractor employee.

Subrecipient shall insure that the terms and conditions contained in any subaward or contract with a Second Tier Subrecipient or subcontractor does not conflict with the terms and conditions of this subaward.

The Subrecipient shall include a similar provision, for the protection of the State, in the subaward with any subcontractor engaged to perform work on this Subrecipient .

B. EMPLOYEE WORK ELIGIBILITY STATUS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>DEM</i>			

The Subrecipient 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 Subrecipient is an individual or sole proprietorship, the following applies:

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

The completed United States Attestation Form should be submitted with the RFP response.
2. If the Subrecipient indicates on such attestation form that he or she is a qualified alien, the Subrecipient agrees to provide the US Citizenship and Immigration Services documentation required to verify the Subrecipient's lawful presence in the United States using the Systematic Alien Verification for Entitlements (SAVE) Program.
3. The Subrecipient understands and agrees that lawful presence in the United States is required and the Subrecipient 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 Subrecipient 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 Subrecipients 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 Subrecipient guarantees compliance with the Nebraska Fair Employment Practice Act, and breach of this provision shall be regarded as a material breach of subaward. The Subrecipient shall insert a similar provision in all subcontracts for services to be covered by any subaward / contract resulting from this RFP.

The Subrecipient shall comply with all civil rights and nondiscrimination law in the provision of the services under this Subaward. This includes, but is not limited to:

1. The Americans with Disabilities Act, 42 U.S.C. §§ 12101 et seq.;
2. Federal regulations governing programs and services provided under grants from the U.S. Department of Health and Human Services (HHS) at: 45 CFR § 75.300; 45 CFR §§ 80 et seq. (nondiscrimination under programs receiving or benefitting from assistance through HHS); 45 CFR §§ 84 et seq. (nondiscrimination on the basis of handicap in HHS programs or activities receiving federal financial assistance); 45 CFR §§ 86 et seq. (nondiscrimination on the basis of sex in education programs and activities receiving or benefitting from federal financial assistance); 45 CFR §§ 87 et seq. (Equal Treatment for Faith-Based Organizations); and 45 CFR §§ 91 et seq.

(nondiscrimination on the basis of age in HHS programs or activities receiving federal financial assistance).

D. COOPERATION WITH OTHER CONTRACTORS

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

Subrecipient 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 Subrecipient 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. Subrecipient is not required to compromise Subrecipient's intellectual property or proprietary information unless expressly required to do so by this subaward.

E. PERMITS, REGULATIONS, LAWS

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

The subaward 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 Subrecipient shall obtain and pay for all royalties, licenses, and permits, and approvals necessary for the execution of the subaward. The Subrecipient 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 RFP Response (Initial)	NOTES/COMMENTS:
desw			

1. *Data.* DHHS shall own all rights in data resulting from this Subaward. The Federal Funding Agency reserves the right to obtain, reproduce, publish, or otherwise use the data produced under this subaward, and to authorize others to receive, reproduce, publish, or otherwise use such data for federal purposes.
2. *Copyright.* As consistent with federal law, Subrecipient may copyright any of the copyrightable material and may patent any of the patentable products produced in conjunction with the Scope of Work under subaward without written consent from DHHS. DHHS and any Federal Funding Agency hereby reserve a royalty-free, nonexclusive, and irrevocable right to reproduce, publish, or otherwise use, and to authorize others to use, the copyrightable material for federal or state government purposes.
3. *Patent.* All patent rights under this subaward shall be as set forth in the clause contained in 37 C.F.R. § 401.14, and consistent with all other applicable federal law.

G. INSURANCE REQUIREMENTS

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

The Subrecipient 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 Subrecipient shall not commence work on the subaward until the insurance is in place. If Subrecipient subcontracts or subawards any portion of the contract the Subrecipient must, throughout the term of the contract / subaward, either:

1. Provide equivalent insurance for each subcontractor / Second Tier Subrecipient and provide a COI verifying the coverage for the subcontractor / Second Tier Subrecipient;
2. Require each subcontractor / Second Tier Subrecipient to have equivalent insurance and provide written notice to the State that the Subrecipient has verified that each subcontractor / Second Tier Subrecipient has the required coverage; or,
3. Provide the State with copies of each subcontractor's / Second Tier Subrecipient's Certificate of Insurance evidencing the required coverage.

The Subrecipient shall not allow any subcontractor / Second Tier Subrecipient to commence work until the subcontractor / second tier subrecipient has equivalent insurance. The failure of the State to require a COI, or the failure of the Subrecipient to provide a COI or require subcontractor / Second Tier Subrecipient insurance shall not limit, relieve, or decrease the liability of the Subrecipient hereunder.

In the event that any policy written on a claims-made basis terminates or is canceled during the term of the subaward or within three (3) years of termination or expiration of the subaward, 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 three (3) years following termination or expiration of the contract.

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

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

1. WORKERS' COMPENSATION INSURANCE

The Subrecipient shall take out and maintain during the life of this contract the statutory Workers' Compensation and Employer's Liability Insurance for all of the Subrecipient's employees to be engaged in work on the project under this subaward and, in case any such work is sublet, the Subrecipient shall require the subcontractor / Second Tier Subrecipient similarly to provide Worker's Compensation and Employer's Liability Insurance for all of the subcontractor's / Second Tier Subrecipient'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.

4. COMMERCIAL GENERAL LIABILITY INSURANCE AND COMMERCIAL AUTOMOBILE LIABILITY INSURANCE

The Subrecipient shall take out and maintain during the life of this contract such Commercial General Liability Insurance and Commercial Automobile Liability Insurance as shall protect Subrecipient and any subcontractor / Second Tier Subrecipient performing work covered by this subaward 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 Subrecipient by any subcontractor / Second Tier Subrecipient, 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
Independent Contractors		Included
Abuse & Molestation		Included
<i>If higher limits are required, the Umbrella/Excess Liability limits are allowed to satisfy the higher limit.</i>		
WORKER'S COMPENSATION		
Employers Liability Limits		\$500K/\$500K/\$500K
Statutory Limits- All States		Statutory - State of Nebraska
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		\$5,000,000
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."		

If the mandatory COI subrogation waiver language or mandatory COI liability waiver language on the COI states that the waiver is subject to, condition upon, or otherwise limit by the insurance

policy, a copy of the relevant sections of the policy must be submitted with the COI so the State can review the limitations imposed by the insurance policy.

5. EVIDENCE OF COVERAGE

The Subrecipient shall furnish the Contract Manager, with a certificate of insurance coverage complying with the above requirements prior to beginning work at:

Department of Health and Human Services
Attn: DHHS Service Area Administrator
301 Centennial Mall South
Lincoln, NE 68508

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 Subrecipient 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.

6. 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 Subrecipient .

H. ANTITRUST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>aw</i>			

The Subrecipient 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.

I. CONFLICT OF INTEREST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>aw</i>			

By submitting a proposal, bidder certifies that there does not now exist a relationship between the bidder and any person or entity which is or gives the appearance of a conflict of interest related to this RFP or project.

The bidder certifies that it shall not take any action or acquire any interest, either directly or indirectly, which will conflict in any manner or degree with the performance of its services hereunder or which creates an actual or an appearance of conflict of interest.

The bidder certifies that it will not knowingly employ any individual known by bidder to have a conflict of interest.

The Parties shall not knowingly, for a period of two years after execution of the subaward, recruit or employ any employee or agent of the other Party who has worked on the RFP or project, or who had any influence on decisions affecting the RFP or project.

J. STATE PROPERTY

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

The Subrecipient shall be responsible for the proper care and custody of any State-owned property which is furnished for the Subrecipient's use during the performance of the contract. The Subrecipient shall reimburse the State for any loss or damage of such property; normal wear and tear is expected.

K. SITE RULES AND REGULATIONS

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

The Subrecipient shall use its best efforts to ensure that its employees, agents, and subcontractors comply with site rules and regulations while on State premises. If the Subrecipient must perform on-site work outside of the daily operational hours set forth by the State, it must make arrangements with the State to ensure access to the facility and the equipment has been arranged. No additional payment will be made by the State on the basis of lack of access, unless the State fails to provide access as agreed to in writing between the State and the Subrecipient.

L. ADVERTISING

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

The Subrecipient agrees not to refer to the contract award in advertising in such a manner as to state or imply that the company or its 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.

M. NEBRASKA TECHNOLOGY ACCESS STANDARDS (Statutory)

Subrecipient shall review the Nebraska Technology Access Standards, found at <http://nitc.nebraska.gov/standards/2-201.html> and ensure that products and/or services provided under the subaward are in compliance or will comply with the applicable standards to the greatest degree possible. In the event such standards change during the Subrecipient's performance, the State may create an amendment to the subaward to request the contract comply with the changed standard at a cost mutually acceptable to the parties.

N. DISASTER RECOVERY/BACK UP PLAN

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>REN</i>			

The Subrecipient 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 services as specified under the specifications in the contract in the event of a disaster.

O. DRUG POLICY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>REN</i>			

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

IV. PAYMENT

A. COSTS

Under this subaward, DHHS shall only pay for actual and allowable costs (as defined in this section) incurred during the term of this subaward.

To be allowable, all costs must be:

- i. Necessary for the performance of the subaward activities;
- ii. Reasonable, as provided in 45 CFR § 75.404;
- iii. Allocable to the federal award, as provided in 45 CFR § 75.405;
- iv. Consistent with all other requirements of the Cost Principles in 45 CFR §§ 75 Subpart E; and,
- v. Consistent with all other law, regulation, policy, or other requirements applicable to the state or federal funds involved.

To be actual, all costs must be finalized and spent by the appropriate dates set forth in Section II.U. Contract and Grant Closeout, and as otherwise set forth herein. This may include, but is not limited to, restrictions on funds including in federal appropriations bills for the federal funds used in this subaward.

Any requirements applicable to the federal funds shall also be applied to the state funds involved in this subaward.

Per federal law, no profit may be made from this subaward. See 45 CFR § 75.400.

B. TAXES (Statutory)

The State is not required to pay taxes and assumes no such liability as a result of this solicitation. Any property tax payable on the Subrecipient's equipment which may be installed in a state-owned facility is the responsibility of the Subrecipient.

C. INVOICES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>RM</i>			

Invoices for payments must be submitted by the Subrecipient to the agency requesting the services with sufficient detail to support payment. Subrecipient's invoice shall include the agency's name, address, contact phone number, date of invoice, and date of service. Invoices should be sent to DHHS Children and Family Services 301 Centennial Mall S. Lincoln, NE 68509. The terms and conditions included in the Subrecipient'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 subaward.

D. INSPECTION AND APPROVAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>RM</i>			

Final inspection and approval of all work required under the subaward 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 Subrecipient, Second Tier Subrecipient, or subcontractor duties under the subaward 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

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>DM</i>			The last citation in this section E. Payment should be 45 CFR § 75.305 (b) (6).

State will render payment to Subrecipient monthly when the terms and conditions of the subaward and specifications have been satisfactorily completed on the part of the Subrecipient as solely determined by the State. (Neb. Rev. Stat. §73-506(1)) Payment will be made by the responsible agency in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §81-2401 through 81-2408). The State may require the Subrecipient to accept payment by electronic means such as ACH deposit. In no event shall the State be responsible or liable to pay for any services provided by the Subrecipient prior to the Effective Date of the subaward, and the Subrecipient hereby waives any claim or cause of action for any such services.

Payments may be withheld as set forth in 45 CFR § 75.305(a)(6), as amended from time to time, as otherwise provided herein, or according to other applicable law.

F. LATE PAYMENT (Statutory)

The Subrecipient 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

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>DM</i>			

The State's obligation to pay amounts due on the subaward for a fiscal years following the current fiscal year is contingent upon legislative appropriation of funds. Should said funds not be appropriated, the State may terminate the subaward with respect to those payments for the fiscal year(s) for which such funds are not appropriated. The State will give the Subrecipient 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 Subrecipient shall be entitled to receive just and equitable compensation for any authorized work which has been satisfactorily completed as of the termination date for noncancelable obligations properly incurred by Subrecipient prior to termination, and costs incurred on, or prior to, the termination date.

H. ACCESS TO RECORDS

Acknowledge (Initial)	NOTES/COMMENTS:
<i>DM</i>	

Subrecipient shall provide access for DHHS, or its authorized representative, to any documents, papers, or other records pertinent to Subaward, in order to make audits, examinations, excerpts, and transcripts. The Subrecipient shall provide the same access to the Federal Funding Agency, the Inspectors General, the Comptroller General of the United States, or any of their authorized representatives. These rights also includes timely and reasonable access to Subrecipient's personnel for the purpose of interview and discussion related to such documents, papers or other records. These rights are not limited to the retention periods included herein but continue as long as the records are retained by Subrecipient.

Subrecipient shall comply with all federal retention requirements as amended from time to time and shall maintain all financial records, supporting documents, statistical records, and all other records pertinent to Subaward, for three (3) years from the date of submission of the final financial report, as provided in Section V.M. .Reporting Requirements.

In addition to the foregoing retention periods, all records must be retained as specified in 45 CFR §§ 75.361 (a) through (f), as applicable. This includes, but is not limited to: if any litigation, claim, or audit is started before the expiration of the three (3) year period, the records must be retained until all litigation, claims, or audit findings involving the records have been resolved and final action taken.

Records that fall under the provisions of the Health Insurance Portability and Accountability Act (HIPAA) and all associated rules and regulations, including but not limited to the policies and procedures identified in 45 CFR § 164.316, shall be maintained for six (6) years from the date of their creation or date when the policy or procedures were last in effect.

I. AUDIT REQUIREMENTS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>sep</i>			

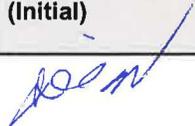
The Subrecipient shall comply with all applicable federal audit requirements, including but not limited to those in 45 CFR § 75 Subpart F; an audit required by these regulations must be prepared and issued by an independent auditor in accordance with generally accepted government auditing standards. A copy of the audit is to be made electronically available or sent to: Nebraska Department of Health and Human Services, Financial Services, and P.O. Box 95026, Lincoln, NE 68509-5026.

Subrecipient shall comply with 45 CFR §§ 75.508 through 75.512, including but not limited to: (a) procure or otherwise arrange for the audit required by this part in accordance with § 75.509, and ensure it is properly performed and submitted when due in accordance with § 75.512; (b) prepare appropriate financial statements, including the schedule of expenditures of Federal awards in accordance with § 75.510; (c) promptly follow up and take corrective action on audit findings, including preparation of a summary schedule of prior audit findings and a corrective action plan in accordance with § 75.511; (d) provide the auditor with access to personnel, accounts, books, records, supporting documentation, and other information as needed for the auditor to perform the audit required by law.

In addition to, and in no way in limitation of any obligation in this Subaward, Subrecipient shall be liable for audit exceptions, and shall return to DHHS all payments made under this Subaward for which an exception has been taken or that has been disallowed because of such an exception, upon demand from DHHS.

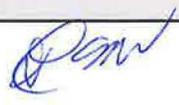
The Subrecipient shall maintain its accounting records in accordance with generally accepted accounting principles. DHHS reserves the right to require Subrecipient to submit required financial reports on the accrual basis of accounting. If Subrecipient's records are not normally kept on the accrual basis, Subrecipient is not required to convert its accounting system but shall develop and submit in a timely manner such accrual information through an analysis of the documentation on hand (such as accounts payable).

J. FEDERAL FINANCIAL ASSISTANCE

Acknowledge (Initial)	NOTES/COMMENTS:
	

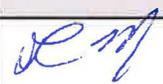
The Subrecipient shall comply with all applicable provisions of 45 C.F.R. §§ 87.1-87.2. The Subrecipient certifies that it shall not use direct federal financial assistance to engage in inherently religious activities, such as worship, religious instruction, and/or proselytization.

K. SMOKE FREE PROVISIONS

Acknowledge (Initial)	NOTES/COMMENTS:
	

SMOKE FREE. Public Law 103-227, also known as the Pro-Children Act of 1994 (Act), requires that smoking not be permitted in any portion of any indoor facility owned or leased or contracted for by an entity and used routinely or regularly for the provision of health, day care, early childhood development services, education or library services to children under the age of 18, if the services are funded by Federal programs either directly or through State or local governments, by Federal grant, contract, loan, or loan guarantee. The law also applies to children's services that are provided in indoor facilities that are constructed, operated, or maintained with such federal funds. The law does not apply to children's services provided in private residences; portions of facilities used for inpatient drug or alcohol treatment; service providers whose sole source of applicable Federal funds in Medicare or Medicaid; or facilities where WIC coupons are redeemed. Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to \$1000 for each violation and/or the imposition of an administrative compliance order on the responsible entity. The Subrecipient certifies that the Subrecipient will comply with the requirements of the Act and will not allow smoking within any portion of any indoor facility used for the provision of services for children as defined by the Act.

L. HUMAN TRAFFICKING PROVISIONS

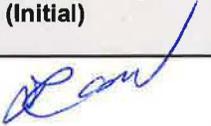
Acknowledge (Initial)	NOTES/COMMENTS:
	

The Subrecipient shall comply with and be subject to the requirements of the Trafficking Victims Protection Act of 2000, 22 USC §§ 7101 et seq.

The Subrecipient, its employees, any subcontractors or Second Tier Subrecipients under this award, and Second Tier Subrecipients' or subcontractors' employees may not:

1. Engage in severe forms of trafficking in persons during the period of time that the award is in effect;
2. Procure a commercial sex act during the period of time that the award is in effect; or
3. Use forced labor in the performance of the subaward.

M. LOBBYING

Acknowledge (Initial)	NOTES/COMMENTS:
	

1. No federal or state funds paid under this Subaward 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. Subrecipient certifies that no federal or state appropriated funds shall be paid, by or on behalf of Subrecipient, 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 Subaward, Subrecipient 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 funds under Subaward 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 under this Subaward shall be used to pay the salary or expenses of any grant or subaward 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 Subrecipient 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).

N. MANDATORY DISCLOSURES

Acknowledge (Initial)	NOTES/COMMENTS:
	

The Subrecipient must disclose to the State, in a timely manner and in writing, all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting this subaward in accordance with 2 CFR §200.113. Failure to make required disclosures can result in any of the remedies described in §200.338 Remedies for noncompliance, including suspension or debarment. (See also 2 CFR part 180 and 31 U.S.C. 3321).

O. PUBLICATIONS

Acknowledge (Initial)	NOTES/COMMENTS:
	

Subrecipient must acknowledge federal and DHHS funding when issuing statements, press releases, requests for proposals, bid invitations, and other documents describing projects or programs funded in whole or in part with federal and DHHS funds. Subrecipient is required to state: (1) the percentage and dollar amounts of the total program or project costs financed with federal and DHHS funds; and (2) the percentage and dollar amount of the total costs financed by nongovernmental sources.

P. DEBARMENT, SUSPENSION OR DECLARED INELIGIBLE

Acknowledge (Initial)	NOTES/COMMENTS:
	

The Subrecipient certifies that neither it nor its principals are debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any state or federal department or agency. The Subrecipient certifies that it is registered with the System of Award Management (SAM) (<https://www.sam.gov>), in good standing, and that the entity will maintain annual certification in accordance with Federal Acquisition Regulations. Failure to comply with this section, including maintaining an active registration and/or good standing with SAM, may result in withholding of payments or immediate termination of the subaward.

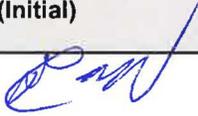
Q. RESEARCH

Acknowledge (Initial)	NOTES/COMMENTS:
	

The Subrecipient shall not engage in research utilizing the information obtained through the performance of Subaward without the express written consent of DHHS. The term "research" shall mean the investigation,

analysis, or review of information, other than aggregate statistical information, which is used for purposes unconnected with this Subaward.

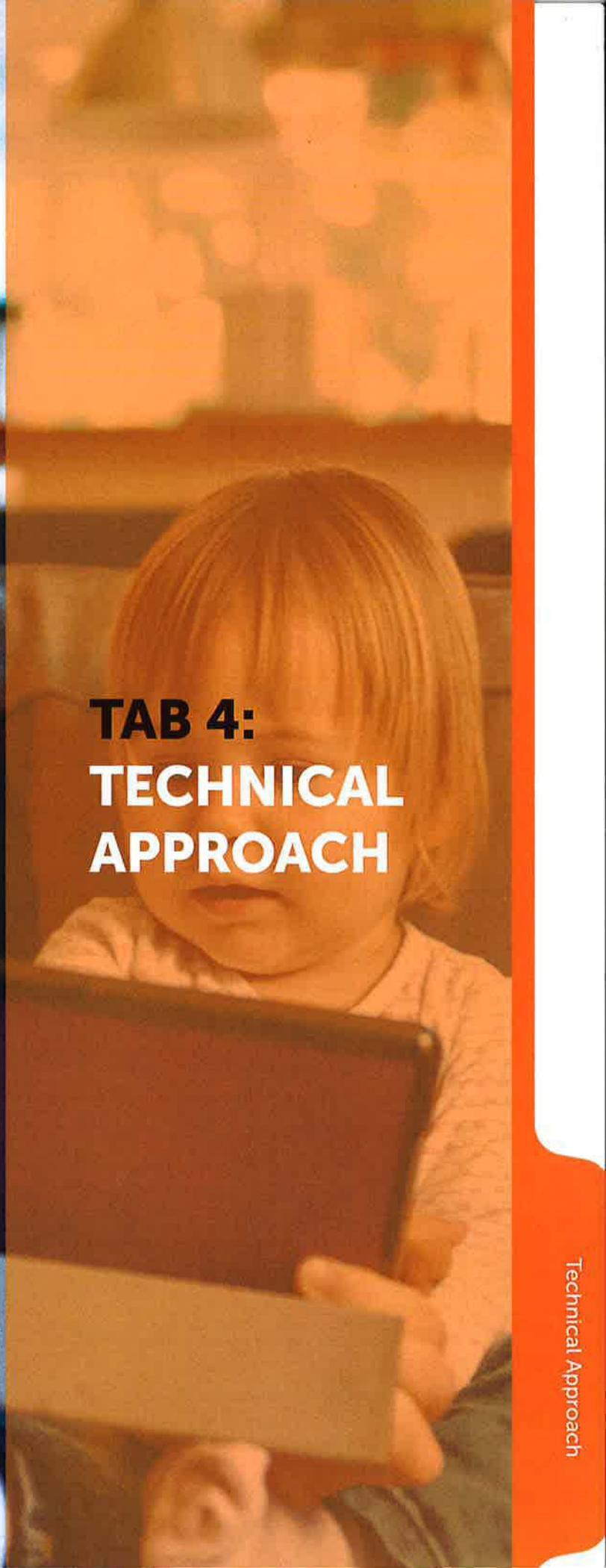
R. SUBRECIPIENTS OR CONTRACTORS UNDER THIS SUBAWARD

Acknowledge (Initial)	NOTES/COMMENTS:
	

In contracting or subawarding any portions of this subaward, Subrecipient shall follow 45 CFR §§ 75.327 through 75.335. If Subrecipient enters into a subaward (as defined by 45 CFR § 75.2) with any non-federal entity (also as defined by 45 CFR § 75.2) out any portion of this subaward, Subrecipient shall monitor the subaward as necessary to ensure that the subaward is used for authorized purposes, in compliance with federal statutes, regulations, and the terms and conditions of the subaward; that subaward performance goals are achieved. As applicable, Subrecipient shall follow the requirements for pass-through entities, including but not limited to 45 CFR § 75.352.

Subrecipient shall maintain copies of all procurement subawards and documentation of its compliance with the provisions cited above.

Subrecipient shall ensure that all subcontractors and Second Tier Subrecipients comply with all requirements of this subaward and applicable federal, state, county and municipal laws, ordinances, rules, and regulations.



**TAB 4:
TECHNICAL
APPROACH**

TECHNICAL APPROACH

RFP ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

CORPORATE OVERVIEW: CO-1

Req #	Requirement	Comply
CO-1	<p>The bidder should provide financial statements applicable to the firm. If publicly held, the bidder should provide a copy of the corporation's most recent audited financial reports and statements, and the name, address, and telephone number of the fiscally responsible representative of the bidder's financial or banking organization.</p> <p>If the bidder is not a publicly held corporation, either the reports and statements required of a publicly held corporation, or a description of the organization, including size, longevity, client base, areas of specialization and expertise, and any other pertinent information, should be submitted in such a manner that proposal evaluators may reasonably formulate a determination about the stability and financial strength of the organization. Additionally, a non-publicly held firm should provide a banking reference.</p> <p>The bidder must disclose any and all judgments, pending or expected litigation, or other real or potential financial reversals, which might materially affect the viability or stability of the organization, or state that no such condition is known to exist.</p>	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *H. Financial Requirements*

Financial Statements

PromiseShip is nonprofit corporation organized and existing under the laws of the State of Nebraska, and as such is not a publicly held corporation. PromiseShip will continue to provide DHHS with financial statements for review on a monthly basis. Financial statements will include a balance sheet, income statement, statement of cash flows, accounts payable aging report, and reconciliation of accrued expenses to the balance sheet.

Providing monthly financial statements will allow DHHS to monitor the financial position of PromiseShip and the case management subaward, as well as allow DHHS to gain insight into operational issues and changes uncovered by analyzing financial data.

One of the primary benefits provided by child welfare privatization is financial transparency. PromiseShip financial statements will include all costs in one statement, giving transparency to both expenditures and revenue. Administrative and salary expenses are paid from one cost center, making it easy to separate child welfare from other types of expenses and see the true cost of providing case management.

With transparency comes accountability, which is crucial to an organization being a good steward of all State and Federal funds. All PromiseShip financial information will be backed by supporting documentation, which DHHS will be able to review and determine the reasonableness and appropriateness of each expenditure.

Regular financial reporting benefits DHHS, PromiseShip, and subcontractors of our provider network. Monthly review of detailed financial data during the development of financial statements allows the organization to see red flags that might be indicators of problems with spending, billing, or payment. The financial data used to produce statements for DHHS is also used to review and improve operations.

Financial data is not relevant unless it is timely and user-friendly. PromiseShip will continue its practice of submitting financial statements to DHHS within 30 days of month-end to provide the most accurate data as early as possible. Specifically, PromiseShip will provide the following financial statements to DHHS each month:

- **The Statement of Financial Position:** This statement provides a snapshot of PromiseShip's finances as a whole on the last day of each month. By reviewing this document, DHHS will have an overview of PromiseShip's financial condition as of the date of the statement. Furthermore, PromiseShip believes that the best way to maintain good relationships with providers is to make every effort to ensure that they receive their payments in a timely manner, and we agree that a monthly accounts payable aging report allows DHHS to review PromiseShip's performance related to provider payment. Therefore, PromiseShip will provide DHHS with an **Accounts Payable Aging Report** by provider with payables divided into amounts aged 0-29, 30-59, 60-89, 90-119, and 120+ days. The detailed aging report is reconciled to the payables balance on the Statement of Financial Position every month.
- **The Statement of Revenue, Expenses, and Changes in Net Assets (i.e., Income Statement):** This statement provides a summary of the financial activity throughout the year. By reviewing this document, DHHS will have a high-level overview of expenses and revenues with sufficient detail to see which expenses may have been higher or lower than expected. It will also provide information about population changes reflected through revenue and expense activity. PromiseShip will produce two versions of this statement in order to provide a comprehensive overview for DHHS, which includes: 1) a month-by-month statement that shows activity during the current State fiscal year; and 2) and a cumulative statement that shows year-to-date activity for the current State fiscal year. The cumulative statement will include the effect of non-reimbursable expenses and show the difference between contract revenues and contract expenditures for reconciliation purposes.
- **Statement of Cash Flows:** This statement provides an overview of spending and cash receipts over the most recent month. This statement is an indicator of the financial health of PromiseShip and will provide information about changes in payables and receivables that may be indicators of PromiseShip's ability to remain current on its payment processes.
- **Statement of Functional Expenses:** PromiseShip will provide DHHS with financial details so the DHHS Internal Audit team is able to prepare its Statement of Functional Expenses. This statement will be used to reconcile contract revenue and expenditures in order to calculate the following month's payment.

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PromiseShip will prepare all of these statements from financial detail contained in its Banner and FAMCare systems. The Banner system is the General Ledger (GL) finance system administered by Boys Town to which we are provided access for entering, tracking, and reporting revenue and expenditure data for PromiseShip. FAMCare is the billing and utilization management system administered by PromiseShip for entering, tracking, and reporting provider services expenditures.

The Banner and FAMCare financial reports will be included with the financial statements provided to DHHS for review and testing purposes. PromiseShip will perform a preliminary review of the financial detail in order to identify and segregate non-reimbursable expenses. The financial statements will be prepared using only paid items as expenses in order to more easily determine the actual amount of contract money spent during the month. The financial detail and statements will be updated every month as the balance of paid claims changes.

Audited Financial Statements

PromiseShip is a Nebraska nonprofit corporation, which is tax exempt pursuant to section 501(c)(3) of the Internal Revenue Code and satisfies the expectation of the State that a Bidder provide a copy of its most recent audited financial reports and statements. Please see **Appendix 1** of the Corporate Overview Appendices for a copy of the **2017 Audited Financial Statements** with the A-133 Single Audit, which are PromiseShip's most recent audited financial statements.

At PromiseShip's fiscal year end (December 31), PromiseShip's financial statements are prepared on an accrual basis and audited by an independent third-party auditing firm, KPMG, LLP. These include a: 1) Statement of Financial Position; 2) Statement of Revenue, Expenses, and Changes in Net Assets; 3) Statement of Cash Flows; and 4) Statement of Functional Expenses for the current and prior year.

The independent auditor also performs a Single Audit as required by DHHS and governmental auditing standards. PromiseShip has achieved unqualified opinions in all audits, with no significant deficiencies or material weaknesses found in their controls over financial reporting. A copy of PromiseShip's most recent audited financial statements with the A-133 Single Audit for calendar year 2017 is attached (see **Appendix 1** of the Corporate Overview Appendices).

Banking Reference

PromiseShip's banking institution is:

First National Bank
Attn: Jake Holdenried, Vice President
1620 Dodge Street
Omaha, Nebraska 68197
(402) 602-5396

First National Bank is an Omaha-based, family-owned banking institution with a century-and-a-half history of serving individuals, families and businesses. A banking reference letter is included as **Appendix 2** of the Corporate Overview Appendices.

Disclosure of Judgments, Litigation, or Real or Potential Financial Reversals

Judgments

There are no outstanding judgments against PromiseShip.

Litigation

Nebraska Families Collaborative (dba PromiseShip) has been named as a defendant in two lawsuits.

- Nebraska Families Collaborative (dba PromiseShip) was named as one of numerous defendants in a civil action filed September 1, 2017, in the United States District Court for the District of Nebraska by Catherine Y. Wang Anderson, Case No. 4:17-CV-03073. Ms. Wang Anderson is seeking damages for alleged violations of state and federal statutes and common law. On September 28, 2018 the court dismissed many of the claims against NFC and its employees. NFC does not expect a judgment to be entered against it or any of its employees in the matter.
- Nebraska Families Collaborative (dba PromiseShip) was named as a defendant in a second amended complaint filed in the District Court of Douglas County, Nebraska on December 20, 2018, by Bryon January and Monique January seeking damages for alleged negligence. NFC filed its answer denying the allegations on February 4, 2019. PromiseShip does not expect a judgment to be entered against it in the matter.

Financial Reversals

There are no other real or potential financial reversals that might materially affect the viability or stability of the organization.

CORPORATE OVERVIEW: CO-2

Req #	Requirement	Comply
CO-2	The bidder should provide a summary matrix listing the bidder’s previous projects similar to this RFP in size, scope, and complexity. The State will use no more than three (3) narrative project descriptions submitted by the bidder during its evaluation of the proposal.	X

BIDDER’S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *Not applicable*

Summary Matrix

PromiseShip presents a summary matrix in **Table 8** of all previous projects similar to RFP 5995 Z1 in size, scope, and complexity.

Table 8. Summary Matrix of PromiseShip’s Projects Similar to RFP 5995 Z1

Project	Size, Scope, Complexity, and Similarity of Project
<p>Project #1: Case Management Subaward, Subgrant and Subcontract with the Nebraska Department of Health and Human Services (#76910-O4, #71468-O4, #22706-Y3)</p>	<p>Size: Serve nearly 15,000 children and their families from July 1, 2014 through December 31, 2019.</p> <p>Scope: Providing full-service case management and an individualized system of care for families and their children who are wards of the Nebraska Department of Health and Human Services involved in the Child Welfare or Juvenile Court System or who are non-court involved children and families in the Child Welfare System. Service delivery, service coordination, and case management functions are provided for families in Nebraska’s Eastern Service Area (Douglas and Sarpy Counties).</p> <p>Complexity: As a “no reject, no eject” subaward, PromiseShip is required to accept and serve all children and families referred by DHHS. Referrals may be made at any time and PromiseShip is available to receive referrals 24 hours a day, every day of the year. Children and families may be court involved or non-court involved and are served unconditionally regardless of a child or family’s diagnoses, history, presenting problems, family composition or behaviors. PromiseShip provides a complete continuum of non-treatment, non-Medicaid funded services, supports, and placement resources to meet the needs of children and families. PromiseShip is required to meet case management and outcome measures established by DHHS and federal authorities. A Continuous Quality Improvement (CQI) System is used to monitor and report progress towards meeting established measures. Funding for this subaward is based on a fixed monthly payment, including provision of all direct</p>

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Project	Size, Scope, Complexity, and Similarity of Project
	<p>services for children and families. PromiseShip manages a service provider network, including utilization management, authorization, and payment of direct services. PromiseShip conducts background checks and drug tests of all subcontractors, and monitors performance to ensure they are meeting quality standards in delivery of services to children and families.</p> <p>Similarity: Serves 100% of the child welfare population in the Eastern Service Area (Douglas and Sarpy Counties), by providing full-service case management, coordination of care, and provider network management for families and their children who are wards of DHHS involved in the Child Welfare or Juvenile Court System or who are non-court involved children and families in the Child Welfare System. This is the same target population and services as required for RFP 5995 Z1.</p>
<p>Project #2: Service Delivery and Service Coordination Contract with the Nebraska Department of Health and Human Services (#41449-04)</p>	<p>Size: Served approximately 8,400 children and their families from November 1, 2009 through June 30, 2014.</p> <p>Scope: Provided an individualized system of care for families and their children who were wards of the State of Nebraska involved in the Child Welfare and Juvenile Services System or who were non-court involved children and families involved in the Child Welfare System. Service and service coordination were provided for families served throughout the Eastern Service Area (Douglas and Sarpy Counties).</p> <p>Complexity: Accepted and served all children and families referred by DHHS under a “no reject, no eject” contract. Children and families served were either court-involved or non-court involved and were served unconditionally regardless of a child or family’s diagnoses, history, presenting problems, family composition or behaviors. Provided service coordination for treatment and non-treatment services for court involved and non-court involved children and families, as defined in the approved Operations Manual. Also provided non-treatment services and coordinated all aspects of care, organization, and planning for the children and families. Provided a complete continuum of non-treatment, non-Medicaid funded services, supports and placement resources to meet the needs of children and families. Ensured appropriate and timely mental health, behavioral health, and substance abuse treatment services were provided to adult family members and children. Conformed to child placement best practices, including placing children in an appropriate approved or licensed home or licensed facility, upon prior approval from DHHS. Under the contract, required to provide aftercare services for children and families, as defined in the Eastern Service Area Operations Manual. Funding for this subaward was based on a fixed monthly payment and a variable monthly payment, the latter of which was based on the accumulated total number of days case management was provided for a child during the month. Services and supports were compensated at the daily variable rate for each child specifically identified in the Safety/Risk/Prevention Assessment as requiring services and supports and</p>

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Project	Size, Scope, Complexity, and Similarity of Project
	<p>named in the written referral from DHHS. Variable payments for services and supports were based on actual days in care and excluded any child committed to a Youth Rehabilitation and Treatment Center. Managed a service provider network, including utilization management, authorization, and payment of direct services. Background checks and drug tests were conducted on all subcontractors, and monitored performance to ensure they met quality standards in delivery of services for children and families.</p> <p>Similarity: Served a portion of the child welfare population in the Eastern Service Area (Douglas and Sarpy Counties), by providing service and service coordination for families and their children who are wards of DHHS involved in the Child Welfare or Juvenile Court System or who are non-court involved children and families in the Child Welfare System. This is similar to the target population and services required for RFP 5995 Z1.</p>

Narrative Project Descriptions

Since 2009, PromiseShip has served more than 20,000 children and their families involved in Nebraska's child welfare system in the Eastern Service Area. Below are two narrative project descriptions of projects similar to RFP 5995 Z1 in size, scope and complexity, including the current Subaward (#76910-04 and all its amendments) that PromiseShip holds with the State of Nebraska.

Narrative Project Description #1: Case Management Subaward #76910-04

iii. PROJECT DESCRIPTION

- f) **Time Period:** 7/1/2014 – 12/31/2019

- g) **Scheduled and Actual Completion Dates:** The subaward is currently in effect as of the date of the RFP 5995 Z1 bid opening. The scheduled completion date is 6/30/2019, and the actual completion date is anticipated to be 12/31/2019, per Amendment Four (August 2018).

- h) **Responsibilities:** The purpose of this subaward is: To provide case management and an individualized system of care for families and their children who are wards of the Nebraska Department of Health and Human Services involved in the Child Welfare or Juvenile Court System or who are non-court involved children and families involved in the Child Welfare System. Service delivery, service coordination, and case management functions will be provided for families served in the Eastern Service Area.

- i) **Customer Reference:** The customer for this project is DHHS Division of Children and Family Services. As such, it would be inappropriate for DHHS to serve as a customer reference and it would be in direct violation of the RFP requirements that would create a conflict of interest for objective evaluation of this proposal.

- j) **Prime Subrecipient or Subcontractor:** PromiseShip is the Prime Subrecipient for this subaward.
 - Original scheduled completion date: 6/30/2019
 - Original budget: Not to exceed \$71,500,000 per year
 - Currently planned completion date: 12/31/2019
 - Currently planned budget: Not to exceed \$71,500,000 per year

Narrative Project Description #2: Service Delivery & Service Coordination Contract #41449-04

ii. PROJECT DESCRIPTION

- f) **Time Period:** 11/1/2009 – 6/30/2014
- g) **Scheduled and Actual Completion Dates:** The scheduled completion date was 6/30/2014, and the actual completion date was 6/30/2014.
- h) **Responsibilities:** The purpose of this subaward was to: Provide an individualized system of care for families and their children who were wards of the State of Nebraska involved in the Child Welfare and Juvenile Services System or who were non-court involved children and families involved in the Child Welfare System. Service and service coordination were provided for families served throughout the Eastern Service Area (Douglas and Sarpy Counties).
- i) **Customer Reference:** The customer for this project is DHHS Division of Children and Family Services. As such, it would be inappropriate for DHHS to serve as a customer reference and it would be in direct violation of the RFP requirements that would create a conflict of interest for objective evaluation of this proposal.
- j) **Prime Subrecipient or Subcontractor:** Nebraska Families Collaborative was the Prime Subcontractor for this contract.
 - Original scheduled completion date: 6/30/2014
 - Original budget: Not to exceed \$19,185,452.00
 - Actual completion date: 6/30/2014
 - Actual budget: Not to exceed \$181,134,004.12

CORPORATE OVERVIEW: CO-3

Req #	Requirement	Comply
CO-3	<p>The bidder should present a detailed description of its proposed approach to the management of the project.</p> <p>The bidder should identify the specific professionals who will work on the State’s project if their company is awarded the subaward resulting from this RFP. The names and titles of the team proposed for assignment to the State project should be identified in full, with a description of the team leadership, interface and support functions, and reporting relationships. The primary work assigned to each person should also be identified.</p> <p>The bidder should provide resumes for all personnel proposed by the bidder to work on the project. The State will consider the resumes as a key indicator of the bidder’s understanding of the skill mixes required to carry out the requirements of the RFP in addition to assessing the experience of specific individuals.</p>	X

BIDDER’S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *Not applicable*

Project Management Approach Summary

PromiseShip has been providing services in the child welfare field for a decade. Our staff live and work in the communities we serve, so we are familiar with the local challenges families face on a daily basis. PromiseShip is 100% locally managed, meaning the subaward for full service case management would be as well.

PromiseShip is currently led by President and CEO, David Newell, CSW, ACSW, who joined the organization in 2010. Effective May 24, 2019, Newell will step down from his role to take on an opportunity in another state and Ron Zychowski will assume the role of President and CEO. In this role, Zychowski will have overall responsibility for the organization’s services and programs. He will also serve as the main contact between PromiseShip and the State/DHHS for the subaward issued under RFP 5995 Z1. Zychowski will report to a Board of Directors that is comprised of 46% founding member organizations (Boys Town, Child Saving Institute, Heartland Family Service, OMNI Inventive Care, and Nebraska Family Support Network) and 54% community members (see **Corporate Overview, section A.2.a. Bidder Identification and Information**).

PromiseShip will be ready on the Operational Start Date of the contract to continue providing high quality case management services for children and families who are referred by DHHS. As the current subrecipient providing full services case management services for the Eastern Service Area, there will be no disruption to families’ case plans or coordination of care because our staff are already familiar with



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and have built trusted relationships with the families and service providers in Douglas and Sarpy Counties.

PromiseShip employs 336 dedicated staff who live and work in the Omaha metro area. We recruit and employ highly skilled and educated professionals, 78% of whom have Bachelor’s degrees, followed by 19% with a Master’s degree, 2% with an Associate’s degree and 1% with a doctoral degree (PhD or JD).

PromiseShip uses a collaborative approach to provide child welfare case management and service coordination for children and families served in the Eastern Service Area (Douglas and Sarpy Counties). Building on the last ten years of a successful public-private partnership with DHHS is essential to continued effective management of case management and service coordination.

Specific Professionals & Primary Work Assigned

PromiseShip’s Project Team is comprised of executive leadership, senior leadership, and other key leadership positions who bring a wealth of knowledge, expertise, and experience that will contribute to successful implementation of full service case management and service coordination for children and families involved in the Child Welfare and Juvenile Court Systems within the Eastern Service Area. **Table 9** outlines the Project Team members and primary work assigned to each while **resumés for all named key personnel** are included as **Appendix 3** of the Corporate Overview Appendices.

Table 9. PromiseShip's Full Service Case Management Project Team

Name & Job Title	Primary Work Assigned
EXECUTIVE LEADERSHIP TEAM:	
David Newell, CSW, ACSW <i>President & Chief Executive Officer</i>	Responsible for entire management of PromiseShip, including oversight for: contracts; fiscal and clinical administration; programs and services; provider network development; public and community relations; and management of a collaborative leadership role with the Nebraska Department of Health and Human Services and the Division of Children and Family Services. Responsible for involving the Board of Directors in development of strategic vision, mission and values. On May 24, 2019, he will step down from this role and Ron Zychowski will assume the role of President and CEO with all assigned duties.
Ron Zychowski, MBA <i>Senior Director of Executive Operations</i>	Responsible for ensuring the alignment of agency operations around short- and long-term organizational goals and strategies so that PromiseShip will continue to grow and achieve operational excellence. On May 24, 2019, he will assume the role of President and CEO with all assigned duties. The role of Senior Director of Executive Operations will not be filled.

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Name & Job Title	Primary Work Assigned
<p>Lynn Castrianno, PhD, MLS <i>VP of CQI and Data Management; and appointed Technology Coordinator liaison with DHHS for Subaward</i></p>	<p>Responsible for continuous quality improvement, records, compliance with accreditation and DHHS standards. Oversees performance metrics analysis, design, development, and the execution of the agency operations. Also responsible for IT and the development and maintenance of the internal data management system, FAMCare. Will serve as the appointed Technology Coordinator who will serve as the primary contact between PromiseShip and DHHS to address IT related issues and will be responsible for all requirements outlined under item 5 in Section V, subdivision K. Information System Requirements of the RFP.</p>
<p>Robin Chadwell, LCSW <i>VP of Network Services Innovation</i></p>	<p>Responsible for oversight of the Network management team, treatment/clinical team, utilization management teams, and program support worker teams. Ensures children and families have access to a service continuum to meet their unique needs, including managing a network of community-based providers ("Provider Network) and working collaboratively with them to identify and fill service gaps. Responsible for developing and maintaining a service continuum that will assist in the support of children and parents while they are striving to strengthen their families. Additional responsibilities include ensuring accessibility, prompt delivery, and quality of services and supports, as well as collaboration with the managed care organizations (MCOs) for coordination of care.</p>
<p>Viv Ewing, PhD <i>VP of Administrative Services</i></p>	<p>Responsible for oversight of human resources, training, communications, fund development, and administrative support. Performs Human Resources related duties in the following functional areas: acquisition, onboarding, employee relations, training, retention, affirmative action, and human resources compliance. Creates and oversees the implementation of a strategic approach to fundraising and donor relations. Directs strategic corporate communications.</p>
<p>Stacy Giebler, CPA <i>Chief Financial Officer</i></p>	<p>Responsible for the accurate reporting of the organization's financial position, including financial reporting, budgeting, negotiating contract payments, cash management, and managing the Billing and Payables Departments. Reviews and analyzes the revenue, expense, asset and liability accounts and reconciles discrepancies. Develops and maintains annual operating budget.</p>
<p>Monika Gross, JD <i>General Counsel and VP of Legal</i></p>	<p>Responsible for administering the legal affairs of PromiseShip by providing legal advice, representation and services, overseeing the organization's compliance program, implementing risk management and mitigation strategies, and contract administration.</p>

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Name & Job Title	Primary Work Assigned
<p>Melissa Nance, MS <i>VP of Programs</i></p>	<p>Responsible for the oversight of all case management teams that serve at risk families (non-court) and children in out-of-home care and their families (court-involved). These include the following services: case management, kinship, family engagement, adoption, family finding, independent living and prevention. Also responsible for ensuring compliance with contractual requirements regarding state and federal child welfare measures. Provides direction to and leadership of program operations, thereby ensuring all programs are conducted consistently with the agency's mission, goals and strategic plan.</p>
SENIOR LEADERS:	
<p>Nikki Barber, MPA <i>Family Permanency Director</i></p>	<p>Directs and supervises Family Permanency teams in provision of case management services for children and families. Brings child welfare expertise centered on the safety, permanency and well-being of children and families and independently performs duties as a valued member of the Senior Leadership Team.</p>
<p>Megan Miller, MA <i>Family Permanency Director</i></p>	<p>Directs and supervises Family Permanency teams in provision of case management services for children and families. Brings child welfare expertise centered on the safety, permanency and well-being of children and families and independently performs duties as a valued member of the Senior Leadership Team.</p>
<p>Tami Nebesniak, MS <i>Family Permanency Director</i></p>	<p>Directs and supervises Family Permanency teams in provision of case management services for children and families. Brings child welfare expertise centered on the safety, permanency and well-being of children and families and independently performs duties as a valued member of the Senior Leadership Team.</p>
<p>Aly Ott, MSW <i>Family Permanency Director</i></p>	<p>Directs and supervises Family Permanency teams in provision of case management services for children and families. Brings child welfare expertise centered on the safety, permanency and well-being of children and families and independently performs duties as a valued member of the Senior Leadership Team.</p>
<p>Nicole Seymour, MPA <i>Family Engagement Director</i></p>	<p>Provides operation management for the Family Engagement team, including the Intake and the Family Triage teams. Responsible for partnering in the implementation of the Coordinated Response Initiative and related strategic actions. Brings child welfare expertise centered on the safety, permanency and well-being of children and families and independently performs duties as a valued member of the Senior Leadership Team.</p>

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Name & Job Title	Primary Work Assigned
<p>Anita Patterson, MS <i>Ethics, Risk & Compliance Officer, and Security Administrator liaison with DHHS for subaward</i></p>	<p>Oversees the Compliance Program to ensure compliance with the organization’s policies and procedures. Reviews and evaluates compliance issues/concerns within the organization. Collaborates with other departments (Program Audit, Finance, Legal, and Human Resources), as well the executive team and senior leadership, to implement compliance programs across the organization. Reports to the General Counsel and has a direct reporting line to the Board of Directors. Serves as the assigned Security Administrator for all of PromiseShip sites who will act as the liaison between PromiseShip and DHHS and will be responsible for all requirements outlined under item 3 in Section V, subdivision K. Information System Requirements of the RFP.</p>

Project Team Leadership

PromiseShip’s project team for the DHHS Full Service Case Management for Child Welfare Services subaward is comprised of highly educated and skilled professionals who have extensive experience in their respective roles. Collectively, the project team has decades of experience working in child welfare and human services serving as senior and executive leadership at nonprofit and for-profit companies. Bios of each of the project team leaders is provided below:

- 1) **David Newell, CSW, ACSW, President and CEO**, leads the organization and the project team. Newell has more than twenty-six years’ social services experience in direct service and leadership roles, as well as twenty-six years’ experience as a therapeutic foster, adoptive, and birth parent. Currently, Newell serves as the Chair of the Nebraska Children’s Commission, having been appointed to the Commission for two consecutive terms by the current and former Governors. Newell is an alumnus of the Annie E. Casey Foundation’s Children and Family Fellowship Program and an alumnus of the Alaska Humanities Forum’s Leadership Anchorage program. He is a current member of the National Association of Social Workers and the Academy of Certified Social Workers. Newell’s previous experience includes serving as regional vice president at EMQ FamiliesFirst (2006-2010), executive director at Denali Family Services (1999-2006), and Chair of the Alaska Behavioral Health Association (2002-2005). Newell holds a Certificate of Nonprofit Management and a Master of Social Work from the University of Alaska Anchorage, and a Bachelor of Science in education from Southern Illinois University at Edwardsville. He is also a licensed social worker in Nebraska and New York. On May 24, 2019, Newell will step down from his role as President and CEO of PromiseShip to pursue an opportunity in another state. At that time, Ron Zychowski, MBA, will assume the role of President and CEO.

- 2) **Ron Zychowski, MBA, Senior Director of Executive Operations**, joined PromiseShip in September 2018. On May 24, 2019, Zychowski will become the next President and CEO of PromiseShip when David Newell steps down from the position to pursue an opportunity in another state. Zychowski’s proven track record spans more than 40 years of senior leadership positions in a variety of

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disciplines, with more than two decades spent directly in human services leadership positions. He is well-versed in assisting private organizations and publicly-funded systems of care transform to improve performance, with a focus on organizational capacity, production management, and real-time/forward-looking outcome measurement. Zychowski has experience developing and executing multi-million dollar budgets, including the complex state and federal funding streams affiliated with child welfare services. After serving 25 years in the United States Army, Zychowski began his human services career in Florida as a Center Director for the Head Start Program, followed by eight years of senior leadership positions with the Florida Department of Children and Families, serving in three different districts and the state's largest region. Zychowski led the transition of Florida's child welfare system from a public system to a community-based system of care. Additionally, Zychowski has served as CEO for three different community-based care lead agencies in Florida. Zychowski joined Eckerd Kids in 2009, initially overseeing Eckerd Kids' transition as the lead agency for community-based care in Florida's Pasco and Pinellas counties, and later for nearly 30 different services and programs nationwide. Zychowski retired from Eckerd Kids as the Chief Quality and Performance Officer in 2016 and was subsequently elected to the Board of Directors.

- 3) **Lynn Castrianno, PhD, VP of CQI & Data Management**, oversees the technology, quality assurance, and data management teams. Castrianno has more than 20 years of experience in child welfare research, evaluation, and data management. Prior to joining PromiseShip, she worked with various non-profit agencies in developing and implementing performance outcomes through data management and data analysis including oversight and management of a national benchmarking study of foster care. Castrianno also served on the board of the Foster Family Treatment Association and has been an active member of the FFTA Research Committee for the past ten years. Castrianno received a Ph.D., Master's degrees in Psychology and Legal Studies from the University of Nebraska-Lincoln, and a Bachelor's degree from the State University of New York at Buffalo.
- 4) **Robin Chadwell, MSW, LCSW, VP of Network Services Innovation**, leads the Network Services Innovation Team. Chadwell has dedicated her career to working with children and families in various capacities, including residential care, educational settings, case management, service provider, and administrator. She has been intricately involved with service development and implementation since 2001 and served in increasing administrative capacities since 2003. Chadwell has extensive experience in foster care services, including recruitment, licensing, support, and program oversight and development, having been involved with Nebraska Child Welfare reform since 2008 when DHHS launched Safety and In-Home Services. Chadwell has served as a Program Director for foster care and in-home services, a Director for Case Management, and as Operations Support Director at PromiseShip prior to her current role. Chadwell received her Bachelor's and Master's degrees in Social Work from the University of Nebraska at Omaha.
- 5) **Viv Ewing, PhD, VP of Administrative Services**, leads the human resources, training, team support, communications and grant development teams. Her professional career has been in both corporate and not-for-profit organizations, including serving as Executive Director of the Alzheimer's Association of Nebraska, Director of Government Affairs for Habitat for Humanity, Assistant Operations Director for The Salvation Army Kroc Center, Human Resources Manager at ConAgra Foods, Sr. Director of Human Resources & Administration at Omaha Housing Authority, and Human Resources Representative at OPPD. Ewing's community leadership spans several years and has included service to many organizations including: University of Nebraska Medical Center Board of

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Councilors; University of Nebraska Alumni Board; College of Public Affairs Advisory Council; President of the Literacy Center Board; Governor's Judicial Selection Committee; Nebraska Children Event Committee; Vice Chair Immanuel Pathways Participant Advisory Committee; President of the Hope Center for Kids Guild; American Red Cross Board; Sienna Francis House Board; Catholic Charities Mental Health Committee; Holy Name Home & School Association President; Omaha Table Talk; and President of the Human Resources Association of Midlands. Ewing received her Ph.D. from the University of Nebraska-Lincoln in Community & Human Resources, a Master's degree in Urban Studies, and Bachelor's degree in Public Administration from the University of Nebraska at Omaha.

- 6) **Stacy Giebler, CPA, Chief Financial Officer**, leads the Finance team. Giebler began her career in 2005 at KPMG, a Big Four accounting firm, gaining experience and expertise as an independent auditor of government and not-for-profit entity financial statements and Single Audits. She joined PromiseShip in October 2009 shortly after the organization was founded, expanding the Finance team as the organization continued to grow. Stacy received her bachelor's degree in Accounting from the University of Nebraska at Omaha, is licensed as a Certified Public Accountant (CPA), and is a member of the American Society of Certified Public Accountants (AICPA).
- 7) **Monika Gross, JD, General Counsel and VP of Legal**, leads the Legal, Risk and Compliance teams. Gross has been the legal counsel for PromiseShip since March 2011. Prior to joining PromiseShip, Gross was vice president at Fidelity National Title Group, attorney for the Nebraska Department of Health and Human Services, and was in private practice in Nebraska, Georgia, and New York. Gross is a member of the Nebraska State Bar Association, and the State Bar of Georgia. Gross received a Bachelor of Arts degree from the University of Nebraska-Lincoln and a Juris Doctor degree from the University of San Diego School of Law.
- 8) **Melissa Nance, MS, VP of Programs**, leads the Family Permanency team and oversees all case management services for court involved and non-court involved children and families. Nance launched her career as an Integrated Care Coordinator working to enhance the lives of children and families in Douglas and Sarpy counties. Nance joined PromiseShip in 2009 as a Family Permanency Supervisor where she guided case managers to increase safety and well-being of children in care. She was later promoted to a Family Permanency Director with a greater emphasis on staff and program development, and eventually took the lead as Senior Family Permanency Director. In August 2018, Nance accepted the Vice President of Programs position. Nance received a Bachelor's degree in Psychology and Sociology from Creighton University, and a Master's degree in Human Services from Bellevue University.
- 9) **Nikki Barber, MPA, Family Permanency Director**. Barber has been a Family Permanency Director at PromiseShip since October 2017. Barber has been with PromiseShip since 2012 and has also held positions as a Family Permanency Supervisor, a Family Permanency Specialist, and a Family Finding Specialist. Barber received a Bachelor's of Science degree in Criminology from the University of Nebraska at Omaha and a Master's degree in Public Administration from Bellevue University.
- 10) **Megan Miller, MA, Family Permanency Director**. Miller has worked in the juvenile court system for over fifteen years, serving in both child welfare and juvenile justice. Miller's passion for continuous community improvement is the foundation of her leadership abilities. Her knowledge of the child welfare system lends to her ability to identify areas of improvement and create system process for

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improved outcomes. Throughout her ten years of employment at PromiseShip, Miller has served as a Service Coordinator, Family Permanency Supervisor, Operations Project Manager and Family Permanency Director. Miller received a Bachelor's degree in Human Resources and Family Science from the University of Nebraska-Lincoln and a Master's degree in Human Services from Bellevue University.

- 11) **Tami Nebesniak, MS, Family Permanency Director.** Nebesniak has been a Family Permanency Director at PromiseShip since 2016. She has served in various positions at PromiseShip, including as a Family Permanency Supervisor, Intake Coordinator, and Family Service Coordinator. Nebesniak has dedicated her career to working with children and families in child welfare for the past nineteen years, including direct care in group homes, foster care worker, case manager, child abuse hotline worker, as well as supervisor and director level positions. She received a Bachelor of Arts degree in Psychology from Stephens College at Columbia, Missouri, and a Master of Science degree in Counseling Psychology from Capella University at Minneapolis, Minnesota.
- 12) **Alyssa Ott, MSW, Family Permanency Director.** Ott has been a Family Permanency Director at PromiseShip since September 2018. In this role, Ott oversees seven permanency teams, three of which are in Douglas County, three of which are in Sarpy County, and the complex case team that serves children and/or families who require enhanced advocacy. Ott's personal daily mission is to build strong, collaborative teams around each family that PromiseShip serves to improve outcomes for families in both Sarpy and Douglas counties. Ott received a Bachelor of Arts degree in Psychology from the University of Iowa and will complete a Master of Social Work degree from the University of Nebraska at Omaha by the end of 2019.
- 13) **Nicole Seymour, MPA, Family Engagement Director.** Prior to her current role, Seymour was a permanency supervisor and then a manager at PromiseShip for six years. During that time Seymour was responsible for developing and implementing specialized teams and initiatives, all with a focus on improved and innovative service delivery to children and families experiencing crisis. Seymour is driven by creating long-standing, respectful, and collaborative relationships with children, families, and professionals with the intent of creating positive and sustainable systematic change. Seymour is a strong advocate for child well-being and uses her experience and knowledge to engage all levels of stakeholders to ensure families are empowered to not only use their voice, but that they are respected as an expert. Seymour received Bachelor's degree in Liberal Arts and Professional Applications and a Master's of Public Administration from Bellevue University.
- 14) **Anita Patterson, MS, Ethics Compliance & Risk Officer.** Patterson has 20 years' experience in organizational compliance. Prior to joining PromiseShip, Patterson worked in the Healthcare Industry as a Corporate Compliance Officer where she served as the Joint Commission Administrator, Risk Manager, Performance Improvement Manager, and Safety Chair. In those roles, Patterson helped successfully resolve complex OSHA and Joint Commission findings and patients' complaints. She also served as a Controller for the Nebraska Public Health Laboratory Full Scale Emergency Exercise, created an interdisciplinary task force resulting in a reduction of risk for employees and patients, and developed a Risk Rating Scale to quickly identify probability of occurrence and severity of consequences, resulting in a 20% decrease in Incident Reports, and led the Total Quality Management sub-committee of the Board of Directors. Patterson has served on multiple Boards and Executive Committees, have conducted leadership seminars for women and

children, and has served in many volunteer roles. Patterson received a Bachelor of Science degree in Business Administration and a Master of Science degree in Organizational Performance from Bellevue University. Patterson is also a graduate of the UNMC Great Plains Public Health Leadership Institute.

Interface and Support Functions

In Relation to Internal Operations

PromiseShip is dedicated to providing high-quality full service case management services for children and families involved in the child welfare and juvenile court systems in Douglas and Sarpy Counties. PromiseShip is structured in such a way to ensure effective governance, communication, and daily operations between its core units. The Board of Directors sets expectations for the organization and the Executive Team implements the Board directives in collaboration with staff throughout the organization.

Each Executive Team member oversees a core functional unit of PromiseShip that works collectively towards our shared vision of building connected communities, filled with strong families, who are self-sufficient and empowered with great hope for the future. The core program units of PromiseShip and their interface and support functions are shown in **Table 10**.

Table 10. PromiseShip Interface & Support Functions

CORE PROGRAM UNITS	INTERFACE & SUPPORT FUNCTIONS
<p><i>Program Operations:</i></p> <p>Will be responsible for delivery of all case management services for children and families referred by DHHS.</p>	<ul style="list-style-type: none"> • Interfaces with Network Services Innovations to: <ul style="list-style-type: none"> ○ Coordinate case transfers from DHHS/IA to PromiseShip ○ Identify and coordinate service referrals to appropriate community providers ○ Coordinate access and use of Provider Network services by children/families • Interfaces with CQI/DM to: <ul style="list-style-type: none"> ○ Ensure accurate data entry into NFOCUS and FAMCare ○ Correct data errors ○ Monitor outcome data indicators ○ Assist with COA reaccreditation process • Interfaces with Finance to: <ul style="list-style-type: none"> ○ Submit proper documentation for case management expenses • Interfaces with Legal, Risk & Compliance to: <ul style="list-style-type: none"> ○ Adhere to all policies and procedures ○ Comply with subpoenas ○ Provide documentation and testimony for grievances and legal suits filed by families, providers or other stakeholders • Interfaces with Administrative Services to: <ul style="list-style-type: none"> ○ Recruit and hire qualified case management applicants ○ Attend all required training ○ Address employee issues

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CORE PROGRAM UNITS	INTERFACE & SUPPORT FUNCTIONS
<p>Network Services Innovations:</p> <p>Will be responsible for oversight of the initial case transfer process from DHHS/IA, as well as management of the network of service providers and the service continuum.</p>	<ul style="list-style-type: none"> • Interfaces with Program Operations by: <ul style="list-style-type: none"> ○ Ensuring seamless case transfers from DHHS/IA to case managers ○ Monitoring and managing network of community-based providers ○ Working with providers to identify and fill gaps in the continuum of services for children and families • Interfaces with CQI/DM by: <ul style="list-style-type: none"> ○ Communication with Provider Network regarding FAMCare changes and updates ○ Engages Provider Network to participate in annual stakeholder survey ○ Involvement in Provider meetings ○ Assist with COA reaccreditation process • Interfaces with Finance by: <ul style="list-style-type: none"> ○ Ensuring accurate and complete provider billing in FAMCare system ○ Providing accurate and complete documentation to support provider billing in FAMCare system • Interfaces with Legal, Risk & Compliance for: <ul style="list-style-type: none"> ○ Contract development and administration for Network and non-Network service providers ○ Service provider compliance with contract terms and conditions ○ Resolution of grievances related to service provider performance • Interfaces with Administrative Services
<p>Continuous Quality Improvement and Data Management (CQI/DM):</p> <p>Will be responsible for continuous quality improvement, accreditation, and data management functions, as well as oversight of the IT and business applications.</p>	<ul style="list-style-type: none"> • Interfaces with Program Operations by: <ul style="list-style-type: none"> ○ Monitoring accurate and timely data entry and documentation of case management information ○ Monitoring progress towards data outcome indicators ○ Ensuring secure access to case management data ○ Providing access to IT systems, resources, and business applications ○ Managing document imaging and management of all case information ○ Providing reports to case management supervisors and directors to assist with managing caseloads, case issues, and data outcome indicators • Interfaces with Network Services Innovations by: <ul style="list-style-type: none"> ○ FAMCare system management and enhancements to meet changing needs ○ Creating data reports about UM and Provider Network • Interfaces with Finance by: <ul style="list-style-type: none"> ○ Creating data reports from FAMCare ○ FAMCare enhancements to meet billing needs • Supports Legal, Risk & Compliance by: <ul style="list-style-type: none"> ○ Conduct quality assurance reviews ○ Conduct root cause analyses ○ Provide records and other support for subpoena requests • Interfaces with Administrative Services by: <ul style="list-style-type: none"> ○ Providing data for communications ○ Developing process improvements for HR ○ Provides CQI training and supervisor training for new hires

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CORE PROGRAM UNITS	INTERFACE & SUPPORT FUNCTIONS
Finance:	<ul style="list-style-type: none"> ○ FAMCare training for providers and staff ● Interfaces with Program Operations to: <ul style="list-style-type: none"> ○ Provide timely and accurate financial reporting and budget analysis ○ Process prompt payment and case management expenses ○ Develop internal controls and processes for timely and accurate reimbursement of employee mileage and expenses ● Interfaces with Network Services Innovations to: <ul style="list-style-type: none"> ○ Process prompt payment of provider services billing ○ Provide timely and accurate financial reporting and budget analysis ○ Develop internal controls and processes for timely and accurate reimbursement of employee mileage and expenses ● Interfaces with CQI/DM by: <ul style="list-style-type: none"> ○ Testing billing functions in FAMCare when enhancements and upgrades are made ○ Assist with COA reaccreditation process ● Interfaces with Legal, Risk & Compliance to: <ul style="list-style-type: none"> ○ Provide timely and accurate financial reporting and budget analysis ○ Process prompt payment of legal expenses ○ Coordinate responses to regulatory bodies ● Interfaces with Administrative Services to: <ul style="list-style-type: none"> ○ Provide timely and accurate financial reporting and budget analysis ○ Support accurate recording, acknowledgement, and investment of funds received through grants and fundraising endeavors
Legal, Risk and Compliance:	<ul style="list-style-type: none"> ● Interfaces with Program Operations to: <ul style="list-style-type: none"> ○ Manage PromiseShip policies and procedures and ensures compliance therewith ○ Respond to and ensure compliance with subpoenas and other forms of legal process affecting case management activities ○ Provide legal advice and representation to program operations staff related to case management activities, including juvenile court ○ Respond to grievances lodged by children, families, and service providers related to case management activities ○ Track incident reports and prepare reports and recommendations ● Interfaces with Network Services Innovations to: <ul style="list-style-type: none"> ○ Manage PromiseShip policies and procedures and ensures compliance therewith ○ Perform contract development and administration for network and non-network service providers ○ Review service provider compliance with contract terms and conditions ○ Resolve grievances related to service provider performance ○ Track incident reports submitted by service providers and prepares reports and recommendations ● Interfaces with CQI/DM to: <ul style="list-style-type: none"> ○ Assist with COA reaccreditation process ○ Develop and monitor policies and procedures ● Interfaces with Finance to:

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CORE PROGRAM UNITS	INTERFACE & SUPPORT FUNCTIONS
	<ul style="list-style-type: none"> ○ Manage PromiseShip policies and procedures and ensures compliance therewith ○ Coordinate responses to regulatory bodies ○ Coordinate implementation of new business practices impacting all PromiseShip employees ● Interfaces with Administrative Services to: <ul style="list-style-type: none"> ○ Manage PromiseShip policies and procedures and ensures compliance therewith ○ Coordinate responses to regulatory bodies ○ Provide legal advice and representation to human resources staff related to employment law matters ○ Collaborate on employee-management relations activities ○ Collaborate with training staff to provide legal and testifying training for case management staff ○ Coordinate implementation of new business practices impacting all PromiseShip employees ○ Track incident reports related to employee conduct and safety and prepare reports and recommendations
Administrative Services:	<ul style="list-style-type: none"> ● Interfaces with Program Operations to: <ul style="list-style-type: none"> ○ Recruit and hire qualified case management applicants ○ Attend all required training ○ Address employee issues ● Interfaces with Network Services Innovations to: <ul style="list-style-type: none"> ○ Recruit and hire qualified team members ○ Provide initial and ongoing training for staff ○ Communicate important messages and information to staff and Provider Network ● Interfaces with CQI/DM to: <ul style="list-style-type: none"> ○ Assist with COA reaccreditation process ○ Provide special training for CQI/DM staff ○ Provide expertise/knowledge of N-FOCUS and any enhancements or changes to system ○ Assist with recruitment and hiring process for team positions ○ Develop and disseminate important messages and information to staff ● Interfaces with Finance to: <ul style="list-style-type: none"> ○ Provide timely and accurate financial reporting and budget analysis ○ Support accurate recording, acknowledgement, and investment of funds received through grants and fundraising endeavors ● Interfaces with Legal, Risk & Compliance to: <ul style="list-style-type: none"> ○ Manage PromiseShip policies and procedures and ensures compliance therewith ○ Coordinate responses to regulatory bodies ○ Provide legal advice and representation to human resources staff related to employment law matters ○ Collaborate on employee-management relations activities ○ Collaborate with training staff to provide legal and testifying training for case management staff

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CORE PROGRAM UNITS	INTERFACE & SUPPORT FUNCTIONS
	<ul style="list-style-type: none"> ○ Coordinate implementation of new business practices impacting all PromiseShip employees ○ Track incident reports related to employee conduct and safety and prepare reports and recommendations

The core operational units will work collaboratively and collectively to ensure we deliver high quality, full service case management services for children and families in the Eastern Service Area.

In Relation to the State/DHHS: PromiseShip’s President and CEO, will serve as the primary point of contact with DHHS. He will be responsible for the deliverables of the Full Service Case Management for Child Welfare Services subaward, ensuring that DHHS’s vision is realized and that priorities are communicated to the project team.

PromiseShip will work with DHHS to develop a structured process for assuring regular communication occurs. This will ensure our organization has clear direction from DHHS, is able to seek clarification and create solutions, and can provide timely responses to any questions or clarifications that may be needed. PromiseShip will build on the relationship that has been cultivated with DHHS over the past ten years to ensure continued success of the public-private partnership with DHHS in meeting the needs of the child welfare population in the Eastern Service Area.

Members of the Executive Leadership team will establish a schedule to meet regularly with DHHS leadership counterparts to promote consistency for children and families during project implementation and to ensure that project strategies across all subaward deliverables align fully with those of DHHS and promote improvement across all systems that serve children and families in the Eastern Service Area.

Emphasizing continuous quality improvement and transparency throughout program implementation, PromiseShip’s leadership team will continue meeting regularly with DHHS to evaluate services and refine protocols, as necessary.

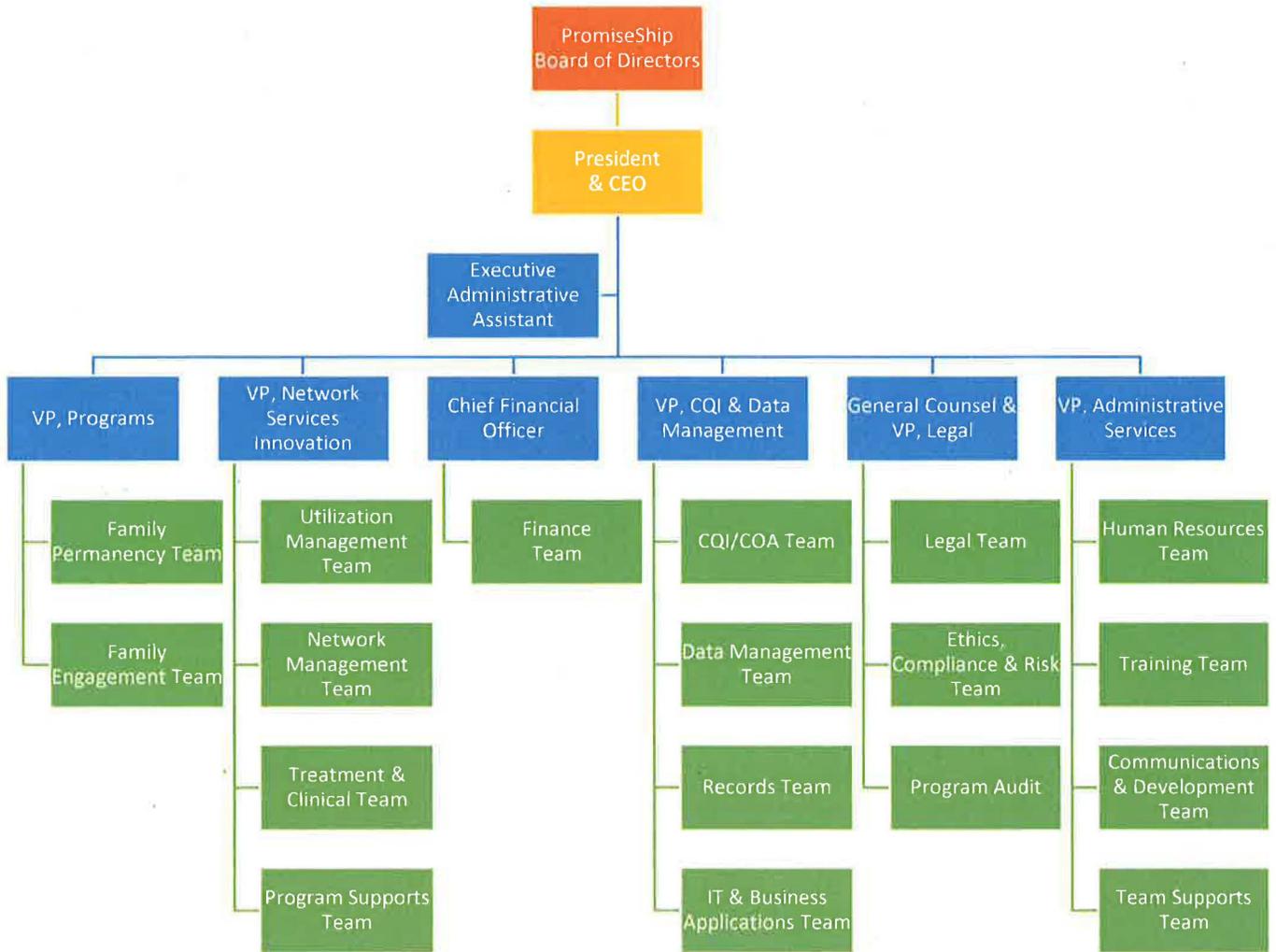
Reporting Relationships

Emphasizing close relationships with DHHS, community-based service providers, stakeholders, and the children and families we serve, PromiseShip’s reporting relationships underscore local decision-making. The organizational charts included as **Figures 8 through 14** illustrate the reporting relationships for the Project Team and their subordinates.

PromiseShip team leaders will promote teamwork among all operations areas. Our emphasis on inclusive leadership fosters a structure in which we embrace collaboration to encourage a diversity of thinking to improve the results we will achieve for DHHS and the children and families we serve.

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Figure 8. PromiseShip Overall Organizational Structure



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Figure 9. PromiseShip Program Operations Structure

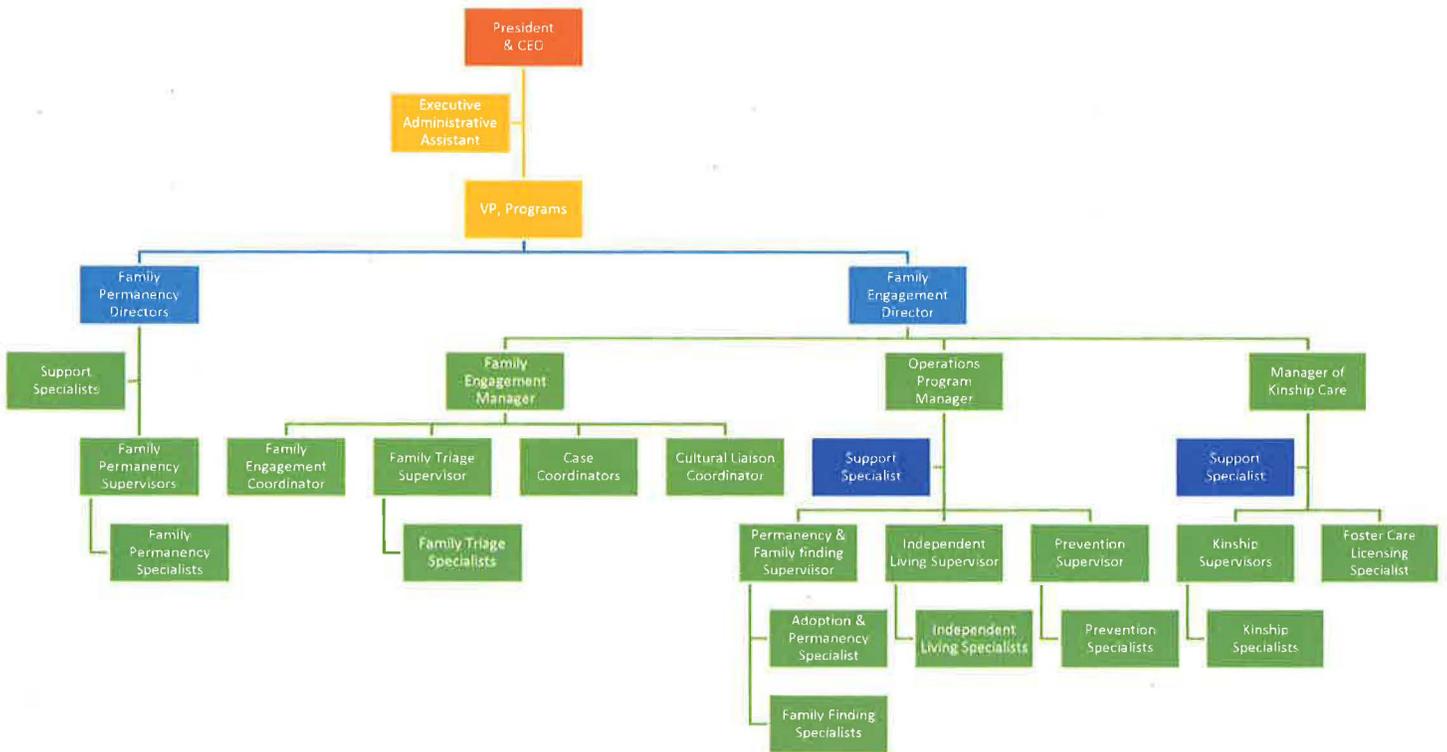
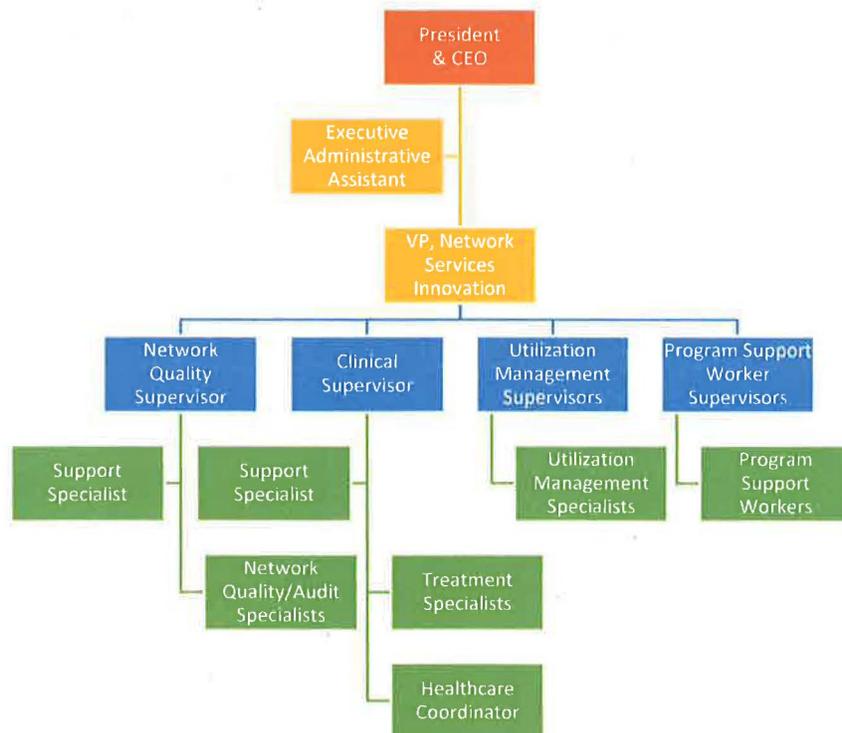


Figure 10. PromiseShip Network Services Innovation Structure



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Figure 11. PromiseShip Financial Operations Structure

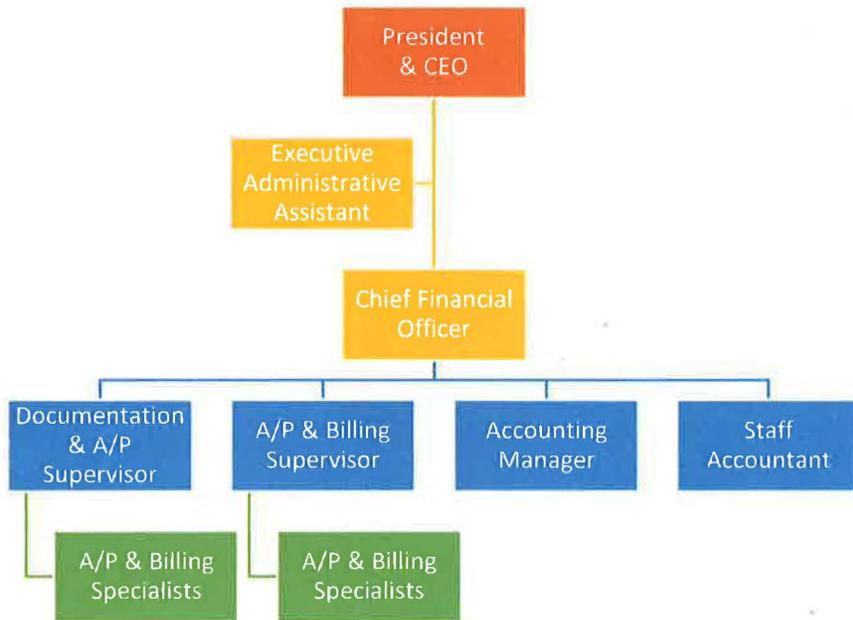
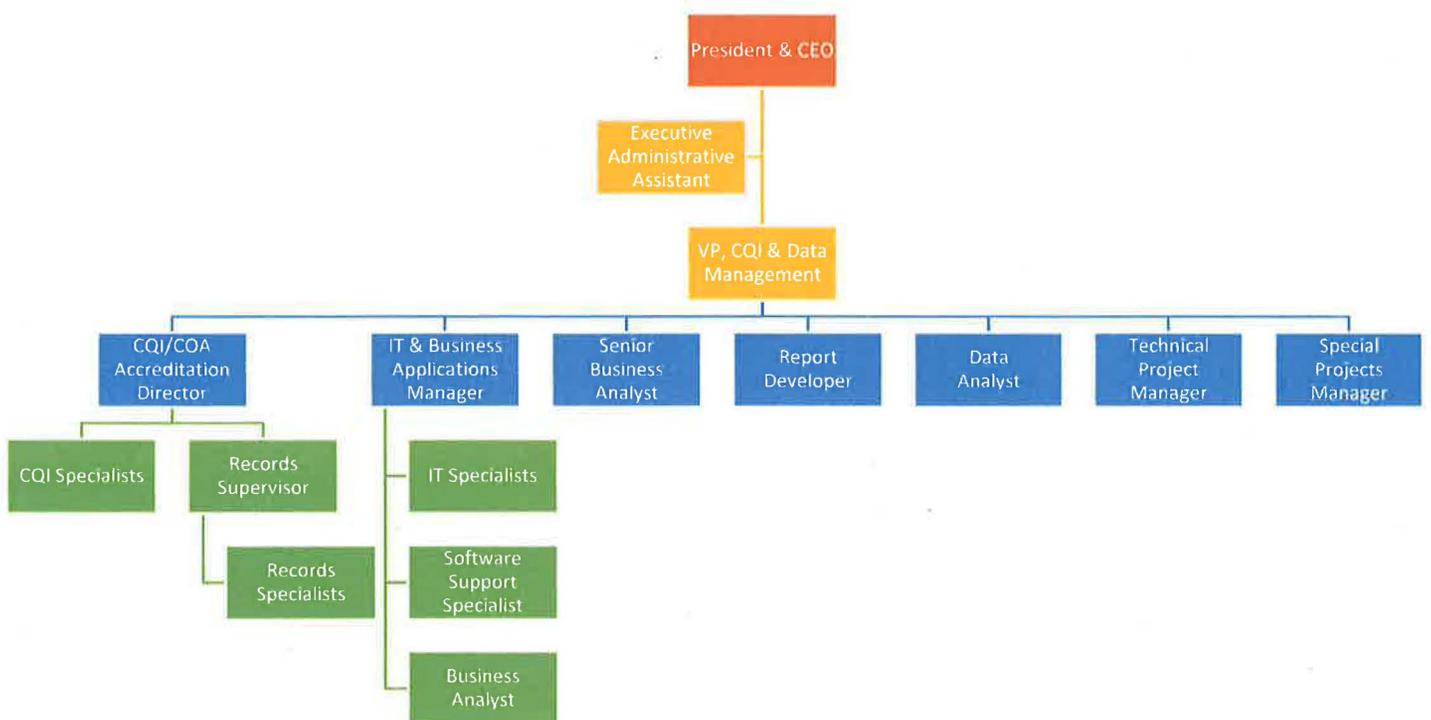


Figure 12. PromiseShip CQI/Data Management Structure



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Figure 13. PromiseShip Legal, Ethics, Compliance & Risk Structure

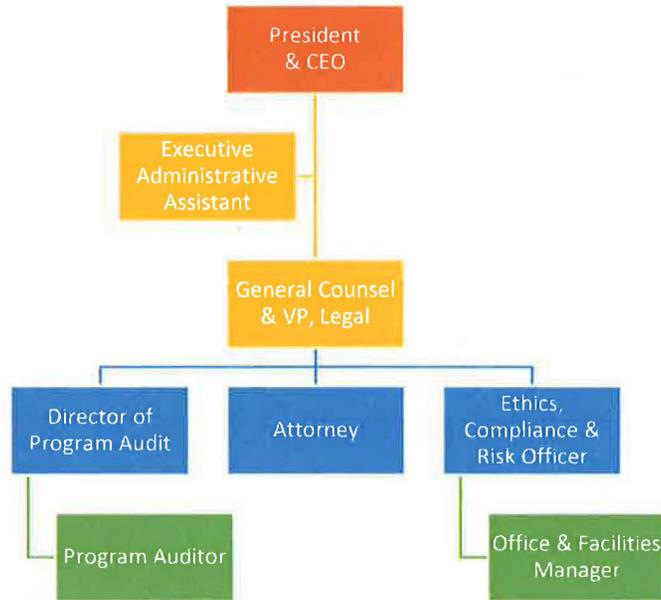
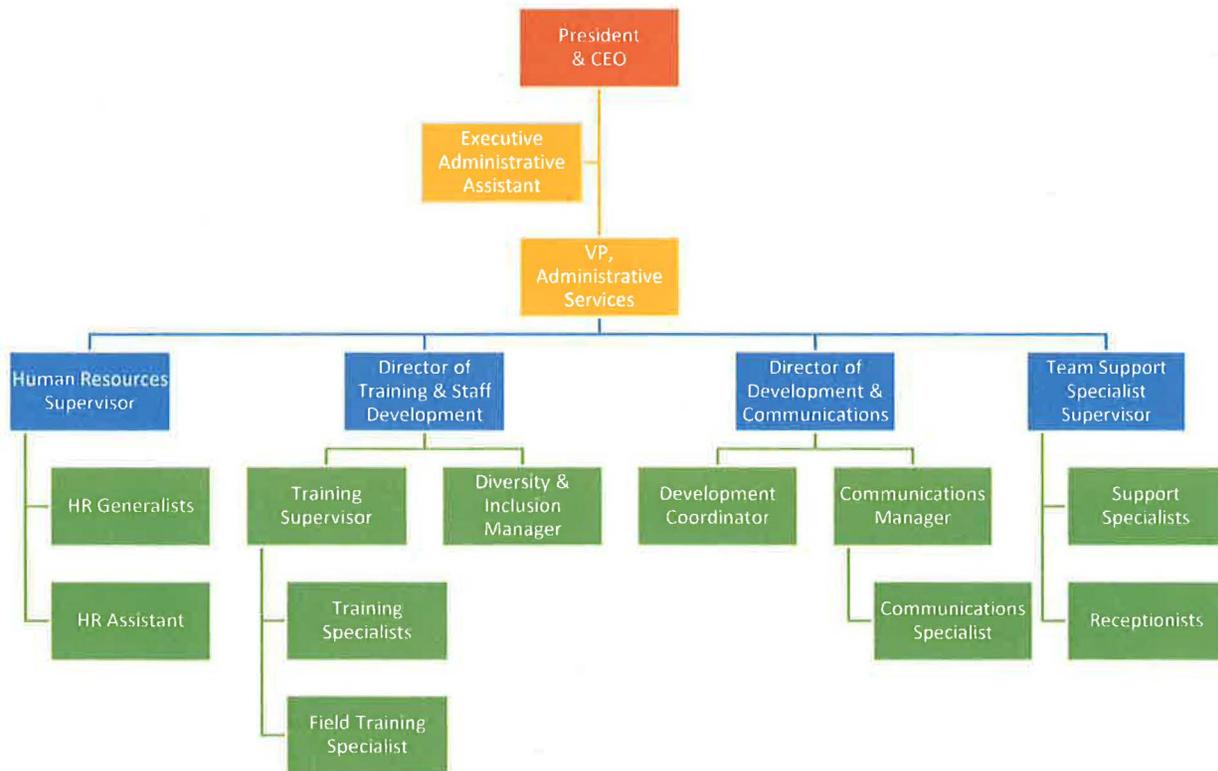


Figure 14. PromiseShip Administrative Services Structure



TRANSITION AND IMPLEMENTATION: TI-1

Req #	Requirement	Comply
TI-1	The bidder should submit a preliminary implementation plan with its proposal. The plan must describe the Subrecipient's plan to comply with all the provisions of the RFP. The plan must also address staffing, facilities, and other operational issues as identified in the RFP, including tasks, deliverables and milestones necessary to implement the program.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *L. Retainage and Performance Measurements*
- *M. Reporting Requirements*
- *N. Capacity Building Component*

Preliminary Implementation Plan

PromiseShip looks forward to further discussions with DHHS about PromiseShip's ongoing readiness to provide all the requirements in RFP 5995 Z1 and resulting subaward for Full Service Case Management for Child Welfare Services in the Eastern Service Area. What follows is a **Preliminary Implementation Plan** that outlines what is already in place and operational at PromiseShip related to the mandatory requirements, as well as expected action steps necessary between the award date and operational start date of January 01, 2020, related to adjustments and changes that will occur to transform case management and service array functionality and the PromiseShip organization as a whole to best serve children and families in the Eastern Service Area. Some of the transformational changes will persist into future years.

PromiseShip staff have extensive knowledge, skills, abilities, and experiences with development, planning, implementation, monitoring and evaluating action steps and strategies, programs and major system reform, such as those contained within this Preliminary Implementation Plan. Staff have been involved for over a decade in the DHHS Program Improvement Plans (PIPs) related to the federal Child and Family Service Reviews (CFSR) and other DHHS improvement strategies. That experience will aid in successful implementation planning, such as the one being proposed for implementation of this full service case management and full service array subaward.

The Preliminary Implementation Plan is intentionally designed as a "working document." As with all plans, additional information and data will become available, or legislation or policy changes will influence, or breakthroughs in the field will occur that require adjustments, modifications or significant changes to the action steps. Thus, the plan is a "living, breathing" document subject to change, but serves as a roadmap for the approximate 6-month period between awarding of the subaward and the operational start date.

The implementation activities included are not an exhaustive list. Rather, they are meant to show some of the more critical activities at this preliminary phase based on what is known at this time.

This plan is predicated on the assumption there will be a full six (6) months for implementation to occur between the time of award and the operational start date. If the timeframe of the DHHS subaward process would need to be altered, so too must the timeframe of the Preliminary Implementation Plan be altered accordingly.

The Preliminary Implementation Plan is laid out in a Microsoft Project Plan format for ease of use, timeframes, and effective communication about the status of the activities. Since PromiseShip has been delivering case management and a service array in the Eastern Service Area for several years, the majority of the plan activities associated with startup have already been completed.

Two Phases of the Implementation Plan

As previously mentioned, PromiseShip is able to “hit the ground running” as the major infrastructure components are already in place and fully operational. **These activities are shown as Phase 0** of the Preliminary Implementation Plan to afford the reader information about what is already in place and operating at the current time. Phase 0 activities are those major components necessary to start up and become operational, such as: staffing, training, facilities, and IT. Phase 0 activities are already completed, or expected to be completed, by July 01, 2019.

Phase 1 activities are enhancements and new initiatives that are necessary to support the transformation of the State of Nebraska Child Welfare System. Phase 1 activities are expected to be started and either completed, or in progress, by December 31, 2019. Some activities in Phase 1 will carry over into future years as they are transformational change initiatives that require a multi-year approach.

Below is a summary of the high-level plan activities and a brief explanation of the high points within the plan. See **Appendix 5** for an outline of the detailed activities associated with Phase 0 and Phase 1 of the **Preliminary Implementation Plan**.

PHASE 0

Activities included in this phase are completed, or are expected to be completed, by July 01, 2019.

Facilities

Provide the adequate facilities, equipment and supplies for staff to maintain an effective, efficient, safe, and healthy environment to enable a productive high quality child welfare service delivery.

The major plan components for the Facilities are as follows:

- Locate and obtain Office Space leases in Douglas and Sarpy County.
- Plan and coordinate the purchase of initial and ongoing Office Equipment and Supplies
- Plan and coordinate the services and equipment required for ISP, Phones, Printers and Internal Local Area Network Servers.

Staffing

Recruit, hire, onboard and retain the appropriate staff to carry out the requirements of the full Case Management and Full Services Array contract for the Eastern Service area for DHHS.

Case Management staff is inclusive of front line case managers, supervisors, managers/administrators, directors. Support functions are inclusive of Human Resources, Information Technology, Legal, Risk Management, Continuous Quality Improvement/Quality Assurance, Communications, Utilization Management, and Training.

The major plan components for the Staffing are as follows:

- Develop and Implement Human Resources Policies and Processes for Case Management Front-line and Support Staff
- Develop and Implement Employee Retention Strategies for Front-line and Support Staff.
- Recruit, hire and on-board Case Management front-line staff and support staff

Training

Train the Case Management front-line staff, supervisors, directors and the organization as a whole in the principles of Cultural Humility, Trauma Informed Care, Structure Decision Making and Family Centered Principles to ensure the values and practices of the whole organization are in alignment.

Complete the initial and on-going training for case management staff. Train Case Management staff utilizing a DHHS approved new worker training curriculum that is in compliance with Neb. Rev. Stat. § 68-1214 and Title IV-E requirements.

The major components for the Training activities are as follows: Initial Case Management Staff Training in Compliance with DHHS Approved Curriculum and IV-E and On-Going Case Management Training; and, Training for all other staff within PromiseShip.

The major plan components for the Training are as follows:

- Case Management Staff Training in Compliance with DHHS Approved New Worker Training Curriculum (Neb. Rev. Stat. § 68-1214) and Maximization of Title IV-E Funds
- Develop and Implement extended Training to the Support Staff
- DHHS Review and Approval of Training Curriculum

Information/ Data/ Reporting Systems

Implement the systems, tools, policies and procedures to access the DHHS Case Management systems, and the PromiseShip, Financial, Human Resources, Data Management and Provider Network Management systems.

The major plan components for the Information/ Data/ Reporting Systems are as follows:

- Implement Security Access Management Tools and Procedures
- Implement Data Management Systems and Tools
- Implement N-FOCUS (Case Management System of Record) Access Tools and Procedures
- Implement Network Provider Case Management Referral Management Systems and Procedures

- Implement Network Provider Billing Management Systems and Procedures
- Implement Financial and Human Resource Management Systems and Procedures

Service Array Delivery through Subcontractor Network

Develop and Implement the processes, systems and teams to support the Provider Network Contracts, Audits, Models, Referrals and Authorizations.

PromiseShip currently has a Network comprised of 38 well-established, experienced and qualified provider organizations and professionals. PromiseShip will be working with DHHS and the Subcontractor Network to move toward more evidenced based services and supports as required under the Family First Prevention Services Act (FFPSA). The initial plan to meet the contract requirements of FFPSA are listed in the Enhancements and New Initiatives section of the Preliminary Implementation Plan.

The major plan components for the Service Array Delivery through Subcontractor Network are as follows:

- Implement Models, Contracts and Audits for the Subcontractor Provider Network, to include Performance Based Contracting.
- Develop Utilization Management Teams, Systems and Processes to manage the Subcontractor Provider Network service referrals and authorizations.

Case Management

Deliver high quality Case Management Services working alongside families, encouraging family voice and choice with the intent to serve children in their home and community whenever safely possible.

The major plan components for Case Management are as follows:

- Case Management to include Referrals, Teams, Intake, Assessments, Services, and Management
- Management of Worker Caseload Ratios and Supervisor to Worker Ratios
- Community Stakeholder and Partnership Development and Engagement
- Family Engagement through regular meetings and Family Voice and Choice
- DHHS Engagement to include communication, transition processes, strategic initiatives, and system improvement strategies

Continuous Quality Improvement/ Quality Assurance (CQI/QA)

Enable the organization to improve its overall performance on an ongoing basis through data driven processes and performance improvements.

The major components for the Continuous Quality Improvement/Quality Assurance activities are as follows:

- Continuous Quality Improvement Activities
- Quality Assurance - Compliance, Audits, Reports

Records Management/Client Records

Implement the processes, systems, tools and audit methods to procure and manage the Records required for Case Management Services

The major components for the Records Management/Client Records activities are as follows:

- Develop the systems and processes to capture, collate and place into the State Records Management System
- Develop and Implement the procedures for subpoena compliance and record requests
- Implement procedures for Foster Care Office Review records requests
- Implement procedures for State CFSR records preparation

PHASE 1

The Phase 1 section of the plan is intended to inform on the high-level activities expected to be started, completed, or in progress by December 31, 2019. Below is a summary of the high-level plan activities and a brief explanation of each. Also, please see the attached Preliminary Implementation Plan (Appendix 5) which outlines the detailed activities within in Phase 1.

Financial Management/Cost Reconciliation Process

Develop a sophisticated and robust financial management system to produce required monthly reporting to DHHS to allow for accountability for expenditures, costs drivers and reconciliation processes.

The major plan components for the Financial Management/Cost Reconciliation Process are as follows:

- Cost Allocation Plan
- Billing and Cost Reconciliation
- Develop and Implement the **Random Moment Time Study** process to maximize the drawdown of Title IV-E Federal dollars.

Enhancement and New Initiatives

Activities within the following section are either items in current practice but will be taken to a higher application and practice level or new items that will be launched. These enhancements and new initiatives are expected to be started and either completed, or in progress by December 31, 2019. These initiatives relate to practice models, philosophical principles and approaches, trainings and/or organizational cultural changes that are systemic in nature, build in strength over the years and require constant nurturing to move from conscious action to habit as part of the change management process.

These change initiatives will take the journey of standard implementation science to move from start to finish. Generally, there is a discovery process, gathering of the right persons and formation of workgroups, consensus building that leads to the development of an implementation plan, followed by training(s), implementation actions and then review of the action steps with adjustments made as needed.

Initiatives include the following: Performance Based Contracting, Trauma Informed Care, Motivational Interviewing, North Carolina Family Assessment Scale, Family First Prevention Services Act, Safety Oriented Practice, and Resource Family Transformation—Quality Parenting Initiative.

Performance Based Contracting

PromiseShip will develop and implement performance-based incentives within subcontracts in order that PromiseShip and the Subcontractors achieve or exceed the federal targets related to safety, permanency and well-being for children and families.

The major components of the Performance Based Contracting activities are as follows:

- Develop the Performance Based Incentives approach internally and with Subcontractors
- Review the incentives for consensus and application with subcontractors
- Incorporate methods and incentive approaches into contracts and contract monitoring functions
- Obtain approval from DHHS for subcontractor Performance Based Incentives

Trauma Informed Care

PromiseShip is currently engaged in active efforts related to Trauma Informed Care as evidenced by the following activities.

- Training on Trauma Informed care in new Case Manager training.
- Established a Trauma Informed care workgroup that has evaluated Organizational Assessments, Models and Implementation modalities.
- Involved in multiple Trauma Informed Community Workgroups including Trauma Matters Omaha.

PromiseShip will develop and implement additional trainings, policies and practices and evaluation tools to continue to move the workforce and organization to a higher level of trauma informed care.

The major plan components for Trauma Informed Care are as follows:

- Complete Discovery of relevant information to the model/practice
- Create Workgroups to review materials and select the model
- Develop an Implementation Plan
- Train to the Model
- Implement the new Model
- Follow a Plan, Do, Check, Act (PDCA) Cycle and make adjustments

Motivational Interviewing

PromiseShip will implement additional trainings, supervisions and CQI processes to ensure case managers, supervisors and directors are utilizing the practice of motivational interviewing with the children and families served.

The major components of Motivational Interviewing are as follows:

- Complete Discovery of relevant information to the model/practice
- Create Workgroups to review materials and select the model
- Develop an Implementation Plan
- Train to the Model
- Implement the new Model
- Follow a Plan, Do, Check, Act (PDCA) Cycle and make adjustments

North Carolina Family Assessment Scale

PromiseShip is currently engaged in active efforts related to the North Carolina Family Assessment Scale as evidenced by the following activities.

- Used by our Provider Network to assess Families.
- Used by Program Support and Kinship Staff to assess Families.

Further implement the training, supervision, and monitoring processes and tools to ensure the North Carolina Family Assessment Scale is being used by staff for their partnership in working with intact and reunifying families.

The major components of the North Carolina Family Assessment Scale are as follows:

- Develop an Implementation Plan
- Train to the Model
- Implement the new Model
- Follow a Plan, Do, Check, Act (PDCA) Cycle and make adjustments

Family First Prevention Services Act (FFPSA)

PromiseShip is currently engaged in active efforts related to the Family First Prevention Services Act as evidenced by the following activities.

- Participating in DHHS Workgroups related to FFPSA.
- Participating in FFPSA Webinars with National Child Advocacy organizations.

PromiseShip staff will continue to follow DHHS's lead and participate in the DHHS workgroups and meetings, review available federal and state guidance, learn from colleagues and experts, collaborate with other providers and share pertinent information regarding the Family First Prevention Services Act for successful implementation in Nebraska.

The major components of the Family First Prevention Services Act are as follows:

- Educate and continue discovery on Federal Level Guidelines and IV-E Financial Guidance
- Partner with DHHS and Service Providers to complete FFPSA Implementation Planning

Safety Organized Practice

PromiseShip is currently engaged in active efforts related to Safety Organized Practice as evidenced by the following activities.

- Implemented components related to SOP including Safe and Connected Framework, Structured Decision Making (SDM), and Cultural Humility Training.
- Created an internal Department focused on Family Engagement.
- Selected a National Subject Matter expert for Training and Implementation.

PromiseShip staff will follow DHHS's lead and participate in any DHHS workgroups and meetings, review available federal and state guidance, learn from colleagues and experts, share pertinent information and then train and monitor staff regarding Safety Oriented Practice.

The major components of Safety Oriented Practice are as follows:

- Partner with DHHS and Child Welfare Innovations to complete an Implementation Plan
- Phased Training and Implementation
- Follow a Plan, Do, Check, Act (PDCA) Cycle and make adjustments

Resource Family Transformation – Quality Parenting Initiative (QPI)

PromiseShip will develop and implement a collaborative process in partnership with DHHS, and with foster parents, parents, the courts and legal parties, family organizations, providers and other key stakeholders to transform the foster/adopt parenting system into a Resource Families system and expand its capacity.

In other states, efforts to move to the Resource Families concept have been accomplished through an approach called the Quality Parenting Initiative (QPI). QPI has occurred in over 75 jurisdictions in 10 other states. According to the Youth Law Center in California, "The goal of QPI is to ensure that every child who is removed from home by a child protection agency receives the love, nurturing, advocacy and support he or she needs for healthy development. Key to the project is increasing the number of committed families, including kin, who can parent these children, supporting excellent practice and ensuring that every family can and does meet the child's needs."

PromiseShip is currently engaged in active efforts related to Resource Family Transformation as evidenced by the following activities.

- Selected a National Subject Matter expert for Training and Implementation pending DHHS approval.

PromiseShip will develop and implement collaborations with stakeholders, build consensus, policies and practices and evaluation tools to continue to move the workforce and Foster Care Stakeholders to Resource Family transformation.

The major components of the Resource Family Transformation – Quality Parenting Initiative are as follows:

- Complete an Implementation Plan in collaboration with Stakeholders
- Develop the Process in collaboration with DHHS, Child Placing Agencies, Family Organizations and other Stakeholders
- Train Resource Families utilizing DHHS approved curriculum
- Implement the new Process
- Follow a Plan, Do, Check, Act (PDCA) Cycle and make adjustments

Reporting Requirements/Deliverables to DHHS

PromiseShip will design, develop and implement the reports required by DHHS on a regular basis pertaining to the following subjects and integrate the report findings into the CQI processes to make systemic adjustments based on the data outcomes. The plan for these reports assumes the data required will be available.

1. Cost Allocation Plan
2. Financial Reports
3. Expenditures
4. State and Federal Reports
5. Outcome Measures
6. Performance Reviews
7. Foster Care (Resource Families)
8. Training
9. Grievances
10. Critical Incident Reports
11. Safety Standards
12. Law Violations by Employees

Additional Report not on Pages 52-54:

13. Independent Living Services – Page 35

The major component for the Reporting Requirements/Deliverables activities are as follows:

- Identify the data elements required for the reports
- Design, review and verify the Report designs with DHHS
- Develop the Reports
- Implement the Reports creation and deliver into daily processes
- Develop and implement the Continuous Quality Improvement processes for Report findings

Retainage and Performance Measurements

PromiseShip will develop the approach, methodology and measures for retainage and performance measures required by DHHS for reporting on a regular basis pertaining to the 5 Retainage Measures and the 19 Measures (3 Safety; 5 Permanency; 11 Well Being) associated with the Federal/State data indicators for safety, permanency and well-being.

The major components for the Performance Measures and Retainage activities are as follows:

- Identify the necessary data elements required for the performance measures
- Develop the data capture approach for each measure based on the federal indicators
- Review and verify initial test runs with DHHS and against federal data measures
- Implement the performance measure data capture and delivery into daily processes
- Develop and implement the Continuous Quality Improvement approach for each measure

FINANCIAL REQUIREMENTS: FIN-1

Req #	Requirement	Comply
FIN-1	The bidder must submit a draft Cost Allocation Plan that summarizes the methods and procedures that the bidder will use to allocate costs to various programs, services, subcontracts and agreements. The draft Cost Allocation Plan will, at a minimum, include cost pools; allocation methodologies; and benefiting programs.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *H. Financial Requirements*

Overview

PromiseShip is including a copy of its **current cost allocation plan** with this proposal (see **Appendix 6**) in lieu of submitting a draft plan. In development of the current plan, PromiseShip worked with consultants considered by their peers to be national experts on Federal programs, Title IV-E, and cost allocation plan development. Their expertise ensures that the cost allocation plan is consistent with all requirements of the Title IV-E program and is in furtherance of all program objectives as set forth by DHHS. The consultants will be available as a resource for any further questions from PromiseShip or DHHS.

PromiseShip will also be able to maximize the resources of Boys Town financial professionals who have many years of experience developing cost allocation plans and working with Federal program reporting. As our partner, the Boys Town financial experts will continue to work closely with the PromiseShip Finance team to continuously improve Title IV-E reporting in order to maximize Federal funding.

The cost allocation plan provided with PromiseShip's response includes cost pools, allocation methodologies, and benefiting programs. All PromiseShip cost centers are set up based on cost pools that support the cost allocation plan and to enable quick submission of supporting documentation for all expenses. PromiseShip has and will continue to submit any and all documentation related to expenses, as requested by DHHS, in a format that allows DHHS to easily trace costs to their source documentation.

Future Cost Allocation Plan Development

Currently, PromiseShip provides DHHS with the financial information necessary to claim Title IV-E reimbursement for foster care maintenance payments and for training. However, these claiming activities do not cover all of the Foster Care Administrative functions performed by PromiseShip for which federal Title IV-E reimbursement could be claimed.

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

Within 90 days of the Operational Start Date of this new award, PromiseShip will complete and submit a revised Cost Allocation Plan to DHHS that outlines all the administrative functions performed and the plan for allocating the costs of performing those functions supported by actual costs.

To allow for the fullest possible claiming of administrative costs, PromiseShip will implement random moment time studies to track time spent on Title IV-E eligible cases and activities in order to develop a federally approved method to accurately determine proportions of service worker time spent providing certain services to particular groups of clients. These activities may include:

- Assisting in Title IV-E eligibility determinations or redeterminations;
- Recruitment, licensing, and rate setting of foster homes;
- Placement of children into foster care, group home, shelter care and residential care;
- Preparation for and participation in judicial determinations;
- Case management and supervision, such as scheduling and communicating with service providers;
- Development and review of case plan;
- Referral for services; and
- Transportation for foster care administration, such as transportation to and from out-of-home placement, intake assessments, supervised visits and to court hearings or studies.

PromiseShip will submit any and all changes to the cost allocation plan to DHHS for approval and will change the plan as requested by DHHS prior to implementation. PromiseShip will ensure that the DHHS approved cost allocation plan is in place prior to the start of each operating year.

The implementation of the Family First Prevention Services Act (FFPSA) within the Eastern Service Area will require that the cost allocation plan be continuously refined. The FFPSA creates a new client eligible for Title IV-E reimbursement, a child who is at risk of being placed in foster care. It also identifies specific categories of services that when delivered to prevent a child's removal from the family and placement in foster care, may be eligible for Title IV-E reimbursement. This new claiming opportunity will require that new cost pools, new allocation methods, and new methods for tracking actual expenses will need to be established to fully and properly allow DHSS to claim Title IV-E reimbursement for eligible clients who receive eligible services under this program.

As the State's private partner, PromiseShip will continuously work with DHHS to modify or amend its cost allocation plan in order to maximize Federal dollars. PromiseShip will continue to offer its resources to benefit all stakeholders by increasing Federal claiming. Working together, PromiseShip and DHHS will ensure that accurate and compliant systems are in place to maximize Title IV-E funding.

FINANCIAL REQUIREMENTS: FIN-2

Req #	Requirement	Comply
FIN-2	The bidder should describe a plan of how it will implement a Random Moment Time Study or other time tracking method consistent with 45 CFR §575 et seq. with employees in order to maximize Title IV-E Funding.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *H. Financial Requirements*

Plan for Implementing Random Moment Time Study

Baldacci Consulting Group Qualifications

PromiseShip will use the services of the Baldacci Consulting Group to assist with the implementation of our Random Moment Time Study (RMTS) methodology.

After leading the day-to-day federal claiming project activities for a large consulting company out of Boston, **Mr. Robert Baldacci** founded Baldacci Consulting Group in 2012. He brings nearly two decades of experience working directly in public assistance health and human services program areas, including a number of projects with agencies that bill Title IV-E administrative costs and various direct service rates. He has presented at a number of large national conferences on cost allocation principles and regulations governing these programs.

Baldacci Consulting Group currently supports administrative claiming time and effort reporting projects in Virginia, Nevada, Oklahoma, and Delaware. Baldacci Consulting Group will be supported on this engagement by **Ms. Kay Casey**. Kay has over 30 years of experience working with child welfare and juvenile justice agencies and has worked extensively as a Title IV-E expert in claiming Title IV-E maintenance, administration, and training. Over her career, Kay has been the Subject Matter Expert on child welfare projects for a large national consulting company and has worked for the Administration for Children and Families (ACF) as a fiscal operations specialist. She has also worked for the Florida Department of Children and Families as a protective services counselor, foster care supervisor, and financial administrator.

PromiseShip's RMTS Process

Baldacci Consulting Group will assist PromiseShip with the implementation of a federally-compliant RMTS process. These activities will include:

- 1) Confirmation of all case management activities performed on behalf of the Nebraska Department of Health and Human Services (NDHHS)**
 - a) Review existing contract requirements for the provision of child welfare services.
 - b) Determine the role, if any of state workers, in relation to the contract.
 - c) Conduct focus groups of case managers to establish appropriate programs and activities

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

- d) Create proposed combinations of programs and activities for review by focus groups
 - e) Finalize Random Moment Time Study for development by a software provider.
- 2) Review PromiseShip's accounting system and existing allocation of cost centers.**
- a) Ensure that the existing cost centers capture all relevant costs for Title IV-E administrative claiming.
- 3) Crosswalk the cost centers to the contract required reporting categories.**
- 4) Design, test, train, and implement a time study for the child placing agency Random Moment Time Study (RMTS), including:**
- a) Determine sampled respondents (Case Management staff)
 - b) Set sampling parameters including hours, holidays, response times, 10% subsample, etc.)
 - c) Train staff on the activity codes and how to record their time appropriately
 - d) Train staff on selected time tracking system (Web-based system)
 - e) Implement pilot time study period
 - f) Test results after staff have recorded their time for a sample period to see initial results and revise if necessary
- 5) Amend the Cost Allocation Plan to allow costs for the staff to be allocated to Title IV-E, including:**
- a) Revise CAP to include direct costs, time study and indirect costs accordingly
 - b) Revise the Title IV-E cost report
 - c) Update penetration rate if necessary
- 6) Develop an annual training program for time study activities (annual training included for initial time study roll-out period only).**

Upon contract award, a specific RTMS methodology will be developed over the next 6 months for a planned implementation date of January 1, 2020. This methodology will comply with all facets of the *DCA Best Practices Review Guide for Public Assistance Cost Allocation Plans* and *2 CFR 225 Uniform Administrative Requirements*.

FINANCIAL REQUIREMENTS: FIN-3

Req #	Requirement	Comply
FIN-3	The bidder should describe how it will comply with the requirements of the governing board and financial liquidity as described in Neb. Rev. Stat. § 43-4204.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *I. Federal and State Legal and Policy Requirements*

Nebraska Rev. Stat. § 43-4204: Governing Board Compliance

By July 1, 2019, PromiseShip will be fully compliant with Neb. Rev. Stat § 43-4204 (2)(a), requiring “A lead agency used after April 12, 2012, shall...have a board of directors of which at least fifty-one percent of the membership is comprised of Nebraska residents who are not employed by the lead agency or by any subcontractor of the lead agency.” To meet compliance, PromiseShip amended its by-laws in June 2018 to expand the number of Board Directors. We will add two additional Board seats to allow for expansion of the Board to 15 members, 8 of whom will be both Nebraska residents and community members.

PromiseShip’s Board of Directors is currently comprised of fourteen members, none of whom are employed by PromiseShip. Of the fourteen members, thirteen (93%) are Nebraska residents and of those, seven (50%) are not employed by PromiseShip and are not employed by any subcontractors of PromiseShip. Below is the composition of PromiseShip’s Board of Directors.

Corporate Officers:

- Theresa Barron-McKeagney, Chair; College of Public Affairs & Community Services, University of Nebraska at Omaha
- Peg Harriott, Vice Chair; Child Saving Institute
- Judy Rasmussen, Treasurer; Father Flanagan’s Boys Home
- John Jeanetta, Secretary; Heartland Family Service



ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

Board of Directors:

Name	Board Position	Affiliation	Voting Member	Nebraska Resident	Community Member	Neb. Resident & Community Member
Theresa Barron-McKeagney	Chair, Director	University of Nebraska at Omaha	Y		Y	
Peg Harriott	Vice-Chair, Director	Child Saving Institute	Y	Y		
John Jeanetta	Secretary, Director	Heartland Family Service	Y	Y		
Kathy Bigsby-Moore	Director	Independent Consultant	Y	Y	Y	Y
Eve Bleyhl	Director	Nebraska Family Support Network	Y	Y		
Mary Ann Borgeson	Director	Douglas County Commissioners	Y	Y	Y	Y
Virginia (Gini) Collins	Director	SOLVE	Y	Y	Y	Y
Alex Hayes	Director	Mutual of Omaha	Y	Y	Y	Y
Nick Juliano	Director	Father Flanagan’s Boys Home	Y	Y		
Morgan Kelly	Director	OMNI Inventive Care	Y	Y		
Cindy LaPole	Director	First National Bank	Y	Y	Y	Y
Dave Reed	Director	Father Flanagan’s Boys Home	Y	Y		
Kevin Riley	Director	Gretna Public Schools	Y	Y	Y	Y
Carolyn Williamson	Director	Girls, Inc. of Omaha	Y	Y	Y	Y
(To be filled)	Director	(To be filled)	Y	Y	Y	Y
TOTAL			15	14	9	8
% OF TOTAL			100%	93%	60%	53%

Nebraska Rev. Stat. § 43-4204: Financial Liquidity Compliance

PromiseShip is fully prepared to be compliant with section (2) (b) of the Neb. Rev. Stat. § 43-4204, which requires: “A lead agency used after April 12, 2012, shall complete a readiness assessment as developed by the Department of Health and Human Services to determine the lead agency’s viability. The readiness assessment shall evaluate organizational, operational, and programmatic capabilities and performance, including review of...financial liquidity and performance...”

PromiseShip will complete a readiness assessment upon request by DHHS prior to the Operational Start Date of a subaward. PromiseShip will fully cooperate with DHHS to provide sufficient information for the operational and financial readiness review that adequately addresses all provisions of the subaward with a particular focus on assessing PromiseShip’s ability to meet the requirements in the following areas:

- a) The adequacy of the distribution of providers for in-home and Resource Family care services;
- b) Staffing adequacy;
- c) Subcontracts / subawards;
- d) Quality assurance/continuous quality improvement;
- e) Case management;

- f) Utilization management;
- g) Financial management;
- h) Information processing and system testing;
- i) Continuity of care;
- j) Grievance and appeal process; and,
- k) During the readiness review, the Subrecipient must provide to DHHS staff access to Subrecipient staff, operational documentation (including a demonstration of computer systems), private workspace, and the internet.

Furthermore, PromiseShip's financial liquidity is constantly monitored by the Chief Financial Officer, the Business Practices Committee, and the Board of Directors as part of its oversight responsibilities. Financial sustainability through diversified revenue streams is a strategic goal of PromiseShip.

As the current sole organization providing full service child welfare services for the entire Eastern Service Area, we are already fully operational and will be ready to continue management of all referred child welfare cases on the Operational Start Date.

INFORMATION SYSTEM REQUIREMENTS: IST-1

Req #	Requirement	Comply
IST-1	The Subrecipient must describe a plan of how it will adopt and use the state-provided case management system to perform all case management activities for services provided under this subaward. Connection to the state case management system must only be accomplished through state authorized connection and encryption methodology. Subrecipient employees are granted access to information systems and information created, collected, processed and stored on behalf of DHHS under the terms and conditions of this subaward, including but not limited to the Business Associate Provisions (Attachment Four). The bidder should describe their plan to comply with these requirements.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *K. Information System Requirements*

A signed original of **RFP Attachment 4: Business Associate Agreement** is included as **Appendix 4**.

Adopt and Use the State Case Management System (N-FOCUS)

As part of the current PromiseShip subaward with the State of Nebraska to provide Child Welfare Case Management services, as well as in prior contracts dating back to 2009, PromiseShip uses the state-provided case management system, Nebraska Family Online Client User System (N-FOCUS), to perform all case management services. N-FOCUS serves as the primary system of record for all PromiseShip case management activities.

PromiseShip's plan is to continue to use the current state-provided case management system, N-FOCUS, to perform all case management activities as the subrecipient for the new subaward for full service case management for child welfare services in the Eastern Service Area.

Encryption Methodologies

The N-FOCUS system is a Web Browser based application and user access is available through the N-FOCUS Web Interface. This interface establishes encrypted connections between the N-FOCUS application server and the end user's Web Browser. The connection establishes a Secure Socket Layer (SSL) / Transport Layer Security (TLS) encryption between the N-FOCUS application and Web Browser.

PromiseShip currently utilizes the secure Citrix encrypted web application requiring multi-factor authentication for all user access to the N-FOCUS system. PromiseShip will continue to support Web Browser technologies compatible with the SSL/TSL encryption and DHHS security methodology.

Operating within the Boys Town backbone network, where file transfer functionality is required to support interoperability with DHHS, Boys Town IT engineers work alongside DHHS IT engineers to ensure all access to data file transmissions comply with both Boys Town and DHHS security requirements,

including encryption mechanisms. No access to or from DHHS systems and data is allowed without DHHS approval of transmission and encryption mechanisms.

As future application and encryption technologies evolve, PromiseShip will use technologies compatible with the encryption mechanisms implemented within the DHHS N-FOCUS Case Management System.

User Access Authorization Terms and Conditions

PromiseShip will provide the appropriate information required by DHHS to review and approve all access to the information systems. The information provided will allow DHHS to approve PromiseShip requests for access based on employment and employee role within the organization.

PromiseShip's extensive New Hire, Employee Transfer, and Employee Termination processes create consistent procedures to request employee access and identify level of access. The processes also provide a consistent procedure to handle removal of access for each employee who no longer is authorized or requires access to DHHS systems and associated report data.

The user access process follows these steps:

1. Human Resources initiates a Personnel Action Form (PAF), which includes adding, modifying, or deleting an employee's role within the Human Resources system.
2. The employee access permissions are added, modified, or deleted in the Active Directory, based on the PAF request provided by Human Resources.
3. The access permissions information is sent to DHHS requesting access to the N-FOCUS system appropriate to the employee's role, or the deletion of an employee account, as necessary.

Information Security Policies Consistent with DHHS Policies

PromiseShip adheres to our internal Information Technology (IT) Security policy (Policy #6050), which aligns with DHHS security policies. Heavy focus is placed on HIPAA standards and regulations within the policy. The four objectives of the PromiseShip IT Security policy are in direct alignment with DHHS IT Policies and Standards, which are to:

1. Help PromiseShip fulfill its mission.
2. Ensure the PromiseShip workforce understands how to appropriately safeguard Protected Health Information (PHI) data.
3. Ensure PromiseShip conducts operations in compliance with applicable laws and regulations related to healthcare security.
4. Establish processes to monitor HIPAA security compliance.

PromiseShip's Privacy/HIPAA Rights and Responsibilities Policy (Policy #4475) requires all PromiseShip employees to comply with the Health Insurance Portability and Accountability Act of 1996 (HIPAA) by limiting the use and disclosure of PHI in all its forms as required, permitted, or authorized by the Privacy Rule. PromiseShip maintains reasonable and appropriate administrative, physical, and technical

safeguards to protect PHI and ePHI through a combination of mechanisms that include, at a minimum, secure storage and accountability measures (e.g. training, access control and independent audits).

PromiseShip requires any agents, contractors, subcontractors, or service providers to enter into a HIPAA-compliant business associate agreement requiring said agents, contractors, subcontractors, and service providers to comply with the same restrictions, conditions, and requirements relating to the confidentiality, care, custody, and minimum use of PHI that apply to PromiseShip.

Access Safeguards

Physical Safeguards

PromiseShip administers, restricts and monitors physical access to all of our facilities with security badge technology. Security badge activation and deactivation, as well as enabling physical access to a facility, individual network access and computer system access, are all based on an employee's role and responsibilities.

Technology Safeguards

Active Directory services are used to control access to the PromiseShip Local Area Network (LAN) and any computer systems attached to the LAN. PromiseShip's Active Directory employee and group configurations are based on employee roles and responsibilities.

Requests for PromiseShip employee access to N-FOCUS include the employee's role to ensure each employee will be able to only access the functionality and data associated with their specific role and responsibilities. Employee role-based access requests are included in our New Hire, Employee Transfer, and Employee Termination processes to ensure that management of employee access to systems and data are part of PromiseShip operations.

Additional technology safeguards are in place to ensure proper user access and to deter unauthorized use and attacks. Safeguards include firewall restrictions, user identification and authentication, multi-factor authentication, email rejection and quarantine based on malware and phishing identification/scoring.

Internal phishing email simulations are periodically distributed from the Boys Town email server and data is captured regarding which types of attacks are most likely to fool PromiseShip employees. From those simulations, Information Security (InfoSec) training and awareness activities are enhanced to ensure employees are adequately trained and consciously looking for phishing emails in their daily activities.

Technology IT Security Policy Safeguards

PromiseShip strictly prohibits any form of user account sharing to access the PromiseShip LAN or any data contained therein.

Risk Assessment

PromiseShip's Information Technology (IT) Security Policy (Policy #6050) addresses Risk Analysis and Management. Specifically, this policy requires assessments of potential risks and vulnerabilities and mandates mitigation of those risks and vulnerabilities. This policy also outlines audit controls, including audits of active user accounts, intruder lockout occurrences, and after-hours login attempts.

In accordance with HIPAA Security Standard 164.308(a)(1), PromiseShip's risk management program mandates conducting routine assessment of potential risks to sensitive information, and at a minimum conducting a comprehensive risk analysis of security threats to IT resources once every three years. IT Security policies and procedures are mandated to be reviewed regularly, and audited at least annually to ensure compliance with access management policies. In complying with DHHS and HIPAA policies, PromiseShip will provide evidence of our risk management program activities associated with this compliance within fifteen (15) days of such a DHHS request. In addition, PromiseShip will report any unauthorized use or disclosure of PHI in violation of the subaward of HIPAA rules, including any security incident that may put PHI at risk, to DHHS within fifteen (15) days of the knowledge of such an incident.

Collaborating with Boys Town and sharing its backbone network, PromiseShip also participates and complies with the Boys Town Enterprise Risk Management Program and complies with mandates and requirements thereof.

PromiseShip requires a Business Associate Agreement (BAA) with agents, contractors, subcontractors, and service providers that require access to PHI, to protect access, use, and disclosure of PHI in accordance with HIPAA. This BAA requires compliance with all provisions found within Attachment Four of the Request For Proposal 5995 Z1 for Full Service Case Management for Child Welfare Services.

DHHS Information Ownership

As part of our current subaward with the State of Nebraska to provide Child Welfare Case Management services, PromiseShip uploads all required information that is collected, processed, compiled and stored on behalf of DHHS, into the DHHS N-FOCUS System, which is the system of record. In this manner, DHHS has direct access to all of the required information within the N-FOCUS system.

We believe that our past collaboration with DHHS is a testimony to the willingness of PromiseShip to support the state's request for information related to Child Welfare Case Management services, but also to fulfill our mission of serving the families and children assigned to our care.

Compliance Requirements

PromiseShip's Information Technology (IT) Security Policy (Policy #6050) was created to align with the security requirements and system safeguards found in the DHHS Information Technology Policies and Standards. PromiseShip adheres to these policies, which comply with HIPAA Security Standard 164.308(a) (8), requiring periodic technical and non-technical evaluations.

Data systems operated by PromiseShip are physically connected to the Boys Town backbone network. PromiseShip's IT and InfoSec partnership with Boys Town provides the level of security protection and compliance DHHS requires of a subrecipient. The Boys Town network is required to meet state and federal policies, as well as HIPAA, Internal Revenue Service (IRS), and Social Security Administration (SSA) compliance requirements. To meet these requirements at Boys Town, the systems and network undergo a rigorous independent evaluation, not only in the Nebraska locations, but also within the entire Boys Town national infrastructure. PromiseShip's partnership with Boys Town assures the highest level of focus on system and information security, and places PromiseShip systems at the forefront of security review and assessment processes.

In accordance with the compliance requirements, an independent assessment of administrative, physical, technical, and privacy controls will be conducted at least once every three years and consist of:

1. Reviews and mitigation of Boys Town network, firewall, server, email, and desktop security measures;
2. PromiseShip risk management and compliance reviews of security policies and procedures;
3. PromiseShip's Continuous Quality Improvement reviews of operational procedures, data flows, and technical security mechanisms.

Security Administrator Assignment and Responsibilities

PromiseShip has established the role of Security Administrator who will act as a liaison between PromiseShip and DHHS and will be responsible for the following:

a. Employment Notification

PromiseShip Human Resources notification procedures are well-established and ensure each new hire and employee termination is communicated to DHHS via email. The procedures ensure that DHHS is notified of any employment change in a timely manner and the communication comes directly from our Human Resources team, which controls and manages all employment changes. This procedure will continue and can be modified as necessary to meet any DHHS future procedure changes.

b. User Account Provisioning Documentation

PromiseShip User Accounts are controlled and managed within Active Directory based on an employee's role. PromiseShip will provide all documentation required by DHHS for the provision of user accounts from the Active Directory setup and group configuration. All Active Directory user additions, modifications, and deletions are directed by Human Resources, as stated under Employment Notification procedures above.

c. User Account Validation

PromiseShip will coordinate its user account audit with the DHHS user account audit such that a comprehensive account validation between PromiseShip and DHHS occurs annually. At that time, PromiseShip will take a list of all N-FOCUS user accounts and validate them against our internal Active Directory accounts to verify the validity of the N-FOCUS account based upon employment and role within PromiseShip. In addition, throughout the year, PromiseShip will participate in individual user account verification based on DHHS identification of user accounts inactivity within the N-FOCUS

system. These processes are in place and will continue to ensure only authorized and needed N-FOCUS access is granted to PromiseShip employees.

d. Background Checks

PromiseShip Human Resources operations are established such that background checks are completed, reviewed, and retained for each new hire, as well as for mandatory drug testing. These processes are in place today and will continue to support PromiseShip and DHHS needs (see **WORKFORCE: WRK-1** for full details).

e. Security Incidents

PromiseShip IT Security policies are strictly adhered to and enforced as all employees are required to focus on information security in their daily activities. PromiseShip IT policies and procedures mandate that any incident of real or potential misuse or unauthorized access to sensitive data be reported immediately. In most cases, lost or stolen equipment is the cause of such incidents and PromiseShip mandates the reporting of lost or stolen equipment to the IT department immediately. At the time of the report of lost or stolen equipment, the IT process mandates the deactivation of the device or user account, as appropriate, to minimize the risk of unauthorized data use. Where PromiseShip identifies misuse or unauthorized access to the N-FOCUS system, PromiseShip immediately notifies DHHS N-FOCUS administrators and security personnel in order to deactivate access through the compromised user account.

Regardless of the incident type, the next step in the process is to determine evidence of unauthorized data access. PromiseShip collects all pertinent information and provides it to the PromiseShip risk manager who creates a security incident report containing all viable information and submits the report to DHHS security personnel, regardless of a lack of evidence of a security breach. This process ensures immediate action, identification and minimization of data access risks, and notification to DHHS.

Security measures and mandates are always readdressed with those employees involved with a security incident, and security training is re-evaluated to ensure any new incident scenarios are presented during InfoSec and computer training sessions. Where appropriate, PromiseShip works with DHHS security personnel to rectify the situation, minimize the risk of unauthorized data access, and eliminate recurrence of those situations that are controllable with security process enhancements, awareness, and automation where feasible.

f. Security Awareness

At PromiseShip, we promote a culture that encourages ethical conduct and a commitment to compliance at all levels. We increase awareness by promoting an organization-wide compliance and ethics week annually. This week brings ethics, compliance and security awareness, recognition, and reinforcement to the workplace. In addition, mandatory PromiseShip New Employee Orientation training contains a section to address computer and information security. Information Security is also a main agenda item at PromiseShip Leadership meetings, Supervisor meetings, and all staff meetings. PromiseShip's collaboration with Boys Town's InfoSec group provides us with a plethora of information, training guides, and awareness avenues that provide real strength in our InfoSec awareness and training activities.

Non-Employee Access to State-Provided Case Management Systems

PromiseShip will not request access to the DHHS N-FOCUS system for any employees of subcontractors without the express written consent of DHHS.

Technology Coordinator Assignment and Responsibilities

The PromiseShip Technology Coordinator role and responsibilities lie directly with the Vice President of Continuous Quality Improvement and Data Management. The Technology Coordinator role will be the primary contact for IT-related issues between PromiseShip and DHHS. The Technology Coordinator is also responsible for the approval, management, tracking, configuration, and control of all computer equipment used in the performance of contractual agreements with DHHS.

a. Securing Network and Computing Resources - National Institute of Standards and Technology Special Publication (NIST SP) 800-53

Using NIST SP 800-53 as a guideline for network and computer resource security measures, PromiseShip categorizes data and information based on the level of protection required, regardless of whether the data is non-sensitive information, Business Information, Personal Information (PI), Personally Identifiable Information (PII), and Personal Health Information (PHI).

Security assessments performed against computer equipment and operational processes identify the appropriate security controls of the PromiseShip system, and the appropriate processes to manage the information. In the case where a system handles multiple types of data, system configurations meet security controls for the highest level of sensitive data. Technical solutions are implemented based on the selection of security controls, measures, and technology that are identified as solutions based on the security assessments.

Processes and employee training that incorporate InfoSec policies and procedures are in regular practice to augment technical solutions. This ensures the technical solutions and operational processes provide the best possible security measures. Collaboration with Boys Town's InfoSec and Enterprise Risk Management officers incorporate approvals and authorizations of security solutions, operations, training, monitoring and compliance throughout PromiseShip's network and computer resources.

b. Wireless Laptops

Without exception, it is mandated that all PromiseShip laptop and desktop computer hard drives be fully encrypted. In addition, PromiseShip IT Security Policy (Policy #6050) mandates that no sensitive data will be stored on the local hard disk of a laptop or desktop computer. All sensitive data is to be stored on the PromiseShip internal data server that resides behind firewall security infrastructure.

Remote access to the PromiseShip internal data server is only allowed through an encrypted circuit using Cisco AnyConnect or VDI software, which ensures encrypted connectivity. In addition, where no internet access is available, mobile devices are available to create "hot spots." This ensures encrypted access to the PromiseShip internal data server is available and employees do not need to store sensitive information on a local computer hard drive.

All mobile devices are protected with user IDs and passwords, along with the use of automatic screen locking. Device lockout mechanisms engage when device inactivity expires or when login attempts exceed the maximum attempts allowed.

c. Security Incident Reporting- Lost or Stolen Computer Hardware

In compliance with DHHS policies and HIPAA rules, PromiseShip will provide evidence of our Risk Management Program compliance activities within fifteen (15) days of such a DHHS request.

PromiseShip will immediately report any security incident of real or potential unauthorized use or disclosure of PII/PHI data to DHHS security personnel.

PromiseShip's IT Security policies are strictly enforced, and all employees are required to focus on InfoSec in their daily activities. The IT Security policies and procedures mandate that any real or potential misuse or unauthorized access to sensitive data must be reported immediately. In most cases, lost or stolen computer laptop or mobile phone equipment is the potential cause of such incidents, and PromiseShip security policies mandate the immediate reporting to the IT department of any lost or stolen equipment.

When an incident of lost or stolen equipment is reported, the IT staff follows these steps.

1. The device or user account is deactivated, as appropriate, to minimize the risk of unauthorized data use.
2. Collect evidence of any access with a thorough review of the user's account.
3. If evidence of unauthorized use exists, IT collects all pertinent information associated with that access and provides it to the PromiseShip Risk Manager.
4. The PromiseShip Risk Manager creates a security incident report containing all viable information and submits the report to DHHS Security.

This process ensures immediate action, identification, and minimization of data access risks, and timely notification to DHHS.

d. System Security Planning

PromiseShip processes on a separate network circuit from DHHS and our servers do not connect directly to the DHHS backbone network. PromiseShip interfaces with DHHS via the encrypted Citrix Web Browser interface and via encrypted file transmissions. For this reason, our Security Plan follows DHHS user access standards for all Web Browser access, and all file transmission configurations are encrypted and established with DHHS IT engineers. PromiseShip's security plans are always available to DHHS, upon request.

e. Remote Worksites

Remote worksites are not common practice within PromiseShip and are approved only on an as-needed basis. In the cases where a remote worksite is required, PromiseShip Privacy and IT Security policies are strictly enforced and access to the PromiseShip LAN is only allowed through approved secure

applications such as Cisco AnyConnect or VDI, establishing encrypted transmission connections and encrypted access to internal file storage servers.

Regardless of the work location, all PromiseShip Privacy and IT Security policies are strictly enforced to safeguard sensitive information associated with case management services.

f. Remote Physical Site Reviews

Remote worksites are not common practice within PromiseShip. PromiseShip follows DHHS' Home Office policy/guidelines when approving any home or remote office location for an employee. In addition, PromiseShip will perform site safeguard checklist reviews in conformity with DHHS' guidelines and maintain site safeguard checklist review documentation including any noted deficiencies, recommendations, and actions taken to address noted deficiencies. Site review documentation will be made available to DHHS or other compliance officials upon request.

Compliance with State and Federal standards and DHHS Information Technology Policies and Standards

PromiseShip's Information Technology (IT) Security Policy (Policy #6050) was created to align with and complement the security requirements and system safeguards found in the DHHS Information Technology Policies and Standards. PromiseShip's Privacy/HIPAA Policy also aligns with the requirements of state and federal law related to the safeguarding of PHI in all its forms. PromiseShip adheres to and enforces these policies, which comply with HIPAA Security Standard 164.308(a) (8), requiring periodic technical and non-technical evaluations. Working with case management data for the past ten years, PromiseShip fully understands the need for data privacy and security for our families. Data privacy and security are major drivers of our confidentiality, privacy, and IT policies, procedures, and technology implementations. We recognize the importance of keeping our families, employees, and the State of Nebraska safe from the effects of malicious attacks, fraud, identity theft, and legal consequences due to negligence in the area of data privacy and security.

The strength of data security at PromiseShip lies in our partnership with Boys Town's Information Technology (IT) and InfoSec departments. Boys Town must also comply with federal, state, and local security mandates. The PromiseShip Security Administrator and the PromiseShip Technology Coordinator attend and participate in collaboration meetings with Boys Town IT and InfoSec management on a weekly, monthly, and quarterly basis. This collaboration allows PromiseShip to take advantage of administrative, physical, technical, and security awareness measures established at Boys Town, as well as allow us to bring our security challenges to Boys Town InfoSec professionals to ensure PromiseShip employs security measures to meet the needs of any unique PromiseShip situations. Building our policies and procedures to complement DHHS and Boys Town policies and procedures provides PromiseShip a unique ability to implement the strongest policies using best practices within the realm of InfoSec.

In accordance with all applicable state and federal physical, administrative, technical and privacy safeguard standards and the DHHS Information Technology Policies and Standards that govern the appropriate use of, disclosure of, privacy of, and security of information provided by DHHS or compiled

by the Subrecipient on behalf of DHHS under the terms and conditions defined in the subaward, PromiseShip will comply with said guidance that includes, but is not limited to:

a. Health Insurance Portability and Accountability Act (HIPAA) Privacy Rule 45 CFR 160, 164 Subparts A and E

The Privacy Rule protects the use and disclosure of PHI in all forms, including oral, written, and electronic. PromiseShip has strict policies protecting the confidentiality of client information and case records, including PHI. In compliance with the HIPAA mandates, PromiseShip, in partnership with Boys Town, implements technologies to safeguard access to all forms of PHI data accessible on the PromiseShip LAN. Technologies employed to safeguard access to PHI data include automated identification and handling of unwarranted IP Address, unauthorized user, malware, phishing, and suspicious quarantine.

At PromiseShip, we promote a culture that encourages ethical conduct and a commitment to compliance at all levels. We increase awareness by having company-wide compliance and ethics week annually. This week bring ethics, compliance and security awareness, recognition and reinforcement to the workplace. In addition, Security awareness training and annual compliance are required of all employees to disseminate information for the proper identification and handling of PHI data. Our data encryption approach for our Intranet (i.e., "Navigator"), encryption of data over external lines, along with security awareness and training activities, strengthens our ability to provide the highest levels of data security and compliance with HIPAA requirements.

b. Health Insurance Portability and Accountability Act (HIPAA) Security Rule 45 CFR 160, 164 Subparts A and C

The Security rule governs the use and disclosure of electronic PHI, or e-PHI. PromiseShip maintains reasonable and appropriate administrative, technical, and physical safeguards to protect e-PHI. In compliance with HIPAA, PromiseShip (in partnership with Boys Town) implements technologies to safeguard access to e-PHI data on the PromiseShip LAN. Technologies employed to safeguard access to e-PHI data include automated identification and handling of unwarranted IP Address, unauthorized user, malware, phishing, and suspicious quarantine, as well as security awareness training and refresher activities in order to disseminate proper identification and handling of PHI data. Data encryption within our Intranet and mandatory encryption of data over external lines along with enhanced security awareness and training activities strengthens our ability to provide the highest levels of data security and compliance with HIPAA requirements.

c. Internal Revenue Service (IRS) – Publication 1075

IRS Publication 1075 security requirements are summarized much like HIPAA requirements in that they are focused on ensuring the appropriate disclosure, use, and protection is afforded all Federal Tax Information (FTI) data. At PromiseShip, just as with DHHS, FTI data is protected in the same manner as PII/PHI data. Our policies mandate use for the intended business purpose only in direct response to authorized access and duty responsibilities. FTI data is provided the same security considerations, controls, safeguards, and reporting as all other sensitive data that is accessed, processed, or shared within the PromiseShip operations.

d. Social Security Administration (SSA) – Computer Matching Agreement

PromiseShip will enter into a Social Security Administration (SSA) Computer Matching Agreement. However, we do not electronically interface (either programmatically or via electronic file transmission) with SSA. Any SSA data PromiseShip accesses, in direct response to authorization, duties, and responsibilities, is handled and protected in the same manner as PII/PHI data. PromiseShip will adhere to guidance within the SSA Computer Matching Agreement where applicable. However, the State N-FOCUS system is always the system of record in which PromiseShip accesses, extracts, and uploads data, and the State will always be the point of contact for any questions or issues in regard to SSA data.

e. Nebraska Information Technology Commission (NITC) Information Technology Policies and Standards

PromiseShip currently complies with, and will continue to comply with, Nebraska Information Technology Commission (NITC) policies and standards, where applicable, whether it is providing accessible technologies for employees with disabilities, information security policies as stated in chapter 8, or Data Security as stated in chapter 9 of the NITC Policies and Standards document. PromiseShip is totally committed to following state mandates and guidelines to produce “best practices” for interfacing and interacting with DHHS systems and data.

f. Centers for Medicare and Medicaid Services (CMS) Computer Matching Agreement

PromiseShip will enter into a Centers for Medicare & Medicaid Services (CMS) Computer Matching Agreement. However, we do not electronically interface (either programmatically or via electronic file transmission) with CMS. Any CMS data PromiseShip accesses in direct response to authorization, duties, and responsibilities are handled and protected in the same manner as PII/PHI data. PromiseShip will adhere to guidance within the CMS Computer Matching Agreement where applicable. However, the State N-FOCUS system is always the system of record in which PromiseShip accesses, extracts, and uploads data and the State will always be the point of contact for any questions or issues in regard to CMS data.

CASE MANAGEMENT: CSM-1

Req #	Requirement	Comply
CSM-1	The bidder should describe its philosophy on case management and the on-going case management model that it plans to utilize to effectively serve all populations involved with child protection cases. The description shall include any Well-Supported, Supported or evidence-based models that are used. The bidder should describe its understanding of statutory requirements related to the provision of case management. The bidder should describe its knowledge of and ability to coordinate services across various state and community programs available to children/families.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions of Section V. Project Description and Scope of Work:

- *A. Project Overview*
- *B. Project Environment*
- *C. Program Requirements for On-Going Case Management*
- *D. Program Requirements for Service Delivery*
- *E. Administrative Requirements*
- *L. Retainage and Performance Measurements*

Overview

PromiseShip will effectively serve all populations involved in child protection cases using Well-Supported, Supported, or evidence-based models that align with PromiseShip's mission and case management philosophy, in conjunction with statutory requirements while utilizing state and community programs available to Nebraska families.

PromiseShip's case management model includes the following components:

- Strong partnership with DHHS Initial Assessment
- Referral acceptance through a single point of contact
- Initial engagement and case assignment
- Ongoing case management
- Coordination of services

In its delivery of case management services, PromiseShip will use a variety of evidence-based models that are well-supported, supported or promising practices to ensure the best possible outcomes for children and families.

Case Management Mission and Philosophy

PromiseShip's mission is to **help families be families**. PromiseShip provides high quality case management services working alongside families, encouraging family voice and choice, serving children

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in their home and community whenever safely possible. If children cannot be served in their family home, they are served in the most family-like setting available.

PromiseShip's case management philosophy is centered around fostering ongoing connections to culture and community with an emphasis on maintaining normalcy and well-being for children. Families are experts in their own strengths and needs and we believe it is our job to engage and empower parents in order to achieve sustainable change. PromiseShip works towards achieving timely permanency for children in the least restrictive manner, reducing the risk of further trauma to children and families while also adhering to all statutory requirements related to case management.

Partnership with Nebraska Department of Health and Human Services

PromiseShip has been serving families in the Eastern Service Area for the past ten years in partnership with the Nebraska Department of Health and Human Services (DHHS). PromiseShip adheres to the DHHS **Protection and Safety Procedure Update #34-2016**, which outlines all case management responsibilities and adheres to the DHHS Eastern Service Area Operations Manual to ensure day to day case management duties are fulfilled from case onset through case closure for all families served by PromiseShip. PromiseShip's Family Permanency Specialists (FPS) perform all direct on-going case management functions as case management is not subcontracted at any time.

Referral Acceptance through a Single Point of Contact

PromiseShip accepts 100% of referrals from DHHS and is a no-eject, no-reject case management entity. PromiseShip provides on-going case management services and service coordination serving children (ages 0-19) and families unconditionally regardless of diagnosis, history, presenting problems, family composition or behaviors, utilizing a trauma-informed care response, striving to engage 100% of families referred.

PromiseShip's Case Coordination Intake Department serves as the single point of contact and is available twenty-four hours a day, seven days a week, 365 days a year. This department processes the case management referrals based on the date of referral or court order, whichever is first and serves as a central navigation point for case assignment based on the unique needs of each family referred for case management services.

At the time of referral from DHHS Initial Assessment (IA) to PromiseShip for on-going case management and early service intervention, the DHHS IA worker will be able to complete their safety assessment and initial risk assessment. As further explained in **CNT-3**, the IA worker will coordinate with PromiseShip to access services to prevent removal or to access out of home supports and service options utilizing PromiseShip's continuum of services which can be found in further detail in section **CNT-1**.

Initial Engagement and Case Assignment

Families willing to engage in services without court involvement are referred to PromiseShip and assigned to a team of Family Permanency Specialists specific to the county in which they reside. PromiseShip's Non-Court Family Permanency Specialist Teams have expertise aligned with safety threats

to include domestic violence, substance abuse, generational poverty, mental health, and sexual abuse. PromiseShip currently collects data regarding reasons of non-engagement of families to target staff training and alternative methods of family engagement to increase voluntary services participation, mitigate the family's time in care, and achieve timely permanency.

The implementation of **Safety Organized Practice (SOP)** and **Motivational Interviewing (MI)** will provide the FPS additional tools to more effectively engage families every day. At times, it may be necessary to engage peer mentors through family advocacy at the Nebraska Family Support Network. This agency employs other parents who have experienced similar situations as parents and can further engage parents in working with PromiseShip voluntarily or through the courts.

Families referred to PromiseShip with a court filing are also processed through the Case Coordination Team with a court specific case assignment model. Case management is assigned to these families with a focus of being served by County and Judge specific Family Permanency Teams. PromiseShip has offices based in both Douglas and Sarpy County with Family Permanency Teams dedicated to serving families who reside in those respective counties. The Sarpy County team was developed in order to meet the unique and differing needs of this population as well as fostering positive working relationships with stakeholders who work in Sarpy County.

In addition to county alignment, PromiseShip has aligned case management teams to Judge's courtrooms. This has increased relationship building between the juvenile court employees and the case management teams, allowing for efficiencies, ensuring improved outcomes for children and families. For instance, all FPSs understand the individual styles of each courtroom and can create court reports and subsequent recommendations to meet the Judge's requirements. Teams meet at least quarterly with their assigned Judge, identifying ways they can improve process and overcome system barriers from a team approach. This has resulted in a system that is more responsive to legal stakeholders and positive relationships that support significant systems improvements.

Through collaborative relationships with Judges, PromiseShip has been integral in planning and implementation of family drug courts in Douglas and Sarpy County and FIRST (Family Involved Rehabilitation and Services Track) Court. The creation and utilization of these specialized courts allow families to be assigned to FPS and legal representation who take a non-traditional approach to court proceedings.

Through ongoing case management and family engagement, some families are found to have more complex needs. In order to meet those needs, PromiseShip developed and utilizes a Complex Case Team that serves these families with exceptional needs. PromiseShip has found that these families are best served by FPS with a lower caseloads, higher education, and specialized training in the areas of developmental disabilities and persistent mental health. Through an internal referral process and case staffing, these families are best matched with a tenured and skilled Family Permanency Specialist who can adequately navigate multi-systemic involvement.

On-Going Case Management

Once case management duties have officially transferred to PromiseShip, the FPS will utilize a new-case checklist to ensure all case items are completed in a timely manner. This includes ensuring Relative Notifications and Sibling Notifications are made within 30 days and visitation plans are created within 3 days post removal from the family home and on an ongoing basis.

The FPS will continue meeting with the parents, children and provider at least monthly, if not more determined by family need and **Structured Decision Making (SDM)** risk assessment. The FPS will facilitate a monthly Family Team Meeting (FTM) as outlined in the **Division of Children and Family Services Protection and Safety Procedure #13-2016 Mandatory Monthly Visits with Children and Division of Children and Family Services Protection and Safety Procedures Update #16-2015 Family Team Meetings**.

Assessment

PromiseShip has been using **Structured Decision Making (SDM)** since its implementation in Nebraska. There has been continued partnership between PromiseShip and DHHS to ensure quality and model fidelity. PromiseShip trains and coaches all FPS, FPS Supervisors, FPS directors in SDM to be experts in SDM assessments through initial and on-going training; allowing findings of the assessments to drive key case decision points rooted in safety and risk, throughout the life of the case.

Throughout on-going case management, the FPS will continually assess for safety of the child through formal SDM assessments and informal observations; connect families to informal and formal supports and services; work with the family to create and implement their case plan to achieve timely permanency; and enhance well-being all while ensuring the family demonstrates self-sufficiency prior to case closure. DHHS can be assured all families served by PromiseShip case management irrespective of their designation (in-home/out-of-home/etc.) will be served utilizing the state approved assessment model, Structured Decision Making (SDM), to assess all families from case onset to case closure. PromiseShip completes the following SDM Assessments in accordance with the listed frequency.

- **Safety Assessments (SA):** As new circumstances arise and at case closure
- **Family Strengths and Needs Assessment (FSNA):** at least every 6 months
- **Reunification Assessment (RA):** at least every 90 days for out of home families
- **Risk-reassessment:** at least every 90 days for in-home families
- **Assessment of Placement Safety and Suitability (APSS):** when placement concerns arise

In accordance with PromiseShip's commitment to Continuous Quality Improvement (CQI), PromiseShip ensures assessments are completed timely through use of the DHHS due date tracking system and through supervisory consultation points with the FPS. PromiseShip supervisors are required to review and approve all SDM assessments to ensure the accuracy and quality of information, including accurately completed households, to ensure informed decision making. PromiseShip Permanency Directors complete random reviews of SDM assessments to ensure assessment are completed timely, accurately, and are of highest quality. PromiseShip's CQI Department reviews SDM assessments as part of routing Case Record Reviews and as needed through targeted quality reviews (see **CQI-1**).

Safety

PromiseShip strives to serve all children safely in their homes. If the SDM safety assessment identifies a safety threat all efforts will be made to develop a safety plan; utilizing identified safety plan participants and services to mitigate the threat and work with the family in-tact. If this cannot occur due to an active safety threat, and all other options have been exhausted, PromiseShip will document in N-FOCUS those options and reasons supporting the inability to mitigate the safety threat.

If a new allegation of abuse or neglect is made on an active case, Nebraska statute gives DHHS the responsibility of assessing safety and risk related to the new allegation. PromiseShip and DHHS have developed a process for a timely staffing between the ongoing FPS and assigned Initial Assessment worker for collaboration and information sharing. (See **C&G-1** for more detail.)

Connection

PromiseShip will work with the family to identify relatives and others known to the child as placement options in accordance with the procedures outlined in section **PLC-3** and to ensure the placement is appropriate. Should no relative/kinship placement be identified or appropriate, the child will be placed in a licensed agency based foster home. If a child is placed into out of home care, their first placement should be their last placement. PromiseShip's commitment to sibling connections drives PromiseShip's intense efforts to place siblings together if safe and appropriate (see **CSM-2**). PromiseShip ensures family and community connections are maintained for all children in care.

The engagement of kin and relatives is ongoing during the life a case. When a relative or kinship provider takes placement of a child, PromiseShip provides them with kinship support in order to help them navigate system process as well as identify a support plan. With support from the assigned FPS and the Kinship Specialist, there is less likelihood for placement disruption and reduces the amount of trauma children experience.

Communication

All families served by PromiseShip can expect coordination between the FPS and all other individuals involved in the family's life to collaborate and communicate important information and ensure a holistic approach to working together. This collaboration also maximizes informal connections and supports and minimizes the need for formal supports as appropriate. PromiseShip staff work directly with the children, parents, extended family members, relative/kin identified by the family, foster parents, foster care agency, service provider, medical/dental/vision providers, school personnel, mental health and behavioral healthcare providers, law enforcement, child advocacy center, legal parties and any others identified by the FPS and/or family and family team.

PromiseShip reinforces the tenets of the **Adoption and Safe Families Act (ASFA)**. As a nationally recognized **COA accredited** network management entity, PromiseShip has a responsibility to educate families, employees, and stakeholders. As such, PromiseShip developed the "**Pathways to Permanency**" as a visual tool to assist families in understanding the process. The Pathway tool also provides a visual map of ASFA timeframes and milestones to assist with successful and timely permanency for children. This tool is not only presented at case onset, but regularly referred to during the life of each case and is interwoven into the case management framework.

Case Plan and Court Report

Through this coordination, collaboration, and communication all families will work with their FPS to create a case plan identifying strengths and areas need for each immediate family member involved with PromiseShip. The family and FPS will then outline goals and strategies to meet these needs within the case plan. An integral part of change is the individual's ability to recognize the need for change as well as the readiness and willingness to change. It's imperative throughout the case planning process the family's voice is heard through individual face to face meetings between the family and FPS and at Family Team Meetings. It is critical that service referral choices offered reflect the family's values and cultural needs. This will ensure the families' case plan goals and strategies can be met effectively, timely, and with sustainability over time.

Once the case plan has been created within 60 days of legal status change, the plan will be updated monthly with the family to acknowledge progress, encourage families to keep working, and to support them through continued personal change and development. PromiseShip FPS staff will utilize the case plan template required by DHHS to ensure adherence to all DHHS policies/procedures. For families involved within the Juvenile Court, PromiseShip will utilize this same case plan to offer to the court along with the DHHS approved court report template currently in the DHHS N-FOCUS data management system.

The court report will be written by the FPS and will utilize the same components of the case plan. It will also provide an in-depth review of the family progress since the last court hearing. The formal court report is due at least every 6 months and includes the following sections: case history, reasonable efforts or active efforts if ICWA applies (if ICWA applies a subsequent cultural plan should accompany the court report), parental/sibling/relative visitation, sibling children and parent needs/strengths, mental health/behavioral health/physical health updates, summary including all previous court orders and progress towards these orders as well as recommendations for next steps. The required education report is also submitted alongside the court report/case plan to ensure education needs are monitored and enhanced. Going forward, PromiseShip will provide an SDM report using a format approved by DHHS.

Every family has their own support network and can expect for these supports to be included throughout the case planning process and family team meetings as they work with PromiseShip. There are times the family's network is limited for various reasons and PromiseShip will help re-establish previous relationships, strengthen current relationships, and build new ones that will be able to support children and families for the rest of their life. Beyond informal supports, PromiseShip will connect families to other services and supports in the community starting with the least restrictive to meet the needs of families that will be able to sustain post case closure.

Alternative Permanency Options

PromiseShip is committed to minimizing a child's time in care to less than 12 months whenever possible. PromiseShip's main focus is on reunification; however, despite a wide service array and extensive case management services, reunification cannot always be achieved. PromiseShip is committed to concurrent planning for children in out of home care. Thus, PromiseShip consistently works informally

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on a concurrent plan to include placing the child in an adoptive home at the first placement in the event adoption should be needed for long term permanency.

When reunification does not appear to be attainable, PromiseShip has a responsibility to ensure children are provided timely permanency and will begin working formally on a concurrent plan and this will be added to the case plan for transparency with the family and to promote healthy conversation and planning for this to occur. PromiseShip staff are transparent with parents and caregivers as the team builds concurrent plans in the event that reunification cannot be achieved.

As required by **ASFA** and Nebraska statute, when a child has been out of home for the last 15 of 22 months, PromiseShip either staffs the case for termination of parental rights with the assigned County Attorney or requests that the court order exception. PromiseShip works in collaboration with the County Attorney office in each county to provide information and staff families for termination of parental rights at any time in the case it is deemed appropriate. PromiseShip will contract with permanency contactors, ensure children who are free for adoption and not in a permanent home are on the Heart Gallery and all efforts are to identify an appropriate forever home.

PromiseShip will have an Adoption Team assigned to overseeing the guardianship and adoption process for families assigned to PromiseShip. PromiseShip's Adoption Team will be a specialized team trained in the adoption process for cases where adoption becomes the permanency objective as parental rights have been addressed and are no longer intact. The PromiseShip Adoption Team will work in conjunction with the FPS and FPSS ensure children experience timely permanency. All FPS staff members will be trained in subsidy, adoption, and guardianship process and procedures by the Adoption Supervisor as a part of the ongoing training curriculum.

Once a concurrent plan is identified the Adoption Team will work with the FPS to ensure the case is positioned to move seamlessly from a permanency objective of reunification to one of adoption or guardianship. Once parental rights are addressed the Adoption Specialist will collaborate with the FPS and PromiseShip provider network to gather and prepare all supporting documents for subsidy determination. The Adoption Team will also organize all required documents necessary for DHHS, as the sole authority to make subsidy determination, accept relinquishment, and consent for adoption. The Adoption Supervisor will also monitor for timeliness of adoption and work with internal and external stakeholders to identify and overcome barriers that negatively impact timely permanency.

PromiseShip maintains contracts with two providers to assist in the delivery of Permanency Services to children. The Permanency Services assist in efforts that allow children to remain connected to their birth families. These efforts include:

- Searching for and identification of a permanent family
- Establishing quality matches for children
- Seeking out family to serve as permanency options and/or ongoing supports for children.

Permanency Services also provide ongoing support and pre-adoption education to prospective permanent homes increasing sustainability and reducing the risk of adoption disruptions. Permanency Services operate as a member of the family team and the Permanency Specialist partners with the assigned FPS as a network provider. PromiseShip will partner with Right Turn in order to ensure all

adoptive parents are equipped with the needed pre-training, on-going training and on-going support to ensure a successful life-long adoption for children in care.

Case Management Practices and Evidence-Based Models

PromiseShip successfully utilizes evidence-based assessments to ensure that children and families receive the least-restrictive, necessary interventions to support children remaining with their parents whenever possible. To this end, PromiseShip supports the continued utilization of the **Structured Decision Making (SDM)** model as described above and outlined in DHHS Protection and Safety Procedure Update #34-2016.

Safety Organized Practice (SOP) is a day to day approach that utilizes practice strategies and tools to equip key stakeholders with effective working relationships and shared focus on assessing and enhancing child safety at all points of the case process. DHHS intends on implementing this evidenced based practice as a set of tools that enhance the **SDM** Model. PromiseShip will implement and train **SOP** and will continue to use several similar tools, such as case mapping, **Signs of Safety**, and network support plans in day to day case management which will support full implementation.

Through a partnership with other local agencies, many PromiseShip staff have been trained in Solution Focused Interviewing (SFI), which has many similarities to **Motivational Interviewing (MI)**. PromiseShip staff who are trained in SFI, which is a well-supported model by the **California Evidenced Based Clearinghouse (CEBC)**, have found success in enhancing motivation for behavior change with their assigned families. As a result of the positive outcomes achieved, PromiseShip is committed to having all case management staff trained in Motivational Interviewing through continued partnership with local agencies. In addition to enhanced motivation for client behavior change, Motivational Interviewing is a skill that can be used in conjunction and in support of all other case management models. We believe PromiseShip will make a seamless transition to implementation of Motivational Interviewing (MI), which is an evidence-based model that requires levels of training for front-line staff and trainers. This is beneficial for Title IV-E funding claiming under FFPSA.

In August 2013, PromiseShip implemented the use of the **Family Finding** model developed by Kevin A. Campbell for children receiving case management services. **Family Finding** is based on three foundational beliefs.

1. Every child deserves lifelong connections
2. Families and children deserve to know the truth about each other.
3. Family members should be given a chance to help.

PromiseShip has a dedicated Family Finding unit that is paired with each Family Permanency Team to ensure that the work is interwoven into the framework of all case management functions. The intent is to increase a child's and family's lifelong connections, subsequently increasing stable family environments and reducing re-entry into child welfare system. Although the Family Finding model is not rated by the CEBC, PromiseShip has found great value and success by strictly adhering to the principles for all families served.

While not all case managers specialize in Family Finding, PromiseShip does train in the use of **Wraparound** principles as a part of family team meeting facilitation. The models of **Family Finding** and **Wraparound** complement one another and ensure sustainable outcomes for families. The ten principles of **Wraparound** are provided to family team meeting participants and guide the individualized case process with children and families.

PromiseShip is dedicated to proactive planning to aid in the prevention of court filings for children entering out of home care when they can be safely maintained at home. Through the work of the **Impact from Infancy Multi-Disciplinary Team (MDT)**, a process was developed to review all existing cases with expectant mothers prior to delivery to create a plan that provides the least intrusive actions to ensure safety of the child. Through PromiseShip's relationships with expectant mothers, PromiseShip has a unique opportunity to assist in early review and planning to support families with infants who are not yet born.

Throughout the planning process, options are discussed such as gathering paternity information and identifying formal and informal supports to provide assistance for the family. PromiseShip then accesses the PromiseShip provider network to ensure that appropriate services and supports are available to support the parent in maintaining the child safely in the family home or allow the parent and infant to move toward reunification in a timely manner. In the case that a newly born infant may not be able to remain in the home of the parents, PromiseShip partners with DHHS Initial Assessment as they assess initial safety and risk, per Nebraska statute.

PromiseShip was actively involved in the creation and implementation of the **Douglas County Crossover Youth Practice Model (CYPM)** in 2012, leading the statewide effort to identify dual system involved children and improve the coordinated case plan process. This is rated a promising practice by the **CEBC** for Child Welfare. **CYPM** is a model for child welfare agencies with children receiving any level of services who have been referred to or become involved with the juvenile justice system. It is designed to create a multisystem approach to identification of children, assessment of needs, collaborative case planning, and ongoing case management. The model implements a process that seeks to reduce the following.

- The number of children who crossover between the child welfare and juvenile justice systems
- The number of children entering and re-entering out of home care
- The length of stay in out of home care
- The use of congregate care
- the disproportionate representation of children of color in both systems

In Douglas County between November 2012 and December 2018, 80% of crossover children were able to be diverted from the juvenile justice system. Sarpy County also implemented **CYPM** in 2016.

Coordination of Services

Utilization Management

Coordination of services is a process by which the needs of children and families are addressed utilizing a multi-tiered approach to coordinating and communicating between providers and stakeholders to

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ensure that the needs of children and families are met through securing services that utilize best practice principles.

The initial tier for the coordination of services is inclusive of assessment and information gathering conducted by the PromiseShip Family Permanency teams. This includes utilizing the SDM Family Strengths and Needs Assessment (FSNA), face to face meetings with children and parents, and family team meetings to guide decision making and to identify outcomes attainment necessary to promote family safety, permanency and well-being.

The second tier PromiseShip has embedded is the Utilization Management approach (see UTZ-1) to obtaining services and supports necessary to address the needs of families. PromiseShip's Utilization Management Team is responsible for collaborating with the FPS, utilizing information gathered to identify services and supports that will address the unique needs of the children and families.

The Utilization Management Team has access to a continuum of services and supports (see CNT-1) that are delivered by a wide range of providers and designed to meet the identified service and placement need of children and families. The service continuum is inclusive of services designed to prevent removal and promote timely reunification. The Utilization Management Specialists are the experts on available services within the continuum and the provider network. They are familiar with the service intricacies, provider areas of specialization, provider capacity, and preferred providers based on contractual outcome attainment. The Utilization Management team and FPS team utilize FAMCare, a shared system through which referrals are completed and processed.

Utilization of FAMCare allows for the sharing of information necessary to guide decision making regarding services and provider. FPS staff are responsible for completing a referral for services outlining any information necessary to identify the most appropriate service and provider for the children or family. This is inclusive of identification of outcomes and areas of focus.

The identified outcomes are consistent with the **North Carolina Family Assessment Scale (NCFAS)** and can be tied back to the **SDM FSNA**. The providers within the PromiseShip network who are delivering services specific to preservation and reunification also utilize the **NCFAS** and are familiar with the outcomes. Thus, all entities are "speaking the same language" which lends to increased communication and accurate information sharing. Upon completion of the referral the Utilization Management Team is responsible for sending the referral to the provider network members that:

1. Offer the identified service;
2. Have the ability to address the stated outcomes;
3. Have the ability to initiate services in a timely manner based on current capacity and availability; and
4. Are able to address any special needs the children or family may have.

Service Coordination Outside of PromiseShip's Network and the Eastern Service Area

PromiseShip understands the needs of families do not remain stagnant, and families may, for various reasons, move around the state or from state to state. If services needed are outside of the Eastern Service Area (ESA) or are outside of the continuum offered through PromiseShip and the network of

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providers, the Utilization Management team, in conjunction with the Network Management team, can seek appropriate services in other locations or that are specific to the children and family need.

If there is a need for a residential treatment placement outside of the State of Nebraska, the PromiseShip Utilization Management team will:

1. Participate in staffing with the Managed Care Organization (MCO);
2. Seek out providers who are approved Nebraska Medicaid providers; and
3. Work with providers who may be willing to become Nebraska Medicaid providers.

Utilization Management will also work with local providers to build a program that can meet the needs of the children within the state. Individual single case agreements (Letters of Agreement) can be drafted to provide expectations and funding for the service with the designated provider.

While PromiseShip strives to keep all children in state for care, there are times a child is placed out of state. In these instances, PromiseShip completes an interstate compact placement agreement (ICPC) or an interstate compact juvenile (ICJ) for children involved with the juvenile justice system. PromiseShip follows all Federal Policy regarding ICPCs. Instances requiring ICPCs or ICJs include

1. A child is placed out of state for treatment of specific and individualized needs.
2. A missing child is located in another state and PromiseShip needs to coordinate with the other state for the child's return
3. A parent, relative, or someone known to the child may resides in another state and may want placement of the child.

The ICPCs are completed in the DHHS's database N-FOCUS and is automatically sent to DHHS State ICPC representatives who then communicate with the other state to send the ICPC to the receiving state for approval. For children placed out of state with a parent, relative, someone known to them or any other family care setting, PromiseShip staff coordinate with the assigned ICPC courtesy worker in the receiving state who meets monthly with the child and their caregiver to receive updates on how the home is doing, what is going well and what services might need to be implemented.

Should a child be placed in congregate care, PromiseShip staff follow the same ICPC/ICJ process. However, the PromiseShip FPS is responsible for making monthly face to face contact with those children. Depending on the state, the ICPC timeframes for a complete approved ICPC are often inconsistent.

According to federal ICPC guidelines, no placement can be made in the receiving state until approval is given. There are times a placement is court ordered irrespective of the completion and approval of the ICPC. In compliance with the placement court order PromiseShip completes the ICPC as soon as possible and collaborates with the DHHS ICPC staff to communicate the placement with the receiving state. At times, a Nebraska state ward is found in other jurisdictions and/or other states and at that time PromiseShip communicates with DHHS ICPC office to ensure appropriate and timely communication with the other state to make arrangements for the child to be picked up and brought back to Nebraska.

Community-Based Informal Services and Supports

In addition, if there is a need for a community based or informal service, PromiseShip Utilization Management either has knowledge of appropriate resources or will access the resource group within PromiseShip to identify community programs that can meet the identified need.

CASE MANAGEMENT: CSM-2

Req #	Requirement	Comply
CSM-2	The bidder should describe its philosophy and approach to maintaining sibling connections and visitation, and parental visitation.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions of Section V. Project Description and Scope of Work:

- *A. Project Overview*
- *C. Program Requirements for On-Going Case Management*
- *L. Retainage and Performance Measures*

Overview

PromiseShip is committed to maintain connections between a child and his or her parents and siblings. PromiseShip will ensure these connections are maintained through sibling group placement; parental and sibling visitation; and the engagement of family participation in activities that of cultural or normative significance.

Sibling Connections and Visitation

PromiseShip Philosophy

All children served in the child welfare system should be offered normative sibling connections as can be safely allowed. The sibling relationship is the longest one that children will have, and the maintenance and strengthening of these relationships is of great priority. Every effort will be made to ensure siblings are placed together. In situations where this is not possible, frequent and least restrictive visitation will be utilized to maintain sibling connections. This is true of all sibling relationships – biological or legal, including but not limited to: half-siblings, step-siblings, and those that otherwise would have been considered siblings, were it not for a termination or relinquishment of parental rights. Siblings who are not involved in the child welfare system deserve to be informed of the status of their siblings and provide meaningful connection and updates during their siblings' time in care.

Approach

- PromiseShip will ensure siblings will be provided meaningful connection and updates regarding child welfare involved siblings during their time in care.
 - PromiseShip staff will utilize N-FOCUS to send sibling notifications and sibling placement reports to all adult siblings, and to caregivers of juvenile siblings as outlined in DHHS policy [Admin Memo 16-2017](#) Relative Notification for Placement and Preference to Place with Sibling when Non-custodial Parent is unavailable and Requirement to Provide Reasonable Efforts for Sibling Placement and/or Sibling Visitation

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- PromiseShip staff will document updates regarding sibling connections in Case Consultation Points and the Child Section of all court reports. This documentation will include efforts to locate and contact siblings and will demonstrate how sibling connections are being fostered.
- PromiseShip will ensure every effort will be made to place siblings together.
 - PromiseShip staff will prioritize placement of siblings with relative/kinship providers which can allow for larger sibling groups to be placed together.
 - For large sibling groups, PromiseShip can and will request an exception for a licensed foster home if the sibling group exceeds the number of beds for which they have been licensed. [Admin Memo 8-2016](#) Exception Process for Maximum Number of Persons Cared for in Licensed Foster Homes
 - PromiseShip will utilize **Family Finding**, to identify/locate siblings and explore placement options that allow child welfare involved siblings to be placed with uninvolved siblings.
 - At times, there may be safety concerns that would otherwise keep siblings from being placed together; however, PromiseShip FPS will work with the family and placement provider to determine if a safety plan can be implemented to mitigate the safety concern and keep all children and providers safe.
 - PromiseShip FPS will consult with their supervisors regarding decisions to place siblings separately in accordance with the mandatory supervisory consultation outlined in policy [Admin Memo 22-2017](#) Mandatory Consultation Points. The consultation, which includes discussion of safety, best interest, efforts made to place siblings together, and how sibling connections will be maintained, will be documented in N-FOCUS.
 - PromiseShip will ensure that if siblings are placed in agency based foster care and cannot be placed in the same home; preference is given to placing the siblings within the same agency for continuity and to facilitate ongoing sibling connections.
- PromiseShip will ensure frequent and least restrictive visitation is utilized to maintain sibling connections in the event siblings cannot be placed together.
 - PromiseShip will encourage caregivers to practice **Reasonable and Prudent Parenting Standards** as outlined in policy [Admin Memo 36-2016](#) Reasonable and Prudent Parent Standard, encouraging normal childhood experiences for children in the child welfare system; this includes normative sibling connections and interactions.
 - PromiseShip will ensure sibling connections are maintained through shared community connections, including ensuring continued enrollment in the home school, faith-based activities, after school programs or child care, and extracurricular or prosocial activities.
 - PromiseShip will encourage caregivers to utilize each other as supports, to include providing respite for one another which also allows for extended sibling visitation.
 - There are times for rare instances contact between siblings needs to be therapeutic or supervised by an agency. While this is rare, PromiseShip does have the capacity within its service array to provide for these types of sibling visits.

Parental Visitation

PromiseShip philosophy

Parents and children separated due to child welfare involvement have a fundamental right to consistent, frequent, and least restrictive visitation in order to maintain parent-child connection and offer as normative a family experience as possible. Because visitation is a right and not a privilege, parental visitation is never used as a reward or consequence for parent or child behavior. Helping families be families while they work to improve safety and well-being means structuring parental visitation in the most normative, family-oriented way that ensures safety. Every effort is made to ensure parents continue to have an active parenting role with their children outside of parental visitation, including attending school conferences, doctor's appointments, and involvement in extra-curricular or prosocial activities.

Because all families present for services with different needs, there is no one size fits all parental visitation plan. Parental visitation is tailored to the unique needs of each family, with special consideration given for the family's cultural needs, norms, and values. Safety of parental visitation is frequently reassessed, and every effort is made to liberalize parental visitation as soon as it can be done so safely; this includes but is not limited to, visitation setting and level of supervision.

Approach

- PromiseShip will ensure parents and children are offered an initial visit within 48 hours of removal.
- PromiseShip will adhere to parental visitation standards in accordance with the 2009 Nebraska Supreme Court Commission on Children in the Courts, to include frequency of contact based on the age of the children, whenever it is reasonable and safe to do so.
- PromiseShip will work with all parties to ensure parental visitation is scheduled with consideration given to the availability and needs of both the parents and child.
 - Parental visitation can occur at school events, prosocial/extra-curricular activities, faith-based activities, cultural activities and medical appointments in order to ensure ongoing parental support and participation in these normalcy activities.
- PromiseShip staff will document parental visitation plans in N-FOCUS.
 - The documentation includes the visitation schedule, level of supervision, approved individuals to participate in the visitation and responsible party, transportation arrangements, and any additional special considerations.
- PromiseShip will assess informal supports for appropriateness to provide supervision of parental visitation on an ongoing basis, as well as to supplement parental visitation supervised by professionals.
 - Informal supports will be utilized to supervise parental visitation when agency supervised visitation may not otherwise be available, ie: holidays.
 - Informal supports can be provided with one-page forms to summarize the quality of parental visitation; documentation can be provided to legal parties and court for ongoing assessment of parental visitation.
 - Relative/Kinship placements can be compensated for providing supervision of parental visitation.

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- When formal, agency-based supervision of parental visitation is necessary, a tiered approach to supervision is utilized to best meet the immediate needs of the family from least to most restrictive, this includes:
 - **Observation:** parental visitation at the monitoring level is appropriate for families in which general oversight is needed, with only intervention for immediate safety concerns, should they arise.
 - **Intervention:** hands on parental visitation involves direct instruction from a professional to assist in enhancing parenting. This allows for real-time education and application of parenting curriculum to enhance parental capacity and improve child safety and well-being.
 - **Specialized:** parental visitation is provided by a professional who is specially trained to meet the unique, advanced needs of the family or child. Needs may include medical needs which require specialized intervention, or significant mental health or behavioral needs that require the skill of a clinician to ensure child safety and well-being.
- PromiseShip will utilize multiple strategies for visitation between children and parents who reside out of state, are otherwise not in close proximity, or not regularly available to participate in parental visitation. Every opportunity for parental visitation is utilized and assistance is provided to make visitation realistic and manageable. Technology will be leveraged to maintain parental visitation, to include Skype, FaceTime, and other like services. These same efforts are expended if the child is placed out of state. PromiseShip also facilitates contact between children and parents by providing financial assistance, transportation efforts, travel accommodations and any other need to ensure child/parent interactions.
- If a need arises for parental visitation to be suspended due to safety concerns that cannot be mitigated or concern for negative impact on child well-being, a clear plan will be developed in collaboration with all case professionals that outlines the steps necessary to re-instate visitation. Suspension of parental visitation is a last resort when there is no other reasonable way to ensure child safety and well-being during parental visitation.
 - Parental visitation should not be suspended due to a parent's continued alcohol or substance use or severe mental health needs.
 - Individual and family therapy are utilized to enhance parent-child relationships, and work toward a more normative parental visitation arrangement.

Monitoring of Sibling and Parental Visitation and Connections

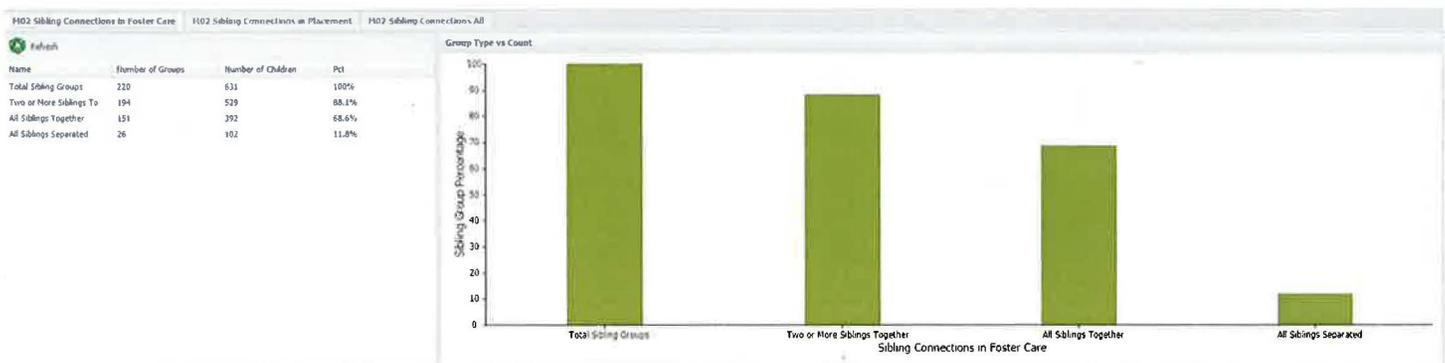
PromiseShip will engage in a number of Continuous Quality Improvement Activities to ensure siblings are placed together, sibling connections are maintained, and quality sibling and parental visitation is occurring.

- Sibling placement is currently monitored through data dashboard generated by Mindshare, a web-based system that PromiseShip utilizes to aggregate data from both N-FOCUS and FAMCare. This data is available in detail and can be viewed via assigned FPS, FPS Supervisor Team, FPS Director Team, and at the agency level.

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- This data dashboard provides data on the following (see **Figure 15**):
 - Number of Siblings groups where all siblings are placed together who can be
 - Number of Siblings placed with at least 1 other sibling
 - Number of Siblings where none of the siblings are placed together.
- PromiseShip will utilize this data to analyze barriers to sibling placement together to enhance targeted recruitment efforts through provider agencies and family finding.
- The quality of visitations and the connections of a child with his or her siblings and/or parents will be monitored through quality assurance reviews conducted by PromiseShip’s CQI department. These reviews include Case Record Reviews and targeted quality reviews (further defined in section CQI 1).

Figure 15. Sample Mindshare Dashboard, Sibling Connections in Foster Care



CASE MANAGEMENT: CSM-3

Req #	Requirement	Comply
CSM-3	The bidder should describe how it will engage non-custodial parents and relatives in order to strengthen and preserve connections for the child. The description shall include any Well-Supported, Supported, or promising practice evidence-based models that are used.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions of Section V. Project Description and Scope of Work:

- *A. Project Overview*
- *C. Program Requirements for On-Going Case Management*

Overview

PromiseShip philosophy

PromiseShip, Network Providers, and other stakeholders believe in the importance of keeping families connected, working from a family centered practice approach in which families are the expert when it comes to what they need and what is best for them. Families served are most often successful when wrapped around by their immediate and extended family, individuals known to the child and family, and community members. These individuals often support and champion case progression and ongoing safety planning throughout the case and ultimately when PromiseShip intervention is no longer needed. PromiseShip believes in early identification, location, and engagement of non-custodial parents, putative fathers, and other relatives; adhering to DHHS policy and work instruction regarding non-custodial parent identification, location, and engagement.

Identify

PromiseShip works diligently to identify non-custodial parents, putative fathers, and relatives of children being served. At the time of case transfer PromiseShip engages in communication with the assigned Initial Assessment (IA) worker to discern all relevant information regarding the non-custodial parent, putative father, or other relatives. PromiseShip staff members also utilize identification efforts including, at a minimum, reviews of N-FOCUS, Nebraska Data Exchange Network (NDEN), LexisNexis (Accuriant), and Child Support Enforcement (CSE) through iCharts. The PromiseShip FPS also determines whether there are child support orders; if a father is on the child's birth certificate; or if an individual was married to the mother at the time of the child's birth. Additionally, PromiseShip staff members speak directly to the custodial parent, child, and any other known relatives to identify the non-custodial parent, putative fathers, and other relatives. Once these individuals are identified, PromiseShip staff work to locate and engage them.

Due to the relatively low number of fathers identified at case onset, PromiseShip recently met with DHHS, Child Support Enforcement, and the County Attorney's office to create a collaborative, systemic approach to locating fathers. DHHS and PromiseShip have implemented new process to ensure all

children have a child support referral for the mother and father, even if the father is not named. This referral, then sent to Child Support Enforcement, generates an automatic search for non-custodial parents on behalf of Child Support Enforcement. The County Attorney's Office also agreed to partner in locating putative fathers utilizing their internal systems and information from the IA worker and/or FPS. This combination of efforts is just one example of collaboration between PromiseShip and our stakeholders, increasing father identification, promoting system wide accountability, and improving service for children and families.

Locate

In order to locate the non-custodial parent, putative fathers, or relatives; PromiseShip continuously searches for these individuals through various methods. PromiseShip uses diligent search efforts to include, but not limited to: review of N-FOCUS, iCharts, genograms, ecomaps, social media, Justice, child support enforcement, and **Family Finding**. PromiseShip's dedicated Family Finding unit is available to assist with locating family options for children throughout the life of a family's case to include creating, reconnecting, and fostering family connections. The Family Finding unit can also locate individuals known to the child for placement if needed.

Engage

PromiseShip utilizes various methods to engage non-custodial parents, putative fathers and other relatives in order to strengthen and preserve connections for children served in the Eastern Service Area. There is a direct connection between non-custodial involvement and minimizing a child and family's time in care. Through engagement of non-custodial parents and relatives, PromiseShip prioritizes continuity of family relationships and preserving of connections for the child. These connections include, but are not limited to, the following: connections with his or her parents, neighborhood, community, faith, extended family, Tribe, school, and friends.

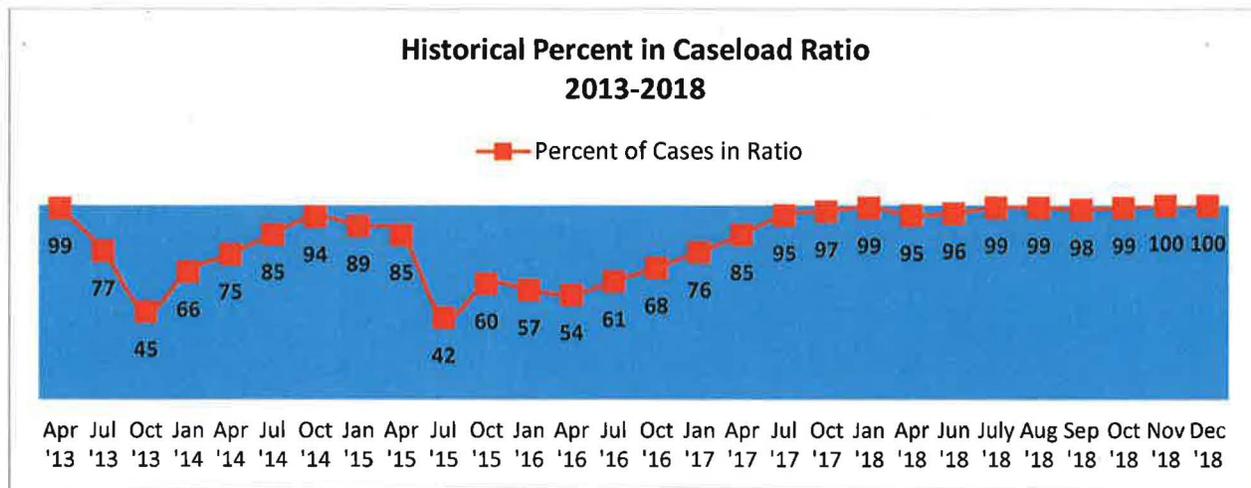
Once the non-custodial parent or putative father is identified and located, PromiseShip works to engage him or her throughout the case. PromiseShip works to engage putative father's by establishing paternity through collaboration with child support with the use of one of three forms as appropriate.

- Acknowledgement of Paternity
- Paternity Questionnaire
- Father Questionnaire

PromiseShip staff assess these individuals for safety utilizing the **Structured Decision Making (SDM)** Safety Assessment and encourage them to retain legal representation if appropriate. If the non-custodial parent is determined to be safe, PromiseShip staff encourage and request placement of the child with this individual. If the putative father has a relationship with the child and determined to be safe, he may take placement of the child as a kinship provider until paternity is established. If a father is determined to be appropriate and the child is placed with him, PromiseShip will assist him with establishing custody as needed and provide him with additional support.

Since July 2017, PromiseShip FPS's have been within 95%-100% of caseload ratio, which allows FPS more time to engage non-custodial parents and other relatives, maintain relationships with families, and build additional supports around them (see **Figure 16**).

Figure 16. Historical Caseload Ratio



PromiseShip strives to meet families where they are both physically, in terms of where meetings are scheduled, and mentally, in terms how much a family member may be able to handle at one time. PromiseShip takes the process in a step by step manner and provides any assistance needed so that all family members and interested parties can be active participants in the lives of the children and for parents to be successful. Additionally, PromiseShip encourages family voice in Family Finding, Family Team Meetings, Best Interest Staffings, family mediations, and at court hearings.

The family’s voice and choice is also included as PromiseShip works with the family to create and utilize **Safety Organized Practice’s (SOP) Circle of Safety** to ensure all members understand who is a part of the plan, which identifies who is pre-approved for specific actions, and encourages family involvement with children and parents. Relatives are encouraged to assist with families’ next steps to build informal supports that can be continued when the family is no longer working with PromiseShip or the courts. Other relatives are encouraged to participate in the open case by assisting in supervising visits and providing respite for the child if necessary. PromiseShip works in conjunction with family, friends and others known the family to develop and strengthen connections for children and their families with caring individuals who will support the child throughout life.

In communicating with non-custodial parents and relatives, PromiseShip staff are transparent with individuals about the Juvenile Court process, PromiseShip’s involvement, and permanency timeframes. Families are given PromiseShip’s **“Pathways to Permanency”** diagram which explains the typical timeframes and conveys the urgency associated with having children in the court-involved child welfare system (**Appendix 7**). PromiseShip engages non-custodial parents and relatives in case planning, visitation, at least monthly communication in their home with the FPS, and Family Team Meetings in order to best support the child involved.

PromiseShip staff work with the children and families to assess their needs, and based on those needs, provide individualized services to ensure the families are able to provide a safe and stable living environment for their child/ren. There are numerous services parents can utilize such as: Peer to Peer mentors through Family Advocacy and Support, Family Support Services, and therapy services to name a few. There are specific agencies within Douglas and Sarpy communities that are utilized for free services for fathers, specifically, so that they can be seen on an ongoing basis when they are no longer involved with PromiseShip to include Father's for a Lifetime, and Men Against Domestic Violence.

Special Circumstances

There are some non-custodial parents/putative fathers and other relatives who are incarcerated and/or live out of state. For non-custodial parents who are incarcerated, PromiseShip staff meet with the individual at a minimum of once per month in person. PromiseShip works with the institution and inmate's assigned service coordinator to coordinate services, ensure compliance with court orders, and ensure visitation between children and their parent who is incarcerated.

For those non-custodial parents and relatives who live out of state, PromiseShip facilitates contact through phone, text, email communication, and in-state face to face contact if the individual can travel. If PromiseShip seeks placement with a parent or relative an Interstate Compact (ICPC) is completed to learn more about the individual to include a full home study and licensure if possible. Once the receiving state has approved the placement, the child can be placed outside of Nebraska.

Throughout the process to identify, locate, and engage families, PromiseShip operates in a culture of Continuous Quality Improvement, as evidenced by data-based decision-making and utilization of performance indicators and trend data. PromiseShip conducts quality assurance reviews to ensure quality and timeliness of all assessments, services, and supports. These reviews are completed by supervisors as part of the 90-day consultation point, ongoing as supervisory review of SDM assessments, periodic monthly reviews of N-FOCUS case notes, DHHS quality reviews, and PromiseShip CQI case record reviews and targeted quality reviews. PromiseShip also utilizes several reports in the N-FOCUS Infoview system to include the visitation statistics reports, FPS due date tracking, and monthly performance accountability reports to further understand the number of non-custodial parents and relatives engaged through case management.

Next Steps

PromiseShip facilitates a problem-solving group focused on barriers to identifying, locating, and engaging fathers. This group also raises awareness to the importance of engaging fathers and relatives and has identified and implemented agency wide solutions. These solutions are being monitored through the Plan, Do, Check, Act (PDCA) process and will be modified for effectiveness. For example, PromiseShip FPS Supervisors ensure FPS staff are actively working to identify, locate, and engage all legal and putative parents (including fathers) and family members at case onset in order to expedite permanency. The FPS Supervisors also continue to follow up every 90 days on progression of all parents through 90-day consultation points.

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Consistency and repetition in documentation allow workers and involved parties to know whose legal rights have or have not been addressed. This also ensures individuals known to the child and family are engaged so the child may continue to have successful relationships, maintained connections, safety, permanency, and well-being.

Through the implementation of **Safety Organized Practice (SOP)** philosophy and tools, good working relationships and critical thinking, PromiseShip will continue to further engage non-custodial parents and relatives.

CASE MANAGEMENT: CSM-4

Req #	Requirement	Comply
CSM-4	The bidder should describe a plan on how it will promote and enhance communication and support between foster parents and biological-parents, legal parents, adoptive parents, relative caregivers, guardians, etc. The description should include any and all Well-Supported, Supported, or promising practice evidence-based models used.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions of Section V. Project Description and Scope of Work:

- C. Program Requirements for On-Going Case Management
- D. Program Requirements for Service Delivery

Overview

PromiseShip Philosophy

PromiseShip is committed to promoting and enhancing communication and support between foster parents and biological parents, legal parents, adoptive parents, relative caregivers, and guardians. This commitment is executed and monitored through case management policy, procedure, and is ensured through formal agreement with relative/kinship caregivers, licensed foster parents, and Agency Based Foster Care (ABFC) provider contracts.

Coordinating Communication

PromiseShip ensures foster parents and foster care agencies adhere to the Reasonable and Prudent Parenting Standards (RPPS) as set forth in the Strengthening Families Act and includes agency based foster parents as well as relative/kinship foster parents. This is done by encouraging the foster parents and biological parents to work collaboratively to remove barriers to the child participating in activities. Through all of communication efforts, consistency between foster parents and other parents and the two working together as a team, timely permanency is promoted minimizing the child's time in foster care. Should reunification not be a realistic goal, this same communication, consistency and team work between all caregivers will promote more timely permanency through adoption/guardianship.

Communication at Time of Placement

PromiseShip employees, Network Providers, and community stakeholders understand that family connections for children are invaluable to their ability to thrive, especially when placed outside their parental homes. Thus, every effort is made to place the child with kinship or relative foster homes as they have a higher likelihood of maintaining natural family connections through previously established relationships. Contact information for birth parents is provided to relative and kinship foster parents as a part of the approval and placement process. Contact between relative/kinship foster parents and the child's parents is to be made within 24 hours of time of placement and will be documented in N-FOCUS.

During the home study assessment for the relative/kinship foster parent, attention is focused on the relative/kinship foster parents' willingness to collaborate with the parents toward shared parenting as well as their understanding and support of the goal of family reunification. This is considered as a factor when making a determination of suitability of the home for placement. Relative/kinship foster families are also educated on the importance of communication and support of parents and are required to sign and adhere to the Rights and Responsibilities of Kinship Caregivers, which outlines their responsibilities to the child's parents. Additional training is made available to all relative/kinship foster families that includes a component specific to partnering with parents toward a shared parenting goal.

Should a child be placed in a non-kinship agency supported foster home, PromiseShip employees facilitate a phone call between the biological parents and the foster parents with the intention of introducing a positive working relationship. This initial phone call is expected to take place within 24 hours of placement and this expectation is outlined in the Agency Based Foster Care (ABFC) provider contracts. Ongoing communication is expected which includes exchanging photos and regular updates between foster parents and the child's parents. This information will then be documented by the ABFC agency and sent to PromiseShip monthly to be documented in N-FOCUS.

Communication Throughout Time of Placement

There are several opportunities while a child is placed in foster care for parents to engage with foster parents which supports reunification and permanency and prevents additional out-of-home placements. These relationships help children experience improved health and enhanced well-being to meet the children's needs and prevent recurrence of maltreatment. All foster parents are expected to be active members of the family team while also respecting family voice and choice. PromiseShip encourages and promotes foster parents' attendance at monthly family team meetings, court hearings, and engagement events hosted by PromiseShip by communicating dates and times as applicable.

Foster parents have the opportunity and resource parents will be expected to provide supervision between parents and children, when supervised contact is necessary, to foster an opportunity for foster parents to offer guidance; support to parents as they learn and implement new parenting techniques; and provide a sense of normalcy for the children. These visits include joint interaction at school events or activities; behavioral health evaluations and treatment; and medical and dental appointments. Additionally, PromiseShip and the Network Providers recognize and support the need for cultural and religious holidays to be celebrated as a family unit. PromiseShip FPS, in alignment with the family of origin, foster parents, and other supports use open communication to ensure family holiday celebrations are arranged and attended.

PromiseShip ensures foster parents and foster care agencies adhere to the Reasonable and Prudent Parenting Standards (RPPS) as set forth in the Strengthening Families Act and includes agency based foster parents as well as relative/kinship foster parents. This is done by encouraging the foster parents and biological parents to work collaboratively to remove barriers to the child participating in activities. Through all of communication efforts, consistency between foster parents and other parents and the two working together as a team, timely permanency is promoted minimizing the child's time in foster care. Should reunification not be a realistic goal, this same communication, consistency and team work between all caregivers will promote more timely permanency through adoption/guardianship.

PromiseShip partners with Children’s Hospital Foster Care Clinic for all children between 0-12 years of age who enter into care. Children’s Hospital staff coordinates with PromiseShip, foster parents and parents/caregivers to arrange for all children to receive a health, dental, vision and Early Development Network (EDN) screening. Both parents and foster parents are encouraged to attend these screenings. Additional consults with dietitians, occupational and physical therapists are available as needed. This process increases communication and ensures that all appropriate medical information is shared between the family of origin and the foster family. All caregivers are also encouraged to invite parents to attend all ongoing medical appointments and this is also reiterated for relative/kinship placements through the Kinship Rights and Responsibilities provided at the time of placement.

Communication after Placement

When the time comes for reunification, PromiseShip encourages foster parents to remain a part of the family’s life as informal supports. In preparation for the transition from foster home to parental home, PromiseShip will facilitate the development of a **Safety Circle** for the children. The use of the **Safety Circle** tool through **Safety Oriented Practice** will clearly identify the people who will support the children and family beyond reunification and successful case closure.

Improving Communication

PromiseShip partners with all types of parents including biological, adoptive, legal guardians, and parent-like figures. PromiseShip encourages continued relationships between children in foster care and parental figures regardless of legal status, when it is safe and appropriate. If relationships between foster parents and parents of origin are non-productive and become a barrier, there are a variety of ways PromiseShip will address this concern.

PromiseShip facilitates Best Interest staffings with neutral facilitation, gathering all team members around the table with the shared goal of ensuring a team approach in meeting the needs of the children served. PromiseShip also has the ability to refer families for formal mediation services to assist in developing a family plan rooted in open and honest communication between family and formal service providers.

While PromiseShip and Network Providers currently encourage the activities above to promote and enhance communication between all, a cultural shift is imperative to change the mindset of all parents. PromiseShip will transition its current practices to implement the **Quality Parenting Initiative (QPI)** for Resource Families to create this shift in order to be inclusive of all parents in order to promote and enhance communication.

WORKFORCE: WRK-1

Req #	Requirement	Comply
WRK-1	<p>The bidder should describe its plan to develop and sustain a stable case management workforce, to include:</p> <ul style="list-style-type: none"> i. Hiring process to determine knowledge, skills and abilities for the workforce; ii. Training: including ensuring staff are trained in trauma-informed care and to be culturally humble; and, iii. Plan and process how to address the turnover rate and retention practices. 	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *C. Program Requirements for On-Going Case Management*
- *E. Administrative Requirements*
- *M. Reporting Requirements (Deliverables)*

Overview

With PromiseShip providing case management services in Douglas and Sarpy counties, we are able to creatively recruit and sustain a workforce that will help the children and families we serve to achieve permanency and long-term success. We also offer a strong benefits package to help attract and retain quality employees who provide families the stability they need. Benefits include medical, dental, vision, 401(k), tuition assistance, loan forgiveness, career growth and leadership opportunities, and learning opportunities. Every day we focus on ensuring the safety and well-being of PromiseShip staff so they can focus on the safety and well-being of the families they serve. Our staff goes above and beyond in their daily work to ensure the success of families and works collaboratively with other organizations to help families achieve success.

Plan to Develop and Sustain a Stable Case Management Workforce

PromiseShip will employ strategies through recruiting, hiring, training, supervising, ongoing development, and retention of employees at every level and every position. We strive to employ a diverse workforce that reflects the populations we serve. Our workforce is challenged daily to meet PromiseShip values: do the right thing; empower one another; seek impact every day; and always keep improving. PromiseShip will not use subcontractors for ongoing case management and supervision.

i. Hiring Process to determine knowledge, skills and abilities for the workforce

Recruitment and Hiring Process

PromiseShip will recruit and hire a qualified workforce to respond to and serve the diverse needs of abused, neglected, and at-risk families. The process for recruitment and hiring includes: 1) job

descriptions that meet case management subaward standards; 2) advertising; 3) candidate screenings; 4) face-to-face interviews; and 5) pre-employment background checks.

1. Job descriptions

The recruiting process begins with well-defined job descriptions. PromiseShip's information on Career sites and in every job description is written to attract and engage a diverse and energized workforce. In every job description we include the following statement: *"PromiseShip works to make children and families safe and healthy while creating a thriving environment. We **have an awesome benefits package**, promote community involvement, **wellness**, cultural growth, **training**, opportunities to learn and grow, and above all – **have some fun** while we do it. The work we do is challenging and rewarding."*

PromiseShip's job descriptions meet the standards identified in our current Case Management Subaward with the Department of Health and Human Services, including education, background, and cultural competency. Through the guidance of the Subaward, PromiseShip creates detailed job descriptions for every position within the agency to ensure there is an understanding of the minimum requirements, including knowledge, skills and abilities that those holding the position must possess and an understanding of what the job entails.

We know that those who hold degrees in fields where the curriculum includes a focus on working with at-risk and diverse populations have increased competencies and skill to work in this field. Additionally, those with previous work experience with diverse populations and at-risk families have already developed skills that can be used when hired with PromiseShip.

Our job descriptions are created by those who will work closely with the position and have the most knowledge of the position. Job descriptions are then reviewed for accuracy and compliance with laws and regulations by Human Resources. All job descriptions are then evaluated by a third-party to further ensure compliance with all laws and regulations.

2. Advertising

We advertise all our positions internally and externally to ensure we have a large and diverse pool of the most qualified candidates for every position. We advertise locally throughout the Midwest and on national job boards. We also work with colleges to recruit students. An emphasis is placed on recruiting diverse candidates as we strive to have a workforce that reflects the population being served. Diverse candidates can be found through various free and cost-effective options for advertising our positions, which includes:

- **Word of Mouth** – Our employees are the best source of applicants, so we encourage staff to tell other professionals, friends and family about our open positions. Our staff receive recognition when we hire a candidate they referred.
- **LinkedIn** – PromiseShip uses LinkedIn to reach a wide audience of professionals and to give our staff a platform to share information about the organizations and our open positions.
- **CareerLink** – Popular in the Omaha area, we use CareerLink to attract talent locally and throughout the Midwest by posting in small towns in Nebraska and Iowa and larger areas in Missouri, Michigan, South Dakota, Kansas and Minnesota.

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- **Glassdoor** – By promoting our positions on Glassdoor, not only can we attract talent, but candidates can read more about the organization directly from staff and former staff that leave reviews about their work experience with us and candidates that leave reviews regarding their application and interviewing experience.
- **Handshake** – We can reach a large audience of college students by connecting with colleges through Handshake to promote our open positions.
- **Relationships with Colleges** – We have developed relationships with several colleges including the University of Nebraska at Omaha, University of Nebraska at Kearney, Creighton University, Midland University, Nebraska Wesleyan University, and University of South Dakota. Through these relationships, we are able to reach out to students by hosting lunch and learns, attending career fairs, and speaking to relevant classes and student organizations.
- **Social Media** – Through Facebook, Twitter, and LinkedIn we not only share our open positions, but we also share the perks of working at PromiseShip and the great things that are happening in the organization, providing a glimpse into the work culture.
- **Professional Organizations** – PromiseShip understands the importance of professional organizations in an individual’s career. Not only do these organizations provide continuing education and networking, but they also share job opportunities relevant to their members. We work with several professional organizations to advertise our positions to reach highly qualified individuals, including the National Association of Social Workers, Nonprofit Association of the Midlands, National Association of Legal Assistants, and Human Resources Association of the Midlands.
- **Community Organizations** – Several of PromiseShip’s employees are involved in local community organizations including the Urban League, North Omaha Community Care Council, South Omaha Business Association, Omaha 360, and the Empowerment Network. Through participation in these organizations, we utilize available job boards and other posting methods, and PromiseShip employees speak proudly of the work they do and encourage others to apply.

3. Candidate Screening

Applications are reviewed by a recruiter to determine which candidates meet the minimum qualifications. Candidates who meet the minimum qualifications are screened by the recruiter to learn more about their knowledge, skills and abilities and ensure they are a match for the position for which they are being considered. This screening is done through a phone interview with standard pre-determined questions that are customized for each position. During this step, the recruiter is also sharing information about the job and the agency to help the candidate determine if they feel that the position is the right fit for them. The recruiter is also working collaboratively with the hiring manager to provide applicant data and phone interview notes to ensure a successful recruiting process.

4. Face to Face Interview with Hiring Manager

If the recruiter determines the candidate is a fit for the position, a face to face interview will be set up with the hiring manager and may include other team members or staff that will work with that position. Supervisors are provided with training and coaching on how to interview candidates and what to look

for when selecting a candidate. An evaluation tool assists them with making a decision by allowing them to evaluate the candidate on a set of skills and knowledge that are required for the position.

Prior to a scheduled interview, all interviewers are provided a packet of information about the applicant that includes the job application, resumé, cover letter, and phone interview notes. The interviewer packets also include a copy of the job description, interview questions, interview evaluation, and benefit information to be given to the candidate. Interviewers are typically the supervisor for the position, but other staff who work closely with the position may also be included as interviewers.

During the interview, standard questions for the position will be asked to obtain further information regarding the candidate's knowledge, skills and abilities with the intention of determining if the candidate is the best fit for the position. Further information, such as the day to day duties of the job and information about PromiseShip, will also be provided to the candidate during the interview to help them determine if the position is a fit for them. At the end of the interview, the supervisor completes the interview evaluation and selects whether they would recommend them for hire or not.

The interview process can and will be adjusted to fit the needs of the position and the candidates. Interviews can be done over Skype when a candidate is located outside the immediate area and unable to travel for the interview. In addition, panel interviews are held for Family Permanency Specialist candidates to allow for more interviews to be held and for supervisors to see more candidates to find the best fit for their team and the position.

After the best candidate is chosen for hire and the offer is accepted, all other candidates are notified that the position has been filled. The new hire then starts going through the onboarding process to include the background check, new hire paperwork and continued communication with Human Resources and their supervisor so they know what to expect when they start and events and happenings at PromiseShip.

5. Post Offer/Pre-Employment Background, Drug and Tuberculosis Checks

Once an offer has been made to a candidate and they have accepted, a background check is completed regardless of the position they are being hired into. These background checks are run using any names the new hire has used, including maiden names, nicknames, and other aliases. Background checks include the following:

- **Criminal checks** in every state the employee has lived, worked or attended school in the past 7 years.
- **Sex offender check** through the Dru Sjodin National Sex Offender Public Website which pulls information from all 50 states, 5 U.S. territories and several Tribes.
- **Child and adult abuse checks** in any state the employee has lived, worked or attended school in the past 7 years.
- **Driving record** from the state in which they are licensed to check auto accidents, speeding tickets and other traffic violations.
- **Verification of the highest completed relevant degree.** To ensure accuracy, we will only allow verification information to come from the school or the National Student Clearinghouse so as to avoid inaccurate or falsified diplomas and/or transcripts. Anyone who will be performing case

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management duties is required to have a degree from an accredited university or college in social work, psychology, counseling, human development, education, criminal justice or other related area. PromiseShip will consider applicants who have a bachelor's degree not related to human services if the candidate has a minimum of 4 years of case management or human services experience. Any candidates who do not meet this minimum qualification, but who are determined to have the potential to be outstanding in the position they have applied for and are believed to be someone who can help families be successful, goes through an exception process that has been established by DHHS. As part of the exception process, the Contract Liaison and Service Area Administrator determine if a candidate can have director contact with children and families based on their qualifications and a statement from PromiseShip regarding why we believe the individual meets the equivalent of the minimum educational requirement.

- **Work history** for any positions the employee has held in the past 7 years.
- **Three professional references** using standardized reference questions.
- **Five-panel drug testing** completed at a local medical facility.
- **Tuberculosis skin test** completed at a local medical facility to prevent the spread of the infectious disease.

Employees are not allowed to have unsupervised contact with children and families until background checks have been completed and verified by at least two Human Resources staff.

All background checks, with the exception of child and adult abuse checks, are run through a third-party background check vendor, **Sterling Info Systems**. Using a third-party vendor for background checks provides more checks and balances in our recruiting and hiring process. This ensures that all the information being provided is accurate and also allows for a more thorough background check by their staff who have "boots on the ground" and are able to go to courthouses to pull records. Occasionally, they are unable to complete an employment verification or reference check and will let us know as soon as possible. In these cases, the PromiseShip Human Resources staff will work with the employee to get additional information so we can complete the background check ourselves. All criminal, sex offender, and driving checks are completed through Sterling Info Systems.

Personnel and Medical Files

PromiseShip's Human Resources Department maintains two files for each employee: 1) a personnel file; and 2) a medical file. The **personnel file** includes new hire paperwork and printed copies of the new hire and ongoing background checks, including criminal, sex offender, education, APS/CPS and all other checks. The personnel file is kept on-site indefinitely. The **medical file** contains the documentation of an employee's drug screen and is also kept on-site indefinitely. Both files are kept in locked file cabinets behind locked doors. Only members of Human Resources team have access to these files.

Background Checks

To continue to ensure the safety of the families we work with, we also complete annual ongoing background checks on all our staff and interns. This includes criminal, sex offender, APS registry, CPS registry, driving records and driver's license points. These checks are run in Nebraska and, if the

employee resides outside Nebraska, in their state of residence and include any names they currently use or have used in the past including maiden names, nicknames and any other aliases. These background checks are maintained indefinitely in the employee's personnel file. Employees are also required to complete a drug screen every 2 years; those records are maintained indefinitely in the employee's medical file.

Exceptions to Items Found in Background Checks

If a background check results in any non-traffic record that is part of an open case, a misdemeanor conviction or any felony charge or conviction, the employee is not allowed to have unsupervised contact with children and families until an exception has been granted by DHHS. To obtain an exception, the Human Resources department completes the exception form provided by DHHS and sends it along with a copy of the complete background check, a statement from the employee regarding information about the incident and how it was rectified and a statement from the HR representative stating why we do not feel the employee is a threat to children and families. This documentation is then reviewed by the DHHS Contract Liaison and the DHHS Service Area Administrator. If it is approved, the documentation is maintained in the employee's personnel file and they are allowed to have contact with clients. If it is not approved, the employee will not be allowed to have contact with clients resulting in them being placed in a position without client contact or terminated as the well-being of the children and families are of the utmost importance.

Reporting Non-Traffic Arrests and Warrants

All PromiseShip employees and interns must report any non-traffic arrests and citations within 24 hours of the incident. Any non-traffic arrest or conviction is reported to DHHS immediately and the employee is placed on hold from having contact with children and families until the matter is resolved including obtaining an exception from DHHS following the above process if the arrest or citation results in a conviction.

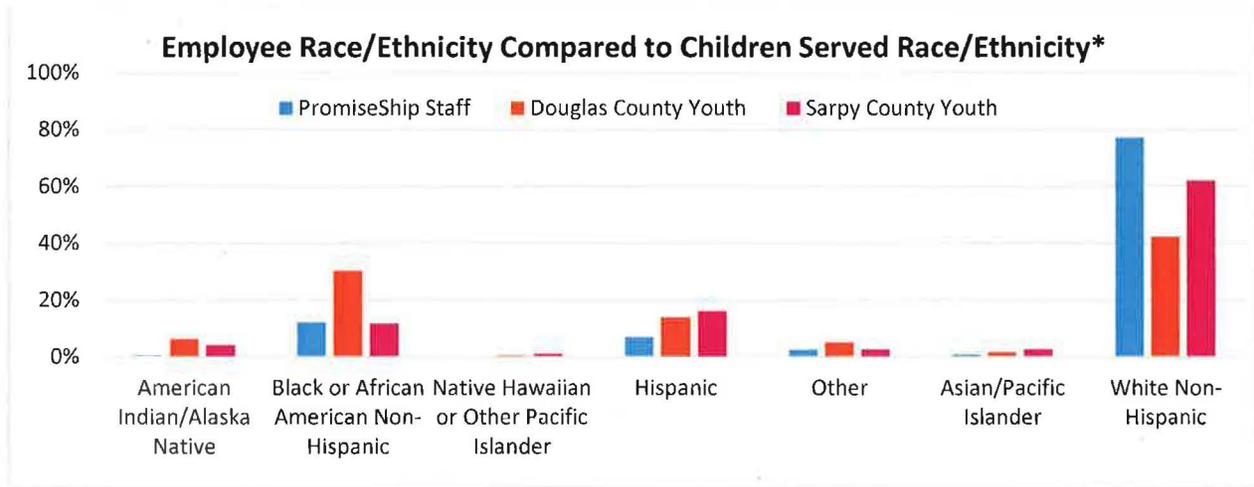
Proof of Current Automobile Insurance for Staff Who Transport Children or Families

In addition to background checks, PromiseShip requires all staff who transport children and family members to maintain and provide proof of current auto insurance. We require a minimum of \$100,000 bodily injury liability insurance per person, \$300,000 total bodily injury liability per accident and \$100,000 property damage liability per accident or a combined \$300,000 liability limit policy which is above the requirements per Nebraska state law. We also require all drivers to complete a defensive driving course within 30 business days of their first day of employment and to also complete car seat training. When transporting children, employees must comply with all motor vehicle safety laws including the proper use of restraints.

Hiring a Diverse Workforce that Reflects Population Served

PromiseShip promotes hiring and retaining a diverse workforce that represents the diversity of the children and families served. **Figure 17** Error! Reference source not found. on the following page shows the comparison of employee race/ethnicity to the child population served.

Figure 17. Race/Ethnicity of Employees & Children Served



* 511 children in Douglas County and 90 children in Sarpy County identify as more than one race.

According to a Cornell University study, “A Strategic Approach to Onboarding Design: Surveys, Materials, & Diverse Hires,” several of the best practices identified for retention of diverse hires are already in place at PromiseShip, including the following:

- Fair treatment—addressed via our Discrimination and Harassment Policy (Policy # 5150) and our Grievance Policy (Policy #2060) and process.
- Equal access to opportunities—achieved through an employee’s ability to apply for any open positions, leadership development, and professional goal development on an annual basis.
- Mentorship—PromiseShip assigns a mentor to every person hired for ongoing case management, which begins by their first day of employment. Research shows that this will “be especially helpful for helping him/her navigate the new culture.”
- Inclusive leadership—achieved through our annual employee survey. Agency goals are developed to align with the results of this survey, and further training is identified for our supervisors based on the survey results, when needed.

Organizational understanding, recognition, and response to the effects of all types of trauma experience by the case management workforce

PromiseShip leaders are aware of and involved in the ongoing work to help our community become more trauma informed. Part of this includes understanding the risk involved in taking care of children and families that have experienced abuse, neglect, family and community violence, and other traumas. Our staff also experience these traumas first-hand, as secondary or vicarious trauma, which leads to compassion fatigue.

The types of trauma our case management workforce experiences often show up through their performance, morale, relational, behavioral, physical, emotional, spiritual and cognitive areas. We address workforce trauma in a variety of ways.

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- **Triage Team**—in order to support the traumatic experiences and build resilience among our staff, we have a Triage team that works from 5pm-2am, Monday-Friday, to support self-care of our employees who worked a full day and are required to be on call to meet the needs of our vulnerable and at-risk population.
- **Employee Assistance Program (EAP)**—the EAP is part of PromiseShip’s employee benefits. This program is available for employees to receive free and anonymous counseling and referrals.
- **Retention Team**—our Retention Team identified the need for staff Self-Care Rooms, which are set to launch in 2019 at all three office locations where staff can go to de-stress and take a break from the stressors of their daily work.

Trauma-Informed Workforce

PromiseShip currently trains all DHHS learning objectives related to trauma and trauma informed care. DHHS has consistently approved PromiseShip’s training as meeting the learning objectives identified by DHHS and which are part of the federal Title IV-B Training Plan. PromiseShip incorporates trauma learning objectives in several of our staff training sessions, including: Trauma Training; Indian Child Welfare Act; Domestic Violence; Darkness to Light; Sex Trafficking; and Structured Decision Making.

PromiseShip Trauma Committee

PromiseShip is active within our community and through our own Trauma Committee to build a strong trauma informed system of care in our workplace and community. Employees from across PromiseShip, including the Training team, are actively involved in PromiseShip’s Trauma Committee. The purpose of the committee is to research and recommend the implementation of organizational assessments and models to best meet our staff and community needs. Additionally, PromiseShip staff, including the Training Supervisor, is actively involved in the **Trauma Matters Omaha Champion Committee**, which is a collaboration of individuals and organizations across six counties in eastern Nebraska and western Iowa committed to understanding and addressing trauma and its effects on our communities.

ii. Training: including ensuring staff are trained in trauma-informed care and to be culturally humble

Trains staff on the knowledge, skills and abilities required to conduct and supervise case management

PromiseShip’s Training team is responsible for training management of all PromiseShip employees. The Training team ensures that all Family Permanency Specialists (FPS; i.e., case managers) and Supervisors (FPSS) are provided the same training curriculum as DHHS staff, as defined in Neb. Rev. Stat. § 68-1214.

The Training team utilizes classroom training, online training, and field-based learning to achieve learning objectives and outcomes. The knowledge, skills, and abilities (KSAs) are tracked through competencies completed by trainees (**Appendix 8**), as well as through evaluations by trainers, mentors, and supervisors, and a final competency development tool (**Appendix 9**) that is administered prior to the trainee moving to full case management. The completed competency assessments and development

tools are maintained electronically by the Training team. (See **Appendix 8: Competencies and Appendix 9: Competency Development Tool**).

Additionally, the Training team provides opportunities for all employees to receive ongoing training and development. The Training team tracks and maintains all records of training attendance and compliance and is a resource for all teams at PromiseShip. The Training team is responsible for tracking and coordinating trainings, including initial, annual, ongoing, mandatory, and voluntary trainings. Additionally, this team maintains trainings developed by internal staff and provides information for external trainings available in the community. PromiseShip has the ability to send monthly training calendars to DHHS, as these are already in place.

Currently, PromiseShip submits reports at least quarterly to DHHS of training that has occurred for case management staff. The reports include information about training curricula, training rosters, and hours of training. PromiseShip will continue this practice with the future subaward. The Training team consists of six staff as shown in **Figure 18**.

Figure 18. Training Team Structure



Training Objectives and Strategies

Objective 1: Provide training for the Adult Learner

Strategy: PromiseShip applies multiple approaches when working with the adult learner to ensure that maximum gain is received from any training attended. PromiseShip utilizes the following methods:

- **Online Trainings:** These include instructional material followed by a quiz to track understanding of the content and retention of the material. These trainings allow new trainees and ongoing workers to gain information and work at their own pace.
- **Practical Application:** Trainees or experienced workers practice the completion of different types of documentation. This would include things such as court reports, Structured Decision Making assessments, Nebraska Caregiver Responsibilities, case plans, and safety plans.
- **Role Plays:** Experiencing difficult situations and building rapport with families is sometimes a scary scenario and utilizing this method allows a safe environment where trainees and experienced workers practice difficult situations and conversations to prepare them for real life encounters.

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- **Readers:** Trainees are given a list of reading material on important topics and are required to answer multiple questions in regards to the articles to test for understanding and retention of material.
- **Field Work:** Trainees are given a guide that lists week by week different field activities they need to complete with their mentor and/or supervisor. This allows new workers to get a feel of the day to day activities of an FPS as well as learn time management skills while in initial training. Field work is directly related to the classroom learning they are doing as trainees apply concepts they have learned to day to day work.
- **Interactive Games:** Games are utilized not only to make the learning fun but to also help in retention of the information that is being learned.
- **Group Activities:** This approach helps to build teamwork and collaboration in a common goal as well as add variety to a classroom presentation. This allows individuals to share their point of view with others in a group and work together to achieve a common outcome.
- **Teach Backs:** Included at different points in training to give trainees and opportunity to analyze information, recall and comprehend information and then present that information to the larger group to show application to the concepts they are learning.

Objective 2: Provide New Worker Training for FPS and FPSS

Strategy: In January 2019, PromiseShip redesigned the flow of New Worker Training for Family Permanency Specialists (i.e., case managers). PromiseShip moved to an alternating schedule where one week is provided in the classroom and the following week is conducted in the field to help trainees get more field time. This new training design also better connects classroom learning to the overall requirements of being a Family Permanency Specialist (FPS). (See **Appendix 10: Training Matrix**)

During New Worker Training, the Training team will work collaboratively with the trainees, supervisors and mentors to ensure the best learning experience possible. We define these roles as follows:

- **Pathway to Education through Peer to Peer Activities (PEPPA)**
 - A team is built around each trainee. The PEPPA team consists of the Supervisor, Training, Mentor, and Trainee. During the first two phases, this team will:
 - Meet with the Trainee prior to the start of Phase 1 to discuss expectations throughout Phase 1 and Phase 2.
 - Will meet and discuss Trainee's completion of scheduled and required field training activities throughout their first two phases.
 - Will decide together if Trainee is ready to assume full case management responsibilities after completion of Phase 2 field activities and completion of the PromiseShip Competency Tool.
- **FPS Supervisor** (in addition to routine supervisor duties)
 - Allow protected time for learning activities.
 - Allow protected time for weekly supervision.
 - Participate in Transition meeting and any other meetings arranged with Trainer and Trainee to discuss progress.

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- Will make sure to complete all tasks outlined in the Supervisory Guide and document it in the trainee's Field Resource Book.
- Will complete the PromiseShip Competency Tool
- **Mentor**
 - Will be a case manager who has completed the first two Phases of training and has assumed full case management responsibilities.
 - Will be a leader and positive role model within the organization who follows all policies and protocols.
 - Will support the field development of each trainee with whom they work by providing opportunities to observe the mentor work with families and providers, as well as completing the day to day activities of the job.
 - Will meet with Field Training Specialist to provide updates on trainee progress.
 - Will continue to mentor trainee when trainee transitions into Phase 2 and starts working with families.

In total, New Worker Training for FPS Trainees occurs over 12 weeks and 3 days and includes three phases: **Phase 1 (classroom and field training)**, **Phase 2 (supervised, limited case management)**, and **Transition Phase (full case management)**.

Phase 1 (Weeks 1-8): Phase 1 training includes the core curricula for all new case manager trainees. Supervisors and mentors also play a significant role in helping trainees understand and apply the concepts they have learned and observed through the first eight weeks of training. We have found that an alternating training schedule is most effective, with odd weeks conducted in the classroom (week 1, 3, 5, 7) and even weeks held in the field.

Phase 2 (Weeks 9-12): At the completion of Phase 1, a Phase 2 meeting is held by the Training team to review completion of all training requirements in trainees' Field Training Manuals, as well as what the expectations for Phase 2 will be, which include:

- Phase 2 will occur over a minimum of 4 weeks.
- Trainees will be assigned as secondary workers for up to four child/family cases.
- Trainees will begin working with their assigned families and complete all case management requirements for those families.
- Trainees will be required to have a minimum of four field observations completed by the Field Training Specialist or their immediate Supervisor. These field observations help to determine strengths the trainee has in engaging families and areas of improvement. Field observations of the trainees must include completion of the following activities:
 - Family Team Meeting (FTM)
 - Face to Face visit/meeting with a Child
 - Face to Face meeting with a Provider
 - Face to Face visit/meeting with a Parent
- During this phase, Trainees will be fully supported in their work with families and will not be allowed to have any unsupervised contact with children and families. Trainees are not allowed to have any face to face contact with any family or provider without the physical presence of

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their Supervisor, Mentor, an experienced assigned FPS, or a member of the Training team. This complies with the DHHS standard and ensures the Trainee has the support and coaching necessary during the designated training period.

- Trainees will continue to meet with their Supervisor weekly to review families they are assigned, as well as whether they are meeting expectations. Supervisors are encouraged to meet with trainees more frequently during this phase to support trainees in every part of the process in their work with families.
- Trainees will have additional tracked requirements in their Field Training Manual that need to be documented and signed off by Supervisor and/or Mentor.

Prior to the final phase, the Transition Phase, PromiseShip's Training Supervisor connects with each of the Trainees' individual supervisors to discuss completion of the PromiseShip Competency Development Tool (CDT) and discuss any concerns they may have about the Trainee transitioning to full case management. The PromiseShip CDT is an extensive tool that is an approved version of a similar tool utilized by DHHS for their Trainees. The CDT helps to determine if Trainees have met minimum competencies before approving their transition to conducting full case management duties (see **Appendix 9**).

Transition Phase to Full Case Management (final phase, Weeks 13+): Trainees will begin the final phase of their training program only after the following steps have been completed to ensure trainees are prepared and able to successfully transition to full case management:

- Training Supervisor checks to make sure all classroom and online required trainings are completed.
- Before transition to full case management can occur, a meeting with the Trainee, Supervisor and Training Supervisor is scheduled. The results of the Competency Development Tool are discussed as well as how the Trainee is feeling about moving to full case management.
- At this meeting, the Field Training Manual is checked to ensure all field activities have been completed by the Trainee.
- If competency has not been met, the Trainee, Supervisor and Training Supervisor will devise a plan of action to address areas of improvement and set another transition date to meet to check up on progress of the plan.
- No Trainee is allowed to move to full case management unless all training requirements have been met and they have met competencies in all areas as identified in the PromiseShip Competency Development Tool.

Objective 3: Evaluate New Worker Family Permanency Specialist (FPS) and Supervisor (FPSS) training in accordance with DHHS and federal standards.

Strategy: PromiseShip utilizes a Competency Development Tool that complies with the DHHS tool while integrating our organization language (**Appendix 9**). This tool is utilized by the Trainee's direct Supervisor and Training Supervisor to assess if each trainee has met the minimum requirements to move to full case management.



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The areas assessed through competencies include:

- Attitude and Behavior
- Family Engagement
- PromiseShip Values
- Communication
- Family Team Meetings
- Case Plans
- Structured Decision Making (SDM)
- Court and Legal
- Well-Being
- Safety/Safety Planning
- Permanency
- Critical Thinking
- Documentation

Supervisors and mentors take an active role during field weeks to help support learning and achievement of competencies. Supervisors will meet weekly to ensure that trainees are receiving the direction and support they need and that mentors are reinforcing what the trainee is learning in the classroom and having the trainee continue to practice in the field. Supervisors will document their weekly supervisions in the Trainee’s Field Training Book. Mentors will be expected to meet with the Field Training Specialist at week 1, week 4, and week 8 to review progress of assigned trainees.

Along with the field support, during classroom time each trainer is required to fill out a Trainee Classroom Evaluation that evaluates trainees on the following areas:

- Alertness
- Attitude
- Participation
- Communication
- Preparedness
- Respectfulness
- Open-minded and acceptance of feedback
- Sensitivity to race, culture, gender and religion
- On time

Objective 4: Ensure Family Permanency Specialists (FPS) and Supervisors (FPSS) receive continuing education to enhance skill, knowledge, and ability.

Strategy: PromiseShip will develop a model for ongoing training to include monitoring of compliance on a quarterly basis. PromiseShip is dedicated to ensuring that all staff at PromiseShip continue to gain knowledge through continuing education opportunities. Continuing education will be provided by the PromiseShip Training team and supplemented with continuing education by experts from other teams at PromiseShip and from external providers. There are multiple ways that PromiseShip staff obtain continuing education hours, such as through conferences, webinars, online trainings, team meetings, post-secondary education, Director Unit meetings, supervisor meetings, and other classroom trainings provided in the community.

Training Communications: The PromiseShip Training team communicates with PromiseShip staff about continuing education opportunities by utilizing our internal employee intranet, called “Navigator.” The Training team has a dedicated page on the Navigator intranet site where they provide multiple links to external and internal trainings and conferences available to staff. The Training team also communicates information about mandatory trainings through email, the monthly electronic employee newsletter, and cascading communications from Directors to supervisors and their teams.

Training Hours: PromiseShip requires all FPS, FPSS, Triage staff, Triage Supervisor, and Family Permanency Directors (FPD) complete a minimum of 24 hours of continuing education each calendar year. On January 1 of each year, all employees who are either providing full case management, or who completed their required pre-training, or who are supervising case management staff are required to

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obtain at least 24 hours of continuing education by the end of that same year. PromiseShip also requires annual training hours for other specific positions, which include the following:

- UM Specialists and Supervisors – 16 hours
- Prevention Specialists and Supervisor – 16 hours
- Independent Living Specialists and Supervisor – 16 hours
- Kinship, Family Finding and Adoption Specialists, Supervisors, and Managers – 16 hours
- Clinical Specialists and Supervisor – 16 hours
- Network Specialists and Supervisor – 16 hours
- Program Support Workers and Supervisors – 12 hours

Training Opportunities Offered: Some of the **continuing education** PromiseShip offers for staff include, but are not limited to:

- | | | |
|---------------------------------------|---|---|
| • Conflict Resolution | • ICPC Training | substance abuse issues) |
| • Fitness and Health Lunch and Learns | • CFSR Training | • Getting to Safe and Effective Closures for Families |
| • Focal Point Training | • Clinical Services Lunch and Learn | • Contraceptive Project Training |
| • Pathways to Permanency | • Crossover Training | • Family Thrive Training |
| • Tablet Training | • Family Finding | |
| • Monthly Resource Fairs | • Combatting Stress Lunch and Learn | |
| • Family Traditions | • Engaging with Empathy (working with families with | |
| • Supervisor On-Call Training | | |

Along with the ongoing trainings listed above, **annual required trainings** for PromiseShip staff include, but are not limited to:

- *De-escalation Training* (required for ALL PromiseShip staff)
- *Question, Persuade, Respond (QPR): Suicide Prevention and Response Training* (required for ALL PromiseShip staff)
- *Reasonable and Prudent Parenting Training* (required for FPS, FPSS, FPD, Triage, Triage Supervisor, Kinship, Adoption, PSW, UM, Prevention, IL, Family Finding)
- *Sex Trafficking Training* (required for all FPS, FPSS, FPD, Triage staff, Triage supervisor, PSW, Prevention, Kinship, Family Finding, Adoption,)
- *Sudden Infant Death Syndrome and Safe Sleep Training* (required for FPS, FPSS, FPD, Triage, Triage supervisor, family finding, kinship, adoption, psw)
- *ICWA/MEPA Training* (required for FPS, FPSS, FPD, Triage staff and supervisor, UM, family finding, adoption, prevention)

Training Reports: At the end of the first and second quarters of each calendar year, the Training team will run a training report on all employees and provide it to supervisors. The training report includes the title of each training, number of hours per training, and total number of training hours. This allow

supervisors the opportunity to work with their assigned staff to identify training hours needed and ensure they complete their trainings within the specified timeframe.

In the seventh month of the calendar year, the Training team will begin sending a monthly report of training hours to supervisors and their directors to work with staff to ensure compliance with training requirements. During the final three months of the calendar year, the Training team also sends monthly lists of training opportunities occurring at PromiseShip and in the community to achieve the mandatory training hours.

Training Compliance: On average, 98% of PromiseShip's case managers (FPS), supervisors (FPSS), Triage staff, Triage Supervisor, and Family Permanency Directors (FPD) complete all required ongoing annual training requirements. This means that out of all these positions, on average only one to three employees do not meet the requirement annually.

Objective 5: Stabilize FPS and FPSS workforce through training and development.

Strategy: PromiseShip will develop and enhance supervisor skills, knowledge, and abilities. PromiseShip believes that effective supervisors are a critical part of our child welfare staffing model. PromiseShip's commitment to developing our employees includes supervisory training and development, which is continually being expanded and enhanced. In 2019, we plan to provide additional training for supervisors, including supervising with a trauma lens, coaching and delegating, recognition and difficult conversations, and stages of team development.

Currently, PromiseShip provides the following training and education to ensure new and existing supervisors continue to develop professionally to be effective leaders for the organization and their teams:

- Initial FPS Supervisor Training: Initial training for FPS Supervisors comes from their assigned Director and is guided by the PromiseShip New Supervisor training plan. This training plan directs that new supervisors will meet with all PromiseShip teams to gain a broad understanding of all facets of the organization's operations, which include, but are not limited to, Utilization Management (UM), Finance, Human Resources, Training, and Program Audit. These coaching sessions are an opportunity to discuss responsibilities for the new supervisor as it applies to all teams at PromiseShip. The assigned Director also reviews other tasks the new supervisor will need to complete such as data tracking, narrative reviews, and other case management duties and pairs the new supervisor with an experienced supervisor to help mentor them.
- Ongoing Supervisor Training: Ongoing training is currently led by the Family Permanency Director Team. The Family Permanency Directors (FPD) complete Supervisor Development Training with each of the front-line supervisors (FPSS, Kinship, Prevention, Independent Living, Program Support Workers). Supervisor training is modeled and guided by the **Child Abuse and Neglect Manual Series** from the Children's Bureau, a division of the U.S. Department of Health and Human Services. This is a 26-week model that is conducted with 8-10 supervisors per training cohort. Cohorts are created with supervisors from different teams that can help support and mentor their fellow supervisors. The classroom portion occurs every other week with the off-weeks being the time that Supervisors implement the learning objectives and report back to the group at the next classroom session.

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- **Leadership Development:** Additional leadership development opportunities that affects the entire agency leadership comes in 2 forms:
 - **All Supervisor Meetings**—these occur monthly and address new processes throughout the organization. At times, speakers come in to train on different areas of community resources. Supervisors also discuss ideas of how to continue to improve and meet measures, as well as how to continue supporting teams to get the best possible results for children and families. The topics vary from month to month, including reauthorization for services, clinical services and how best to match need with what is out there, mandatory consultation points, timely reunification, CFSR information, supervisory skills that are working and how to support each other, as well as many more. Present at these meetings are all of those staff who are supervisors of front-line workers, managers of front-line workers, and Directors of front-line staff and supervisors.
 - **Leadership Council Meetings**—these meetings occur monthly and consist of all leadership levels in the organization, including Executive Team, front-line supervisors, managers, directors and non-front-line supervisors, managers, directors. At these meetings, barriers and strategies are discussed and allows a forum for all levels of leadership to engage in professional and personal growth by being a part of identifying and problem solving agency barriers, receiving training on recent trends that effect case management success, and participating in creating and executing strategic goals for the agency as a whole

Strategy: PromiseShip will incorporate the Trauma Informed Care (TIC) model into its overall training program for employees. PromiseShip is active both internally and within our community to build a strong trauma-informed system of care. PromiseShip has a **Trauma Committee** working to identify the best model to evaluate our organizational practices in this area. PromiseShip is also actively involved in the **Trauma Matters Omaha Champion Committee**, which is a collaboration of individuals and organizations across six counties in eastern Nebraska and western Iowa committed to understanding trauma and its effects on our communities. PromiseShip currently implements the following training using the Trauma Informed Care model:

- | | |
|--|------------------------------|
| • Indian Child Welfare Act (ICWA) | • Trauma |
| • MEPA/IEPA | • Sex Trafficking |
| • Domestic Violence | • Structured Decision Making |
| • Darkness to Light (working with survivors of child sexual abuse) | |

In 2019, PromiseShip launched a **new video series** called, **“Understanding Trauma,”** which provides information to the community about a variety of trauma-related issues children and families in the child welfare system often face. Specific topics in the series Understanding Trauma video series include: Adverse Childhood Experiences (ACES), the importance of family preservation, early intervention to prevent child removals, the role of Kinship/relative families, Family Finding and emotional connections, placement stability, normalcy activities for foster children, neighborhood and community influences, impact of family suicide, and cultural competence of child welfare workforce, foster families and providers.

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As part of our 2019 training plan, PromiseShip will intentionally incorporate the **Trauma Informed Care (TIC) model** into more of our current trainings, including those on Cultural Humility, Genogram/Ecomap, Child Maltreatment, Education, Substance Abuse, and Permanency. PromiseShip currently utilizes training and development tools from The Traumatic Stress Institute, The National Child Traumatic Stress Network, Office for Victims of Crime, Nonviolent Crisis Intervention, and Resilience Alliance to develop foundational, integration, and advanced training sessions.

PromiseShip is also developing plans to implement administrative and supervisory training to ensure our organization and culture is trauma-informed throughout so that it promotes and builds resiliency in our employees so that they can better serve children and families in our community.

Strategy: Enhance skills and knowledge connected to identifying and addressing Risk and Safety. Currently, PromiseShip utilizes Solution Focused Interviewing, which is a well-supported model and part of the Safety Organized Practice (SOP) model currently being implemented by Nebraska DHHS.

Motivational Interviewing (MI): Solution Focused Interviewing has many similarities to **Motivational Interviewing (MI)**, and we believe PromiseShip will make a fluid transition to implementation of the MI model. Motivational Interviewing (MI) is an evidence-based model that requires levels of training for front-line staff and trainers. This is beneficial for Title IV-E funding claiming under FFPSA.

PromiseShip will implement MI through first training a core group of leadership/trainers in the full MI model, including a facilitator training session and evaluation. From this, PromiseShip intends to have 6-10 fully-trained trainers in MI, at which point these trainers will begin training all front-line staff. The timeline to complete this plan will take approximately six months—four months to develop our trainers and two months to provide the training to all staff.

Safety Organized Practice (SOP): PromiseShip is excited to implement Safety Organized Practice in our organization. Our organization currently utilizes many aspects that are consistent with the SOP model, which will help facilitate ease in understanding the SOP framework. PromiseShip has been involved with DHHS to begin implementing the Safety Organized Practice (SOP) model and intends to continue working with DHHS and Child Welfare Training Innovations in California. While the implementation has already begun with DHHS, PromiseShip has identified how we can implement this model efficiently and effectively. Currently, PromiseShip utilizes many aspects of the SOP model already, which will prove beneficial to ease of understanding and integration with SDM and other current evidenced-based models we use. Our current training that is consistent with SOP includes:

- Cultural Humility
 - 2-day training for all employees
 - Addresses Race, Differently Abled Persons, Person First Language, Religion/Spiritual Beliefs, LGBTQ+, and Bullying/Discrimination.
- Solution Focused Interviewing Techniques
- Safe and Connected Framework (Signs of Safety)
- Structured Decision Making (SDM)
 - Promising Research Evidence
- Wraparound Principles

iii. Plan and process how to address the turnover and retention practice

Addressing Turnover and Retention

Retention is a top focus of PromiseShip. To help families be more successful, it is important that they have consistency by having the same case manager throughout the entire duration of their case, to the extent possible. One of PromiseShip's top strategic priorities is to address the issue of staff retention, making it an organization-wide effort with everyone playing a role, from the CEO to leadership to front line workers and support staff. We are always looking at both traditional and novel ways of improving retention. We encourage creativity from staff in generating new ideas about retention. Our plan for effectively retaining quality employees includes the following 14 strategies:

1. Hiring

Regulating turnover begins with hiring the right people. With our comprehensive hiring process, we look to hire the most qualified staff who possess the knowledge, skills and abilities that best meet the needs of the positions they are hired into.

The process starts with having a complete and accurate job description that is compliant with all laws and regulations. The position is then posted on the PromiseShip website and several job boards, and shared with community organizations, colleges, and through word-of-mouth. Qualified candidates then go through a phone screen process with the recruiter and, if chosen, goes through a face to face interview with the hiring manager and other members of management and/or the team, as appropriate. The most qualified and best fit candidate is then offered the position and goes through the onboarding process, which includes a thorough background check, completion of new hire paperwork, and communication with Human Resources and their supervisor.

New employees may also be able to start up to 2 weeks prior to new employee orientation, which provides an on-the-job preview with their assigned mentor and other team members to learn more about the position. This preview helps to acclimate the employee to the role, shows them first-hand what they will be learning in training, and gives them a sound foundation of the job duties in order to know what to expect when they move into full case management after their 12 weeks of training.

We also encourage current staff to refer other professionals they have worked with and friends or family they believe have the skills and qualifications that would make them a good fit with PromiseShip. This not only provides us with successful employees, but also provides a work buddy for the new hire and the person who referred them, which is known to help increase employee retention.

2. Benefits

PromiseShip offers a great benefits package that includes the primary benefits of life insurance, accidental death and dismemberment insurance, paid sick time, an extended illness benefits, long-term disability insurance, paid vacation, paid holidays and an employee assistance program. We also offer voluntary benefits, which include medical, dental, vision, 401(k), medical flexible spending, dependent care flexible spending, voluntary life insurance and voluntary accidental death and dismemberment insurance. PromiseShip is fortunate to be able to offer additional unique benefits, such as the ability of

staff and their families to seek healthcare and treatment with Boys Town physicians at no charge to the employee, as well as no-cost prescriptions through CVS and free flu shots annually administered on-site at the PromiseShip offices.

3. Education/Student Loans

Employees at PromiseShip qualify for programs that help them achieve their education goals and to pay down/off student loans. Through a partnership with **Bellevue University**, PromiseShip employees can receive up to \$5,250 per year in tuition assistance and their family members can receive up to \$2,500 per year in tuition assistance.

In addition, our employees may qualify for the **federal Public Service Loan Forgiveness program** and/or **Perkins Loan Cancellation**. We promote these programs to our staff and encourage them to take advantage of them. We are able to support our staff's use of these programs by having Human Resources staff that are educated in the programs and able to provide information and help to walk staff through the process of applying for the loan forgiveness and/or cancellation.

We are also continuing with our partnership with the University of Nebraska at Omaha, which allows a select group of PromiseShip, DHHS, and Project Harmony staff to obtain their Master of Social Work degree with 100% of the tuition paid by a private funder. Staff went through a competitive application and selection process and are actively working towards their degree, which includes classroom work and practicums. Once the first group of staff have earned their MSW degree, it will be determined if the funding will continue for another group.

Since beginning the program, two of the participants have been promoted to Director positions and one began a leadership development plan. The remaining two have continued to grow within their supervisor positions.

PromiseShip also offers a paid internship program for a group of up to 10 students at a time, who are chosen through an application and selection process similar to that of PromiseShip employees. The internship allows students to learn more about our organization and the work we do. The program also allows us to strengthen our relationship with the universities and colleges and to create a talent pipeline of students who have experience with our organization. We also support internships for our current staff who are completing a Bachelor or Master degree. This allows them to continue working while getting credit for their practicum.

4. Career Ladders & Career Growth

A career ladder is in place for Family Permanency Specialists to help them grow within their position and then advance to other positions such as Family Permanency Supervisor. Other PromiseShip career paths include movement throughout Kinship, Utilization Management, Prevention, Independent Living and Training positions. We encourage promoting existing staff when hiring for leadership positions, including Director positions, of which most have been hired as the result of internal promotions.

There is a focus on leadership development throughout the agency through coaching, on-the-job experience, and participation in workgroups and the PromiseShip Ambassador Program. These opportunities allow our staff to grow personally and professionally and to play a role in the continued evolution of the organization.

5. Training & Development

Initial Training & Continuing Education: The employment experience at PromiseShip begins with orientation and training. Staff, through a combination of classroom training, job shadowing, mentoring and on-the-job experience learn the ins and outs of their roles and responsibilities. All staff receive mandatory training upon hire and ongoing trainings throughout their career with PromiseShip, tailored to their specific position. The training continues throughout their career with PromiseShip through required and voluntary continuing education both internally and externally.

Leadership Development: PromiseShip also helps employees become leaders through coaching, leadership development plans and experiences such as workgroups, assisting with events and acting as a coverage supervisor.

Staff are also encouraged to take advantage of leadership development opportunities in the community through networking, professional organizations and participation in community groups such as the Young Professionals group, North Omaha Community Council, South Omaha Business Association, Empowerment Network, Omaha 360 and other groups.

Each year, supervisors work with staff to create goals, including professional development goals. These goals assist employees with identifying areas in which they want to develop and grow and to help them to take steps to exhibit their leadership skills. These goals are then evaluated at the end of the performance review cycle. At this same time, development plans are created for staff to help them identify a path for their own leadership development.

Leadership development is further offered through on-the-job experiences. One method of gaining this experience is through coverage supervisors. When a supervisor goes on extended leave, staff are able to apply to act as a coverage supervisor during the leave period in order to gain supervisor experience and determine if it is a fit for them. This has been very popular with staff who are looking to be promoted to a supervisor position. Staff can also apply to be mentors to help to guide and grow a new employee.

Passport Program: Another development opportunity that will become available to staff soon is the Passport Program. This is a program that will allow employees to learn more about the roles of each team and how they can become involved in the work done within those teams by meeting with select members to job shadow and/or have an opportunity to ask questions.

Online and Community Training Resources: Other options for development of staff include the use of online and community resources, such as through Lynda.com to take online classes in a large variety of subjects, free online trainings available through our education partnership with Bellevue University, and trainings through other community agencies such as Project Harmony. Staff are encouraged to take advantage of all the opportunities available to them to help them learn and grow in their career.

Full training and development requirements and activities offered by PromiseShip are detailed in **WRK-1, section ii. Training** above.

6. Onboarding

The onboarding experience for new employees is important since it not only creates the first impression the employee has of the organization, but also helps them to develop relationships, grow in their position and leadership skills, and become more knowledgeable about PromiseShip so they can share that knowledge throughout the community.

After an employee has been hired and prior to their first day, the supervisor reaches out to let them know what to expect when they start, as well as to introduce themselves and their team and share their contact information. On the first day of new employee orientation, a meet-and-greet is held so the new hires can meet the executive team, their mentors, team members, and other key members of the organization to start to develop relationships. There is also a welcome session held the same day with the executive team so they can introduce themselves and their areas of the organization. Within the first week, the new employee's supervisor will arrange a lunch with their team so they can start to get to know each other in a more relaxed environment. Within the first couple of weeks, the employees will also receive welcome emails to introduce key resources at the agency.

The onboarding program is a collaboration between the Training & Development, Human Resources, Communications, CQI, and Permanency teams. The program will focus on promoting PromiseShip's core values to ensure an awareness of the values and that all staff are working with the values in mind. The program will continue to expand and grow to provide a more robust experience to set up all new staff for success.

7. Recognition

It is crucial to recognize employees for all the good work they do. PromiseShip staff all have access to the online GoalPost system, which allows them to recognize others for what they have done and to view recognition of others to create an awareness of what others in the agency are doing. PromiseShip fosters a supportive environment where staff verbally recognize each other frequently. This can be heard as you are walking through the office area and through conversations with staff who are often praising the good things their teammates are doing. During a quarterly all-staff meeting, staff are recognized for going above and beyond to help the families that we serve.

Through PromiseShip's Navigator intranet site and the monthly electronic employee newsletter, staff are recognized for their service anniversaries and birthdays. Service anniversaries are also recognized at the quarterly all-staff meetings. In 2019, several staff will be recognized for 10 years of service at PromiseShip.

The addition of "Permanency Bells" at PromiseShip has been an exciting way to celebrate the accomplishments of our staff and their successes of finding permanency for children. Permanency Bells are located at each of PromiseShip office buildings. Whenever a child achieves permanency, the Family Permanency Specialist rings the bell, which can be heard throughout the building and results in cheers and congratulations throughout the office.

Employees are our greatest asset. Therefore, we like to spotlight them and highlight their successes. Employee spotlights are posted on social media and in our electronic monthly employee newsletter. They will also soon be added to our external website at <http://promiseship.org>. This gives others an opportunity to get to know the great people who work for PromiseShip and to learn more about what they do.

8. Communication

There are several methods of communication used within PromiseShip to help staff know what is happening in the organization and in the community, and to share news that affects PromiseShip. We utilize Navigator, our intranet site, to share announcements and resources, communicate policies and upcoming events, provide information from each area of the organization, and publish a monthly update from our CEO. We also provide information in a monthly newsletter, which is emailed to all staff. Information is also shared directly from the Executive Team through regular town hall meetings, which allows staff to ask questions. Other methods of communication used at PromiseShip include:

- RainedOut text messages for immediate communications
- Quarterly All-Staff meetings
- Monthly Leadership Council meetings
- Monthly Supervisor meetings
- Regular team meetings
- All-Staff email blasts from the Communications department through Bloomerang
- External communications on <http://promiseship.org>
- External newsletters including Connections, Kinship, and Community Compass
- Social media posts to share news and information about PromiseShip and the families we serve
- Monthly resource fairs for staff
- Navigator resource board allowing staff to share resources and knowledge with each other
- Jabber for instant messaging and easy, quick communication
- iPhones to allow staff to keep in touch wherever they are
- Announcements through the loudspeaker/phone system
- TV monitors displaying recognition
- Emails to All-Staff, as needed

9. Employee Wellness

PromiseShip has an Employee Wellness committee to focus on the well-being of staff. Using funds raised through employee activities (e.g., bake sales), they host fitness competitions and lunch and learns, participate in National Walk at Lunch Day sponsored by our medical insurance provider (BCBS), and they provide education regarding healthy habits.

Our partnership with CHI also provides all our staff with an Employee Assistance Program, which is available 24 hours/day, 7 days/week. Through the program, staff can receive counseling services at no cost and referrals for additional services.

PromiseShip has also taken steps to become a trauma-informed organization that recognizes and address the needs of staff who are exposed to trauma and vicarious trauma (see WRK-1, section ii).

Training for more details). Strategies include the creation of relaxation rooms, providing additional trainings about trauma, empowering staff to be involved in changes and decision-making in the organization, and increasing the amount and types of support staff receive, such as the use of emergency support to defuse volatile situations.

10. Employee Feedback

Employees are our most important resource, so they are encouraged to provide feedback through an annual engagement survey, by participating in PromiseShip town hall meetings, joining committees and workgroups that have been created to make a difference in the organization, and by communicating with leadership about what is working and what is not working.

Feedback is important whether it is positive or negative. Staff who have negative feedback or concerns can utilize EthicsPoint to file a complaint, which will be investigated and addressed as appropriate. EthicsPoints complaints are confidential and can be filed anonymously. PromiseShip also has a grievance policy (Policy #2060) and process through which concerns are taken to the Director of Program Audit to be reviewed, investigated and addressed, as appropriate. Both EthicsPoint and the grievance process can be utilized by employees, providers and families we work with. (See **C&G-1** for more detail.)

Employees are encouraged to leave reviews online at Indeed and Glassdoor to allow potential candidates to learn more about the organization and what it is like to work at PromiseShip. This feedback is also utilized by the organization to see trends in what is going well and what is not going well.

PromiseShip also provides suggestion boxes for staff to leave suggestions regarding anything they feel could make the employment experience or the office a better place. This feedback is reviewed and addressed by one of PromiseShip's committees.

PromiseShip fosters a culture of open communication about what is going well and what is not. Leadership has an open-door policy, allowing staff to stop in and provide direct feedback. Regular town halls are held, allowing staff to publicly provide feedback and ask questions. Engagement surveys are administered annually, allowing employees to provide feedback in several areas. These surveys are anonymous, allowing for a forum for those who are not comfortable speaking openly about their feedback.

Individual employees are provided feedback through regular supervision and team meetings. This helps employees to change and grow and to receive guidance on what they need to do to achieve or continue success at the organization.

11. Employee Participation

PromiseShip provides opportunities for trainings, committees, workgroups and other events that allow employees to learn, have a voice and have fun. For example, the Ambassador program was developed as a leadership development opportunity for PromiseShip staff. This program allows participants to have a role in interfacing with community leaders, other PromiseShip employees, and to help the organization grow and innovate. They plan, organize, and host the quarterly All-Staff meetings, give

tours of the office, and serve as role models in the agency. Participants were selected through an application and interview process and are considered leaders in the organization.

There are also several opportunities for staff to participate in PromiseShip activities that are outside their day-to-day job roles. Examples of these opportunities include:

- Trunk or Treat
- Open houses
- Kinship Christmas party
- Annual foster parent appreciation event
- Pinwheels for Prevention
- Community events
- Serving meals for displaced Yale Park residents
- Diaper drives
- Food drives
- Book drives

12. Work/Life Balance

In the work we do, work/life balance is extremely important. We promote this by allowing staff flexible scheduling, providing staff with paid vacation time and encouraging them to use it, allowing staff occasional work-from-home days, and providing sick time to take care of family members who are ill. Gentle reminders are posted throughout the offices about the importance of self-care and work-life balance.

PromiseShip is a trauma-informed organization and tends to the needs of vicarious and secondary trauma of our employees. Self-care training is provided to supervisors and our EAP provider conducts on-site lunch and learns for all staff to learn more about self-care. We also have a team of staff available to help in emergency situations, such as when an aggravated parent or child is trying to self-harm. This emergency support team helps ensure the safety of the case manager and assists with defusing the situation.

Every PromiseShip office building has a self-care room for staff to utilize when they need a calm, quiet environment to rest and regroup. These rooms are comfortable environments that will remove staff from stressful situations and allow them to care for themselves.

To help Family Permanency Specialists improve their work-life balance, a Triage team was developed. This team works nights so FPS can go home to spend time with their families and sleep before having to be on-call. This team has been a success and FPS have had positive feedback about the help they provide.

13. Exit Surveys & Interviews

All employees who resign are allowed the opportunity to complete an exit survey prior to leaving and to meet with Human Resources to provide feedback. This information is then reviewed by the Staff Management workgroup and Executive team. They use the information to help determine strengths and weaknesses throughout the organization so changes can be implemented to help improve employee retention.

14. Retention Workgroup

PromiseShip created a Retention Workgroup that includes staff from several areas throughout the organization. The goal of the workgroup was to determine methods to help improve the employee retention rate, especially among the Family Permanency Specialist (FPS/case manager) position. The workgroup efforts resulted in implementing several improvements, such as an updated dress code and setting up self-care rooms using donated items.

Also, a process has been put into place for staff to communicate when assistance is needed with transporting a child or family. PromiseShip makes every effort to ensure consistency in its transportation for children and families we serve. At times, the FPS or Program Support Worker (PSW) are not available to provide transportation for the child/family. In those instances, PromiseShip will use other staff who are approved drivers to help transport families.

When the weather is nice, an outdoor workspace will be available for staff to utilize and enjoy. There will be picnic tables and camping chairs available so employees can get fresh air while also being productive. We are also exploring utilizing Subject Matter Resources, which would be staff who are experts in a specific area and could use their expertise to help other staff in their work with children and families.

CONTINUUM OF SERVICES: CNT-1

Req #	Requirement	Comply
CNT-1	The bidder should describe a plan of how it will develop, implement, manage and deliver a continuum of evidence based models used in the context of the service continuum that will be available for children and families, in both court and non-court cases, in order to achieve the permanency goals identified while delivering ongoing case management.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions of Section V. Project Description and Scope of Work:

- *A. Project Overview*
- *D. Program Requirements for Service Delivery*
- *E. Administrative Requirements*

Overview

PromiseShip will implement a two-phase, multi-step plan to develop, implement, manage and deliver a continuum of evidence-based models used in the context of the service continuum that will be available for children and families, in both court and non-court cases, in order to achieve the permanency goals identified while delivering ongoing case management.

With the passage of the Family First Prevention Services Act and the corresponding need to fully implement well supported, supported, or promising practices into the continuum of services provided to children and families, PromiseShip recognizes the need to be mindful in development, implementation, delivery and management of these models to ensure they are producing the desired outcomes for children and families.

PromiseShip also recognizes that the federal government continues to create guidance with relation to fully defining the population directly impacted and identification of well supported, supported and promising practices that will be approved for utilization with implementation of FFPSA. PromiseShip will continue to monitor this guidance as it is established and released to ensure timely and accurate implementation.

As further guidance about FFPSA is made available, PromiseShip will work with DHHS and the PromiseShip provider network to: 1) identify, develop, and implement well supported, supported and promising practice models of care, 2) assess technological capability and needs related to full implementation, 3) track and monitor fidelity of selected models, and 4) identify gaps to ensure that implementation will address the need for a comprehensive and robust service continuum that is able to meet the complex and unique needs of children and families served.

In addition, PromiseShip will engage in targeted efforts to identify, select, and implement well supported, supported and promising practice models that will maximize Title IV-E funding.

Using an Implementation Science Approach

PromiseShip will use implementation science to develop, implement, manage, and deliver a continuum of evidence-based models for children and families. Implementation science is the study of methods and strategies to promote the uptake of interventions that have proven effective into routine practice, with the aim of improving population health.

The selected models will be provided to both court-involved and non-court families in order to achieve permanency goals while delivering ongoing case management. Using implementation science will also allow staff and service providers to move from concept to reality with the best possible outcomes.

PromiseShip will use implementation science to strengthen the approach and secure support and partnership from all levels. This will elicit successful development and implementation of well supported, supported and promising practice models that encourages the culture shift necessary to promote overarching change, avoiding simple implementation and “checking off boxes.”

In order to implement a successful change management effort, PromiseShip will evaluate its current culture and climate, as well as the culture and climate of the provider network agencies to determine readiness and interest in the change. Previous evaluations of readiness and interest resulted in successful change management efforts that increased the variety of services available within the continuum that are flexible and adaptable to family needs, as well as outcome driven, inclusive of formal and informal assessment, and inclusive of practice models. PromiseShip will use this same process to effectively manage future changes to the continuum of services in order to meet FFPSA requirements.

The new FFPSA requirements will require a significant change and culture shift for all system partners. PromiseShip and its network agencies are willing, able and ready to commit to a process that will take place in varied degrees over an extended period of time. PromiseShip and the provider network have prior experience with implementation of new service models and culture shifts. Implementation of new evidence-based models that are well-supported, supported or promising practices will require strong fidelity to the models that will require a true and dedicated team effort across systems and organizations.

Leadership Implementation Team

PromiseShip will work with provider agencies and community stakeholders to develop a Leadership Implementation Team that will serve as the guiding entity. The team will be led by PromiseShip and will include individuals from all areas that will be impacted by the new models and changes to the continuum of services system. Good representation from all stakeholders will increase system investment and participation, as well as allow for the voice of related perspectives. This will require, at a minimum, involvement from PromiseShip, provider agencies, community stakeholders, legal, DHHS, children, and families.

Consideration of team representation will be given to individuals who are ready, who can commit to the implementation process, who have impact within their organization, and who are able to influence others and build a culture of support for the change. Together, the Leadership Implementation Team

will establish an overarching vision and mission for implementation of evidence-based models under FFPSA, specifically within the Eastern Service Area.

Plan for Developing, Implementing, Managing and Delivering a Continuum of Evidence-Based Models

PromiseShip will create a two-stage, multi-step plan for successful implementation and adoption of any new evidence-based models that are well-supported, supported, or promising practices in its continuum of services for children and families.

PHASE 1. INITIAL IMPLEMENTATION PILOT SITES

Step 1: Conduct a Needs Assessment of the Current Service Continuum

The Leadership Implementation Team will conduct a needs assessment to determine where the current areas of strength and need lie within the service system and identify any gaps within the service continuum. PromiseShip will gather and put forth any and all data to conduct the needs assessment. Data that will be compiled includes: current service continuum, structure, outcome attainment, capacity, population demographics, types and reasons for system entry, and any additional data the team recommends as crucial to completing the needs assessment and exploring service options.

During the review of the needs assessment data, the Leadership Implementation Team will ensure that they are considering all vantage points, such as safety, risk, court, non-court, prevention, and reunification. The PromiseShip CQI and Data Management team will gather, analyze, and present the needs assessment data in a manner that provides the Leadership Implementation Team with a thorough understanding of the results. The Leadership Implementation Team will then synthesize the data to help them identify areas of focus and which areas to prioritize for implementing changes. This will all be done with a focus on the future and PromiseShip's mission, vision and values.

Step 2: Review and Select Evidence-Based Models that Meet Needs and Fill Gaps of the Current Service Continuum

The Leadership Implementation Team will use the priorities identified through the needs assessment to determine which evidence-based models to review. Only models that are approved by the Title IV-E Prevention Services Clearinghouse as well supported, supported, or promising practices will be reviewed.

PromiseShip currently offers a service continuum that is trauma informed, culturally humble, effective in engagement of parents and children, and utilizes supported or promising practices as identified on the California Evidence Based Clearinghouse. The Leadership Implementation Team will assess the permeation of current services of the continuum and determine whether they address all identified areas of need and population (both children and family), as well as whether they are the most applicable models given the new FFPSA requirements.

Particular attention will be given to:

- the requirements of each practice
- potential impact implementation of given practices will have (fiscal, resource, applicability)
- feasibility of maintaining fidelity to identified models

This type of thorough analysis will ensure we have identified the most appropriate evidence-based models that will best address the needs of children and families, while also maximizing use of federal Title IV-E funds.

Step 3: Build System Capacity to Implement Evidence-Based Models

Next, focus will be placed on **building system capacity** to support implementation of the selected evidence-based models and developing a **written implementation plan** for PromiseShip and network providers to follow.

The Leadership Implementation Team will create a framework for organizing capacity and infrastructure that will promote successful implementation of the selected practices. This framework will include requirements related to policies and procedures, funding, administration, organizational supports, professional development and data systems.

The team will then develop a written implementation plan that establishes ongoing communications and methodology for gathering additional stakeholder input. The written plan will include information about communications, dissemination of information, training and technical assistance, alterations in structure, data systems, and supports. The plan will also identify when to engage external expertise and resources to support the plan, which may include model developers when necessary based on the well supported, supported or promising practice model(s) selected.

The Leadership Implementation Team will identify critical components of the implementation plan, which will be used to select providers that will be initial implementation sites of new evidence-based models (i.e., “early adopters”). Critical components for the selection of providers and sites will include consideration of the services currently being delivered by each provider, as well as their capacity to serve and any existing alignment to selected practices.

Each implementation site will be responsible for organizational implementation as well as for reporting progress and barriers back to the Leadership Implementation Team. Depending on the evidence-based model(s) selected, PromiseShip may involve the model developer throughout the initial implementation process to ensure fidelity to the selected model.

Step 4: Training and Technical Assistance

Implementation site providers will be required to ensure they have sufficient capacity to provide training and technical assistance for their staff as they begin to adopt the new model. This will assist and guide implementation to ensure that there are adequate resources in place to ensure model fidelity by all providers. Training and technical assistance will include establishing a training structure that is functional within the individual provider agencies and the larger continuum of services system, taking

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into consideration population to be trained, fiscal impact of training, and estimated ongoing needs for technical assistance.

Providers involved in implementation of selected models will establish a structure for reviewing data, making decisions based on the data, and providing information and feedback to the Leadership Implementation Team regarding successes and challenges. This information will be used to identify needs for additional training and coaching, as well as to solve problems or determine if adjustments to activities, timeframes, anticipated outcomes or support systems are needed.

As providers begin to implement the new models, their use of identified data collection mechanisms will assist in determining effectiveness and appropriateness of model implementation. Additional or ongoing training and coaching, to enhance fidelity to the identified model(s), will be made available through the model, the leadership team or other identified champions. Utilization of training and coaching will also help to build competence and confidence in both implementation and practice of the model(s) as well as the interface between the model and the service(s) in which it is embedded. Mechanisms will be put in place to conduct regular and ongoing fidelity checks and assess recipient and provider satisfaction.

Step 5: Monitor & Evaluate Initial Implementation Plan Progress

The Leadership Implementation Team will determine data points necessary to monitor and evaluate aspects of implementation. This data will identify key aspects of the implementation process, including communication and implementation timeframes. In addition, key performance indicators (KPI) will be identified in order to evaluate effectiveness of implementation and model fidelity. The KPIs will correlate with provider contract activities to promote accountability.

In addition to leading the Leadership Implementation Team, PromiseShip will actively review its ability to collect and monitor data on an ongoing basis. PromiseShip will create performance-based contracts that are directly linked to the expected deliverables of the models implemented. We will also conduct ongoing evaluation of existing data management systems to determine what enhancements are needed, if the existing systems meet the new needs, and who will bear responsibility for entry, extraction, and reporting of data. Providers will be required to be involved with the PromiseShip Network Management team in the creation of contracts reflecting expectations and performance outcomes.

PHASE 2. FULL SYSTEM IMPLEMENTATION

Step 6: Expand Implementation to Entire PromiseShip Provider Network

The Leadership Implementation Team will gather and use information from the initial provider implementation steps to support full implementation across the PromiseShip provider network. Full implementation will be determined based on the child welfare system capacity needs, which will allow PromiseShip to maximize opportunities, minimize unnecessary expenditures, and increase breadth and depth of well supported, supported, and promising practice models.

By rolling out the new models in a staged approach, PromiseShip will be able to use the lessons learned from the initial implementation period to avoid repeating any complicating factors that were identified and corrected within the initial implementation. This approach also allows other sites and providers to

draw upon the strengths and successes experienced by the initial implementation providers, which will promote a more efficient and effective implementation that ensures fidelity and sustainability across the system.

During full implementation, all systems and teams will work collaboratively to engage in system impact. This includes establishing relationships between and among members of the provider network to promote collaboration and communication. Together, providers will improve the continuum of services as a whole, thereby benefiting all children and families in need of services.

Step 7: Sustaining Implementation and Fidelity of New Models

In promoting sustainability of implementation of the newly adopted evidence-based models, PromiseShip will ensure that the hiring practices of network provider agencies adhere to the newly identified standards as outlined in the implementation plan. Ongoing training opportunities will be built into the continuum of services system to ensure sufficient training of new staff and ongoing educational opportunities for existing staff. Competencies for staff and supervisors will be implemented to ensure that natural coaching practices are put in place. Keeping the model at the forefront of all staff training, coaching, and evaluation will build strength, capacity, and opportunity for improvements. It will also ensure high fidelity, leading to improved outcomes for children and families.

Step 8: Ongoing Data Collection and Assessment

Ongoing assessment of data collection will be monitored, and adjustments will be made to support the findings and to identify practice adjustments, as needed. Data will be assessed for content, quality, accuracy and sufficiency.

Successful implementation will result in the model(s) being utilized at identified sites with fidelity, outcomes are being measured and are demonstrating intended results, training and coaching efforts support staff, and any identified system issues were resolved. In addition, ongoing communication has been provided to stakeholders, with data supporting the effectiveness of the change.

Clearinghouse of Evidence-Based Models

PromiseShip will create the implementation plan of evidence-based models that are well-supported, supported, and promising practices in consideration of the Title IV-E Prevention Services Clearinghouse schedule as outlined in **Table 11**.

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Table 11. Clearinghouse Schedule

EVENT	ESTIMATED DATE	DESCRIPTION
Enactment of FFPSA	February 2, 2018	The President signed the Bipartisan Budget Act of 2018, which included FFPSA.
Publication of FRN	June 22, 2018	The Children’s Bureau published an FRN soliciting comments on the initial criteria and potential programs and services for review and inclusion in the Clearinghouse.
Close of FRN Comment Period	July 22, 2018	The CB received and reviewed over 360 unique comments on the FRN.
Award of Clearinghouse Contract	September 2018	The CB awarded the Clearinghouse contract to ABT Associates.
Title IV-E Prevention Services Program Instruction	November 30, 2018	The CB published program instructions on the title IV-E prevention program for states and title IV-E tribal agencies. The CB concurrently published program instructions on the kinship navigator program and the revised title IV-E financial reporting form.
Prevention Services Clearinghouse Handbook of Standards and Procedures	Early April 2019 Update: As Needed	Release of the Prevention Services Clearinghouse Handbook of Standards and Procedures, which will include: (1) procedures for identifying programs and services and associated research studies for review or re-review, (2) standards for assessing the design, execution, and findings of research studies and rating programs and services, and (3) definitions of key terms.
Webinar Addressing Clearinghouse Standards and Procedures	Mid-April 2019	The Clearinghouse project team will provide an overview of the standards and procedures and answer questions about elements of review processes.
Program and Service Ratings	Beginning May 2019	Release of the ratings of programs and services (may be rated as “promising,” “supported,” “well-supported,” or “does not currently meet criteria.”)
Next Programs and Services to Be Reviewed	Late Spring-Summer 2019	Release of additional programs and services selected for systematic review.

Concurrent Timelines for Implementation

It is anticipated that PromiseShip’s activities identified in the implementation plan will occur concurrently with the Clearinghouse timeframes in **Table 11** leading up to the release of ratings of programs and services.

PromiseShip will begin assembly of the Leadership Implementation Team in May 2019 and anticipates it will complete the assessment of capacity and gaps within the service continuum by mid-June 2019 to help guide the model selection process. Model selection is anticipated to be completed by mid-July 2019 with site selection and initial implementation occurring between August and October 2019. PromiseShip plans to achieve full implementation by the operational start date of January 2020.

PromiseShip has utilized factors of implementation science in the development and implementation of our current service continuum. With the guidance of the leadership team and depending on evidence-based models selected, there is potential for implementation of new models to overlay the existing service continuum. In doing this, there may be opportunity to capitalize and enhance what is already in existence, thus maximizing the continuum of well supported, supported or promising practices within the context of the service continuum.

PromiseShip's Current Continuum of Services for Children and Families

PromiseShip has established a continuum of services to address the needs of court-involved and non-court involved families. Services are focused on family preservation and family reunification, which is in line with the practice principles from the federal Child and Family Service Review (CFSR) that are:

- Family Centered
- Community Based
- Individualized
- Enhances Parental Capacity

The established continuum of services is also designed to address the six protective factors that promote child well-being, which research has shown are linked to a lower incidence of child abuse and neglect and also help mitigate or eliminate risk in families and communities.³ The six protective factors include the following:

- Nurturing and attachment
- Knowledge of parenting and child development
- Parental resilience
- Social connections
- Concrete supports for parents
- Social and emotional competence of children

Selection of the evidence-based model(s) to be utilized will take into consideration the existing service continuum, the standards by which it was built and the intended outcomes of delivery. PromiseShip will ensure that the overarching structure and intention of the service continuum remains in place while the actual practices within the service continuum are altered to incorporate new service models. As new models are incorporated, we anticipate some components of specific services will need modification as well, such as training curricula, contact frequency and intensity, level of education required, and data points collected.

PromiseShip has worked diligently with the provider network to build services that can be flexible and adaptable, addressing the needs of both children and parents. Services include practice models that are consistent with those identified in the North Carolina Family Assessment Scale (NCFAS). For example, PromiseShip and its provider network developed consistency in its utilization of Nurturing Parenting, a skills-based teaching model that is a promising practice. Consistency was built across the service

³ Child Welfare Information Gateway. Accessed 3/15/2019 at <https://www.childwelfare.gov/topics/preventing/promoting/protectfactors/>

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continuum to establish a methodology for data collection and to increase each provider's ability to administer performance outcomes and identify gaps in the service continuum when outcomes aligned with the NCFAS are not being met.

PromiseShip's service continuum was developed to address family preservation and family reunification, which is inclusive of court and non-court families served by PromiseShip. The consistency already built within the service continuum will aid with integration of any newly selected evidence-based models that are well supported, supported, or promising practices.

PromiseShip will work with the leadership team to review the existing service continuum as part of the needs assessment to be conducted in the exploration and readiness determination. It is through this team that determination will be made with regard to where the service continuum is most likely to be ready to absorb the change that will come as a result of the model implementation. This readiness determination will also need to take into account the providers who are currently delivering the services and their individual organizational wiliness and readiness to adapt and facilitate the change.

PromiseShip has worked diligently with the provider network to encourage forward thought toward outcomes, quality service provision, and adapting the array to meet the needs of the children and families served. As a result the service array offered through PromiseShip and its network of service providers has been developing and changing and has thus been working to create a service array specific to two overarching goals; preservation and reunification.

Within the service array it is expected that providers respond and provide services based on outcome attainment. As the network is predominately utilizing the North Carolina Family Assessment Scale (NCFAS) to assess family strengths and needs, outcome development has been largely based on this assessment. These outcomes closely align with areas of strength and need as identified with the SDM Strengths and Needs Assessment.

The Permanency team has been educated on the outcomes and are expected to write service referrals based on the outcomes necessary to address the safety or risk issue presented by the family. Provider utilization of the NCFAS and cross walking the outcomes to the SDM Strengths and Needs assessment allows for consistent language between provider and Permanency team (case management).

Each of the services within the service continuum has a set of outcomes that they are designed to address and are linked to the overarching goal of either preservation or reunification. In some cases services can be linked to both preservation and reunification. This is due to being considered a "stand alone" service that is utilized to support the outcome but not linked to direct change for the outcome.

Family Preservation Services Include:

- **Safety Monitoring**—ensures monitoring within the family home when the parent or caregiver may be responsible for an identified present safety concern.
- **Intensive In-Home**—utilized for stabilization and/or preservation of the family when children are placed at home. Provides interventions and strategies that aid in educating children and families in development of skills necessary to achieve safety and stability. Intensity of the service

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may vary based on the service level and the need of the family. Level I utilizes a single interventionist and is considered less intensive. Level II is a team intervention and may include a clinician on the team if the need indicates behavioral health or substance abuse challenges.

- Level I
 - Focus on improved functioning
 - Resource identification
 - Focus on improved parenting
 - Assistance with scheduling initial evaluations and appointments if requested
 - Referred for families with children in their identified permanency option or reunifying to that home in the next 30 days
- Level II
 - Team Delivered – Option of having Clinician Involvement
 - Focus on improved functioning
 - Focus on improved parenting
 - Assistance with scheduling initial evaluations and appointments if requested
 - Referred for families with children in their identified permanency option or reunifying to that home in the next 30 days
- **Intermittent Monitoring**—utilized when sporadic checks are required to ensure that a family is following the safety plan. During the course of delivery, the provider will monitor for safety and promote child and family well-being. Focused on ensuring the safety and well-being of children and families through: 1) Drop-Ins; and 2) Walkthroughs.
- **Home Supported**—a temporary intervention for children when it can be reasonable assumed that a child can be returned to the parental home within less than 24 hours. It is NOT intended to be a placement, but it is intended to provide day and overnight care to children pending a timely return to the parental home. It is intended to be up to 23 hours and 59 minutes of safe, secure care for children, allowing parent(s) time to mitigate any presenting safety threats.
- **Crisis Respite**—utilized for an immediate need of for a child to be outside of the parental home for a brief period (up to 72 hours) in an urgent time frame. This may be due to conflict within the home, absence of parental supervision, condition of the living environment, or other crisis events.
- **Planned Respite**—utilized for an immediate need of for a child to be outside of the parental home. Utilized as a scheduled and planned break for children and/or parents. Allows the family to identify times when children are in need of supervision outside of the home. This is for non-urgent needs and can be arranged in advance through scheduling and coordination.
- **Integrated Family Care (IFC)**—provides holistic care to the family system by preventing removal or expediting reunification. Provides housing by allowing the family unit to move in with a trained mentor. The mentor and an IFC Specialist provide intense supports. Allows the family to transition to independent housing within approximately 90 days. Includes a maintenance phase to support stability.

Family Reunification Services Include:

- **Pathways to Permanency**—assists in achieving timely reunification through the provision of holistic care to the family system. Goal driven and outcome based. Utilizes formal and informal assessment, as well as family and stakeholder input to develop the family service plan. Utilizes strategies and interventions that are based on evidence-based practices to enhance family outcome. Intensity varies based on family need. Service includes parenting time, skill-based support and education, clinical consultation as needed.
- **Foster Care (Agency Supported and Kinship/Relative)**—utilized when a child cannot be safely maintained in the parental home. Agency Supported Foster Care should only be used when a kinship/relative placement cannot be secured or has been determined not to be in the child’s best interest. Least restrictive option for out of home placement. Intensity varies based on child and family need. Expected to meet the child’s developmental, emotional, behavioral, cultural and educational needs.
- **Residential Care (Group, Treatment)**—utilized when children cannot be safely maintained in a family environment. Requires recommendation from a qualified practitioner indicating the need for care at this level. Intended to be short term and treatment focused. Discharge planning begins at admission.
- **Family Works**—utilized to prevent removals and/or expedite reunification of children. Promotes timely reunification by offering in-patient substance abuse treatment to mothers. Allows for placement of children with the mother during treatment. Provides treatment in a residential setting.
- **Better Together**—utilized to prevent removals and/or expedite reunification of children. Promotes timely reunification by offering outpatient substance abuse treatment. Allows for placement of children with the parent/caregiver during treatment. Program designed for mothers, fathers and couples. Provides treatment in a sober living community. Allows parents to remain in their apartment post treatment. Does not require that the CFS case remain open for the duration of treatment; allowing for reunification and case closure with sustainability of ongoing treatment.
- **Parenting Time**—focused on increasing parental capabilities, family interactions, and family safety. Monitors for safety, promotes child and family well-being, and actively assists in establishing and enhancing positive interactions and parenting skills. Utilizes teaching and educational interventions and strategies that aid in individual and/or family development of skills necessary to ensure family safety and well-being. Monitoring may be provided by resource families, kinship/relative families or identified providers. Intensity needs of required contact may result in some combination of the above to ensure families receive sufficient time together. Intensity may also be based on individual family need and may require higher level intervention

A New Service—Tiered Parenting Time: PromiseShip is developing a system of tiered parenting time that is designed to meet the identified family need and level of monitoring or intervention required to maintain safety and stability. This service is being developed as a result of the increased focus on family need and resource family participation. Throughout the service continuum development process at

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PromiseShip, efforts are consistently directed at eliminating the “one size fits all” approach. We strive to create a flexible and adaptable continuum of services.

The changes to parenting time will allow for a more integrated and targeted approach to parent/child interactions and will provide clarity in expectations and needs. The identified levels proposed for parenting time changes are shown in **Table 12**.

Table 12. Parenting Time Service Changes

Monitoring	Coaching	Therapeutic Intervention
**Observation (provided by resource family)	**Intervention (provided by resource family with potential involvement of provider)	**Specialized (provided by provider with involvement of the resource family)
Eyesight/Ear shot all times	Eyesight/Ear shot all times	When Safety and Stability cannot be maintained with standard interventions
Intervene for safety	Interventions to coach to parenting capacities	When there are concerns about impact of PT on child mental health
Environmental Assessment	Specific parenting deficits would need to be identified in referral	Characteristics of Parents and Children that require specialized training (medical, sexual abuse victimization, behaviors that put others at significant risk of harm and cannot be mitigated through traditional interventions)
Observational Goals	Behavioral Change Goals	Frequency of PT is reduced due to impact on children (must be recommended by a treating practitioner)
	EBP/Curriculum Based	
	Environmental Assessment	

Stand Alone Services

In addition to the preservation and reunification paths for the service continuum, we also offer services considered as “stand alone.” These services can be added to either path (preservation or reunification) to support safety plans or enhance supervision.

Stand alone services include:

- Academic Tutoring
- Day Reporting/Day Services
- Peer to Peer Mentor
- Interpretation
- Mediation
- Relinquishment Counseling
- Transportation

Meeting the Unique Needs of Children and Families

Within the service continuum development, consideration was also given to the unique needs of families, such as children who are or have been in foster care and their children, the cycle of poverty, multi-generational cycles of abuse and neglect, and family engagement.

Understanding Trauma

We have created a continuum of services that recognizes and supports a two-generational approach to care. Services take into consideration multi-generational trauma, which is trauma experienced in one generation of a family that affects the next generation. This typically occurs when there has been: 1) physical, sexual and emotional abuse of children, 2) neglect of children, 3) domestic violence, and 4) secondary trauma. Secondary trauma is the emotional duress that results when an individual hears about the firsthand trauma experiences of another.

Many parents have their own trauma history. While working with children to address trauma and behavioral health issues, stabilize behaviors and improve trust and relationships, PromiseShip will also address many of the same types of struggles with parents. They have experienced secondary trauma, have limited parenting knowledge and skill, may be incarcerated, struggle with substance use/abuse, are impacted by poverty, struggle with mental/behavioral health issues, have been impacted by domestic violence or reside in an institutional setting.

Exposure to these types of trauma can leave parents feeling hopeless, helpless, or with a sense of lack of control, all of which can lead to a lack of engagement in services, lack of engagement with the team, and lack of understanding. If left unaddressed, parental trauma histories often lead to poor outcomes for them and their children.

PromiseShip works with families to increase engagement with the team, in service delivery, and to build hope and confidence through encouraging parents to use their voice, to express how they identify the situation and to be the pinnacle point of decision making for themselves and for their children. They know their family best. They hold the past, present and future, and are the driving force behind all that is done on their behalf.

Recognizing that a parent's own trauma experiences directly impact the manner in which they parent PromiseShip and the provider network have a responsibility to approach families through a trauma informed approach. They need to ask themselves:

- How does the trauma influence parents' ability to nurture and care for their child?
- How have parents managed all that has happened to them?
- How does the parent experience the agency or the work of the child welfare system?
- How can I minimize trauma triggers for parents and help them draw on their strengths to increase child and family safety and well-being?

Family-Centered Practice

In all interactions and interventions, relationships between parents, network service provider and PromiseShip is critical. It is our job to foster hope and encouragement. PromiseShip works with families utilizing an empathic approach and with understanding that a parents' life experience is what brought them to where they are today, both in areas of strength and need. Trust and engagement of parents is crucial.

PromiseShip engages in and promotes Family Centered Practice in their work across the case management and service continuum, upholding the belief that the best way to meet a person's needs is within their own families. Consideration to best practice for engaging parents needs to consider the family and community in which they live. In addition, consideration is given to the manner in which the service is delivered, remembering these are families with lives, connections, feelings, and names.

Professionals who focus on the provision of family-centered work support the belief that families have the ability to make informed decisions for themselves and their families and have the ability to act on these. The key components of Family Centered Practice are:

- Family engagement
- Focusing on strengths
- Providing individualized, culturally responsive and evidence-based intervention for each family.

Since Family Centered Practice is conceptual, it can be applied to any program, model, or service delivery approach. It can be used with families with any level of involvement in the child welfare system. For parents who are resistant to traditional service delivery models, utilization of family-centered practice helps minimize resistance. Further efforts to help minimize resistance include providing supports and services in locations and at times that are convenient for the family, thus demonstrating respect for their desires, comfort, and schedule.

Cultural Competency, Humility and Linguistic Appropriateness

PromiseShip will use and implement services and supports that are culturally competent, culturally humble, and linguistically appropriate to improve engagement with children and families. When the family is the focus of the attention, the family members are given the opportunity to identify their strengths and needs and what they feel would work best for them. When services are rooted in family, culture and community, engagement is increased and adaptations to the delivery method are able to be made to best meet the family's identified need.

With the overarching concepts of building upon the parents' protective capacities utilizing a Family Centered, trauma informed approach, PromiseShip has taken action to building a service array that can meet the needs of both children and families. PromiseShip continually assesses services and supports offered to address gaps in service and to ensure service adaptability to unique and individual child and parent need. All service implementation has been designed with flexibility, consistency in provider, in areas that are geographically accessible for families and with a goal of maintaining children within the parental home or achieving timely reunification.

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

Services within the continuum offer areas of specialty or enhanced training as well as the ability, through the service referral process, to divert referrals to agencies who have designated areas of specialty. Areas of specialty delivered within the continuum include:

- Domestic violence
- Substance use/abuse
- Mental Health
- Intellectual Disabilities
- Medically fragile
- Homeless/Marginal Housing
- Parenting Knowledge and Skill
- Engagement
- Poverty

In service planning and delivery, PromiseShip requires members of the provider network, regardless of service provided, to explore and connect families with community-based resources that address their unique areas of need, and ensure families apply for and access services and supports offered through the various DHHS Economic Assistance services and supports.

These connections allow families to build sustainability and have resources to turn to after their involvement in the Child Welfare system. By helping families access community-based services and supports, PromiseShip is empowering families to develop the skills and resources to address their own needs in the future. This approach reduces the likelihood of families re-entering the Child Welfare system.

As PromiseShip moves forward with implementation of evidence-based models for well supported, supported, and promising practices, we have built a strong foundation among our current provider network and service continuum on which to support future implementation efforts. In addition, the provider network has become increasingly adaptable, flexible and focused on providing services and supports that are in the best interest of the family, maintain children in the home, and that promote positive and systemic change.

Ongoing Management of the Provider Network, Service Continuum, and Implementation of Evidence-Based Models

Management efforts are twofold. There is the management of the implementation process and also ongoing management of providers and their contracts, ensuring model fidelity, addressing performance deficits, and monitoring expected outcomes. The PromiseShip Network Management team and Continuous Quality Improvement (CQI) teams will be involved in the Leadership Implementation Team and implementation process to build consistency in contract expectations and performance outcomes, as well as establishing measurement methodologies that can be utilized across systems and providers.

The PromiseShip Network Management team will be responsible for ongoing management of providers and related contracts, including process and performance outcomes.

Process outcomes will include items within the provider contracts that are directly related to overarching contract requirements, such as:

- Documentation is submitted within required timeframes and is available for court submission
- Documentation is thorough and clearly identifies family strengths, needs, goals, objectives and related interventions

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

- Providers attend court hearings and provide oral testimony, as requested
- Providers complete and maintain initial background checks on all staff members prior to them having direct unsupervised contact with any child or family; with updated background checks completed every two years thereafter, to include:
 - Nebraska Sex Offender Registry maintained by the Nebraska State Patrol;
 - Nebraska Child Abuse and Neglect Central Registry;
 - Nebraska Adult Abuse and Neglect Central Registry;
 - Nebraska Department of Motor Vehicles check for license point status;
 - Criminal Background check;
 - Drug test for staff providing transportation to children and families
- Providers will complete background checks in all states of residence when a staff member has resided outside of the State of Nebraska within 5 years of employment, to include:
 - Criminal history check for each state in which the individual resided or worked;
 - Sexual Offender Registry;
 - Child and Adult Abuse and Neglect Central Register/try;
 - State repository of driving records
- Billing for services rendered is submitted within timeframes outlined by contract
- Providers are available to accept service referrals 24 hours a day, 365 days per year
- Providers have an established mechanism to manage crisis situations 24 hours a day, 365 days per year
- Providers meet other process expectations as outlined in their contract with PromiseShip, some of which may be service-specific, to include, but not limited to:
 - Resource Parents make contact with birth parents within 24 hours of placement
 - Parent/Child/Sibling visits occur at a frequency and intensity as outlined in the service referral
 - Those contracting for transportation:
 - Ensure successful completion of defensive driving course sanctioned by the Nebraska Safety Council or similar agency within 30 business days of employment
 - Adhere to 474 NAC 5-018.06D1 Driver Standards
 - Provide transportation as outlined in the service referral
 - Provide and use child safety restraints in accordance with Nebraska law
 - Compliance with all applicable Public Service Commission regulations and requirements (<http://www.psc.nebraska.gov>)
 - Compliance with staff training requirements related to well-supported, supported, and promising practice models utilized
 - Compliance with additional training requirements as outlined by PromiseShip, to include, but not limited to:
 - Car seat utilization training
 - Trauma informed practices
 - Crisis response and de-escalation
 - Service-specific outcome data is reported as outlined
 - Ensure that providers assist in identification of community resources available to meet the needs of the family preventatively and in times of crisis prior to discharge from the child welfare system.

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

- Provide transportation as outlined in the provider service referral provided by PromiseShip or a Visitation Plan approved by the court

Performance outcomes are directly related to the quality of service provision, which include adherence to service model fidelity and outcome attainment in alignment with performance-based contracting. While PromiseShip's Network Management team will have a significant role in managing performance outcomes, they will work collaboratively with PromiseShip's Continuous Quality Improvement (CQI) team to ensure that:

- data measures utilized are in line with the identified practice model;
- are consistent with PromiseShip and DHHS contractual requirements;
- are in line with the federal Child and Family Service Review (CFSR) goals; and
- adequately measure what is intended.

The CQI team will also participate in review of data and related data reports to ensure that information regarding process and performance outcomes is timely and accurate. The CQI team will use the model of "Plan, Do, Check, Act" in all aspects of data identification and reporting.

Performance outcomes management includes reviewing data outcome reports to monitor for contract incentives. If providers' performance demonstrates deficits, it is the responsibility of the Network Management team to engage providers in **performance improvement measures**, which include, but are not limited to, the following steps/processes:

- Building capacity for well supported, supported and promising practices in accordance with time periods stated in the Family First Prevention Services Act (FFPSA); to include ensuring that there are will supported, supported, or promising practice prevention services in place to address the need at a rate of 30% in the first year, 40% in the second year, and 50% for each year beyond.
Building capacity includes:
 - Onboarding new providers
 - Review of existing performance
 - Review of and participation in any necessary procurement process
 - Ensuring that services are geographically accessible to children and families served; occurring within their home, neighborhood and community
- Monitor Resource Parent recruitment and retention expectations
- Review of contractual and performance expectations
- Engaging in the delivery and monitoring of performance improvement plans (PIP)
- Ending service contracts for failure to meet standards
- Discharging providers from the PromiseShip network
- Engaging providers in capacity building efforts to:
 - Ensure services are available to 100% of families during the time that DHHS is completing the Initial Assessment
 - Ensure services are available to 100% of families during ongoing case management
 - Ensure sufficient services are available to prevent out of home placement and promote reunification and permanency
 - Ensure sufficient Resource Family Homes are available to meet the needs of children in out of home care

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

- Ensure sufficient capacity for all in-state and out-of-state transportation for children and families
- Ensure sufficient capacity for secure transportation, when necessary
- Monitor reasonable efforts to maintain consistency in the individual driver(s) providing transportation and/or a transportation escort for the child.

Consistency in contract management as well as process and performance measurement will aid in achieving high standard results and accountability. It is the goal of PromiseShip that 100% of children live at home safely, are able to achieve permanency within the federal timeframe measures, and experience improved health and well-being as indicated on the NCFAS.

PromiseShip will also work to ensure that as much as possible, services will be delivered in the family home, neighborhood, and community where the children and families reside. We anticipate that the contracting and performance-based measures and incentives within the contracts will need to change to align with the newly initiated implementation of evidence-based models that are well supported, supported, and promising practices.

Family Engagement

PromiseShip will strive to effectively engage 100% of children and families referred for child welfare case management services in order to promote positive outcomes for children and families, regardless of their overarching goal of family preservation or family reunification.

To ensure active engagement of children and families in service delivery by PromiseShip's provider network, additional requirements will be put in place. Many of these requirements already lie within current contract expectations and are directly linked to the urgency of ensuring the needs of children and families are met in a timely manner. Provider requirements and actions include, but are not limited to:

- Ensuring parent/child contact within 48 hours if removal of a child from the parent is necessary to ensure safety
- Requiring the provider has contact with the family within 72 hours of service referral
- Requiring that Resource Families make contact with birth families within 24 hours of placement

By adding these requirements to service provider contracts, we will be able to increase family trust and establish initial lines of communication to promote family engagement.

Family and Child Voice and Choice

Achieving 100% family engagement will require active participation of children and family to ensure they have a voice and choice in their family plan. It will also require a sense of urgency in service delivery. Together, meeting these requirements will be integral to meeting this standard of excellence.

For this reason, PromiseShip will continue its positive working relationship with the local Family Organization, Nebraska Family Support Network (NFSN), to help increase family engagement. The partnership with NFSN ensures that PromiseShip truly hears the voice of those who have the greatest impact on the child welfare system—the children and families served. NFSN is one of the founding

member agencies of PromiseShip and has active representation on the PromiseShip Board of Directors. They also have active and ongoing contact with PromiseShip's Network Management and Utilization Management teams to discuss service delivery and related opportunities for families.

Peer-to-Peer Supports and Mentors for Parents, Fathers, and Children

As a member of the Provider Network, NFSN will also deliver direct services to children and families. Specifically, PromiseShip will contract with NFSN to deliver Peer-to-Peer Support, which helps ensure we have included family voice and choice in the development, implementation, and delivery of services for families.

Peer-to-Peer Support is designed to assist with family preservation and family reunification. The primary focus will be to actively engage families. Peer-to-Peer Support has high utilization during transition phases for families to promote family participation in case planning and service delivery, particularly at the onset of case management.

Each family will be assigned a **Peer-to-Peer mentor** who is available to provide support and guidance to parents as they navigate the child welfare and court systems. Peer-to-Peer mentors have been through the system themselves and are able to build rapport and trust with families that facilitates improved engagement.

Mentors will also help families safely keep their children in the home, support and encourage parents who may be resistant to engaging in traditional service delivery models, and help families make crucial decisions for themselves and their children.

For example, in working with parents who may be resistant to engaging with traditional service models, the Peer-to-Peer Mentor can work directly with the parent toward the identified outcomes, or they may be able to elicit information from the parent that helps the Family Permanency Specialist (i.e., case manager) design a delivery method that more closely aligns with the parent's wishes that will support achievement of the identified outcome for that family.

Peer-to-Peer mentors will be involved in family team meetings, invited to court hearings, and will be able to provide supportive services to parents that helps increase family participation and engagement.

PromiseShip will also utilize NFSN's **Youth Mentors** to support child voice and choice. NFSN **mentors who specialize in father engagement** will also be used to bring in voice and choice of children's fathers, who often go unheard or unrepresented.

CONTINUUM OF SERVICES: CNT-2

Req #	Requirement	Comply
CNT-2	The bidder should describe a plan to ensure at least 30% of prevention services will meet the criteria for Well Supported, Supported, or promising practice evidence based services, as outlined in FFPSA, in its service continuum for the first year, at least 40% of prevention services will meet the criteria for Well-Supported, Supported or promising practice evidence based services, as outlined in FFPSA in the second year, and 50% or more of prevention services will meet the criteria for Well-Supported, Supported or promising practice evidence based services as outlined in the FFPSA in years following.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions of Section V. Project Description and Scope of Work:

- A. Project Overview
- D. Program Requirements for Service Delivery

Overview

PromiseShip will develop and implement a plan to ensure at least 30% of prevention services in its service continuum for the first year will meet the FFPSA criteria for well-supported, supported, or promising practice evidence-based services. The plan will also ensure at least 40% of prevention services meet the criteria in year two, and 50% or more of prevention services meet the criteria in all subsequent years.

PromiseShip will create a Leadership Implementation Team comprised of PromiseShip staff and provider network professionals to lead the change management process for adding new prevention service models to the service continuum. The team will also work collaboratively to ensure fidelity to the selected models across the provider network.

The Leadership Implementation Team will create a five-year plan to ensure we meet the required year-over-year increase in the percentage of FFPSA approved prevention services models that are used in the PromiseShip service continuum. The team will use implementation science to study and identify the methods and strategies that promote the uptake of proven interventions into routine practice, with the aim of improving the overall safety and wellbeing of children and families. The ultimate goal of increasing evidence-based models into the service continuum of prevention services will be to prevent children from being removed from their home.

Prevention Services Plan

FFPSA indicates that at least 50% of expenditures reimbursed by federal funds must be prevention services and programs for children and families designated to be at imminent risk of removal, which meet the requirements for well-supported, supported, or promising practices. It is noted that the timeframe for implementation of the above 50% be within year one of contract initiation. DHHS is also

requesting that a plan to ensure an upward titration of all prevention services occur at a rate of 30% in the initial contract year, 40% in the second contract year, and 50% in the third contract year.

Once FFPSA federal guidance is released regarding the list of approved models and the definition of “children who are at imminent risk of removal from the home,” PromiseShip will then engage its provider network in a targeted approach to identify, select, and implement well supported, supported and promising practice evidence-based models to prevent children’s removal from their family home. Prevention service models will include:

- in-home parent skill-based programs;
- substance abuse prevention and treatment services; and
- mental health services.

PromiseShip will develop a three-stage plan to achieve the year-over-year incremental increases in the total percentage of prevention services that meet the FFPSA requirements. The plan is based on PromiseShip’s Continuous Quality Improvement framework of “Plan, Do, Check, Act” (PDCA), and will include the following phases: 1) Planning and Development; 2) Implementation; and 3) Expansion.

PHASE 1: PLANNING AND DEVELOPMENT

Step 1. Establish an FFPSA Implementation Team

PromiseShip will develop a Leadership Implementation Team to access the unique expertise, talents, and skills of our provider network, children, families, and stakeholders. Accessing this wide array of knowledge and voices will help ensure success, promote sustainable implementation, and lead to outcome achievement for children and families served. Implementation of a truly impactful system takes years of many difficult conversations to help create a shift in the thinking and actions of every part of the system.

Step 2. Estimate the Need for Prevention Services

To assist the Leadership Implementation Team in its planning process, PromiseShip will create a three-year projection of prevention service utilization based on the existing numbers of impacted children. PromiseShip will consider several factors in its projections, including age, reason for removal, and population characteristics. These projections will help the team determine ongoing capacity development opportunities that meet the future needs of the child welfare population.

As federal guidance regarding the population that comprises the population of “children who are at imminent risk of removal from the home” has not yet been defined, PromiseShip will utilize existing information and related assumptions to estimate initial impact.

Current Data on Children and Families Served: Annual data indicates that based on the current rate of referral there are approximately 428 children who were determined to be conditionally safe and who were not removed from their families during initial intake. “Conditionally safe” means that without the presence of a safety plan, the child(ren) would be unsafe and thus would result in removal from their home. In addition, DHHS N-FOCUS data from Legal Status Extract Reports indicates an average over the past 3 calendar years (2016-2018) of 3,000 children served in non-court cases, either living at home with their parent or in an informal living arrangement (ILA).

The non-court population is predominately comprised of children who have been determined to be conditionally safe or who are safe, but high to very high risk. While there are other populations of children that may qualify, such as pregnant or parenting teens, for the purpose of initial planning, PromiseShip anticipates that the current non-court population will comprise the most significant number of children who qualify for prevention services through FFPSA. While these numbers represent estimates based on available data, PromiseShip believes that the number of children and families who qualify for FFPSA prevention services will increase as implementation of well-supported, supported, and promising practice models of service delivery are implemented and demonstrate system impact.

Children Aged 0-5: The portion of young children aged 0-5 is similar for both in-home and out-of-home services. PromiseShip child census as of March 15, 2019, indicates that 657 children are receiving in-home services, which includes both court-involved and non-court cases. **Of those, 246 (37%) are aged 0-5 (Figure 19).** Additionally, PromiseShip child census as of March 15, 2019, indicates that **37% of children served in out-of-home care are aged 0-5 (Figure 20).** There is also a significant need to work with young parents who have limited parenting experience.

Figure 19. In-Home Children

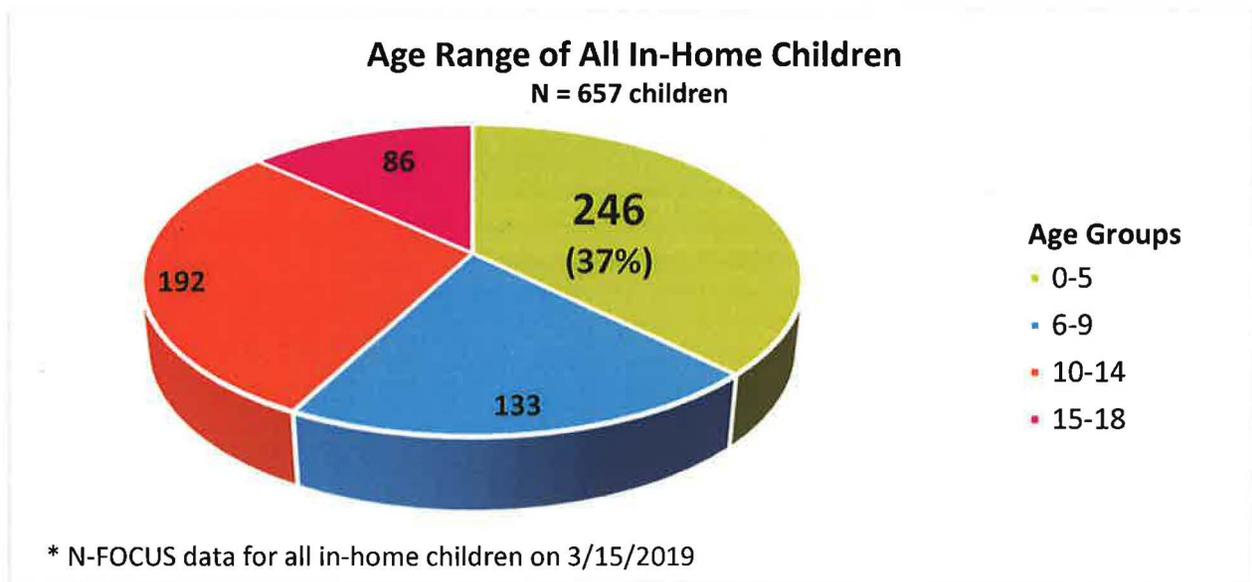
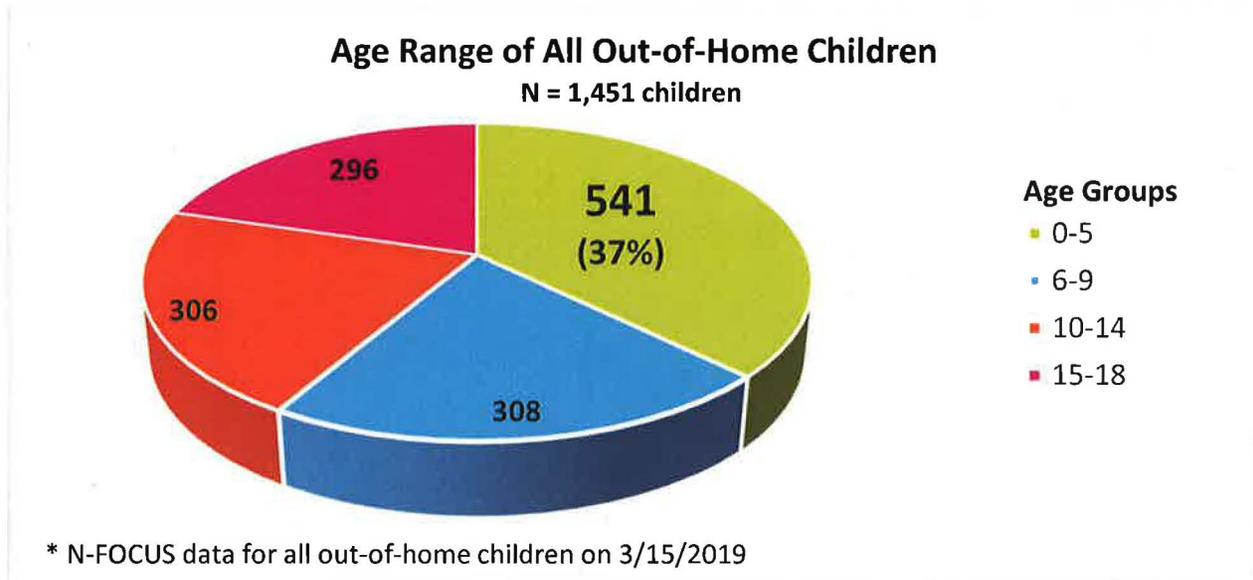


Figure 20. Out-of-Home Children



Multi-Generational Trauma: DHHS data indicates that in July 2018, 40% of all the children involved in an ongoing services case had a parent who was also involved with DHHS as a child. Statistically, this speaks to the need for early intervention with young parents to prevent the multi-generational impact of child abuse and neglect. This data indicates that during the initial year (Year 1) of case management services it will be crucial to identify and implement a well-supported, supported or promising practice model aimed at increasing parental capacities and safety, thus reducing entries for children age 0-5 years.

PHASE 2: IMPLEMENTATION

Implementation Plan

Once the Leadership Implementation Team identifies which evidence-based models for well-supported, supported, and promising practices it will incorporate into PromiseShip’s service continuum, then titration expectations will be incorporated into the written implementation plan. A critical key to timely implementation of the new prevention service models is to develop and adhere to an implementation plan that clearly outlines necessary steps, involved participants, and rigorous timeframes. This will help keep the Leadership Implementation team on track with the stated titration goals of 30% in year one, 40% in year two, and 50% or more in years three and beyond.

Implementation Science Experience

Throughout the development process of the current service continuum, PromiseShip utilized aspects of implementation science, such as the development of a Leadership Implementation Team similar to the one identified in **CONTINUUM OF SERVICES: CNT-1**, which consisted of provider agency and PromiseShip leaders. Regular communication filtered from the individual agency teams to the leadership team where strengths and areas of need were identified. Changes to program and process were adjusted to enhance performance and to improve outcomes.

Implementation of new services was initiated with agencies who identified as having the capacity, infrastructure, and innovation mindset to be able to fulfill the requirements and meet initial identified outcomes. Over time, the outcome expectations have matured and are based on actual performance metrics, thus encouraging further system improvement.

While there have been some changes in membership, the leadership team is still intact and continues to meet regularly to review data, outcomes, and performance within their contracts. The services developed and implemented have moved from an initial implementation phase to full implementation across the Provider Network, adding additional sites and providers. In short, many members of the PromiseShip Provider Network are familiar and comfortable with the basics of using implementation science in the design and implementation of new services to the service continuum. Their familiarity with the process will lend itself to achieving positive outcomes in the design and implementation of evidence-based prevention service models that are well-supported, supported, and promising practices within the context of the service continuum for children and families.

PromiseShip anticipates being able to meet or exceed implementation expectations given the strong, stable, and innovation-based relationship that we have with our Provider Network, the demonstrated ability to leverage change within the service delivery system, and the multi-tiered levels of communication that occur today.

Step 3. Identify, Select and Implement Evidence-Based Models for Prevention Services

Early Intervention Programs: Implementation of an early intervention parent skills training/parent education program, such as *Healthy Families America* or *Parents as Teachers*, will be a priority area of focus for PromiseShip with implementation to be achieved within the first year.

PromiseShip has at least two providers within its provider network who deliver early intervention programs for children and families. PromiseShip will engage in discussions with these providers to develop expansion efforts of their programs to more children and families. Both providers currently deliver the *Pathways* service, which focuses on family reunification. *Pathways* uses the North Carolina Family Assessment Scale (NCFAS) to measure progress.

In addition, the *Pathways* service requires use of established practice models. Therefore, providers are familiar with the structure of the existing service continuum, have the staffing necessary to add prevention services, and have engaged in implementation and expansion of other services over the last 3 years.

PromiseShip anticipates that by utilizing existing programs and offering them to the child welfare population will decrease implementation time and will allow time for the readiness assessment and implementation with additional providers.

Prevention Services for Families with Substance Use/Abuse Issues: DHHS data reflects that 50% or more of children who enter out of home care is due to parental substance use/abuse. PromiseShip will work with community-based providers who deliver substance abuse services and that have established

programs designed to treat parental substance use while allowing children to remain safely in the care of their parents.

The substance abuse treatment programs (i.e., Family Works and Better Together) are currently using well-supported, supported, or promising practice models that have already been identified in the Title IV-E Prevention Services Clearinghouse as approved for the Family First Prevention Services Act (FFPSA). The substance abuse treatment programs are also using other models that have been cited as most likely to be approved for FFPSA. More details about the services and models used are available in section **CONTINUUM OF SERVICES: CNT-4**.

With these substance abuse treatment programs already in place, PromiseShip will work with the specific providers to develop plans for program expansion during the initial year (Year 1) in an effort to increase the number of children and families who can be served by these programs.

By engaging in the early intervention programs and prevention services for families dealing with substance abuse, PromiseShip will be able to ensure that 30% of prevention services will be well-supported, supported or promising practices within the initial year (Year 1).

PHASE 3: EXPANSION

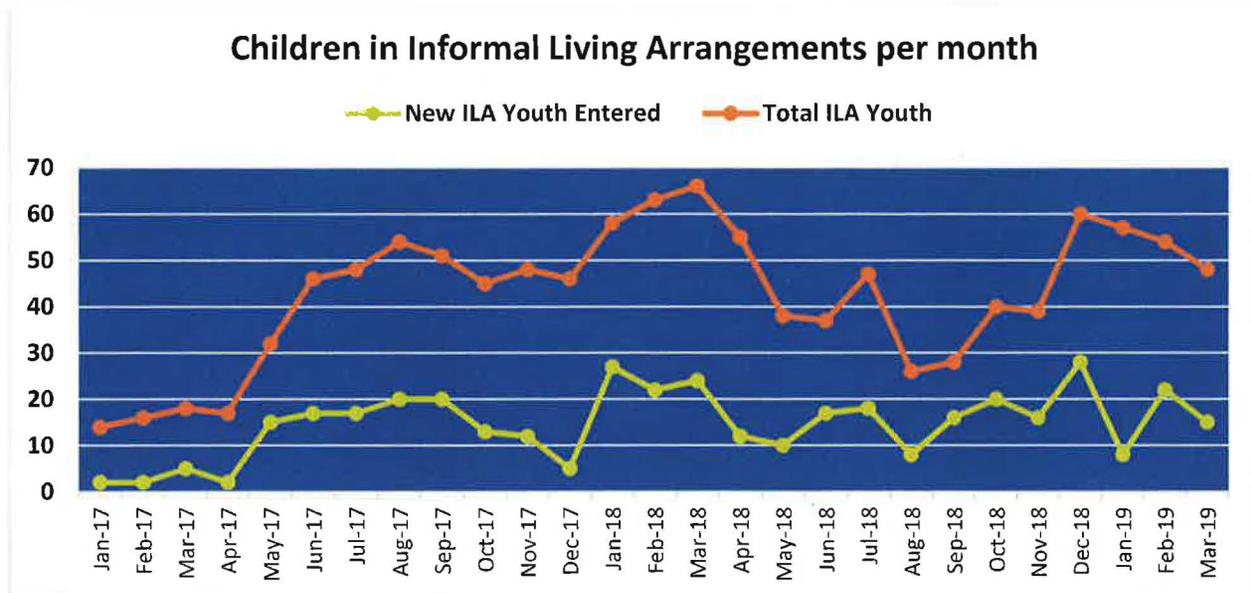
Step 4. Increasing Service Continuum Percentage of Evidence-Based Models for Prevention Services to 40% in Year Two and 50% in Year Three and Beyond

While implementation efforts outlined in Step 3 are taking place within the initial year, PromiseShip will work with the Leadership Implementation Team to develop plans for increasing the percent of evidence-based prevention services that are well-supported, supported, or promising practice models to at least 40% of all prevention services available in the service continuum during year two, and to 50% or more in year three and beyond.

During year one, PromiseShip will collaborate with DHHS to identify and implement a statewide **Kinship Navigator program**. Assuming that the population impacted through a Kinship Navigator program are, at minimum, the kinship and relative families who are accepting children into their home as **informal living arrangements**, PromiseShip again draws from what is known to estimate impact. PromiseShip data reflects that on average there are 15-18 new informal living arrangements that occur monthly, with an aggregate of approximately 40 children in informal living arrangements at any given time (**Figure 21**).⁴ With an anticipated increase in utilization of informal living arrangements occurring as implementation of FFPSA occurs, it is assumed that this number will increase, thus increasing the overall impact.

⁴ FAMCare report as of 3/27/2019.

Figure 21. Children in ILA



In addition, data will be gathered during the first year to ensure that there is sufficient capacity within the well-supported, supported, and promising practices for **early intervention parent skills training/parent education program** to meet the increasing demand as more children and families are able to remain intact. Expansion efforts will be ongoing to ensure the supply of services meets the identified demand during year 2.

PromiseShip currently offers the **Integrated Family Care** service within its service continuum. This service allows children to remain at home with their parents when the primary barrier to reunification is appropriate housing. This program also offers parent skills-based interventions as part of the service. PromiseShip anticipates expansion of the Integrated Family Care program and inclusion of well-supported, supported and promising practice models related to parent skills training and education within the structure of the existing program.

Well-supported, supported, and promising practice models of treatment related to domestic violence are being researched and considered for implementation. For example, the **Integrated Family Care Program** is currently in the process of expansion to serve **families impacted by domestic violence** that will allow families to remain together in a safe environment while addressing their needs. This program prevents removal, expedites reunification, and is the epitome of a **Resource Family home**, thereby allowing the parents and children to live together in a mentor home. As such, it will be imperative that during year 2 expansion of the program, well-supported, supported and promising practice models be embedded into the service.

During the second year, PromiseShip will also work with members of the Provider Network that are currently delivering **Intensive In-Home Services** to embed well supported, supported or promising practice models of parent education, parent skills-based training, and substance abuse treatment into the existing service structure. Providers that deliver Intensive In-Home Services are currently utilizing

program models identified within the California Evidence Based Clearinghouse (CEBC). However, the majority of providers are utilizing the **Nurturing Family model**, which is rated as a promising practice model on CEBC, but **Nurturing Parenting** has not been reflected in any of the information about potential programs being approved under FFPSA. Therefore, PromiseShip anticipates there will need to be research and discussion within the Leadership Implementation Team about identification and implementation of additional models for its Intensive In-Home Services.

Intensive In-Home Services may be one area where the early education skills-based and educational models are embedded. However, there is a large population of families served through the Nurturing Parenting program who have children who are older than age 5. Therefore, we will also look to models that effectively cover a broader age spectrum.

Intensive In-Home Services also offer a clinical component within its structure. This presents a prime opportunity to identify and implement additional practice models that meet the FFPSA requirements for addressing substance use/abuse of families. PromiseShip anticipates that implementation of the additional practice models will begin in year two and carry over into year three.

PromiseShip is confident that implementing the strategies outlined above will result in meeting or exceeding DHHS and FFPSA requirements. The strategies include:

- the implementation of the Kinship Navigator program
- ongoing expansion of parent skills and education programs for families with children age 0-5 years
- expansion of the substance abuse programs that allow for parents and children to live together during treatment
- the expansion of the Integrated Family Care Program to include parent skills and education-based models

As a result, PromiseShip expects that at least 40% of our service continuum of prevention services will include well-supported, supported, or promising practice models by the end of year two, and 50% or more by the end of year three and beyond.

Step 5. Evaluation and Monitoring of Prevention Service Models and Provider Network Capacity

Over the course of the initial two years, PromiseShip will engage in significant monitoring and data collection to ensure that the needs of children and families receiving prevention services are met. Ongoing evaluation and monitoring will also ensure that PromiseShip and its network of providers are on track with the implementation and expansion schedule, as well as identify and address any newly identified gaps. Gaps will be jointly identified by PromiseShip's Leadership Implementation Team, Network Management team, and Utilization Management team. Collaboratively, these teams will identify, research and select appropriate prevention service models to meet identified gaps in the service continuum. We will develop an implementation plan to ensure successful implementation across the Provider Network.

To achieve 50% or more of prevention services meeting the criteria for well-supported, supported or promising practice standards outlined in FFPSA, PromiseShip will ensure that capacity continues to be

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

monitored and adjustments made accordingly. PromiseShip anticipates utilizing the practice identified in **CONTINUUM OF SERVICES: CNT-5** to address capacity issues and gaps in the service continuum.

As required by DHHS, PromiseShip will ensure that 50% or more of its prevention services meet the FFPSA criteria for evidenced based models that are well-supported, supported or promising practices by the end of the third year of the subaward. We will achieve this requirement by:

- increasing capacity of our Provider Network to align with the increase in the population of families served who are conditionally safe;
- identifying additional gaps in the service continuum; and
- identifying and planning for program models that address identified gaps in the service continuum.

This three-stage, five-step approach will ensure an incremental increase that is sufficient to meet or exceed the stated expectation that 30% of prevention services will meet the FFPSA criteria for evidence based services that are well-supported, supported, or promising practices in its service continuum for the first year, at least 40% of prevention services will meet the FFPSA criteria in the second year, and 50% or more of prevention services will meet the FFPSA criteria in all subsequent years.

Implementing Service Innovations within the Provider Network

As of March 2019, the PromiseShip Provider Network includes 35 agencies, 3 interpreters and 3 clinicians. PromiseShip also enlists prevention/preservation and reunification services from other organizations and professionals on an “as needed” basis to meet unique needs of children and families.

Prior to the passing of the FFSPA, PromiseShip regularly engaged its Provider Network to implement innovative service structures. The new services were designed to increase flexibility and promote family preservation by providing prevention services for intact families. The services also created consistency in outcomes and related measures among the network of providers.

To better assist with identification of service continuum areas in need of enhancement and further development, PromiseShip is implementing the North Carolina Family Assessment Scale (NCFAS) with thirteen of its provider agencies. These providers are being asked to incorporate the NCFAS into their service delivery model and collect data on outcome attainment.

PromiseShip supports DHHS and recognizes the need for a shift of the system in order to promote enhanced outcomes for children and families. This shift is inclusive of increased family engagement, increased provider collaboration, and recognition that interventions must begin on the first day a family is referred by DHHS for child welfare case management.

PromiseShip has worked diligently to build these aspects into every intervention developed. Through service innovation, PromiseShip has worked to bring providers to the table in the development and implementation process, to recognize that implementation is an ongoing activity with changes made to increase performance and outcomes, and to promote team work between provider, case manager and family to achieve greater impact.

PromiseShip's Experience Providing Evidence-Based Prevention Services

PromiseShip has made significant strides in promoting enhanced outcomes for children and families. Implementation of FFPSA related activities will further promote this paradigm shift in the child welfare system. Through activities directed at system change, PromiseShip is well-equipped to accomplish the goals set forth by DHHS and the FFPSA for the following reasons:

- **In-home focus**—existing prevention efforts are focused on in-home services to prevent removal of children, thus allowing for a timely, targeted approach.
- **Flexible and accommodating for families**—existing in-home prevention services are flexible and accommodate parenting skills-based intervention, in-home therapeutic intervention, and supportive resource identification. Prevention services are provided if a child resides in the parental home or if they reside in informal living arrangements.
- **Providers already implementing evidence-based services with families**—existing in-home prevention services are delivered by providers within the PromiseShip Provider Network, all of which report currently utilizing a well-supported, supported and/or promising practice approach to service delivery. Providers have also demonstrated the skill, knowledge, capacity and fundamental beliefs necessary to promote ongoing system change. Providers are engaged in the process of assessing service continuum strengths and needs. Providers are engaged in performance based contracting and able to manage and adjust service delivery to produce desired outcomes.
- **Providers have a shared ownership of service continuum quality improvement process**—providers delivering in-home prevention services within the array meet regularly to discuss challenges, what is working well, programming and outcomes. Providers have demonstrated the ability to work collaboratively and to share information with the overarching goal of improvement of services for children and families.
- **Using innovative services to keep families together**—existing utilization of residential substance abuse programs allow children to remain with their parents during treatment, which reduces trauma on children. These programs currently utilize well-supported, supported, or promising practices within their service delivery model, some of which have already been identified on the Title IV-E Prevention Services Clearinghouse. These services have admission requirements that include completion of an assessment recommending the appropriate level of care. Thus, the key to utilizing these as prevention services that align with FFPSA will be in the initial identification of parents who may qualify. It will also require stringent safety planning or use of informal living arrangements (kinship/relative) without a removal to address safety concerns of the child(ren) until such time as the parent(s) can obtain the necessary evaluation, recommendations, and program admission. This will require collaboration and communication between DHHS and PromiseShip at initial intake and referral in order to initiate service intervention and safety planning so safety is maintained during the assessment period.

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

Examples of Title IV-E Clearinghouse evidence-based models used include, but are not limited to:

- Child-Parent Psychotherapy
- Circle of Security
- Motivational Interviewing
- Cognitive Processing Therapy
- Eye Movement Desensitization and Reprocessing
- Dialectical Behavioral Therapy
- Living in Balance
- Celebrating Families
- Moral Recognition Therapy
- Nurturing Parenting
- Seeking Safety (adult)
- Trauma Focused- Cognitive Behavioral Therapy

- **Strong Kinship/Relative supports in place**—existing kinship/relative support programs address the needs of children when living with kinship or relative caretakers. PromiseShip provides support and services to a significant number of families who have children placed in a kinship or relative home, either through an informal living arrangement or through formal placement. This is an area that would require additional development to adhere to the FFPSA requirements. PromiseShip is an active participant in the **FFPSA statewide kinship navigator group** and plans to participate in the statewide implementation of the selected kinship navigation program, which is a well-supported, supported or promising practice. Several of the program models can be utilized when children are temporarily placed outside of the parental home. For example, the Kinship Navigation Program will be implemented concurrently with supportive services that establish safety within the parental home. In partnership with the statewide Kinship Navigation Program implementation team, PromiseShip is reviewing two models for potential implementation that will support statewide continuity for kinship navigation. The models are:
 - **Kinship Navigator Model** by the Children’s Home Society of New Jersey; and
 - **Kinship Interdisciplinary Navigation Technologically-Advanced Model (KIN-Tech)** by Children’s Home, Inc.

Currently, prevention services are delivered to approximately 42% of intact families at initial referral to PromiseShip. The goal is to build and maintain capacity to serve all children, who can remain home safely, so they experience improved health and well-being. Utilization of the North Carolina Family Assessment Scale (NCFAS) in conjunction with the Structured Decision Making (SDM) Strengths and Needs assessment will further assist in measuring the outcome.

A review of PromiseShip’s in-home prevention services within the services continuum revealed that some of current services may not be included on the Title IV-E Prevention Services Clearinghouse as evidence-based (EB) models that are well-supported, supported, or promising practices. The initial approved list of EB models will not be available until at least May 2019. However, in-home prevention service models are included on the California Evidence Based Clearinghouse, indicating that the provider agencies are using evidence-based or promising practices embedded within their work.

In addition to using evidence-based models and promising practices, the existing service structure and streamlined provider delivery is flexible and focused on increasing parental capacities, enhancing caregiver strengths, and addressing child specific concerns. PromiseShip is confident the current service continuum can be adapted to accommodate new practice models identified under FFPSA.

CONTINUUM OF SERVICES: CNT-3

Req #	Requirement	Comply
CNT-3	The bidder should describe a plan of how it will prevent children from being removed from the family home by developing, implementing, managing, and delivering a continuum of evidence-based services, including all Well-Supported services, as outlined in the FFPSA, as well as supports, that will be available for children and families, 24 hours a day, 7 days a week, 365 days a year, during the time that DHHS is conducting the Initial Assessment of safety and risk.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions of Section V. Project Description and Scope of Work:

- *A. Project Overview*
- *C. Program Requirements for On-Going Case Management*
- *D. Program Requirements for Service Delivery*
- *E. Administrative Requirements*

Overview

PromiseShip will implement a comprehensive plan to prevent children from being removed from the family home. The plan will include the development, implementation, management, and delivery of a continuum of evidenced-based services and supports. The services and supports identified in the plan will be available for children and families during the time that DHHS is conducting the Initial Assessment of safety and risk.

Plan for Preventing Child Removals

Step 1. Available to accept referrals 24/7/365

PromiseShip will accept and serve 100% of all children and families referred for on-going case management by the Department of Health and Human Services (DHHS), 24 hours a day, seven days a week, 365 days a year, during the time that DHHS is conducting the initial assessment of safety and risk.

Step 2. Initial assessment of safety and risk and identification of appropriate services and supports

During DHHS initial assessment period, PromiseShip will prevent children from removal from the family home by using our comprehensive continuum of services, which is trauma-informed and trauma-capable. Services will be delivered in the family home, neighborhood, and community where the child and family reside, whenever possible. Services will include, but are not limited to (see **CONTINUUM OF SERVICES: CNT-1** for the full continuum of services):

- **Intensive In-Home:** This service will be provided by multiple providers with specialties in various areas, such as: cultural ambassadors; substance abuse trained in-home staff; in-home chemical dependency evaluations; and clinical staff.

- **Integrated Family Care:** This service will allow the entire family unit to live in a mentor home temporarily until more permanent housing can be secured.
- **Residential Substance Abuse Treatment Programs:** This service allows children to remain with their parents during treatment and is available for Residential and Intensive Outpatient Program (IOP) levels of treatment.

Step 3. Timely referrals to services and supports

When a need and/or safety threat is identified at any point during the DHHS initial assessment process, DHHS Initial Assessment staff will be able to refer the family immediately to PromiseShip and access services through our Provider Network by calling the **PromiseShip Intake telephone line**, which is the single point of access for these types of circumstances. During the call, DHHS will either refer the family to PromiseShip for full service case management services or inform PromiseShip staff of the current needs and desired outcomes for vigorous safety planning to keep children in the family home.

PromiseShip will match the outcomes requested by DHHS during initial assessment with the appropriate service and service provider, taking into consideration the following factors:

- family's reason for involvement;
- family strengths and areas of need;
- family's cultural considerations; and
- proximity of the service to the family's home.

Once services are identified that match the requested outcomes, PromiseShip will make referrals to appropriate providers within its Network that can meet the family's needs. For all safety services referrals, providers are required to respond within two hours to mitigate an active safety threat.

Step 4. Communicating the safety plan to all participants

DHHS will communicate with all safety plan participants, including formal service providers, to outline the safety threat, safety plan, and expectations for safety monitoring. The approved safety plan will be available, in written form, for all safety plan participants and monitors.

PromiseShip will communicate and coordinate with the identified service providers throughout the duration of the service to maintain child and family safety and ensure services evolve to meet the changing needs of the child and family.

PromiseShip's service array integrates a strengthening families approach that builds on family protective factors while also being culturally humble.

Joint Assessment to Prevent Removal

A strength of the public-private partnership is the co-location of DHHS initial assessment staff and PromiseShip staff. PromiseShip staff and DHHS initial assessment staff are co-located in PromiseShip's Sarpy County office, as well as at Project Harmony in Douglas County. Co-location of staff promotes joint collaboration between PromiseShip and DHHS during the initial assessment period. Working in the same

location allows PromiseShip and DHHS staff to interact directly and more quickly so they can assess family needs and identify outcomes and services that prevent children's removal from the family home.

As a result of this joint collaboration, PromiseShip will use its expertise in utilization management to help determine which interventions from community providers or Network providers are available to mitigate the need for a child's removal from their home. PromiseShip will be available for immediate staffing for all referrals that indicate a child is at imminent risk of removal.

In addition to co-location of staff to prevent children from being removed from their family home and entering foster care, PromiseShip will also participate in the following efforts:

- PromiseShip will continue with staffing new babies on existing cases at 1184 Impact from Infancy meetings to make a plan approximately 1 month prior to the baby being born using information and perspectives from both agencies, DHHS and PromiseShip, as well as, with input from the County Attorney's office.
- PromiseShip will continue having joint staffing calls to discuss new hotline calls/accepted intakes on existing families being served by PromiseShip to share information and coordinate next steps.
- PromiseShip will continue to attend additional community meetings, such as Lift Up Sarpy, Douglas County Community Response, etc., which are jointly attended by DHHS and PromiseShip. These community meetings are additional avenues for joint assessment to prevent removals or additional accepted intakes for families with high risk for re-entry and re-identification.
- PromiseShip will continue to meet with local law enforcement to participate in joint discussions regarding alternatives to removal and joint education regarding continuum of services offered in Douglas and Sarpy Counties. Together PromiseShip and local law enforcement agencies will be able to use the expertise of one another and collaboration to work towards family and community safety.
- PromiseShip will continue to meet with local Judges and county attorneys to discuss trends/patterns seen in court, identify solutions and participate in joint training regarding children and families involved in child welfare to ensure positive outcomes for children and families.

Ongoing Development of the Service Array

As they arise, PromiseShip will continue to work with DHHS to identify gaps in safety services to ensure appropriate services are available and delivered timely. Data will be gathered and evaluated on an ongoing basis to identify needs and fill service gaps. Data points will include gathering information on:

- hotline calls:
 - number and type received
 - number and type accepted

- removal information:
 - rate of removal
 - reason for removal
 - trends surrounding specific zip codes and
 - source of removal as well as
 - data reporting of service effectiveness.

Long-term trust and relationships that currently exist between PromiseShip and its formal Network of providers and other community services will allow for ongoing assessment and enhancement of PromiseShip's ability to meet the immediate and ongoing needs of families.

Other methods that will be used to assess the ongoing development of PromiseShip's service array include:

- Continued conversation with DHHS, PromiseShip, PromiseShip Network providers and other stakeholders, including judges and attorneys, to determine what needs are prevalent in the Eastern Service Area.
- Assessment of community support services and informal supports available in the Eastern Service Area.
- Collaborative service development specific to needs that are unaddressed within the current service array.

Finally, an important component of the ongoing development of the service array includes implementation of the Family First Prevention Services Act (FFPSA). PromiseShip will continue to work with DHHS, PromiseShip Network Providers, and other community stakeholders to implement evidence-based models of service that are well-supported, supported, or promising practices once they are identified on the Title IV-E Prevention Services Clearinghouse as approved for utilization under the FFPSA, which will enhance prevention of removal efforts.

CONTINUUM OF SERVICES: CNT-4

Req #	Requirement	Comply
CNT-4	<p>The bidder should demonstrate how it will ensure delivery of Well Supported, Supported or promising practice evidence-based services to the following populations:</p> <ul style="list-style-type: none"> a. Children ages birth to five b. Infants born with and identified as being affected by illegal substance abuse or withdrawal symptoms resulting from pre-natal drug exposure, or a Fetal Alcohol Spectrum Disorder c. Children who have intellectual disability, Autism Spectrum Disorder, or who demonstrate behaviors consistent with children who have an intellectual disability d. Children who have been exposed to domestic violence e. Children who have extensive histories of trauma f. Children who have limited connections with supportive adults g. Youth that intersect both the child welfare and juvenile justice systems h. Youth identified as survivors of sex trafficking i. Youth who are near the age of majority and preparing to transition into adulthood 	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions of Section V. Project Description and Scope of Work:

- *D. Program Requirements for Service Delivery*

Overview

In addressing the unique needs of parents and children, PromiseShip recognizes that children involved with PromiseShip have often suffered complex trauma, and as a result, have complex needs. While identifying well-supported, supported or promising practices that PromiseShip is currently and/or anticipates utilizing with these populations, it is also noted that there is a high likelihood that children may fall into one or more of the categories identified.

Thus PromiseShip understands that it will be necessary to utilize critical thinking to identify practices that will address complex need, to work with families to prioritize need, and to utilize Safety Oriented Practice (SOP), which combines Structured Decision Making and Signs of Safety, and the North Carolina Family Assessment Scale (NCFAS) to guide case planning and inform service and support implementation.

Through the information obtained within the mapping and assessment process, establishing collaborative and positive working relationships with family and family team members, and to ensure inclusion of the child voice in the assessment and case planning process, PromiseShip will be able to make informed decisions, thus being outcome driven and priority focused, to elicit the best overall results for children and families.

PromiseShip believes that all actions taken, services implemented, and decisions made need to be child and family focused with the overall goal of achieving safety, permanency and well-being for children and families.

Services and interventions utilized to achieve the desired end result of safety, permanency and wellbeing must be inclusive of practices and principles that have demonstrated effectiveness. These practices will need to be inclusive of both treatment and non-treatment interventions. They must be inclusive of every end of the spectrum, from the initial assessment of safety and risk, to clinical interventions utilized to address behavioral health, in-home interventions utilized to assist parents in developing and maintaining their protective capacities, and in how Resource Parents or alternate caretakers interface, collaborate and align with the parents.

It is also in ensuring that there is flexible delivery of these services designed to meet the unique needs of the children and families in intensity, frequency and duration. By engaging the system to collaboratively work together, combine skill, talent and ability, and to hear the voice of the child and family, the best possible outcomes can be attained.

Within the plan for development of the service continuum, inclusive of well-supported, supported and promising practice models of service delivery, it is necessary to first and foremost ensure the safety of the children and families served. To that end, PromiseShip will continue to conduct ongoing safety and risk assessments utilizing the DHHS approved model for assessing safety and risk, Structured Decision Making. Assessments will be completed as outlined in **CASE MANAGEMENT: CSM-1**.

It is also necessary to be mindful of the population to be served. To that end, in the development of the continuum of services that meet FFPSA standards, PromiseShip will utilize information provided by DHHS which provides significant direction for the development of the service continuum:

- The majority of children enter foster care due to neglect.
- In calendar year 2017, 42% of children who entered out-of-home care were ages 0-5.
- In calendar year 2017, of the total children ages 0-5 who entered out-of-home care, 47% were 1 year of age or younger.
- Approximately 46% of children who enter out-of-home care ages 0-5 have at least one parent who was also in the state's custody.
- In July 2018, 40% of all the children involved in an ongoing services case had a parent who was also involved with DCFS as a child.
- 50% or more of children who enter out-of-home care is due to parental substance use.

In ensuring that the providers interfacing with the families are adhering to the Well-supported, supported, and promising practices being implemented and that the resource, kinship and relative families providing care for children are utilizing practices designed to engage and support children and families, PromiseShip will utilize its Network Management team to monitor outcomes and ensure adherence to fidelity measures as they relate to the practices utilized. This will be done through a contract management model, ongoing review of data collected, and establishment of performance-based outcomes.

a. Children ages birth to five

PromiseShip believes that the children birth to age 5 and their parents have unique needs and require significant individualized planning to prevent removal from the family home, eliminate and/or reduce the time that they spend in out of home care and promote safety, health and wellbeing. It is crucial that parents/caregivers engage in activities and parenting strategies that help children thrive. These activities begin with prenatal care and last throughout the lifetime, with increased focus on the early years given that this sets the stage for future development.

By ensuring that children have access to warm and secure relationships, enriching learning opportunities, proper nutrition, exercise and reduced parental stress and household dysfunction can greatly increase positive outcomes for children over the lifespan.

At the current time, PromiseShip offers **Intensive In-Home services** for children and families. Initial referral for Intensive In-Home Services identifies outcomes as identified through the Initial Safety and Risk Assessment and/or through the Structured Decision Making (SDM) strengths and needs assessment. Post referral providers utilize the North Carolina Family Assessment Scale (NCFAS) to further identify areas of need.

PromiseShip will engage the provider network in provision of services to children ages 0-5 utilizing well-supported, supported or promising practice models identified within the Title IV-E Prevention Services Clearinghouse as approved for utilization for FFPSA implementation.

Providers delivering Intensive In-Home Services in PromiseShip's Provider Network utilize curriculum-based models, such as:

- Nurturing Parenting
- Common Sense Parenting
- The Incredible Years
- Kazdin Parent Management Training
- Strengthening Families

While some of the parent education models may change based on FFPSA and what is selected for Well Supported, Supported or Promising Practice, PromiseShip is exploring utilization of an approach that can be utilized as, or in conjunction with, curriculum-based parent coaching or teaching models. Such models include:

- *Healthy Families America (HFA)*—the HFA philosophy is focused on relationships and attachment, trauma-informed practice, and reflective capacity.
- *Parents as Teachers*—the Parents as Teachers model is focused on child development, parenting behaviors, parent-child interaction, development-centered parenting and family wellbeing.

In consideration of the models utilized to address children from birth to age 5, it is imperative that it contain information and a screening process for emotional, physical and behavioral development. It is also imperative that there be trauma screening and a trauma focused approach to the work with children and families. PromiseShip's Leadership Implementation Team will identify the actual well

supported, supported or promising practices to be utilized as a result of a system and service assessment.

Initial considerations for practice include PromiseShip utilizing providers within the provider network to deliver services to parents and children ages 0-5 years. PromiseShip has network providers who currently deliver *HFA* and *Parents as Teachers* services within their services continuum, but outside of the current child welfare continuum. Expansion of these services into the child welfare services continuum will be explored as an initial implementation opportunity.

Mode of delivery will be in the parent/caregiver home, whenever possible, to ensure inclusion of the parent/caregiver. Upon determination of the models to be implemented, PromiseShip will utilize data collection methodology and required reporting to obtain information consistent with ensuring fidelity to the models. This will include a method of collecting information from the assessments and screening tools utilized within the model to monitor family progress.

As part of the PromiseShip CQI and Network Management process, PromiseShip will create a reporting mechanism that allows for comparison of overall goal attainment by provider agency, which will coincide with contractual expectations and outcomes. We will use the CQI methodology of “Plan, Do, Check, Act” to assist in determining effectiveness and to make necessary program or process changes to improve outcomes. In addition, PromiseShip will engage in performance base contracting with network provider agencies to further encourage and support high quality outcomes and to encourage provider accountability to outcomes.

Models utilized for children age 0-5 will also, in part, address the parenting and protective capacity needs of foster children who are pregnant and/or parenting with some additional support for the child to ensure that the pregnant teen mom obtains regular and ongoing physical health care and guidance to promote a healthy pregnancy.

With pregnant and parenting foster children it is critical to recognize that there are increased risk factors resulting from their own trauma and history, thus creating prime risk for multi-generational cycles of abuse, neglect, and trauma. Thus, the need to treat both the teen child and his/her child. Focus must be placed on ensuring the parent has sufficient individual skills to parent. In addition, it is critical to ensure that the teen parent(s) and their partners have access to positive relationships, both personal and within the community, to build their strengths and to provide support.

It is through sound assessment of the child’s connections, skills, abilities, and outlook and past trauma history that the most appropriate means of addressing their needs can be implemented. PromiseShip will include interventions focused on unconnected children, parenting skill and ability, as well as behavioral health treatment to build upon their parent skill and protective capacities.

b. Infants born with and identified as being affected by illegal substance abuse or withdrawal symptoms resulting from pre-natal drug exposure, or a Fetal Alcohol Spectrum Disorder

PromiseShip will have a dual focus on addressing the needs of infants born with, and identified as being affected by, illegal substance abuse, withdrawal symptoms resulting from pre-natal drug exposure, or a

Fetal Alcohol Spectrum Disorder. One focus will be on preventing substance use and abuse by parents, while a second focus will be on addressing the specific needs of drug-exposed infant.

By dually addressing this issue, there is increased opportunity to prevent future infants from being born who are affected by illegal substance abuse. There is also increased opportunity for improving the outcomes of children affected by parental substance abuse, and for preventing child maltreatment from occurring later in life as a result of their parental substance abuse or resulting developmental challenges faced by children who have been impacted.

Addressing Needs of Drug-Exposed Infants

Physiological manifestations of infant drug exposure may include low birth weight, feeding difficulties, increased irritability, and stunted cognitive and physical development. In addition, functioning of the family is impacted, thus resulting in poor parenting practices that lead to the child manifesting aggressive or delinquent behaviors due to harsh discipline, poor supervision, and emotional and/or physical neglect. The physiological manifestations also lend themselves to a dual approach of addressing not only the family's and child's mental health and substance abuse needs, but also to addressing any related medical needs of the child. In providing services for children and families, there is dual application of parent skills training/parent education programs such as *Healthy Families America* or *Parents as Teachers* outlined above.

PromiseShip will continue to work with Network providers, clinical providers, and medical providers in the community to address parental substance abuse by establishing a timely response to assessment, evaluation, and treatment of parents who struggle with substance abuse and their children. PromiseShip has identified providers who have expertise in working with families impacted by substance abuse. We will collaborate with these providers to build a highly skilled workforce that is able to identify and work with families affected by substance use/abuse, with a focus on maintaining safety of children within the home while the parent receives assessment and evaluation to determine the most appropriate level of treatment and intervention.

PromiseShip network providers offer a continuum of services that is substance-use-informed and utilizes well-supported, supported and promising practices in a number of their existing programs. They are able to deliver a services continuum that ranges from in-home prevention services to keep families intact, to in-patient treatment where mothers are able to reside with their children while receiving services or intensive outpatient treatment for mothers and/or fathers. While the in-patient and intensive outpatient treatment programs currently utilize many of the identified well-supported, supported and promising practice models, the in-home prevention services continuum will need further development upon release of approved evidence-based models by the Title IV-E Prevention Services Clearinghouse, such as *Healthy Families America* (HFA) and *Parents as Teachers*.

PromiseShip will refer parents to any number of substance abuse treatment providers within the provider network services continuum, depending on their unique needs. PromiseShip utilizes the ***Family Works*** and ***Better Together*** programs, as well as other community-based programs, to promote prevention of removal and timely reunification. Each of these programs offers a different level of treatment for parents who struggle with substance abuse.

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

- **Family Works** is utilized when there is a recommendation for residential treatment. Family Works provides residential treatment for mothers while allowing their children to remain with the parent throughout the course of treatment. Family Works currently utilizes the following well-supported, supported, and promising practices in their programming:
 - Child-Parent Psychotherapy
 - Circle of Security
 - Motivational Interviewing
 - EMDR
 - Cognitive Processing Therapy
 - Dialectical Behavioral Therapy
 - Living in Balance
 - Celebrating Families
 - Moral Recognition Therapy
 - Nurturing Parenting
 - Seeking Safety (adult)
 - Trauma Focused- CBT
 - Parent-Child Interactional Therapy (PCIT)
 - Incredible Years
 - C3 De-escalation

- **Better Together** offers intensive outpatient services to families in a sober living community. Better Together also promotes children residing within the family home during the course of treatment. Through collaboration with Douglas County Housing, PromiseShip and Better Together are able to provide safe and stable housing and additional supportive services to address parenting capacities. Better Together currently utilizes the following well-supported, supported, and promising practices in their programming:
 - Child-Parent Psychotherapy
 - Circle of Security
 - Motivational Interviewing
 - EMDR
 - Cognitive Processing Therapy
 - Dialectical Behavioral Therapy
 - Living in Balance
 - Celebrating Families
 - Moral Recognition Therapy
 - Nurturing Parenting
 - Seeking Safety (adult)
 - Trauma Focused- CBT

PromiseShip will collaborate with its network providers deliver substance abuse prevention and support services in the family home to promote safety and stability of the family. Designated network providers utilizing training and education on substance abuse to designated in-home provider staff. Training for designated in-home service providers includes, but is not limited to:

- Recognizing the physical and psychological effects of methamphetamine on individuals who use
- Recognizing the signs and symptoms of methamphetamine use
- Recognizing paraphernalia
- Cognitive and behavioral challenges that individuals addicted to methamphetamine experience
- High risk choices and how they affect the brain’s ability to make good decisions
- Methamphetamines explosive and toxic nature
- Problem solving situations that may arise in households where methamphetamine is being used
- How high-risk choices can lead to addiction
- Recognize addiction is a disease
- Recognizing that methamphetamine addiction is treatable
- Interventions and best practice treatment methods utilized in the ESA
- How methamphetamine impacts communities
- Ways families and communities can prevent substance abuse, including environmental prevention strategies

- Additional and similar information on alcohol, marijuana, synthetic drugs and prescription drug addiction

In addition, PromiseShip will partner with a specific substance abuse provider that conducts substance abuse assessment and evaluation within the family home in conjunction with the delivery of Intensive In-Home Services. This particular provider works with PromiseShip to reserve time to specifically serve parents involved with PromiseShip so they will receive timelier in-office evaluations.

Services for Infants with Fetal Alcohol Spectrum Disorder

If approved through Title IV-E Preventions Services Clearinghouse, PromiseShip will use the **Parents and Children Together (PACT)** for treating children who have been diagnosed with a Fetal Alcohol Spectrum Disorder. PACT has been identified as an evidence-based intervention model that can be utilized with this population. This model is currently being implemented by one of PromiseShip's Network providers and is also utilized as a prevention service by Region 6 Behavioral Healthcare.

The PACT model was created by the developers of the *Homebuilders* model of family preservation and is closely related to that model both in practice and in fidelity measures. PACT is a prevention/early intervention program that provides in-home counseling, skill building, and support. PACT is utilized to assist families in improving family functioning, increasing parenting skills, improving children's behaviors at home and in school and increase family social supports and social connections. Assuming this program is identified within the Title IV-E Prevention Services Clearinghouse PromiseShip would utilize this as a potential preservation service for families with children who have been exposed to substance use or who have been diagnosed with a Fetal Alcohol Spectrum Disorder.

Community Therapists and Practitioners

PromiseShip will work with a number of treating practitioners in the community who, through individual and family therapy, are equipped and trained to work with children who have been affected by parental substance abuse. Modalities of treatment commonly utilized by these practitioners include:

- Child-Parent Psychotherapy
- Cognitive Behavioral Therapy
- Dialectical Behavioral Therapy
- Parent-Child Interactional Therapy (PCIT)
- Trauma Focused Cognitive Behavioral Therapy

PromiseShip's Treatment Utilization Management team will collaborate with the Permanency team members in the identification of therapists who have expertise specific to the needs of children and families. The Treatment UM team is in the process of developing a comprehensive catalogue of community-based treatment practitioners, which includes their area of expertise, specialized training, treatment modalities utilized, and location of service.

PromiseShip is also in the process of enhancing this Treatment UM team so that referrals for children and families in need of therapeutic services will go through the team, regardless of funding source. This will allow utilization of the treatment practitioners catalogue to assist in creating a priority list of qualified treating practitioners who have the knowledge, skills, and ability to provide treatment specific

to the children and family need. PromiseShip will promote use of practitioners who utilize models of service delivery that are proven successful and are identified within the Title IV-E Prevention Services Clearinghouse.

Medical Consultation Services

When considering out of home care for children exposed to substance use, PromiseShip will use programs within the provider network that employ nurses who provide consultation to the Child Placing Agency teams. Nursing consultation assists with managing any medical issues children may have as a result of exposure to substance use. Children may exhibit widespread physical and developmental challenges associated with pre-natal or early childhood exposure to illegal substances. Many of these challenges need to be addressed by caregivers (i.e., kinship/relative or foster parents) who have experience working with the child's specific health issues.

Additional supports and services for children exposed to parental substance abuse include, but are not limited to:

- Psychiatric treatment
- Medication management
- Medical care and supervision specific to the individualized physical health needs of the child
- Referral to the Early Development Network for assessment and follow through with recommendations
- Access to child care/treatment programs
- Utilization of services and supports through UNMC Monroe Meyer Institute

c. Children who have intellectual disability, Autism Spectrum Disorder, or who demonstrate behaviors consistent with children who have an intellectual disability

As with the other populations, PromiseShip will engage the provider network in provision of services to children who have an intellectual disability, Autism Spectrum Disorder, or who demonstrate behaviors consistent with children who have an intellectual disability. Providers will provide services that utilize well-supported, supported or promising practice models identified within the Title IV-E Prevention Services Clearinghouse, as approved for utilization for FFPSA implementation.

Using Applied Behavioral Analysis (ABA) to Address Children's Special Needs

PromiseShip will employ effective approaches and interventions designed to alleviate symptoms and encourage growth and development for this population of children. The most effective and common approach identified relates to implementation of a highly structured, individually-tailored and intensive behavioral intervention program. The most effective and widely used approach for this population is **Applied Behavioral Analysis (ABA)**. This methodology is used to address developmental delays, significant behavioral problems, and undesirable habits or behaviors, which are generally present in children affected by intellectual disability and Autism Spectrum Disorder.

Since ABA addresses significant behavioral problems, it is also applicable for children who have behaviors that are consistent with what is seen in children with intellectual disabilities, but who do not

meet diagnostic criteria for such. ABA can be utilized with individuals of all ages and can be utilized across multiple settings.

ABA assesses the functionality of a child's behavior (i.e., Functional Behavioral Assessment) with a targeted focus on improving social skills, communication, and adaptive learning skills. ABA supports learning new skills, maintaining positive behavioral gains, and behavior transference from one situation to another. This is a practice that is provided through clinical intervention and is most successful when delivered with high intensity. ABA is also most successful when delivered to younger because the younger the child, the more impact the service will have on their positive outcomes. Clinicians will be required have specialized training and certification in order to deliver ABA for children who have an intellectual disability, Autism Spectrum Disorder, or who demonstrate behaviors consistent with children who have an intellectual disability.

Working with Community-Based Professionals and Providers to Address Children's Special Needs

PromiseShip will work with non-treatment professionals within the community who are able to conduct Functional Behavioral Assessments. For example, public schools are able to complete functional behavioral assessments. While these are not able to be utilized in determining developmental disability (DD) eligibility, they can be utilized to guide decision-making for service and support implementation for school-aged children.

PromiseShip will also work with community-based providers that are familiar with this population and with which we have established relationships. These providers employ qualified professionals who are able to complete functional behavioral assessments that can be utilized to determine DD eligibility. They will also be able to provide ABA treatment and have the knowledge and skills to provide habilitative services to children within the child welfare system. PromiseShip will actively partner with agencies who have service continuums that are inclusive of habilitative and child welfare services. These providers employ clinicians trained in Applied Behavioral Analysis who can assess behavioral functioning as well as implement interventions and services to address children's identified needs. In addition, the identified community-based providers have built child-specific programs designed to encourage growth and development, alleviate emotional and behavioral symptoms, and address community integration issues.

PromiseShip will partner with organizations to conduct functional behavioral assessments in children's home environments, as much as possible, which allows professionals to observe children's behaviors and functioning during the course of a typical day in order to provide recommendations for the best course of treatment for children served by PromiseShip.

PromiseShip will provide ongoing informational training for members of our Provider Network about current services and supports available for children who have an intellectual disability, Autism Spectrum Disorder, or who demonstrate behaviors consistent with children who have an intellectual disability. We will also partner with Child Placing Agencies (i.e., foster care agencies) to provide additional training for foster parents who will provide care for children with intellectual disabilities, fall within the autism spectrum, or present with behaviors consistent with intellectual disabilities. PromiseShip is able to successfully support this special population of children in community-based settings by using providers that have employees and foster families who have specialized skill-development and training.

d. Children who have been exposed to domestic violence

In considering services and supports for children who have been exposed to domestic violence, there are unique needs of children and their parents, both of which require intervention and treatment. The goal is to reduce children's re-exposure to domestic violence by increasing opportunities for successful parenting. As a result, children will have healthier outcomes.

Using the Duluth Model to Address Domestic Violence

PromiseShip will work with community providers to provide domestic violence education and treatment for parents, regardless of whether they are the victim or offender. Identified providers in the Provider Network use the **Duluth Model**, and evidence-based model that is a way of thinking about how a community works together to end domestic violence. The model focuses on removing the blame from the victim and placing accountability for abuse on the offender. It also provides shared policies and procedures that communities can use to hold offenders accountable and keep victims safe. The Duluth Model also offers opportunities for behavioral change for domestic violence offenders through educational groups. PromiseShip supports accountability of offenders, which the model upholds and requires the batterer to pay for the cost of attending the educational program.

Addressing Emotional and Behavioral Needs of Children Exposed to Domestic Violence

PromiseShip will provide supports and services to address the trauma children have experienced through their exposure to domestic violence. Witnessing domestic violence increases their potential future involvement in substance abuse, drinking, smoking, and violent behavior. Therefore, PromiseShip refers children to community-based therapists to meet their emotional and behavioral health needs. Interventions therapists use include **Trauma Focused Cognitive Behavioral Therapy (TF-CBT)**, **Child/Parent Psychotherapy (CPP)**, and **Parent/Child Interactional Therapy (PCIT)**.

Addressing Housing, Employment, and Parenting Needs of Families Healing from Domestic Violence

PromiseShip also worked with a Network provider to develop and implement the **Integrated Family Care program**. This program has been in operation for two years to help families who are homeless or marginally housed by providing them with a safe living environment, education and skill building to address parental capacities, and education and support for seeking independent employment and housing.

PromiseShip is working with a Network provider to tailor the Integrated Family Care program for victims of domestic violence and their children. This program will allow children to reside with their non-offending parent in a safe and supervised living environment under the care of a mentor while the parent obtains treatment, establishes a safe living plan, addresses parental capacity issues, and is able to safely reintegrate into the community.

PromiseShip will also explore other evidence-based models that are well-supported, supported, or promising practices to incorporate into the Integrated Family Care program. Options models under consideration include, but are not limited to:

- Seeking Safety
- Trauma-Affect Regulation
- Safe and Connected

We will identify one or more appropriate models once the Title IV-E Prevention Services Clearinghouse has identified models it is supporting for utilization with the Family First Prevention Services Act (FFPSA).

e. Children who have extensive histories of trauma

Children involved in the child welfare system have likely experienced some form of trauma from abuse or neglect. Treatment practices for children who have experienced trauma will be systemwide, beginning at intake and following the child through their involvement in the child welfare system and beyond. PromiseShip will work with children and families through a trauma-informed lens and engage its Network providers and other stakeholders in trauma-informed practices.

Treatment of trauma is often viewed as a clinical or therapeutic intervention. However, the care a child receives across systems and services can be viewed as a trauma intervention. Therefore, while PromiseShip will work with a number of providers that deliver the clinical and therapeutic services, we will also expect all team members, including providers within the Provider Network, to embed trauma principles and practices into their work. By supporting and requiring this from the Provider Network, together we are embedding trauma informed care into the everyday work. As a result, the child welfare system will be able to better meet the safety, permanency and wellbeing needs of children.

One example of a trauma-informed practice that will be used is the **TIPS-MAPP training** (*Trauma Informed Partnering for Safety and Permanency – Massachusetts Approach to Partnership in Parenting*), which foster and Resource Families will be required to complete for licensure. This training will prepare foster parents for bringing a new child into their home by setting the foundation for a successful partnership. It also will provide information for foster and Resource families about appropriately supporting children who have experienced trauma, as well as some of the more common reasons for placement disruption and how to manage those issues when they arise.

Service providers who are members of the PromiseShip Provider Network will be required to provide training to all direct care staff about trauma-informed care and how to work with children and families who have experienced trauma. PromiseShip will monitor the training component as part of providers' personnel file reviews to verify that Network providers are training their teams in trauma-informed care.

PromiseShip will work with a number of community-based mental health providers that provide clinical treatment of trauma for children and families. Trauma-specific clinical treatments will be delivered by mental health professionals who are specially trained or certified in their area of expertise. The focus areas of many of the trauma-focused treatment interventions include:

- helping children regain a sense of control over their trauma;
- understanding their responses to traumatic events; and
- normalizing the symptoms they are experiencing as a result of trauma.

Specific strategies are used with trauma-focused clinical interventions, including cognitive reframing, emotional regulation, and trauma narratives. PromiseShip will involve the parent or caregiver in the treatment of trauma, especially if the parent also has experienced their own trauma.

PromiseShip will work with clinicians who use evidence-based models that are well-supported, supported, and promising practices for the treatment of trauma. Within the Eastern Service Area, providers use a variety of treatment modalities, including:

- **Trauma Focused Cognitive Behavioral Therapy (TF-CBT)**
- **Child Parent Psychotherapy (CPP)**
- **Parent Child Interactional Therapy (PCIT)**
- **Eye Movement and Desensitization and Reprocessing (EMDR)**

Regardless of the treatment modality used, PromiseShip understands that trauma looks different for each person. Some people may demonstrate significant resiliency and show minimal lasting signs of trauma, while others will show severe and long-lasting effects. There are many ways in which a child may have experienced trauma, such as through physical abuse, sexual abuse, neglect, witnessing domestic violence, or through having witnessed or experienced substance abuse within the home environment. Each of these will have its own unique trauma impact on a child and PromiseShip will be able to address each child's unique needs.

f. Children who have limited connections with supportive adults

PromiseShip will use Kevin Campbell's Family Finding model for establishing and maintaining children's connections with supportive adults. The model is child-centered and yields positive results. Meaningful connections with supportive adults are crucial for the wellbeing of children. Children in the child welfare system often find themselves cut off from their families and other supportive networks. When children are removed from their homes and communities and placed with foster parents they do not know, this can perpetuate feelings of insecurity, isolation, and abandonment. Repeated placement changes in foster homes can further traumatize children and increase their likelihood of developing adjustment and attachment difficulties. It is critical that the professionals working with children recognize the importance of ensuring that there are caring, supportive and familiar individuals taking active involvement in the lives of these children.

Using Family Finding Model to Build Supportive Connections

PromiseShip complies with the *2008 Fostering Connections to Success and Increasing Adoptions Act*, and will continue making efforts to identify, locate, and notify relatives whenever a child is removed from their parents or is at risk of removal from their home. However, these efforts by themselves are insufficient to ensuring that there are engaged adults actively participating with and supporting children in foster care. Therefore, PromiseShip will use Kevin A. Campbell's evidence-based **Family Finding Model**.

PromiseShip first began using Kevin A. Campbell's Family Finding model in 2012 after staff received initial training. The model was later modified by the model developer, and our staff received enhanced training and coaching in use of the updated model in 2015. PromiseShip included three of its Network providers in the 2015 training and coaching in order for them to implement Kevin A. Campbell's Family Finding model, which increased capacity of the services continuum and extended the opportunity to meet the permanency needs of children. PromiseShip and these Network providers will use the Family Finding model to help children build connections with supportive adults.

The Family Finding model offers methods and strategies that can be used to locate and engage relatives or other caring adults who can support children during and after their involvement in the child welfare system. The model is based on the belief that every child deserves lifelong connections. Family Finding is designed to locate relatives of children with the intention of actively engaging them in providing emotional support, family connectedness, and increasing the opportunity for permanent placement with a relative caregiver.

One of the most essential components of Family Finding is a sense of urgency. Use of the model will aid in the reduction of trauma children experience through system involvement by instilling a sense of urgency among all stakeholders involved in the child's life. Urgency will be communicated through the need to surround the child with familiar caring adults. Operating with this sense of urgency also promotes timely permanency for children.

Family Finding will provide an exhaustive search for family and other caring adults. The model operates from a family-driven process, which increases voice and choice of the family in planning for the well-being and best interests of the child.

While there is evidence supporting the effectiveness of this Family Finding Model, it is unknown at this time if it will be included in Title IV-E Prevention Services Clearinghouse. Children have experienced many positive outcomes as a result of PromiseShip and its Network providers using the Kevin A. Campbell Family Finding Model. Therefore, we will continue using the model regardless of inclusion in the Title IV-E Prevention Services Clearinghouse.

Other Ways We Build Supportive Connections for Children

In addition to using the Family Finding Model, PromiseShip will also use additional tools and methods to address the need for children’s connections to supportive and familiar adults. These activities include:

- **Mobility Mapping**
- **Seneca Searches**
- **Genograms and Eco mapping**
- **Life Books**

Another activity that has proven to have significant positive impact, but that is not identified on the Title IV-E Prevention Services Clearinghouse, will be PromiseShip’s use of **Network Support Plans**. Network Support Plans identify supportive adults who are willing to take on various roles to support children who are in care. The roles filled are based on the child’s needs and caring adult availability. Network Support Plans are “living” plans that are actively discussed as part of regular Family Team Meetings. As a “living” document, additions and changes can be made at any time to the plan, and the roles that the caring adults play can be changed as the child’s needs change.

PromiseShip is also considering pairing the Network Support Plan with the **Youth Connections Scale**. The Youth Connections Scale is a method of formally assessing a child’s connections by evaluating whether related activities are occurring, such as creation of genograms, mobility mapping, or Life Books. The scale provides information about the number and type of existing supportive adult connections a child has, the strength of those connections, various indicators of support types provided, and the overarching level of the child’s connections. By pairing this tool with the Network Support Plan, PromiseShip case managers can readily identify gaps in supports, elicit additional supports from identified supportive adults, and identify additional supports to address unmet needs.

Finally, PromiseShip will use the **Safe and Connected Model** as another tool to ensure child connectedness. The Safe and Connected Model was developed by Sue Lohrbach and provides a structured way to make decisions with and for the children and families served by child welfare, juvenile justice, and related systems. This tool helps identify strengths and protective factors as well as safety and belonging factors. It also highlights when children do not have connections that promote safety and belonging and allows for discussion and identification of next steps that can be taken to address the lack of connectedness and supports. This model was derived from the **Signs of Safety Model** and has similarities to components of **Safety Organized Practice (SOP)**. Given the similarities between the models and the State’s implementation of SOP, PromiseShip will move from using the Safe and Connected Model to using Safety Organized Practice instead.

g. Youth that intersect both the child welfare and juvenile justice systems

Crossover Youth Practice Model Improves Cross-System Collaboration

PromiseShip is engaged in significant activity surrounding children who intersect both the child welfare and juvenile justice systems, often referred to as “crossover youth.” The **Crossover Youth Practice Model** is under the leadership and direction of the Juvenile Detention Alternatives Initiatives (JDAI) and is the predominant approach used in Douglas and Sarpy Counties, which was developed out of the Georgetown Juvenile Justice certificate programs and is currently identified as a promising practice. This model includes a multi-disciplined approach to collaboratively supporting crossover youth.

The Youth Impact Team seeks to apply the Crossover Youth Practice Model principles to the daily work of professionals who work with crossover youth. Boys Town and Judge Johnson (Douglas County Juvenile Court) co-chair the team, which is comprised of professionals from PromiseShip, Juvenile Assessment Center, County Attorney’s Office, Probation, Operation Youth Success, Boys Town, and the Douglas County Juvenile Court. Common goals of the team include:

- Safety
- Support from trusted adults
- Opportunity to build skills to become positive adults

Through participation in and use of the Crossover Youth Practice Model, PromiseShip will be able to maximize the expertise of professionals from the child welfare and juvenile justice systems, which will result in improved outcomes for children, families, and the community.

The Crossover Youth Practice Model operates under common goals that are:

- rooted in Juvenile Code;
- designed to improve outcomes for children, families, and communities; and
- focused on increasing communication, collaboration and coordination of system partners.

These goals also speak to the roles of both the child welfare and juvenile justice system, as well as how they intersect and where they divide. Both systems operate with safety as a primary objective and both assess risk, but they do so through different lens and different approaches.

The Crossover Youth Practice Model seeks to:

- reduce the need for dual-adjudication;
- achieve a safe reduction in the number of children in detention and out-of-home care; and
- reduce disproportionate minority representation.

In many respects, the Crossover Youth Practice Model operates as a prevention model. It will be utilized for collaborative case planning and information sharing. This reduces system redundancy and allows for children and their families to access services and supports from both systems without duplication of services and efforts.

System collaboration will be demonstrated through collaborative court reports, collaboration on priorities, joint efforts to meet the child's and family's needs, joint efforts to share the costs of services, and joint efforts to share the work in serving children and families. PromiseShip will participate in ongoing team meetings to discuss status and progress of the Crossover Youth Practice Model in successful cross-system collaboration.

Other Approaches

PromiseShip will also work with Network providers that deliver other services, therapies and approaches for meeting the needs of children who intersect the child welfare and juvenile justice systems. The most commonly used practice model in the Eastern Service Areas is **Cognitive Behavioral Therapy**. This is largely due to the cognitive restructuring that is critical for changing a child's behaviors.

PromiseShip will also work with certified **Multi-Systemic Therapy (MST)** providers that are actively providing MST for children who intersect the child welfare and juvenile justice systems. MST is an evidence-based practice that has proven positive results with the children involved in the juvenile justice system. MST is a flexible option for children and families since it allows for treatment within the home, school, or other community environment, and requires 24-hour availability by the therapist to address any presenting concerns or issues.

PromiseShip will also collaborate with **You Turn**, which is a gang intervention program in the Eastern Service Area. You Turn utilizes the **Cure Violence Health Model** to work with children and their families to reduce and prevent child violence. This model uses a public health approach, focused on individual level and community level change, to reduce violence by educating at-risk children about more acceptable and less harmful ways to resolve personal conflicts and disputes. The Cure Violence Health Model is not currently rated on the California Evidence Based Clearinghouse.

PromiseShip has significant community involvement and partnerships that help inform practices that can have a positive impact on the lives of children who intersect the child welfare and juvenile justice systems. These include:

- partnerships with local law enforcement;
- participation in Youth Impact;
- participation in Juvenile Detention Alternatives Initiative (JDAI); and
- participation in Operation Youth success.

PromiseShip will continue its involvement and partnerships with these groups to ensure we are working collaboratively with other community stakeholders towards common goals.

h. Youth identified as survivors of sex trafficking

Sex trafficking poses significant harm to women and children. Therefore, PromiseShip will work with community-based providers to deliver programs and services that help survivors of sex trafficking. These providers will also deliver education and training to PromiseShip staff who work with women and

children survivors of sex trafficking so they can appropriately address the trauma caused by being victimized in this nature. Current community resources and connections include, but are not limited to:

- **Indigo Program**
- **Child Exploitation Task Force**
- **The Women’s Fund of Omaha**
- **Safe-T**
- **Legal Center for Immigration**
- **Strengthening Families Act Sex Trafficking subcommittee**

Therapeutic trauma-informed supports will be used with child survivors of sex trafficking, which will focus on two key areas: 1) processing trauma; and 2) fostering resiliency. Many approaches will be available, including expressive therapy options (e.g., animal assisted therapy; art therapy).

As a result of the complex trauma and violation inflicted on victims, evidence has shown that therapies used to treat individuals with Post Traumatic Stress Disorder (PTSD) have demonstrated similar effectiveness in treating the mental health needs of sex trafficking survivors.

PromiseShip will also consider other treatment options, depending on the presenting problems of each child survivor, such as those for anxiety, other mood disorders, and substance abuse. Treatment will often need to be long-term and focused on behavioral, cognitive, and psychodynamic approaches.

Evidence-based treatment for children who are survivors of sex trafficking will be provided by trained and licensed mental health practitioners in the Eastern Service Area. The most common approaches used by practitioners include **Cognitive Therapy** and **Cognitive Behavioral Therapy (CBT)**. While there are other approaches such as **Eye Movement and Desensitization and Reprocessing (EMDR)** or **Stress Inoculation Therapy (SIT)**, these are used to a lesser prevalence due to the limited number of trained and skilled providers in the ESA who can provide the EMDR and SIT therapies.

Preventive Measures

The best method of treatment is **prevention**. PromiseShip will take proactive approaches to prevent sex trafficking of children involved in child welfare system. Proactive approaches will include working with Child Placing Agencies in the PromiseShip Provider Network to identify foster and Resource Family homes that are able to provide the supervision and structure needed for children in their care, and who have the ability to engage children to prevent “missing” episodes, which is when the child’s location is unknown to the foster or Resource family. Children who are “missing” are at highest risk for becoming victims of sex trafficking.

PromiseShip will work with its Child Placing Agencies to ensure staff and foster and Resource Families are trained in how to recognize and respond to indicators that place children at high risk for sex trafficking. Children in the child welfare system are already at increased risk due to their trauma histories, few (or no) healthy connections with supportive adults, and high mobility. PromiseShip will use a strengths-based approach to prevent children from becoming sex trafficking victims.

Approaches will include:

- engaging children in activities,
- connecting children with positive supports,
- minimizing placement changes or disruptions, and
- demonstrating timeliness in response to red flags or indicators are helpful in the prevention of sex trafficking.

Consistency and participation of the child's caregiver in therapy, as appropriate, will also be critical to assist the child in developing a sense of belonging. In addition, seeking treatment immediately, increasing community and provider awareness, and establishing informational and collaborative multisector relationships can help address and reduce risk.

Ensuring a Timely Response When Youth Go Missing

PromiseShip will treat every missing child with a sense of urgency to ensure the child can be located and safely returned to their caregiver's home before they fall victim to sex trafficking. Every minute a child is missing increases their chances of being sex trafficked, so every second counts in finding that child as quickly as possible.

Timely reporting is the first step. PromiseShip adheres to **P.L. 114-22 Justice for Victims of Trafficking Act of 2015**, which has a particular focus on timely reporting of children who go missing. PromiseShip also adheres to practices outlined in the **DHHS Memo #37-2016**. Reporting steps for missing children will be as follows:

- 1) a police report will be immediately filed by PromiseShip when it has been determined the child is missing;
- 2) a critical incident report is then completed either by the case manager or the provider, whoever has first knowledge of the incident;
- 3) information from the critical incident report is entered under the *Child Missing Detail* tab in N-FOCUS (Nebraska Family Online Client User System) by the case manager;
- 4) notification of the missing child is provided to the National Center for Missing and Exploited Children by PromiseShip;
- 5) the Family Permanency Specialist (FPS) (i.e., case manager) notifies PromiseShip's Utilization Management (UM) team so they can enter the placement change in N-FOCUS
- 6) then the FPS completes the Protective Services Alert;
- 7) documentation is then completed in N-FOCUS under required contacts as "Missing Youth – Unable to be Located."

PromiseShip also adheres to the **Preventing Sex Trafficking and Strengthening Families Act**, which outlines the following requirements:

- Provide services for children who are victims of, or at risk of, sex trafficking, who are under the care and supervision of DHHS in the Eastern Service Area;
- Immediately report children identified as sex trafficking victims to law enforcement;
- Report children who are identified as sex trafficking victims to DHHS;
- Gather and report information about children who have gone missing from care, as well as any information about the child's experiences while absent from care, efforts to provide services

and placements, and efforts to ensure children have opportunity to form and maintain lifelong connections with caring adults;

- Report missing children to law enforcement and to the National Center for Missing and Exploited Children; and
- Establish and implement practices and protocols to locate missing children.

i. Youth who are near the age of majority and preparing to transition into adulthood

PromiseShip will work intensively with children and their family team to ensure delivery of evidenced based models that are well-supported, supported, or promising practices for children who are near the age of majority and preparing to transition to adulthood.

A priority in working with transition age children is assessing their skill base. PromiseShip will conduct an initial assessment of each child's skill base at age 14, with annual assessment occurring thereafter. PromiseShip will use the **Ansell-Casey Life Skills Assessment**, which is a tool that assesses the child's competencies in various skill-based categories to determine areas of individualized strengths and needs. Information obtained from this assessment will then be addressed in the child's **transitional living plan**, through identification of goals and strategies unique to the child.

Each child will have a team that is comprised of individuals who have been identified as playing a significant role in the child's life. The child will be given an active role in team identification. The child's identified team will then work collaboratively to assist in the development of the transitional living plan. Strategies identified in the transition plan will then be used to build the child's skill and knowledge base in preparation for successful transition to adulthood. Implementation of the strategies will be owned by various members of the team as a way to ensure well-rounded support for the child.

Furthermore, PromiseShip will work collaboratively with formal and informal supports and programs to ensure that the child has access to opportunities that will assist in skill development and further enhance connections with supportive adults and community resources.

While ongoing assessment of independent living skill acquisition is imperative to support children in achieving skills that will help them toward successful independence, PromiseShip does not support recommendations for developing a **planned permanent living arrangement (APPLA)** for any child under the age of 16, which is in adherence to the Preventing Sex Trafficking and Strengthening Families Act. PromiseShip does not promote or support APPLA for any child.

However, PromiseShip acknowledges there are circumstances in which an APPLA plan becomes necessary for older children, but only after we have made every effort to secure reunification, adoption, or guardianship. Permanency will always be the end goal that we work towards for every child.

When children turn age 18, a **Transitional Resources for Youth (TRY)** consultation team staffing will take place concurrent with the 18-year-old staffing. Depending on the child's needs and their existing transitional plan, PromiseShip may also choose to host a **Best Interest staffing** or **Review, Evaluate and Direct (RED) Team staffing**. These types of staffing are conducted using the **Safe and Together model**

developed by Sue Lorbach. These staffings are designed to identify a child's areas of safety and belonging, strengths and protective capacities, complicating factors, and any grey areas. PromiseShip will then use the information gathered from these staffings, as well as historical information about the child, to identify appropriate next steps.

PromiseShip has also been researching well-supported, supported, and promising practices related to care for children who are transition age, such as the high-fidelity **TIP Model Program** from *Stars Behavioral Group*. PromiseShip staff have also been trained in the **Youth Thrive™** framework. The goal of this training is to provide agencies serving children an understanding of the factors for healthy development.

The Youth Thrive™ training is designed to help participants:

- Increase knowledge regarding the Youth Thrive™ project, history and goals.
- Become familiar with a set of guiding premises that support our practice as we apply the Youth Thrive™ Framework.
- Explore the Youth Thrive™ Protective and Promotive Framework and the research behind each of its five components, which are:
 - Knowledge of adolescent development
 - Social connections
 - Cognitive and social/emotional competence
 - Concrete support in times of need
 - Promoting child resilience
- Learn how the protective and promotive factors, which are important for ALL children, work together to increase the likelihood that children develop characteristics associated with healthy adolescent development and well-being.

CONTINUUM OF SERVICES: CNT-5

Req #	Requirement	Comply
CNT-5	The bidder should describe a plan on how it will assess gaps in service array for the populations served and said plan shall include how it proposes to fill these gaps in services. Gaps in service means that needed services for families are not available due to capacity issues or there are no Second Tier Sub recipients or subcontractors in the area that provide needed services.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *D. Program Requirements for Service Delivery*
- *E. Administrative Requirements*

Overview

In its plan to assess and fill gaps in our service array, PromiseShip will differentiate between gaps in capacity and gaps in the service array.

As stated in the CNT-5 requirement instructions above, *"Gaps in service means that needed services for families are not available due to capacity issues or there are no Second Tier Sub recipients or subcontractors in the area that provide the services."*

Based on the CNT-5 definition for "gaps in service," PromiseShip views this as a gap in capacity. Whereas a gap in service array is viewed by PromiseShip as when an outcome is consistently unable to be met through the existing service delivery model or the assessment utilized did not correctly identify the wants and needs of the child and family in order for them to be successful.

Both types of gaps will be addressed in the plan outlined below.

Plan for Addressing Gaps in Capacity

PromiseShip will assess and fill gaps in the capacity of the services continuum through a three-step process.

- **Step 1. Utilization Management Team identifies capacity gaps.** Gaps in capacity are often initially identified through the Utilization Management team. As the Utilization Management team sends referrals and identifies providers, it becomes evident when there are struggles in assigning referrals due to lack of acceptance for services and placement. In addition, the Utilization Management team has access to provider stated denial reasons and, with this, can monitor capacity barriers to prevent them from rising to the level of concern.
- **Step 2. Identify existing Network providers that can fill capacity gaps.** In addressing gaps in capacity, PromiseShip first looks to existing providers within the PromiseShip network of providers who actively deliver the service/placement to expand their existing capacity.

- **Step 3. Identify other providers that can fill capacity gaps.** If expanding capacity of existing providers is not feasible or does not meet the identified need, PromiseShip then looks to other providers within the PromiseShip network to add the needed service to their existing array.

Thus far, gaps in capacity have been resolved utilizing this process.

Expanding the Provider Network and Service Array

PromiseShip is frequently approached by area providers interested in becoming a part of the PromiseShip Provider Network. Interactions with interested providers indicate that reasons for approaching PromiseShip to become part of the network is their understanding of and alignment with PromiseShip's values, feeling as if they offer a service that may address a unique need or cultural group, or just wanting to get started as a service provider in the ESA.

Occasionally, when the Utilization Management and Network Team is searching for services to address specific needs of a child or family, PromiseShip will seek out specific providers and request that they consider becoming a member of the Provider Network. When this occurs, PromiseShip will request that the provider take steps to joining the network through the standard process outlined below.

- **Step 1. Providers submit a written program plan.** This plan should outline the services they wish to provide and a detailed description of their program, including information on their model of service delivery.
- **Step 2. PromiseShip conducts a capacity assessment of the provider.** Upon receipt of the provider's written program plan, PromiseShip's Utilization Management (UM) team then conducts a capacity assessment to determine if there is a need for additional providers to meet the service need or if there are any current quality concerns being addressed that may lead to a discharge of a provider from the network or specific service.
- **Step 3. The capacity assessment is reviewed by the UM and Network Management Committee.** Information from steps one and two are compiled and provided to the UM and Network Management Committee for review. The committee is one of PromiseShip's Quality Management workgroups and is comprised of staff from various teams across PromiseShip, including the CQI team (see **CONTINUOUS QUALITY IMPROVEMENT: CQI-1** for a full description of the committee and its functions).
- **Step 4. The UM and Network Management Committee makes recommendations.** The UM and Network Management Committee reviews all of the information received about the provider and makes recommendations regarding need and onboarding.
- **Step 5. Probationary period for new providers.** As part of the onboarding process, approved providers will be required to deliver identified services for a probationary period of at least 90 days through a letter of agreement arrangement. During this time, they will not have full access to Network provider benefits. This allows PromiseShip to determine if the provider is a good fit, as well as whether the provider is able to fulfill contractual requirements. The probationary period also allows the provider to determine if they want to pursue a more formal relationship with PromiseShip and become a full member of the Provider Network.

- **Step 5. Gather information on quality of provider services delivered.** Prior to the end of 90-day probationary period, a survey is sent to Family Permanency Specialists (i.e., case managers) who are working with children and families who have received services from the provider. This survey helps to determine quality of services provided. In addition, information is gathered from PromiseShip Program Audit, to determine if there have been any related provider complaints or grievances to consider.
- **Step 6. UM and Network Management Committee reviews service quality information and makes final determination.** The information from step five is compiled by the Network Management team and submitted to the UM and Network Management Committee for review and final Provider Network onboard determination. The result may be one of the following recommendations:
 - onboard the provider and bring them into the PromiseShip Provider Network with full access to Network benefits; or
 - continue using provider under a Letter of Agreement status, but only as needed; or
 - decline provider for continued use or onboarding.

If a provider is not accepted into the Provider Network due to quality concerns, recommendations will be shared with the provider regarding areas in need of improvement. A provider may be given the opportunity to re-apply in the future when the recommended changes are made.

If there are no quality concerns about the provider, but there is not sufficient utilization or need of the service to support onboarding, then the provider will be allowed to continue to provide services on an as needed basis through a Letter of Agreement.

Benefits of Provider Network Membership

There is no fee or cost associated with becoming a member of PromiseShip's Provider Network. However, there are several benefits associated with being a PromiseShip Network provider, including the ability to:

- receive referrals for service(s)
- view authorizations for service(s)
- access data regarding service(s)
- upload documentation of service(s) delivered
- complete billing activities directly in FAMCare, the utilization and provider billing system
- have first access to service referrals
- receive technical support from PromiseShip's Network Management team
- receive data related to quality of service(s) delivered
- receive information on outcome of personnel file reviews
- receive performance outcome data as outlined within their contracts

Addressing Urgent and Immediate Capacity Needs

When there is an urgent capacity need that must be addressed immediately, such as providing parenting time services at a location outside of Douglas and Sarpy Counties, PromiseShip has a team of Program

Support Workers (PSW) that will be utilized on a short-term basis to ensure that the parenting time occurs. Utilizing a PSW allows PromiseShip time to seek out a service provider located in the area in which the family resides. It also allows time for the Network Management team to establish a single case agreement with the provider to meet the need.

This type of capacity issue has occurred with other services when a child or parent reside outside of the state of Nebraska or outside of the service area. If the capacity need is not for a service that must be implemented immediately or is outside of the scope of the PSW staff, PromiseShip utilizes its Network Management team to seek out and secure a provider who can meet the need.

Plan to Address Gaps in Service Array

PromiseShip believes that each child and family served is unique and they have individual strengths and needs. Therefore, services and supports will be tailored to meet their needs. Over the last ten years, PromiseShip has built a service array that is flexible so it can adapt to the individualized needs of children and families. Service delivery is based on outcomes as opposed to a specific service type, which gives providers the flexibility to operate within a broad service description. This flexibility allows providers to develop interventions and strategies to address outcomes specific to the child and family that will promote safety, permanency and wellbeing.

With the implementation of the Family First Prevention Services Act (FFPSA), PromiseShip will identify whether gaps exist in its service continuum specifically related to provision of evidence-based models that are well-supported, supported, or promising practices that are FFPSA approved. PromiseShip providers use numerous evidence-based models, which are embedded throughout the existing continuum of services, and some of which are identified on the Title IV-E Prevention Services Clearinghouse. The current service continuum and models utilized by PromiseShip and the Provider Network are identified in the **Catalogue of In-Home Services (Appendix 11)**.

Establish a Leadership Implementation Team

PromiseShip will establish a **Leadership Implementation Team** to:

- review the existing service continuum;
- identify well-supported, supported, and promising practice models for implementation;
- determine the impact this implementation will have on the existing service continuum; and
- establish a work plan that ensures that PromiseShip and its network of providers meets the established goals related to upward titration of evidence-based prevention service models.

The Leadership Implementation Team will also be responsible for ensuring that by the third year of the subaward, 50% or more of prevention services available in the service array meet the criteria of well-Supported, supported or promising practices as outlined in FFPSA.

With outcome-based services in mind, the Leadership Implementation Team will assess gaps in the service array based on which outcomes are not being met rather than which services are missing. Through service implementation and assessment, PromiseShip has identified gaps within the existing service continuum related to FFPSA approved well-supported, supported and promising practice

models. With implementation of FFPSA, there is a need for significant and progressive forward movement to meet all outlined standards, including the upward titration of 30%, 40%, and 50% of prevention services meeting the criteria for well-supported, supported, or promising practices over the next three years.

PromiseShip will draw from programs and services in the Provider Network that already meet the FFPSA criteria in order to address immediate needs and begin building the service array to meet the initial FFPSA criteria requiring that 30% of prevention services are well supported, supported or promising practices. This will require working with providers to access and build capacity around services that are not currently provided for children and families who are referred for case management. Assessing potential models to incorporate will include reviewing programs for parents of children age 0-5, residential substance use/abuse treatment allowing children to remain with their parents during treatment, and the *Parents and Children Together Program*, if it is determined to meet the FFPSA criteria.

Once we meet the initial year requirement that at least 30% of all prevention services will be evidence-based models that are well-supported, supported or promising practices, PromiseShip will utilize the Leadership Implementation Team to assess and plan for next steps, which will include:

- expanding capacity for serving children ages 0-5;
- expanding capacity for residential substance abuse treatment services; and
- working on statewide implementation of the Kinship Navigator program.

More information regarding the plan for ensuring capacity meets FFPSA requirements is outlined under section **CONTINUUM OF SERVICES: CNT-2**.

PromiseShip also plans to increase capacity of the **Integrated Family Care Program (IFC)** and is exploring models of service that can be used within the IFC Program. PromiseShip will also implement the **Quality Parenting Initiative** to build a resilient, skilled, and supportive pool of **Resource Family** parents.

PromiseShip will address gaps the service array using well supported, supported or promising practices designed to work with these populations. PromiseShip will continue monitoring the Title IV-E Prevention Services Clearinghouse for release of practice models approved for FFPSA to determine which models will best meet the identified needs of children and families in the Eastern Service Area.

Assessment of gaps will be conducted through a multi-step approach. The initial point of information used to identify gaps is related to the move toward outcome based contracting. As further definition is added to FFPSA and as information related to approved practice models is released, there will be increased opportunity to further identify gaps in the service continuum as well as well supported, supported and promising practice models that can be utilized to address the gaps. PromiseShip will work with DHHS on identification and implementation.

Partnering with Provider Network to Identify Gaps in Service Array

In order to gather consistent outcome data, PromiseShip will work with the Provider Network to use consistent outcome definitions, language and assessment in newly-developed services. This allows for

PromiseShip to gather information on the outcomes most frequently identified and the success rate at which each of these outcomes is achieved through the service delivery process.

PromiseShip will use the continuous quality improvement PDCA approach (“Plan, Do, Check, Act”) to review outcome data and determine where the most significant gaps in successful outcome achievement lie. When there are consistent deficiencies in achieving specific outcomes, PromiseShip will examine outcome data to determine where barriers exist. This examination includes an in-depth review of children and families, which will allow PromiseShip to identify consistent characteristics that may impact achieving the outcome. Once those characteristics are identified, the information is shared with members of the PromiseShip Provider Network so they can make adjustments to service delivery, wherever needed.

The Provider Network will take an active part in discussing barriers to successful outcome attainment. Provider involvement in the process allows the provider team to review the barriers and provide input. Within these collaborative discussions, determinations are made regarding whether:

- there is a need to make enhancements to the current service delivery model;
- the barriers seen are provider specific; or
- a new service needs to be developed or implemented to address the need.

Process for Filling Gaps in Service Array

The Needs Assessment/Identification discussion with the Provider Network will be the initial step of a procurement process that PromiseShip will use to solicit new services to address unmet needs and gaps in the service array. PromiseShip will then work with a cross functional team, consisting representation of impacted teams within PromiseShip, to further define the need and conduct research to determine what is being done elsewhere to address a similar need.

PromiseShip will also solicit input from stakeholders within the community, inclusive of children and families, Provider Network, legal parties, and other stakeholders based on identified need. Using the information identified by these stakeholders, PromiseShip will choose to solicit a Request for Quote (RFQ) or a Request for Proposal (RFP).

Determination as to which process to follow will be based on information obtained through the needs assessment/identification and the pre-solicitation research activities. If it is determined that there is a specific service with an established identified solution that PromiseShip chooses to obtain, then an RFQ will be utilized to solicit quotes for delivery of the identified service. When an RFQ is issued, the information specific to the need, desired outcome, and method of delivery will be released, demonstrating any specific information the potential provider would need to conduct a fair and accurate financial assessment to deliver a quote for the cost of service delivery.

If PromiseShip determines that there are many methods available through which the need may be met and would like to allow potential providers to develop or propose a service to meet the need, then a RFP will be issued. The RFP will provide information from the needs assessment regarding the unmet outcome and any related outcome-based expectations necessary for the potential provider to research, develop and cost out the proposed service.

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

Once a determination has been made as to the type of procurement method to be used, PromiseShip will begin constructing the solicitation and will engage in preparation activities. Upon completion of the preparation activities, PromiseShip will advertise and provide notice of the solicitation. Solicitation information will include, at a minimum:

- General instructions
- Schedule of events
- Purpose
- Qualification requirements
- Expectations and outcome requirements
- Evaluation criteria and award strategy

While the procurement process and related solicitation will be competitively bid, PromiseShip reserves the right to release the RFQ/RFP to existing PromiseShip Network providers prior to, or in lieu of, releasing to the general public.

As part of the preparation activities, PromiseShip will identify a panel of reviewers. It will be the responsibility of the reviewers to rate each proposal on the pre-determined evaluation criteria.

Upon evaluation completion, PromiseShip will make a determination regarding further steps. PromiseShip will make one of the following determinations:

- Award to a single provider
- Award to multiple providers
- Cancel the solicitation and re-issue with inclusion of the general public
- Cancel the solicitation, and revise and re-issue
- Cancel the solicitation

Upon completion of the review and evaluation, PromiseShip will provide publication and notification of award and make the submitted proposals and related evaluation information available to all respondents. This will allow the bidders opportunity to protest if a material error is identified. As part of the publication and notification process, PromiseShip will provide:

- Name(s) of the successful bidder
- Estimated contract value
- Name(s) of unsuccessful bidders
- Statement of reason as to why for unsuccessful bidders

PromiseShip will work with the provider(s) selected to address any areas in which clarification is needed. If more than one provider is selected, PromiseShip will work with the providers to ensure continuity and consistency in service delivery and related expectations across all selected providers. PromiseShip will work with the selected providers to finalize the service description for inclusion in the PromiseShip provider handbook, which serves as an attachment to provider contracts. In addition, rate and reimbursement structure will be finalized.

Prior to issuing the final provider contract, if the successful bidder is outside of the existing PromiseShip Provider Network, PromiseShip will request written approval for provider utilization and rate approval from DHHS.

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

If at any point following the award and contract finalization there become areas that are not agreeable and are unable to be resolved through discussion, PromiseShip may choose not to finalize the contract and may notify that the procurement was unsuccessful due to failed contract discussions.

Upon finalization of the contract, the provider becomes responsible for adhering to contractual obligations, which will include, but not limited to:

- meeting identified outcomes within the contract,
- ensuring all supporting and source documentation is submitted and made available within identified time frames,
- ensuring that all documentation contains clear information on children and family progress, and
- ensuring that the provider(s) is in compliance with all state and federal statutes and regulations as they apply.

PromiseShip will also ensure that all staff operating within the program meet background check requirements, participate in required training, and that the selected provider is willing and able to comply with regular personnel file audits conducted by PromiseShip on a frequency approved by DHHS.

PLACEMENT CAPACITY: PLC-1

Req #	Requirement	Comply
PLC-1	The bidder should outline a detailed plan that describes how it will ensure that a sufficient capacity of trained resource families are available to foster and adopt children in the Eastern Service Area, to include developing and implementing specific strategies to recruit resource families for historically difficult to place children.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *A. Project Overview*
- *B. Project Environment*
- *C. Program Requirements for On-Going Case Management*

Overview

The RFP defines a Resource Family as:

"A family, subawarded through an accredited agency that has a child placing licensing license, who provides placement and permanency for children, support and education for parents, as well as supervised visitation for families whose children have been removed from the parental home due to abuse and/or neglect."

PromiseShip envisions a system where all Agency Supported Foster Homes are designated as resource homes, where they are actively engaged with the parents of children in their care, are working collaboratively with the parent to build a supportive, encouraging and educational relationship, and are provided the resources necessary to help them learn and understand the intricacies of the family need and how best to address challenging situations.

In order to ensure sufficient capacity of trained resource families, PromiseShip has identified two distinct items which it will consider.

1. **First, PromiseShip recognizes that capacity of homes and licensed beds must meet the demand for utilization.** DHHS has indicated that the subrecipient will be required to have a minimum of two licensed beds per child in out-of-home care. Information about where PromiseShip currently is with regard to meeting this standard and steps that will be taken to recruit and retain licensed caregivers is outlined in **PLACEMENT CAPACITY: PLC-2**. Activities identified to meet the standard will include, but are not limited to:
 - Increase the number of children placed with relatives or individuals known to the child.
 - Collaborate with DHHS Out-of-Home Assessment Team to address care concerns and accepted intakes on licensed homes in a timely manner.
 - Work closely with Child Placement Agencies to develop and monitor plans to address concerns.

- Increase PromiseShip capacity to monitor licensed homes activity to proactively address any issues, concerns, or patterns; to include frequent resource parent-initiated disruption from care.
 - Utilizing a structured method of need identification so as to increase targeted recruitment efforts
 - Increase resource parent interagency collaboration by working to build a resource parent community/network across the ESA regardless of agency affiliation
 - Increase resource parent inclusion in family team activities
 - Utilizing child voice to establish recruitment plans targeting homes for teens
 - Increase community involvement in recruitment and retention activities
 - Increase activities around appropriate foster care matching
 - Increase monitoring and expectations surrounding resource parent support
2. **The second item considered is the need to move the existing community of licensed foster parents into the role of Resource Families.** With this vision in mind, PromiseShip has taken steps toward:
- identifying a philosophy and approach to enhance the skill, knowledge and ability of families providing care;
 - establishing a collaborative relationship between resource parents and birth parents; and
 - improving the recruitment and retention of resource parents.

Plan for Ensuring Sufficient Capacity of Resource Families

PromiseShip views full integration of a **resource family model of care** into family-based care as a system transformation. Transformation will result in increasing the expectations of those who provide care to children and support to families, utilizing foster parents as partners and supports with birth families, and essentially moving the foster care system in a direction that will provide a better experience for children and families.

The move to a resource family model of care is critical to achieve timely permanency, enhance safety, and improve wellbeing for children and families. Through the development of a Resource Family Model of care, many of the obstacles present in the existing foster care system will have an opportunity for improvement, such as lack of available placement options, placement stability, and engagement of the caregiver with the family.

Quality Parenting Initiative

PromiseShip has identified the **Quality Parenting Initiative (QPI)** as a program that will support the shared vision of change by DHHS and PromiseShip. QPI not only impacts foster parents by transforming them into Resource Families, but also provides additional framework for requiring and training new Resource Families. QPI involves all stakeholders and promotes a system impact which allows for improved outcomes for children and families.

QPI is based on five core principles:

1. Excellent parenting is the most important service we can provide to children in care. Children need families, not beds;
2. Child development and trauma research indicates that children need constant, consistent, effective parenting to grow and reach their full potential;
3. Each community must define excellent parenting for itself;
4. Policy and practice must be changed to align with that definition; and
5. Participants in the system are in the best position to recommend and implement the change.

QPI is a philosophy and approach utilized through a network of sites, which allows for shared information focused on improving parenting, recruiting and retaining quality foster parents. Through QPI, the needs of the child are always put in the forefront of the work. Additional hallmarks of QPI are that Resource Families know what is expected of them, are given a voice, and are able to receive the training and support necessary to improve their skills and build a stronger system for children. QPI is currently active in more than 10 states, including:

- California
- Florida
- Illinois
- Nevada
- Texas
- Ohio (Cuyahoga County)
- Wisconsin (Milwaukee)
- Pennsylvania (Philadelphia)
- Louisiana

QPI has long-term implementation projections with identified short-, intermediate- and long-term system and child outcomes, including:

- increase of children living in a family environment,
- increased placement stability,
- increased timely permanency,
- increased relationships between foster and birth parent, and
- increased sibling connections.

PromiseShip will begin implementation of QPI in July 2019, with anticipated full implementation beginning July 2020. Implementation of QPI will be phased over a 3-year period, with full implementation beginning the second year of the subaward. The general implementation schedule is shown in

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

Table 13.

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

Table 13. QPI Implementation Schedule

Year 1: 0-6 months	Year 1: 6-12 months	Years 2 and 3
Pre-engagement and Preparation: <ul style="list-style-type: none"> • Assessment • Listening Sessions 	Identifying Challenges and Opportunities: <ul style="list-style-type: none"> • Session 3: Implementation Planning • Create Work Plan • Form Task Forces • Identify outcomes and data measures to track 	Implementation (ongoing): <ul style="list-style-type: none"> • Continue Work Plan Implementation • Convey needed changes to external policy makers • Network with other QPI sites to learn and share • Track and review progress on Work Plan, adapt as needed
Building Consensus: <ul style="list-style-type: none"> • Launch Meeting • Session 1: What does excellent foster parenting look like? • Session 2: Creating a Brand Statement • Form Steering Committee 	Implementation (initial): <ul style="list-style-type: none"> • Communicate Brand Statement to community • Implement work plan 	

In laying the ground work for undertaking the QPI implementation initiative, PromiseShip has an established framework in place for open communication and collaboration with its Provider Network. It will take every part of the system to impact true change.

In preparation for implementation of QPI, PromiseShip will develop and implement several strategies to ensure sufficient capacity of trained Resource Families that are available to children placed in foster care and that are available to meet the needs of historically difficult to place children. These strategies include, but are not limited to:

- **Development of the Pathways to Permanency service**
 - Aligns foster care and service provision within a single agency (or partner agency)
 - Allows for all service delivery to occur with an established team
 - Encourages foster parent participation within the team
- **Implementation of Integrated Family Care**
- Establishing a **methodology** by which **foster parents deliver services**
- Collaboration with Child Placing Agencies to build and implement **enhanced support plans** for children and foster parents
- Pursuit of **foster care licensure for Extended Family Homes**
 - Allows for utilization of those who have training in work with children who have intellectual disabilities to deliver qualified care
 - Demonstrates some alignment between the Division of Developmental Disabilities and the Division of Children and Family Services
- Participation in the development of **Treatment Family Care**

Pathways to Permanency Service

PromiseShip has engaged in the initial steps to move toward the transition from foster families to Resource Families. The initial step was the development and implementation of a method of service delivery that addresses the need for consistency and integration of services and supports when out of home placement is necessary for a child. To have the greatest impact, integration and consistency must start at the beginning of the out of home experience, thus increasing placement stability, minimizing service providers introduced to and engaging with families, and streamlining the outcomes and areas of focus for children and families.

The outcome of this development effort is the **Pathways to Permanency service**. The Pathways service allows for engagement of the Resource Family with a single provider that, as implementation progresses, can:

- guide and train the Resource Family on the needs of the child's family,
- provide interactional guidance for challenging situations that arise as the Resource Family is beginning engagement with the child's parent(s), and
- address parenting capacities and family need that may fall outside of the scope of skill and ability of the resource family.

The alignment and partnership between the child's family, the Resource Family, and Pathways staff is consistent with the QPI principles and practices. The goal identified by PromiseShip and the service providers that assisted in the development of the Pathways service was to reduce the system redundancy while increasing fluidity and accessibility for families.

Pathways also allows for increased contact, education, and support to occur with the family during times of stress or crisis. During times of stability, the family will receive fewer contacts, and education and support will be provided only as needs arise. The Pathways service includes:

- Parenting Time
- Family Support
- Intensive Family Preservation
- Transportation support
- Resource identification and support
- Foster Parent engagement and alignment

The initial intention of the Pathways service was that if a child was placed in a foster home affiliated with a specific Child Placing Agency the agency accepting the placement would deliver the Pathways service. The concept behind the comprehensive service is sound and has started to demonstrate positive results with reunifying children and achieving case closure within 12 months of system entry. It is anticipated that integration of Resource Families into the model to provide parental support, allow for increased parent/child interactions, and establish connections between the Resource Parent and birth parent will serve to further enhance Pathways.

Integrated Family Care

Integrated Family Care (IFC) is a service in which a Resource Family provides care for a child's family. Instead of having children placed in foster care, IFC allows for the family to reside together in the home of an IFC Mentor. This service will be utilized to promote reunification when the primary barrier is marginal housing or homelessness.

However, IFC will also be able to address parenting skills and capacity by utilizing the mentor to work directly with the birth parent on a daily basis in the home environment. An IFC Specialist concurrently works with the parents and the IFC Mentor to address barriers in attaining appropriate housing, such as budgeting, planning for back pay on outstanding debt, and securing employment.

The IFC program is based on the concepts of **Shared Family Care**. The IFC program has been fully operational for three years and is in the process of expansion to include a focus on families who have experienced domestic violence.

Parenting Time and Support Services

Another step that has been taken, and more directly related to the Resource Family population, is establishing a methodology by which foster parents will provide or participate in the provision of parenting time and support services directly. This is in direct alignment with QPI, where Resource Families become partners or co-parents in the parenting endeavor. The Resource Families also participate actively in the parenting time and build sustainable relationships with parents.

In implementing this opportunity, PromiseShip had to take into consideration the thoughts and concerns of stakeholders. Specifically, stakeholders voiced concern that there would be insufficient documentation to identify strengths and areas of need during parenting time. PromiseShip has developed this documentation and has been utilizing it in specific situations to determine if it meets the identified need. The documentation developed was streamlined with areas of safety and well-being of children in mind. It also is structured such that individuals of varied education levels can understand and complete it. In addition to assisting stakeholders, it provides useful information to the PromiseShip Permanency team members to assist in accurately assessing for parenting time liberalization.

In keeping with the QPI philosophy, parenting time should be utilized as a time for children and parents to enjoy their time together rather than a primary source of information gathering. Therefore, the focus of parenting time with Resource Family involvement will be focused on allowing parents and children to interact, to enjoy their time together, and for the parent and Resource Family to share co-parenting responsibilities. Documentation of interactions will focus on ensuring the safety of children. This will allow for more natural and organic interactions. If safety is compromised, action can be taken, but parenting time should not focus on non-safety related concerns.

Resource Families and Children with Challenging Needs

Further movement toward implementation of Resource Family Homes is demonstrated through the collaboration between PromiseShip and Child Placing Agencies to build enhanced support plans around children who present with challenging needs.

The support plans are designed to increase supervision, promote support, and enhance structure. They will include additional training for the Resource Family to ensure they can meet the challenging needs of the children in their care. Building an educated and well supported network of experienced Resource Families who receive sufficient support is imperative to increasing the ability to meet the needs of

children and families, including difficult-to-place children. Children who are difficult to place include those who:

- have significant physical aggression
- present risk of sexual harm to others
- engage in self harm or who have engaged in suicidal behaviors
- are older teens with alleged or known gang involvement
- engage in chronic missing behaviors

Historically many of the children identified as “difficult to place” have been placed in residential care facilities or higher levels of care. PromiseShip has been working with the Provider Network, Family Permanency Specialists (i.e., case managers), and other stakeholders to recognize that a higher level of care alone may not yield the desired results. Facilities have limited capacity to address individualized needs of children and they create an artificial environment with limited opportunities for children to practice skills in a natural environment.

By focusing on the individualized needs of children and establishing plans to address their needs in a family-like setting, children will be able to remain in a more natural environment. Treatment will also be able to be structured to meet their individualized needs. Using this approach, children will be able to achieve placement stability where a gradual decrease of service intensity can be implemented without disruption in their placement.

Reducing Utilization of Residential Care Settings

Efforts to create an individualized system using the Resource Family model have resulted in great success. Examples include a reduction of the number of children in residential care settings from 619 in 2009 to 94 in 2018 (see **Figure 22**). The number of children in out-of-state residential care placements also decreased from a high of 87 in SFY-2015 to 39 in SFY-2019 (see **Figure 23**).

Figure 22. Children in Residential Care (2009-2018)

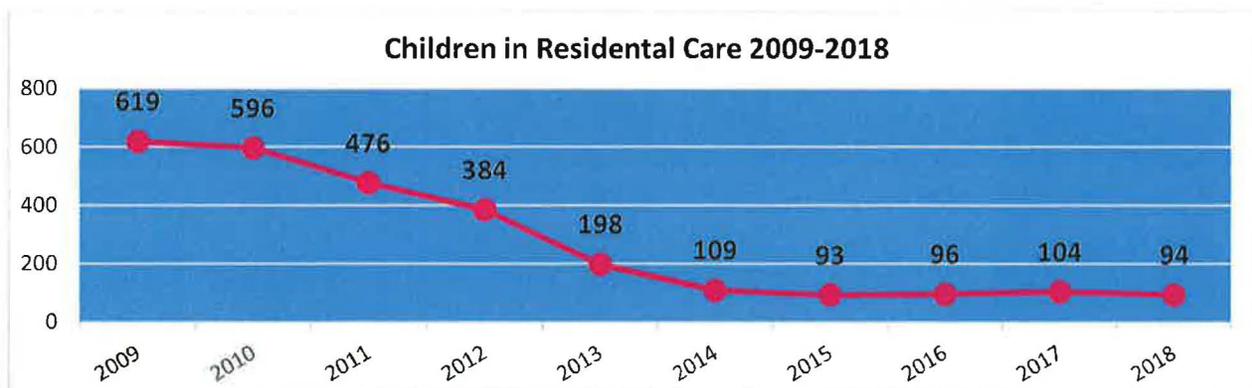
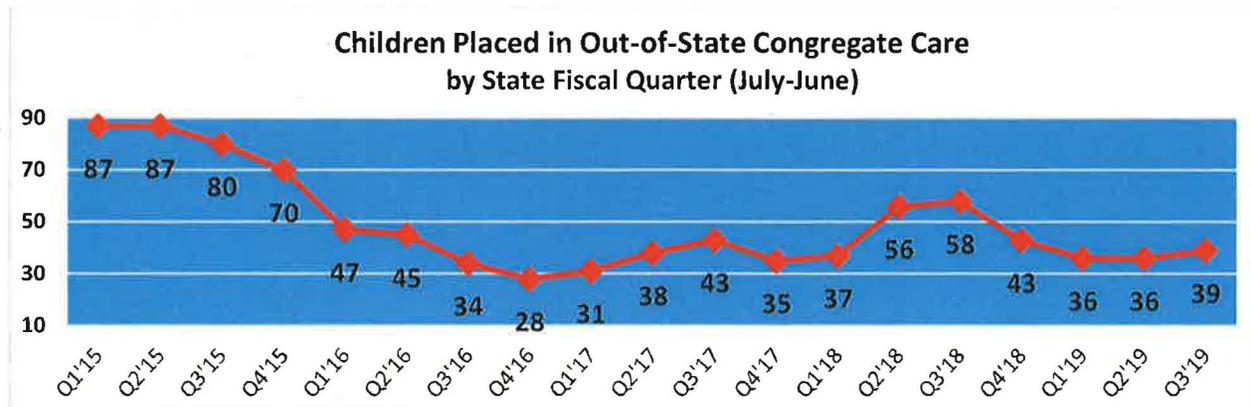


Figure 23. Children in Out-of-State Congregate Care (SFY2015-SFY2019)



Extended Family Homes Serve Unique Needs of Children with Intellectual Disabilities

PromiseShip collaborates with Child Placing Agencies who provide services for children with intellectual/developmental disabilities (I/DD). Through this collaboration, there have been an increase in foster families approved as **Extended Family Homes (EFH)** for children with intellectual/developmental disabilities who are also licensed foster parents for children in the child welfare system.

As of March 2019, PromiseShip is serving 35 children who are eligible for Developmental Disability funding. Of the 35 children, 25 (71%) are placed in foster homes or their family home, 3 (9%) are placed in treatment levels of care, and 7 (20%) are placed in Extended Family Homes, most of which have dual credentials for EFH and Foster Care. Therefore, 90% of all children who are eligible for DD funding are placed in licensed foster care, are at home with their parent, or are in a treatment level of care.

Utilization of Extended Family Homes that are also licensed Agency Supported foster homes can be considered, to some degree, as Resource Family Homes. These dually-credentialed homes have received enhanced training in behavior management, have received training unique and specific to the population of children with I/DD, and are equipped to manage some of the unique behaviors and needs of this population of children.

In addition to their specialized training, Extended Family Homes have their own teams of support staff that are available to assist with enhanced supervision or intervention, whenever needed. This allows for a wraparound approach that is flexible, delivered in the home, and consistent, which is crucial to meeting the individualized needs of children with I/DD or who present with symptoms consistent with children who have I/DD.

Dually-credentialed EFH/agency support foster homes engage the child’s parents as part of their service delivery. Extended Family Homes involve the child’s family as much as possible, since many of the children are served without involvement of the child welfare system. Therefore, the child’s parent is the primary contact. PromiseShip will be inclusive of these dually credentialed homes moving forward with the implementation of QPI.

Treatment Foster Care

Finally, PromiseShip has been an active participant in the development of **Treatment Family Care**. This is a statewide endeavor, recognizing the need for children with high-level needs to remain in their home or in the home of an alternate caregiver, such as a foster parent, kinship/relative caregiver, or Resource Family, while receiving the treatment necessary to address their individualized needs.

Treatment Family Care is designed so that treatment follows the child, thus minimizing the need for discharges from homes or facilities based on treatment completion. This also allows the birth parent to provide and receive in-home treatment, thus reducing the need to remove children from their family home. Treatment Family Care provides enhanced training and development opportunities within the home environment to equip the caregiver in best meeting the needs of the child. Training includes both formal and hands-on approaches. Treatment of the child includes:

- oversight by a qualified practitioner;
- coordination of medication management and psychiatric services; and
- therapeutic services delivered in the home at an intensity to meet the needs of the child.

Alternate Permanency Options for Children

PromiseShip has developed and implemented strategies to ensure sufficient capacity of homes available to children in need of alternate permanency, such as adoption and guardianship. One such strategy utilized is the **permanency contracts**.

The permanency contracts consist of two network providers who have expertise in adoption recruitment and adoption preparation. The permanency contractors use a combination of supported practices to recruit child-specific families who are able to provide permanency to children who have the permanency objective of adoption and/or guardianship. The permanency contractors use Kevin A. Campbell's Family Finding model to seek and engage family members or individuals known to the child who are willing to be lifelong connections for the child or who are willing to consider being an option for permanency for the child. Kevin A. Campbell's Family Finding model is an evidence-based model.

The permanency contractors use Darla Henry's 3-5-7 Model[®] in conjunction with the Family Finding model to promote adoption readiness. Preparing a child and family for the adoption process is crucial to promoting safe and stable long-term permanency. The 3-5-7 Model[®] is listed as "not able to be rated" on the California Evidence Based Clearinghouse, but is considered a promising practice and has been used by the permanency contractors since 2015.

PromiseShip has engaged in **performance-based contracting** with the permanency contractors. This requires contractors to demonstrate performance on the following agreed-upon outcomes:

- timeliness to permanency,
- stability in permanent matches, and
- number of finalized adoptions.

Over the last year, PromiseShip utilized performance-based contracting to counsel out a permanency contractor that was not achieving significant positive outcomes for children. In understanding the significance of these contracts, one must consider that the children referred to and served by these

contracts are those who are historically difficult to place, have often been in out-of-home care for a significant period of time, and/or who have had multiple placements during their time in out-of-home care. By engaging in targeted recruitment, re-visiting family members or identifying previously unknown family members, and engaging current or historic non-relative relationships, the contractors increase opportunity for successful permanency for children.

PromiseShip works with an **internal team of Family Finding Specialists** as well as Network Child Placing Agencies to identify potential permanent options for children. If there is a past or present caregiver who is willing to consider permanency for a child, PromiseShip permanency teams work with the Utilization Management team and the caregiver to identify formal and informal supports and services that can be utilized to promote stability, address caregiver concerns, and address any additional barriers.

PromiseShip follows the **Fostering Connections Act** to make every best effort to notify relatives at the onset of a case when children are placed in out-of-home care, which increases family engagement from the beginning, which can lead to more timely permanency in the event children are not able to safely return home.

PromiseShip also works to provide children with **normalcy experiences** that allow them extended contact with the community, which often yields positive results for identifying child-specific permanency options.

All efforts will be focused on increasing opportunities for children to experience out-of-home care in the least restrictive, most family-like setting possible. PromiseShip has taken active steps to shift the child welfare system in the Eastern Service Area to a more inclusive and integrated system, resulting in:

- minimizing providers engaged with the family to only those absolutely necessary to meet child and family needs;
- establishing engagement between Resource Families and children's parents,
- utilizing coaching and education in every interaction,
- building plans to maintain children in family homes and community, and
- providing the training, education and support necessary to promote increased child and family well-being.

As the **Quality Parenting Initiative (QPI)** is implemented, all these preparatory items have set the stage for a system shift in philosophy and approach to a more natural and integrated method of working with children and families.

PLACEMENT CAPACITY: PLC-2

Req #	Requirement	Comply
PLC-2	The bidder should describe a plan of how it will recruit and retain licensed foster parents in the Eastern Service Area who will meet the unique and special needs of children and children’s caretakers under this sub award.	X

BIDDER’S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *A. Project Overview*
- *B. Project Environment*
- *C. Program Requirements for On-Going Case Management*
- *D. Program Requirements for Service Delivery*

Overview

PromiseShip will implement a plan to recruit and retain licensed foster parents in the Eastern Service Area who will meet the unique and special needs of children and children’s caretakers. The plan will include the following seventeen strategies:

1. Promote Use of Relative and Kinship Care
2. Establish Baseline and Performance Targets
3. License All Eligible Relative and Kinship Homes
4. Continued Assessment of Licensed Foster Home Bed Capacity
5. Build Capacity to Meet Unique and Special Needs of Children
6. Utilize a Foster Parent Advisory Committee to Inform Recruitment and Retention Efforts
7. Implement Online Resources for Foster Parents to Connect and Build a Sense of Community
8. Promote a System wide Shift in the Philosophical Approach to Fostering Children
9. Utilize Former Foster Children in Foster Home Recruitment for Older Teens
10. Partner with the Businesses Community
11. Reduce the Number of Children in Out-of-Home Care
12. Focus Efforts on Retaining Foster Parents
13. Promote Placement Stability of Children in Foster Care
14. Implement a Foster Parent Mentoring Program
15. Develop Self-Care Programs for Foster Parents
16. Develop Best Practice Standards for Child Placing Agencies
17. Establish a Liaison Position Between DHHS, Child Placing Agencies and PromiseShip

Plan for Recruiting and Retaining Licensed Foster Parents

PromiseShip will share the responsibility of recruitment and retention of foster homes with twelve Child Placing Agencies (CPA) within the PromiseShip Provider Network. Each of these organizations is

responsible for active efforts to recruit and retain safe and stable licensed foster homes for children. PromiseShip will monitor CPA efforts and actively participate in supporting their efforts. Each CPA is required to maintain a foster parent recruitment and retention plan that outlines activities to increase and maintain capacity. Information regarding their progress in recruitment and retention of foster parents will be compiled in a statewide format and submitted to DHHS on a quarterly basis.

Child Placing Agencies within the Provider Network will provide PromiseShip with current information about the number of licensed foster homes and licensed beds available to serve children and families within the Eastern Service Area (ESA). This information will be used to monitor the service area and to ensure that there are adequate resources available to meet the capacity need.

DHHS requires a minimum of two licensed beds for each child in out-of-home care in the Eastern Service Area. According to RFP 5995 Z1 Addendum Two Questions and Answers (Question 9), "There are approximately 837 licensed foster home beds in the ESA." Information obtained from ESA Child Placing agencies within the PromiseShip Provider Network indicates there are approximately 1,600 licensed beds. The reason for the data discrepancy is unclear at this time.

As of March 10, 2019, Point-in-Time data indicated there were 1,446 children in out of home care. Using DHHS' conservative approximation of 837 licensed foster home beds in the ESA, this would require the addition of another 2,055 licensed foster home beds. The calculation based on DHHS data is as follows:

$$\begin{aligned} 1,446 \text{ OOH children} \times 2 \text{ beds/OOH child} &= 2,892 \text{ beds required by DHHS} \\ 2,892 \text{ beds required} - 837 \text{ current beds per DHHS data} &= \mathbf{2,055 \text{ additional beds needed}} \end{aligned}$$

However, if we use the ESA Child Placing Agency report of licensed beds, it would require addition of another 1,292 licensed beds by the operational start date. The calculation based on ESA CPA data is as follows:

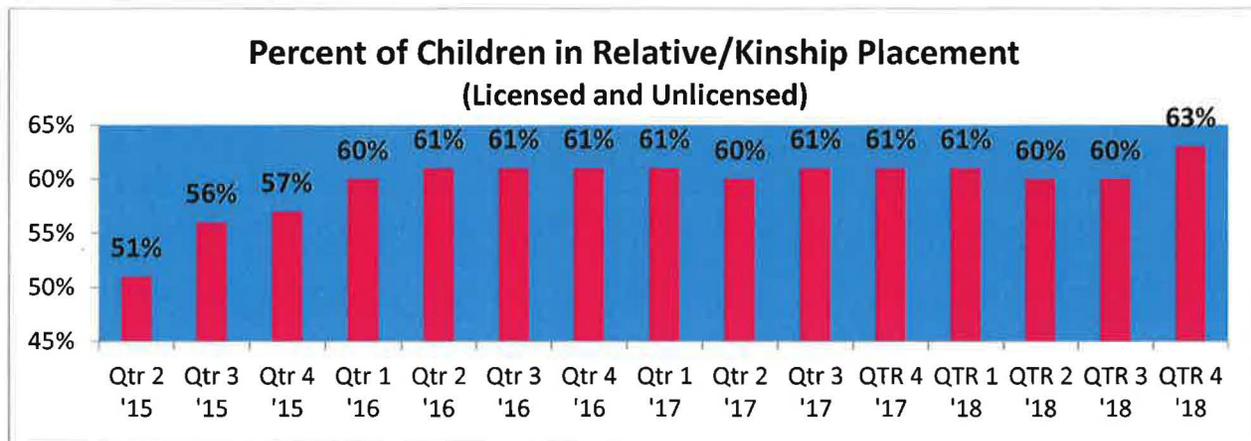
$$\begin{aligned} 1,446 \text{ OOH children} \times 2 \text{ beds/OOH child} &= 2,892 \text{ beds required by DHHS} \\ 2,892 \text{ beds required} - 1,600 \text{ current beds per ESA CPA data} &= \mathbf{1,292 \text{ additional beds needed}} \end{aligned}$$

Both calculations result in a significant identified gap in the number of licensed foster home beds available in the Eastern Service Area, ranging anywhere from 1,292 to 2,055 beds needed to meet the DHHS requirement of two beds for every child in out-of-home care. PromiseShip has identified several strategies to adequately address the required capacity.

Strategy 1: Promote Use of Relative and Kinship Care

First and foremost, of all children in foster care, PromiseShip has maintained approximately 60-63% in relative and/or kinship care. This ratio of children in relative/kinship care has remained stable for the last four years, demonstrating that PromiseShip's efforts to place children with someone known to them are sound (see **Figure 24**).

Figure 24. Children in Relative/Kinship Homes



On March 10, 2019, there were approximately 761 children in relative and/or kinship care (DHHS Point-in-Time Report). If the number of children (761) placed in relative/kinship homes is excluded from the licensed foster home bed required capacity, PromiseShip and Child Placing Agencies within the network have exceeded the expectation and is prepared for operational start date.

(1,446 OOH children – 761 children in relative/kinship homes) x 2 beds/OOH child = 1,370 beds required by DHHS

1,370 beds required – 1,600 current beds per ESA CPA data = 230 more beds than required

PromiseShip anticipates maintaining and potentially increasing the percentage of children in relative/kinship care through its ongoing best practices, which include:

- notification of family members when children enter out-of-home care
- utilization of Family Finding efforts
- utilization of Network Support Plans
- utilization of other means identified through Safety Oriented Practice
- utilization of other means identified through implementation of well supported, supported and promising practices.

On average, 62% of all children PromiseShip serves in out-of-home care are placed in a kinship or relative home and we plan to increase that percentage during the DHHS subaward period. As the percentage of children served in kinship/relative homes increases, so too does PromiseShip’s focus on licensure of kinship and relative homes. Therefore, if selected as the subrecipient, PromiseShip’s goal will be to increase licensure of kinship and relative homes over the next DHHS subaward period (2020-2025). We will work with DHHS to set the agreed upon targets.

To achieve this goal, PromiseShip will use two approaches: 1) establishment of a PromiseShip kinship program, and 2) utilization of the PromiseShip Network of providers. By using these resources, PromiseShip anticipates increasing overall licensed bed capacity.

Strategy 2: Establish Baseline and Performance Targets

As outlined in subdivision D. *Program Requirements for Service Delivery* in the request for proposal (RFP), the requirement states that:

“The subrecipient is required to expand the availability of trained foster and adoptive families in the Eastern Service area during the terms of the subaward, as measured by a ratio of placements to children. The baseline and performance targets will be established and mutually approved prior to subaward execution.”

In meeting this requirement, PromiseShip is excited to work with DHHS to establish the benchmarks for the important task of ensuring there are sufficient resources to meet the needs of children who are placed in out-of-home care and their families. PromiseShip also views this as an opportunity to establish these expectations in relation to Resource Family homes and the transition of licensed foster beds to Resource Family beds. We also view this as an opportunity to review the capacity based on a functional standpoint, looking at beds that are actually useable versus simply licensed. The review of licensed foster home beds would include addressing how to account for beds that are on hold or are not useable because of other reasons.

Strategy 3: License All Eligible Relative and Kinship Homes

PromiseShip’s goal is to license all eligible kinship and relative caregivers. Recruitment, training and licensure of individuals who are already known to children needing out-of-home care helps to promote an increase in the number of homes that are able to meet the unique needs of children in their care. In particular, this helps provide children with homes that are culturally and linguistically appropriate.

PromiseShip and Network providers have increased the number of licensed relative and kinship homes in the Eastern Service Area in the last two years. Under the new subaward, we will continue to focus on increasing the numbers of licensed relative and kinship homes.

Utilizing the PromiseShip Kinship Program and the Provider Network, there is continued opportunity to increase the capacity of licensed kinship and relative homes. To demonstrate steps toward implementation, PromiseShip has developed a streamlined approach to kinship and relative licensure and support.

- At the time of placement, PromiseShip assigns a Kinship Support team member who is responsible for engaging the relative/kinship provider and actively working toward licensure.
- Initial steps of this are completion of the home study process and
- providing training on topic areas such as Reasonable and Prudent Parenting Standards and
- providing information regarding on line training, such as sex trafficking.
- In addition, PromiseShip has a TIPS-MAPP trainer who delivers the DHHS approved training to kinship providers.
- Each Kinship Support team member is trained in the licensing process and is able to gather and assess the information necessary to complete the licensing process, including appropriate utilization of licensure waivers impacting relative caregivers.

Strategy 4: Continued Assessment of Licensed Foster Home Bed Capacity

PromiseShip also recognizes that the number of licensed beds does not necessarily equate to sufficient capacity. There are numerous reasons why the number of licensed beds may actually be less than what data shows. Reasons include:

- placement of Probation children in licensed foster homes,
- homes on hold due to various reasons (both internal CPA holds and DHHS holds),
- limits on number of placements recommended in specific homes as a result of implementation of provider specific plans, and
- PromiseShip choosing not to place in a licensed home due to concerns with care of children.

On average, DHHS reports there are 77 licensed foster homes on hold (184 beds) through DHHS. It is also reported that these homes are on hold for an average of 30 days. DHHS licensed foster home holds reduces system capacity.

In order to get a true picture of capacity versus actual licensed beds, it will be critical to know how many children are placed in licensed foster homes through Probation who are not involved with the child welfare system and PromiseShip. It will also be important to know the number of licensed beds that are being utilized by other service areas in the state and how many beds Child Placing Agencies have on hold at any given point in time. In conjunction with ensuring the overall number of beds is adequate to meet the need, it will also be critical to identify where these beds are located and what the composition of the beds looks like.

Reviewing data of this nature will lend itself to PromiseShip's work with DHHS on establishing benchmarks for increasing licensed beds in the ESA. We view this as a system issue that can be resolved through the established public-private partnership between DHHS and PromiseShip.

Strategy 5: Build Capacity to Meet Unique and Special Needs of Children

PromiseShip recognizes the need for diligent and targeted recruitment efforts designed to increase overall capacity, address the individual needs of children, and ensure adequate placement options for hard to place children. To this end, PromiseShip will support Child Placing Agencies in recruiting licensed foster care homes that:

- are culturally diverse;
- are linguistically appropriate;
- reside in the communities where children and families are from; and
- understand the challenges faced by children and families involved in the child welfare system.

In order to address the unique and special needs of children requiring out-of-home care, we must first understand the population being served, understand the current available resources, determine where the unmet needs lie, and then take action to address the need. PromiseShip has conducted significant research on recruitment and retention planning activities, as well as on methods to specifically recruit and retain homes that serve historically challenging populations.

PromiseShip consistently demonstrates efforts to create a functional, efficient and effective method of recruitment by gathering significant data on the population of children served as well as the population

of foster parents already licensed. By gathering and comparing this data, the gaps become readily identifiable. When the gaps are readily identifiable, it allows for increased meaningful and targeted recruitment.

Comparison data is shown below in **Figure 25** and **Figure 26**. One graph contains race information on all foster parents (Fig. 26) and the other graph contains race information on all children in out-of-home care (Fig. 25). As a service area, PromiseShip and its network of Child Placing Agencies has had relative success in recruitment and retention of foster homes that have a racial composition similar to that of the child population served. However, significant gaps still exist that need to be addressed, particularly in the area of recruitment of Hispanic/Latino foster homes and American Indian or Alaska Native foster homes.

Figure 25. Child Race/Ethnicity

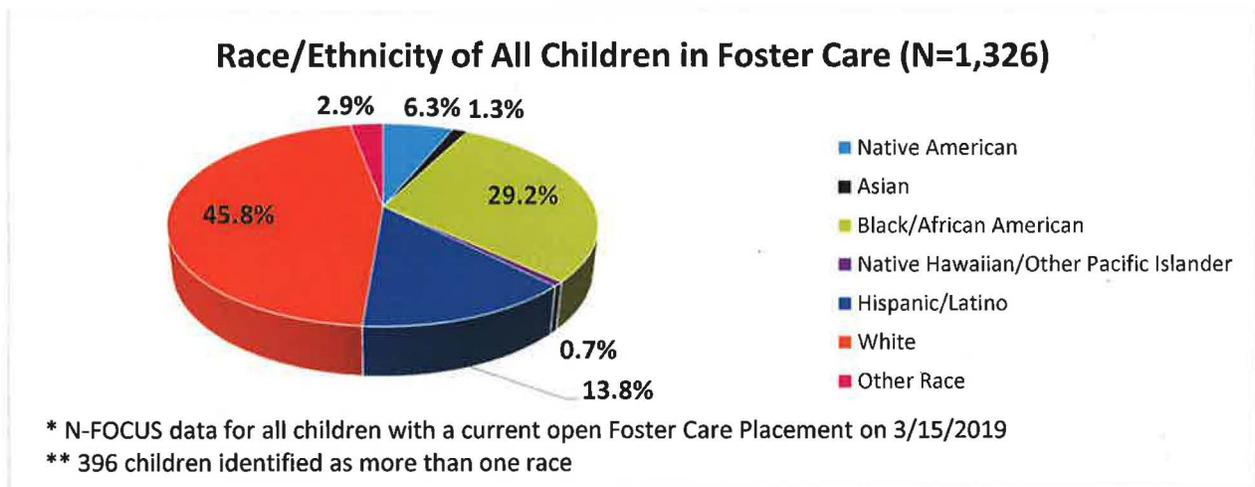
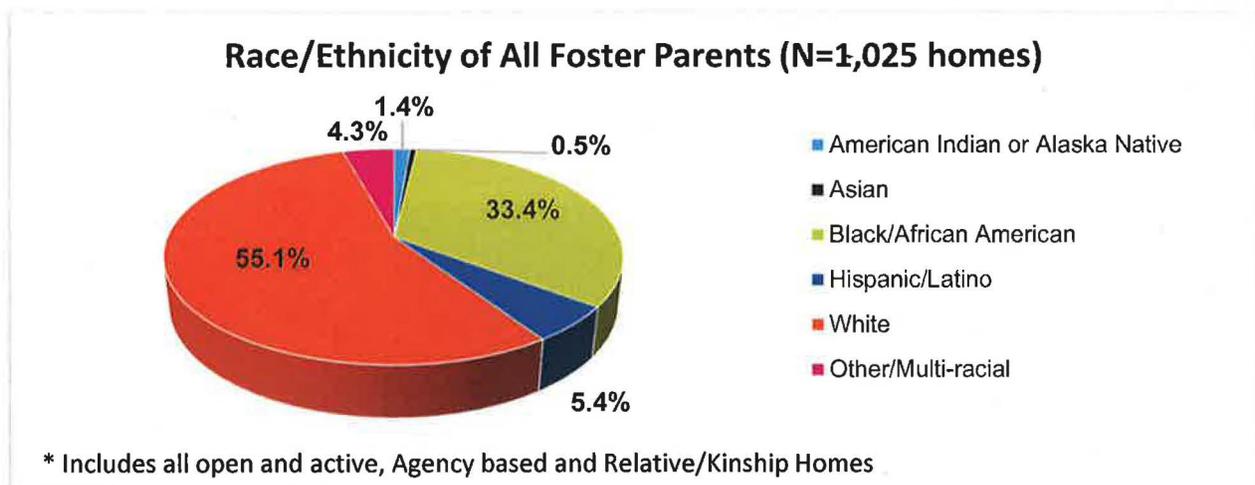


Figure 26. Foster Parent Race/Ethnicity



PromiseShip will also utilize the available information and format for diligent recruitment available through the **National Resource Center for Diligent Recruitment**. PromiseShip will complete an assessment of the current populations prior to the Operational Start Date. We will utilize the assessment information to inform development of future plans for the recruitment of licensed foster homes, through the lens of the Quality Parenting Initiative, in order to increase capacity of licensed beds while actively recruiting homes that are willing and able to engage in the expectations of Resource Family homes.

The assessment information will be created in a toolkit format, with an example planning guide and forms for data collection. The toolkit will also provide tips, suggestions, and guidance on various types of recruitment (i.e., targeted, short-term, diligent). (<http://nr cdr.org/assets/files/NRCD R-org/developing-recruitment-plans-toolkit.pdf>)

PromiseShip currently works with 12 Child Placing Agencies in its Provider Network. The format and data collection tools provided within the toolkit will provide the CPAs with a consistent method of data collection, reducing replication of the information that is provided to DHHS as part of the statewide recruitment and retention plan.

PromiseShip will support ongoing efforts of the Child Placing Agencies in their active recruitment efforts. Historically, agencies utilize methods such as posting flyers, using social media, participating in various recruitment fairs, speaking at churches or other organizations, and marketing at community events. The most successful method utilized by agencies is recruitment by word of mouth from existing foster parents. With this in mind, PromiseShip will utilize the existing foster parent population as a resource for recruitment of other licensed foster parents. Foster parents will also be a valuable resource for the retention of foster parents.

Strategy 6: Utilize a Foster Parent Advisory Committee to Inform Recruitment and Retention Efforts

PromiseShip currently leads and facilitates a Foster Parent Advisory Committee, comprised of PromiseShip staff and foster parents. This committee is developing a plan to build a comprehensive foster parent community within the ESA.

While foundational discussions are occurring with the Foster Parent Advisory Committee, we anticipate that as the Quality Parenting Initiative planning occurs, foster parents will also take an active part in designing the future of foster care and can utilize the proposed suggestions for building a foster parent community within this structure.

The proposed community would allow for inclusion of any foster parent regardless of agency affiliation. By building this community, licensed foster parents can shape their own resource and support networks. Foster parents are often unaware of other foster parents in their communities, either because they are not affiliated with the same agency or because they do not connect with other foster families through their agency.

Strategy 7: Implement Online Resources for Foster Parents to Connect and Build a Sense of Community

One of the ideas posed by the Foster Parent Advisory Committee is to build a foster parent-specific online posting board. Through this online resource, they will be able to communicate with other foster parents and seek others in their area to assist with respite needs, transportation, and shared activities. Foster parents will also be able to use the online posting board resource to re-purpose items they are no longer in need of or seek tangible resources to support the foster children currently served in their homes. Additional use of the proposed online posting board would be for suggestions and support.

As there is a significant shift to use of social media resources, foster parents have stated that an online resource such as this would be beneficial, saving them time and allowing them to connect with the community of foster parents around them. An online resource such as this would require membership by invite only and daily monitoring and administration of the resource to ensure appropriateness and add and remove users, as needed.

Some of the information-sharing necessary to set up an online posting board resource will be linked to each agency's licensing process. Promotion of the online resource will serve as a recruitment tool for PromiseShip and Child Placing Agencies as it builds a sense of community that can be shared with other prospective foster parents. The online resource will also support retention in that it will address foster parents' frustration with the lack of resources and feeling isolated. By building a community through the online resource, a sense of common purpose is created where foster parents will have a way in which to address their needs, with access to tangible and non-tangible support. PromiseShip has also discussed utilizing Geo-Mapping to further develop foster parent communities and resources.

Strategy 8: Promote a System wide Shift in the Philosophical Approach to Fostering Children

Recruitment efforts that are focused on building a sense of community for foster parents, combined with a well-defined overarching philosophical approach to fostering, lends to solid marketing points with which to recruit. In defining this philosophical approach there will need to be a shift in the mindset of the child welfare system, as defined through the Quality Parenting Initiative.

Foster parents need to be considered a part of the family team. They also need to connect with the families of the children they are serving, and support, encourage and teach families, which is the premise behind Resource Families.

PromiseShip has established a mechanism by which licensed foster parents and relative and kinship foster parents are able to provide parenting time opportunities to children and families. As PromiseShip moves forward with the Quality Parenting Initiative, PromiseShip will work with providers and foster families to begin embedding the philosophical school of thought within the network and to increase focus on foster parents partnering with birth families.

Within this methodology is built a system for reimbursing foster parents for the time and effort they dedicate to facilitating and supervising parental interactions with their children, above and beyond the established foster parent rate structure. In addition to providing a more natural and family centered approach to parenting time, this also encourages and supports interactions between foster and biological parent. This would establish an ongoing support system that children and families can

continue to use after their involvement with the Child Welfare system ends. When families have their support system to turn to in times of need, then this would encourage sustainability, establish an extended family system to promote wellbeing, and potentially prevent re-entries.

Strategy 9: Utilize Former Foster Children in Foster Home Recruitment for Older Teens

In addition to general recruitment, PromiseShip will generate ideas for recruitment of foster families for special needs populations. For example, PromiseShip has consistently noted struggles with placing older teen children. PromiseShip plans to establish a partnership with supportive children agencies, such as Project Everlast, to build a teen-targeted foster parent recruitment effort utilizing former foster children who have been in the child welfare system. Now young adults, these individuals will have significant knowledge about which types of foster homes promoted their wellbeing and which types did not.

PromiseShip also envisions teens recruiting safe and stable homes for other teens. This effort would include teen voice in all activities related to the recruitment effort. Teens have unique strengths, needs, and desires that may not be presented to the prospective foster parent community adequately. In addition, there are many myths associated with fostering teens that could be dispelled for prospective foster parents, such as:

- Teens in foster care are more difficult to manage.
- Teen in foster care are already beyond help.
- Teens in foster care are bad influences on younger biological children in the home.
- Foster families feel unprepared to foster teens.
- Foster families fear teens are violent and uncontrollable.

Using young adults, who were former foster children themselves, in recruiting homes for teens will allow for a unique perspective on identification of resources, locations, populations, etc. in the recruitment efforts.

Strategy 10: Partner with the Businesses Community

Additional efforts aimed at diligently recruiting foster parents will include partnering with area businesses within the communities identified as having a low foster parent ratio to children served population. Communities and populations will be identified through compilation and review of the information gathered in the recruitment tool previously mentioned. Partnering with local community businesses will allow for opportunity to display and bring attention to data specific to the community. This data will include information, such as:

- Numbers of children from the community being served
- Foster parent population in community being served
- Cultural and linguistic needs for children and families served in their community
- Number of sibling groups being served from their community
- Information on children available for adoption
- Child Placing Agency information
- General information on becoming licensed as a foster parent

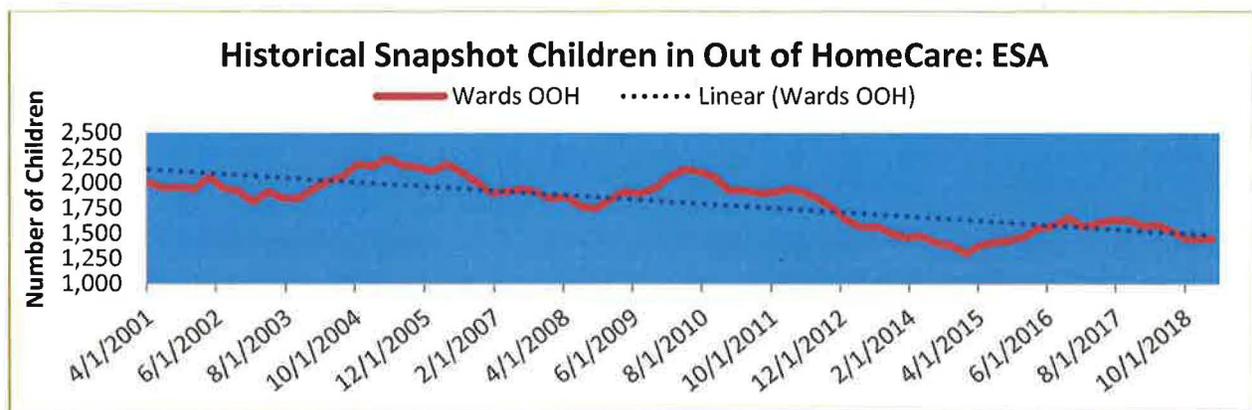
With the tools and resources available, PromiseShip will drill down into the population data of children in care to create community-focused demographic information that can be posted within the businesses. In addition, PromiseShip will collaborate with network Child Placing Agency providers who are located within the various communities to participate in on-site live information sharing. The goal would be for communities to support and care for children in their own community, keeping children in their communities, maintaining educational stability, and supporting culture and environment.

Strategy 11: Reduce the Number of Children in Out-of-Home Care

Finally, in keeping with best practice, PromiseShip will focus on the reduction of children in out of home care. PromiseShip will address this through multiple efforts, including partnership with DHHS Initial Assessment, preservation work done with intact families, and efforts to reunify children in a timely manner.

Historically, the Eastern Service Area served a high portion of children in out-of-home care. Through joint efforts, we have been able to significantly decrease the number (see **Figure 27**).

Figure 27. Children in Out-of-Home Care (2001-2019)



With increased collaboration, focus, and enhancement of services designed to support families in maintaining children safely at home, the number of required beds to meet DHHS’s 2:1 required ratio will decrease correspondingly. Thus, a reduction in the number of children served in out-of-home placements will impact the number of licensed beds required. The impact of FFPSA and the focus on safely serving children within the family home will also have a positive impact on the number of licensed beds required.

Strategy 12: Focus Efforts on Retaining Foster Parents

While quality recruitment efforts assist with later retention of foster parents, retention efforts will also be addressed through system inclusion. Far too often, foster parents indicate they feel they are not always kept informed of family progress or other activities that impact the children in their care. By allowing increased opportunity for their voices to be heard, increasing responsiveness to their concerns, and treating foster parents with the same respect and consideration of other professionals at the table,

foster parents will feel an increased sense of purpose and dedication. As a result, this will increase retention of foster parents and ensure placement stability for children in their care.

The shift from foster parent to Resource Family will also help to support retention efforts, particularly as Resource Families begin to have a more active role in engagement and support of children's families. As with any role, a sense of purpose and interconnectedness is critical to maintain satisfaction, increase participation, and promote long-term engagement.

The National Resource Center for Diligent Recruitment toolkit that will be used in strategy five above to build capacity of foster families to meet the special and unique needs of children also focuses on foster parent retention. The retention efforts begin at the time that foster parents attend pre-service training. PromiseShip will look at the number of potential foster parents who start training compared to the number who complete training and become fully licensed.

Based on that information, PromiseShip will be able to determine if further exploration is needed about whether the correct initial population is being reached through recruitment efforts. Other areas that may require further exploration are if there are concerns specific to Child Placing Agencies that need to be addressed, or if the training provider is engaging the foster parent audience in effective ways.

Strategy 13: Promote Placement Stability of Children in Foster Care

While DHHS retains approval for all requests for placement changes, PromiseShip will actively seek and secure appropriate placements for all children who need foster care. We will also take active measures to promote placement stability. PromiseShip has found that the capacity of licensed foster homes is drastically impacted by placement stability. Placement stability also reduces trauma and promotes child well-being. PromiseShip has consistently met or exceeded the Child and Family Service Review (CFSR) data indicator for placement stability for the last five years (since March 2014).

One of the active steps being taken by PromiseShip to promote placement stability is the utilization of **placement stability calls**. Child Placing Agencies within the PromiseShip Provider Network are required to participate in a placement stability call prior to PromiseShip accepting notice of placement change for children in care unless there is an immediate safety concern in their current foster home. The Utilization Management team within PromiseShip conduct placement stability calls daily to address placement concerns and to build support plans to maintain children within their foster homes.

With the implementation of the placement stability calls, PromiseShip recognized the need to increase other proactive actions to ensure placement stability. Thus, PromiseShip will also conduct **transition calls**, which take place within 72 hours of any placement. Transition calls are facilitated by the PromiseShip Utilization Management team and include the Child Placing Agency representative, foster parents, PromiseShip Family Permanency Specialist, and other individuals, as requested, such as intensive service providers and Probation representation. The purpose of transition calls is to ensure that the foster parent has necessary information and supports to encourage placement stability from inception of placement. These calls also serve to build and enhance safety plans in the home.

Placement stability is also impacted by **placement matching**. PromiseShip works with Child Placing Agencies within the network to identify good placement matches. Placement matching is done through

the conveyance of child-specific information to the Child Placing Agencies who then utilize information gathered on the licensed foster families to identify homes that may be suitable matches for the child. Foster families who are good placement matches will have demonstrated the knowledge, skill, and ability to manage the child's characteristics presented, are able to maintain safety of children in consideration of other children who may also reside in the home, and who are willing to learn new skills to address the needs of children. Pre-placement visits are encouraged, which support the assessment of other factors that are not always evident in a review of presenting information. These visits also promote successful placement transition.

Strategy 14: Implement a Foster Parent Mentoring Program

Closely linked to the foster parent advisory committee's proposal of developing a foster parent network and online posting board/resource, is utilization of foster parents as mentors for each other. PromiseShip will work with Network agencies to develop and implement a **foster parent mentoring program**.

Members of the foster parent advisory committee will help research, develop, and implement foster parent mentor training. The mentor training will be delivered to foster parents who are selected by their respective agencies so there are mentors within each agency that the Child Placing Agency and PromiseShip could call upon to provide additional support and education for:

- new foster parents
- foster parents who are vocalizing struggles with fostering
- foster parents who need additional training or support to maintain their license
- actively supporting recruitment of foster homes

The goal of establishing a mentor/mentee relationship would be to support foster parents in developing their own skills and strategies for fostering while building their capabilities so that they are able to take on increasing challenges. There are many benefits of mentorship, including:

- Increased confidence
- Development of personal potential
- Connecting with someone who understands the need
- Establishing trusting and supportive relationships
- Opportunity to explore different ways of doing things
- Establishing strategies to overcome barriers
- Support in setting and achieving goals
- Increasing self-awareness

Strategy 15: Develop Self-Care Programs for Foster Parents

In line with the mentoring opportunity and the focus on foster parent personal and "professional" support and development, is the need to work with provider agencies to develop self-care programs for foster parents.

Like child welfare professionals, foster parents are exposed to secondary trauma, which can lead to compassion fatigue if left unaddressed. It will be critical to ensure that the child welfare system and

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

agencies working with foster parents (and children in care) are trauma-informed and capable of managing the trauma experience of foster families.

There is significant focus within child welfare on secondary trauma and trauma fatigue. Most of the focus is on the child welfare professional. PromiseShip recognizes that foster parents are equally exposed to significant trauma through their work with children. Foster parents are required to provide a wide range of supports in their daily care for children who have experienced trauma, such as:

- Provide specialized care for children who have physical and emotional evidence of trauma.
- Calm children and provide emotional support when they struggle with missing their parents.
- Provide emotional support for children after they return from visits where parents could not attend, or the visit had to be cut short due to safety issues for the child.
- Attend the many medical and therapeutic appointments aimed at healing the child's trauma.

Self-care is critical to promoting the wellbeing of foster parents who experience secondary trauma and compassion fatigue. PromiseShip will work with each Child Placing Agency within the Provider Network to develop and implement self-care programs for their respective foster parents. Self-care programs will be developed during the first year of the subaward. Programs will include training, enhanced respite opportunities, fun family-based activities, and self-care activities for foster parents. By providing recognition and support to foster parents of the hard and often emotionally trying work that they do every day, there are opportunities for enhanced retention of this valuable and limited resource.

Strategy 16: Develop Best Practice Standards for Child Placing Agencies

An additional opportunity for foster parent retention will be to build expectations for foster parent support into Child Placing Agency contracts. This would include monitoring the ratio of homes or children that each Foster Care Specialist will be responsible for supporting at their respective agency.

Currently, standards are driven by each individual agency and are rooted in limits set by their accreditation organizations, internal policy, budget constraints, or population served. PromiseShip will identify appropriate ratios for foster care support staff and consideration will be given to best practice standards, population served, and experience level of the foster home.

Inclusion of Child Placing Agencies in caseload limit discussions will be crucial to successful implementation. Therefore, these discussions will occur with the provider agencies as we identify outcomes for the upcoming contract period.

Strategy 17: Establish a Liaison Position Between DHHS, Child Placing Agencies and PromiseShip

One final opportunity for retention of foster parents is to establish a position within PromiseShip that serves as a liaison between DHHS, Child Placing Agencies, and PromiseShip. The reason for creating such a position is based on a consistent request from foster parents and Child Placing Agencies regarding the process of completing out-of-home assessments.

When allegations of abuse and neglect are made against foster parents, this is an especially trying time. They often have many questions and need greater communication than usual. While PromiseShip understands that DHHS has the responsibility for information-sharing during the assessment process,



ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

PromiseShip will work with the Child Placing Agencies and foster parents to help them understand the process and to keep the foster parent and Child Placing Agency updated about status of the assessment and an anticipated timeframe for completion.

While DHHS bears responsibility for conducting out-of-home assessments on accepted reports of child abuse/neglect allegations in all out-of-home settings, PromiseShip believes there are opportunities for improved communication between DHHS, Child Placing Agencies, and PromiseShip during the out-of-home assessment process.

The PromiseShip liaison position will help address improved communication by providing support to the foster parent, Child Placing Agency, and DHHS during the assessment process. The benefit for DHHS will be having one point-person with whom to communicate, as opposed to receiving multiple calls from agencies and foster parents. This may help expedite the process by reducing the number of calls DHHS receives regarding the assessment.

The liaison position will also be responsible for assisting with the monitoring of any written plans put in place to address issues identified by DHHS. Written plans may include monitoring and reporting on training plans, monitoring the foster home utilization in reference to a developed plan, and meeting with providers and/or DHHS on a regular basis to address concerns with foster homes before they rise to the level of a report.

PLACEMENT CAPACITY: PLC-3

Req #	Requirement	Comply
PLC-3	The bidder should describe a plan of how it will support relative and kinship homes in the Eastern Service Area.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions of Section V. Project Description and Scope of Work:

- *A. Project Overview*
- *C. Program Requirements for On-Going Case Management*
- *L. Retainage and Performance Measures*

Overview

PromiseShip believes that children should be placed in the least restrictive and most family-like setting possible with family members or individuals known to them. PromiseShip has consistently maintained placement of 60%-63% of children in foster care with relatives or individuals known to them (kinship). In order to ensure relative and kinship homes are able to care the child's safety, permanency, and well-being and to ensure placement stability, PromiseShip believes relative and kinship homes should be provided with high quality support.

Determining Placement Appropriateness and Support Needs

Placement with kin/relatives has been demonstrated to be in the best interest of children and has shown to reduce trauma caused by a removal by allowing children to maintain connections. Placement of children in kinship/relative foster homes can occur at two key junctures within a child's stay in out of home care: at the time of initial removal or the subsequent transition from a foster home to a relative/kinship placement. The preferential time of placement with relatives or individuals known to a child is at the time of initial removal from the parental home. The second juncture may occur if a child was initially removed from the home and a relative or kinship option was not identified or available, but continued efforts to locate and secure a kinship/relative placement are subsequently successful.

All kinship/relative foster homes will complete a thorough home study process. Best practice is to complete home studies prior to the placement of a child in the kinship/relative home to prevent a potential disruption of placement if the home study identifies safety factors within the home or with the caregivers that cannot be mitigated. However, it is recognized that, especially upon initial removal, PromiseShip does not want to present barriers to placing with kinship or relative caregivers as the first option, thus PromiseShip will complete the home study within 30 days of placement and address needs concurrent to the placement.

The home study will assess the caregivers' strengths and needs; ensures the home is safe and suitable; and assesses the caregivers' attitude toward the child, his/her parents, and the provision of relative/kinship foster care. This assessment will also include recommendations designed to identify

and address any areas of need or concern that may impact the child or the family. If the home study reflects safety or suitability concerns post placement, a plan will be put in place to mitigate these concerns; however, if safety concerns cannot be mitigated it will necessitate a change in placement for the child.

Training & Licensure

PromiseShip will utilize Kinship Support services to provide support, education, resource identification, and guidance to kinship/relative caregivers. Within PromiseShip the qualified staff member who completes the home study process will continue with the family to provide kinship supports services, thus maintaining consistency for the family. It is also this same individual who will be working with the kinship/relative caregiver to obtain licensure as a foster parent.

It is the goal of PromiseShip to have all kinship/relative providers who are eligible for licensure to become licensed. All formal kinship/relative caregivers are evaluated for licensure within 60 days of a child's placement with a goal of achieving licensure within 90 days from the date the child is placed. PromiseShip recognizes that the current licensure process for kinship homes may take a longer period of time due to the requirement that kinship homes participate in and adhere to all requirements of any other non-kinship licensed home; which includes participation in the full TIPS-MAPP training (10 weeks).

At this time there are no waivers for training or licensing standards available to kinship caregivers. Relative caregivers are eligible for various waivers, to include a waiver of the full licensure training, which expedites their licensure time frame. Through PromiseShip's participation in the Nebraska Children's Commission subcommittee workgroup, PromiseShip is aware of and understands the training recommendations that were outlined related to kinship homes and is prepared if these recommendations are adopted to ensure provisionally licensed homes receive full licensure within six (6) months of placement.

PromiseShip is committed to ensuring all kinship/relative caregivers receive adequate and relevant training. PromiseShip participated in a Kinship and Relative care workgroup that provided recommendations for consideration to the Nebraska Children's Commission. These recommendations included changing language 395 NAC, Chapter 10; and that section **3-001.22 Waiver of Licensing Requirements for Relatives** is altered to reflect child specific foster homes and incorporate core training requirements for child specific foster homes into the licensure process. Recommendations for the core training requirements for child specific homes (Relative and Kinship Homes) include:

- Trauma Impact
- Developmental age appropriate needs of specific placement
- Collaborating and Navigating family relationships
- Child Welfare, Juvenile Court System Navigation
- Reasonable and Prudent Parent Standards
- Human Trafficking
- Sexual Abuse

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

PromiseShip currently ensures that 100% of kinship/relative providers participate in training on Reasonable and Prudent Parenting Standards (YTH-4) as well as Human Trafficking. In addition, PromiseShip makes available the following:

- Trauma Informed Partnering for Safety and Permanence – Model Approach to Partnerships in Parenting (TIPS-MAPP) training
- Access to the PromiseShip Kinship Advisory Committee to address system issues and concerns
- Monthly networking opportunities to build a sense of community
- A quarterly newsletter outlining relevant training opportunities and community resources
- Access to PromiseShip staff training
 - Non-Violent Crisis Intervention
 - Darkness to Light
 - CPR/First Aid
- Additional trainings identified that are specific to their ability to successfully care for and manage the child in their home.
 - Medical interventions
 - Behavioral interventions
 - Educational interventions

Providing Support

The Kinship Support Staff is responsible for creating a kinship support plan with each kinship/relative home that addresses the caregiver needs. PromiseShip will utilize information gathered during the home study process, as well as information contained in a Kinship Needs Checklist, in the creation of the Kinship Support Plan. Kinship/relative caregivers complete the Kinship Needs Checklist independent of the home study process to allow the caregiver to utilize their voice and choice in the needs identification. The Kinship Support Plan drives the work and service planning with the kinship caregiver and is updated at a minimum of every six months to ensure that the information is current, timely, and accurate.

The Kinship support provider also works with the kinship family to ensure continuity of family relationships and to preserve connections for the child. These connections include, but are not limited to, connections with his or her parents, neighborhood, community, faith, extended family, Tribe, school, and friends. Any and all objectives and strategies associated with continuity in relationships and preservation of connections will be addressed in the kinship support plan. This will provide a guidance and accountability to ensure that relationships and connections are being supported while the child is in relative/kinship care.

The frequency and intensity of Kinship Support staff's visits and support through home contacts is driven by the caregiver and child need, with the minimum acceptable face to face contact occurring monthly. For providers within the PromiseShip network, it is required that an established parenting model be utilized with kinship/relative caregivers as a basis for appropriate teaching and intervention. The Kinship Support staff also provides logistical support in assisting caregivers in managing schedules; ensuring that the caregiver is able to meet the daily needs of the child in relation to therapy appointments, educational requirements, transportation, and medical appointments.

If a kinship/relative caregiver feels that additional support is needed to maintain children within their home, they can be referred to the Utilization Management team for a placement stability call. Placement stability calls will be facilitated by PromiseShip with the caregiver, FPS, UM Specialist, and other interested parties as needed, to identify barriers to stabilization and if there are additional supports and services that can be implemented to maintain the children in the caregiver home. PromiseShip is able to utilize a number of community-based resources as well as formal supports and services available within the PromiseShip service continuum to address the identified need.

In addition, PromiseShip has identified the need for community connections and resource availability for kinship and relative caregivers. Children are frequently placed in kinship/relative homes as the result unsafe conditions requiring removal from the family home. PromiseShip knows that this represents a traumatic event for children, so we diligently look to have children live with relative or kinship families. This is also an unexpected occurrence for the kinship/relative families and we work to help make this a smooth transition for both.

Thus, the resource and support needs of kinship and relative homes require significant focus on the basic needs of the caregiver to ensure that they have access to necessary resources for the unexpected caregiving experience. PromiseShip partners with local community resource providers to assist in meeting these needs. PromiseShip will work with community agencies such as Right Turn, faith-based organizations, and the Eastern Nebraska Office on Aging to build a resource library that will be available to all kinship/relative families. Additional resources provided to kinship/relative families include but are not limited to:

- ***PromiseShip Kinship Guidebook***: This guidebook contains significant information to aid families in understanding the foster care system in Nebraska, the roles of all the professionals, and the kinship/relative caregiver role. This guidebook was developed with input from the Kinship Advisory Committee.
- ***Kinship Family Resource Packet***: This packet includes placement information, the Kinship Caregivers Rights and Responsibilities, child development information, who and how to call for assistance, community resource information, PromiseShip Grievance procedure, foster care licensing information, and other relevant information.
- ***Financial Support*** (as eligible): All formal kinship foster families who are eligible to receive a foster care subsidy receive this financial support on a monthly basis, with the amount being determined by the Nebraska Caregiver Responsibility (NCR) tool.
- ***Child Care Subsidy*** (as eligible): All kinship foster families who are eligible to receive child care assistance will be supported in applying for Title XX Child Care Subsidy assistance.

PromiseShip is involved with the statewide FFPSA kinship navigator group. It is the intention of PromiseShip to coordinate and partner with the statewide implementation of a kinship navigator program. Thus far, it appears that there are two programs that are being considered by the group for implementation. These include:

- Children's Home Society of New Jersey Kinship Navigator Model
- Children's Home Inc. Kinship Interdisciplinary Navigation Technologically-Advanced Model (KIN-Tech).

However, as this is planned as a statewide implementation and PromiseShip intends to work in partnership with the state on implementing the Kinship Navigator program, no final decisions have been made regarding which program best meets the needs of children, kinship/relative caregivers, DHHS, or provider agencies.

Lastly, PromiseShip follows the **Fostering Connections Act** in notification of relatives at the onset of a case when children are placed in out of home care, which increases family engagement from the beginning. This can lead to more timely permanency by engaging and placing with relatives in the event children are not able to safely return home. Through these efforts, in addition to maintaining the high percentage of children in foster care placed in relative or kinship care, for the last three years relatives and kinship placements have comprised 66.4% of the total number of adoptions finalized from the Eastern Service Area.

COMMUNITY ENGAGEMENT: ENG-1

Req #	Requirement	Comply
ENG-1	<p>The bidder should provide a draft Community Engagement Plan. This plan should describe how the bidder will engage community partners who connect children and families to all available programs and resources, including food pantries and other non-government resources. The plan should include engagement with, but not limited, to the following stakeholders:</p> <ul style="list-style-type: none"> a) Families and Children b) Attorneys, guardians ad litem, and other legal stakeholders c) Law Enforcement (including juvenile justice agencies) d) Local School Districts e) Faith Based Organizations f) Foster Parents g) Residential Child Care Providers h) Purchased Service Providers i) Local Community Service Providers j) Managed Care Organizations k) Non-Traditional Community Resources and Leaders l) Other County and/or Community Stakeholders 	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- C. Program Requirements for On-Going Case Management
- D. Program Requirements for Service Delivery
- E. Administrative Requirements

Community Engagement Plan Overview

PromiseShip seeks to make impact every day and to always keep improving. We can only accomplish this through partnerships with families, providers and stakeholders. PromiseShip values having an engaged provider and stakeholder community that is invested in the success of families. PromiseShip is engaged in the community through staff participation in various community workgroups and committees.

PromiseShip also conducts a stakeholder survey to gather input and feedback year-round from families and children working with PromiseShip, as well as community providers, leaders and other stakeholders. Information provided through these surveys has been instrumental in helping us continuously adjust our programs and services to better meet the needs of children and families. PromiseShip participates in community events throughout Douglas and Sarpy counties in order to engage with community partners, to be an active participant in community partner collaborations aimed at enhancing child and family well-being in Nebraska, and to be an active member of the communities in which children and families live.

Purpose

PromiseShip has developed many relationships over the last 10 years within Douglas and Sarpy Counties and works diligently to maintain and enhance these relationships on an ongoing basis. PromiseShip has

a footprint in both Douglas and Sarpy communities, which shows PromiseShip's commitment to serving children and family in these counties. PromiseShip uses various methods and outlets to share information/resources between community partners as well as engaging them in connecting children and families to available resources.

All interactions between PromiseShip and community partners focus on serving families more effectively and timely, ensuring families' basic needs are met. Together, we strive to guide families toward the most appropriate resources to meet their needs and help them move toward self-sufficiency. Families are supported in developing and strengthening connections with caring individuals who will support children throughout their lives.

Goals and Objectives

- To engage community partners that connect with children and families
- Connect children and families to resources

Communication Plan

PromiseShip's community engagement plan will also include communication strategies from its detailed communications plan. Communications will help engage partners and the community in the work of PromiseShip. These strategies include:

- *Community Compass Newsletter*
 - Monthly digital newsletter provided by email to all families served by PromiseShip that includes community resources, tips and important information
 - Newsletters are also posted on the PromiseShip external website and shared via social media; staff also receive a link to provide to families that do not have access to email
- *Social Media Posts/Shares*
 - Information/resources shared via social media platforms connecting families with available community resources
 - Social media platforms include:
 - [Facebook](https://www.facebook.com/promiseship/) (https://www.facebook.com/promiseship/)
 - [Twitter](https://twitter.com/promiseship) (https://twitter.com/promiseship)
 - [LinkedIn](https://linkedin.com/company/promiseship/) (https://linkedin.com/company/promiseship/)
- *Family Resources Page*
 - Page on the PromiseShip external website providing a platform to connect families with resources and information available to them (<https://www.promiseship.org/helping-families-families/overview/>)
- *Quarterly Community "All Aboard" Meetings*
 - Members of the general public, including families, are able to attend PromiseShip's quarterly Community Partners Meetings to learn information and provide feedback
 - This is also an opportunity for us to honor children and families who have achieved significant success in their lives
 - These meetings are promoted via email and social media

- *Kinship Newsletters*
 - Quarterly digital newsletter provided by email to all kinship families working with PromiseShip that provides resources, information and tips
 - Newsletters are also posted on the PromiseShip external website and shared via social media; staff also receive a link to provide to families that do not have access to email

a) Families and Children:

Community Partners: PromiseShip will interact with children and families to help identify resources that will strengthen the family unit by listening to the family to understand their needs and how their needs can best be met in the community, so they do not have to rely on paid professionals. Listed below are several partners PromiseShip works with in Douglas and Sarpy Counties to connect to/with families to have a positive impact in their life.

100 Black Men	Food Pantries in Douglas and Sarpy Counties
Big Brothers Big Sisters	Friends of Foster Care
DHHS Division of Behavioral Health	Grief's Journey
DHHS Division of Children and Family Services	PACT Program
DHHS Division of Developmental Disabilities	Peer to Peer Mentoring
DHHS Division of Medicaid and Long-Term Care	Project Everlast
DHHS Division of Public Health	Project Harmony
Empowerment Network	Right Turn
Father's for a Lifetime	Teammates

Examples of Efforts to Collaborate:

- PromiseShip worked in conjunction with **Grief's Journey** to form a new teen group focused on children who have experienced loss specifically through deportation of a loved one.
- PromiseShip collaborates with **Douglas County Judges** and **CASA** to hold annual celebrations for families. A **National Reunification Day** celebration recognizes the fact families can and do change, while a **National Adoption Day** celebration recognizes that if reunification is not possible, children are able to find a forever home that provides them with life-long connections.
- PromiseShip staff are partnering with **Sarpy County CASA** to implement **National Reunification Day** and **National Adoption Day** in Sarpy County as these do not yet exist.
- PromiseShip started the **Duffels for Dignity Program** in Douglas and Sarpy Counties to provide children a sense dignity when they enter foster care. This program ensures that children entering in out-of-home care have a duffel bag for their belongings instead of a trash bag.
- PromiseShip collaborated with a **donor family** to create **Fund Hope**, which provides gifts for older children in care on their birthday or a special holiday when they otherwise would not receive a gift. It helps provides them with a sense of hope.

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

- When a family is food insecure, the PromiseShip Family Permanency Specialist (FPS) provides them with a list of **food pantries** in the community and can help the family find the one nearest to them. If needed, the FPS can help the family with transportation to and from the food pantry.

Community Events in which PromiseShip Participates:

- **National Reunification Day**
- **National Adoption Day**—staff attend the Douglas County event to celebrate and support children’s adoptions
- **Back to School Splash**—PromiseShip provides school supplies for children we serve in Douglas and Sarpy Counties who are unable to purchase their own
- **CASA Graduation Days**—staff attend these graduations to celebrate and welcome new CASAs entering the workforce
- **PromiseShip Open Houses**—we host these for all families and foster families who are involved with PromiseShip in order to promote interactive family time and help create memories in a fun, relaxed environment. These open houses also provide valuable information to families and foster families.

b) Attorneys, Guardians ad litem, Other Legal Stakeholders:

Community Partners: Listed below are several partners PromiseShip works with in Douglas and Sarpy Counties to serve families through the legal system.

DHHS Attorneys	Sarpy County Attorney’s Office
Douglas County Attorney’s Office	Sarpy County Contracted Attorneys
Douglas County Public Defender’s Office	Guardians ad litem (GALs)
Lutheran Family Services Refugee Legal Clinic	Clerk of the Court
Private Attorneys in Douglas and Sarpy County	Foster Care Review Office
Court Improvement Project	

Examples of Efforts to Collaborate:

- PromiseShip FPS staff, supervisors, and directors meet regularly with all **Juvenile Court judges** to build trust, discuss policy, concerns, joint trainings and create solutions specific to each court room in order to discuss timely outcomes how to partner to make the family feel respected in an out of court.
- PromiseShip collaborates with select attorneys willing to assist families with legal barriers in order to work towards more timely permanency.
- PromiseShip attends **1184 meetings in Douglas and Sarpy Counties** to further collaboration with the county attorneys in each county to break down barriers to family reunification and minimize the children’s time in foster care.

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

- PromiseShip staff meet with **Douglas and Sarpy County Attorneys** to overcome barriers and create solutions surrounding better outcomes for families.
- PromiseShip holds **lunch and learns** on different topics inviting attorneys and juvenile court judges to attend. PromiseShip staff also attend lunch and learns or trainings put on by others to help educate those working with families on the latest best practices or programming.
- PromiseShip staff are active participants in the **Eyes of the Child Initiative** in Douglas and Sarpy Counties, which focuses on positive outcomes for children and families.
- PromiseShip participates in monthly legal calls with **DHHS legal staff** and holds staffings about families with DHHS legal staff on a weekly basis to ensure families are moving forward and to ensure interested parties are ready for upcoming court or another significant legal event.
- PromiseShip has been integral in developing and enhancing different **Drug Courts in Douglas and Sarpy County**, having dedicated resources for these specific populations in order to focus on parent sobriety in order to build their protective capacities.
- PromiseShip worked with Judge Johnson and the Impact team from Project Harmony to develop **Impact from Infancy Hearings and staffings** in one specific court room to focus on children ages 0-5 and expedite reunification and/or alternative permanency for children in this age group.
- PromiseShip worked with Judge Crnkovich to create **Family-Involved Rehabilitation and Services Track (FIRST) COURT** and have dedicated resources for the level of court involvement these families require. This partnership has led to more buy-in from families in the court process and built more trust between families and all other parties.

Community Events:

- **Kids and Judges Day**—where children in care can meet their Judge, tour the court room, and learn about the court process.

c) Law Enforcement (including Juvenile Justice)

Community Partners: Listed below are several partners PromiseShip works with in Douglas and Sarpy Counties to serve families.

Bellevue Law Enforcement	Omaha Police Department
Douglas County Sherriff	Sarpy County Sherriff
Papillion La-Vista Law Enforcement	Sarpy County Probation
Douglas County Probation	Douglas County Children Center (DCYC)
Sarpy County Juvenile Justice Center (JJC)	Douglas County Diversion
Sarpy County Diversion	Youth Rehabilitation Treatment Centers (YRTC)
Nebraska State Penitentiaries	Douglas County Diversion
Douglas County Corrections (DCC)	Juvenile Assessment Center (JAC)
FBI Taskforce	Child Exploitation Task Force

Examples of Efforts to Collaborate:

- PromiseShip coordinates with all **Law Enforcement agencies in Douglas and Sarpy Counties** to share information, provide trainings, and build relationship with police officers as an effort to prevent removals and create an overall decrease in the amount of trauma experienced by children and families.
- PromiseShip is an active member of the **Crossover Youth sites in Douglas and Sarpy County** to decrease the number of children that penetrate both Juvenile Justice and Child Welfare systems.
- PromiseShip works daily with **Douglas County Corrections (DCC)** to receive their **Fresh Arrest list** to help locate and engage parents who are incarcerated.
- PromiseShip collaborates with case managers in the **Juvenile and Adult Detention Centers** to ensure children and parents are receiving services while incarcerated to assist with their re-entry into the community as well as create discharge plans.
- PromiseShip partners with **local law enforcement** specific to sexual assaults, missing persons and trafficking to understand best practices and resources when serving these victims.

Community Events:

- **Omaha 360 Meetings**—these meetings are a program of the Empowerment Network. PromiseShip staff attend these meetings, which are designed to end gun and gang violence, as well as develop peaceful and prosperous neighborhoods.

d) Local School Districts

Community Partners: Listed below are several partners PromiseShip works with in Douglas and Sarpy Counties to serve families related to education.

Department of Education	Omaha Public Schools
Millard Public Schools	Elkhorn Public Schools
Gretna Public Schools	Westside Schools
Bellevue Public Schools	Papillion La-Vista Public Schools
Ralston Public Schools	Faith Based Schools
ESU District 3	Bennington Public Schools
Early Head Start Programs in Douglas and Sarpy	Early Development Network through the Schools
Avenue Scholars	Club Z Tutoring
Parent Training and Information (PTI)	Partnership for Kids (P4K)

Examples of Efforts to Collaborate:

- PromiseShip collaborates with all **11 school districts in Douglas and Sarpy Counties** to ensure school attendance and educational needs are met for all children including individual educational plans are created and maintained for children who qualify.

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

- PromiseShip has collaborated with **Parent Training and Information (PTI)** to offer staff training regarding PTI and the resources offered to better assist and educate parents with children accessing additional resources through the schools and helps them advocate for themselves and their children.
- PromiseShip works with **Avenue Scholars** (through the Buffet Foundation) to identify children in low-income families to follow through school and graduation.

Community Events:

- PromiseShip staff attend the **school resource fairs** in Douglas and Sarpy to build relationships with school personnel and increase collaboration between PromiseShip and the various school districts.

e) Faith Based Organizations

Community Partners: Listed below are several partners PromiseShip works with in Douglas and Sarpy Counties to serve families within the faith communities.

Heart Ministry	Catholic Charities
Bethlehem House	Carol's House of Hope
Lutheran Family Services	Boys Town
Release Ministries	Bridge Church
COPE in Elkhorn	Christian Heritage
Salvation Army	Empowerment Network Pastors and Faith Leaders
Elkhorn Hill United Methodist Church	

Examples of Efforts to Collaborate:

- PromiseShip refers families to **Heart Ministries** for basic care needs, if needed.
- PromiseShip works directly with the **Bethlehem House** to keep mothers and children living together while the mother works through treatment.
- PromiseShip will partner with **Christian Heritage's Care Portal** once this is available in Douglas and Sarpy Counties. This portal will bring faith communities together to engage in the needs of children and families and will be able to assist with tangible needs of families.
- PromiseShip has partnered with a Quilters Guild from **Elkhorn Hill United Methodist Church** to provide blankets to families in need.

Community Events:

- **Faith and Families Committee**—PromiseShip leads this committee to bring more attention to the faith community in Douglas and Sarpy Counties.

f) Foster Parents

Community partners: Listed below are several partners PromiseShip works with in Douglas and Sarpy Counties to serve families in care.

Right Turn	Nebraska Children’s Home Society (NCHS)
Child Placing Agencies in Douglas and Sarpy	Eastern Nebraska Office on Aging
Nebraska Foster and Adoptive Parent Association	

Examples of Efforts to Collaborate:

- PromiseShip collaborates with Nebraska Children’s Home Society (NCHS) **Grandparents Support Group** to train PromiseShip staff on resources for grandparents.
- PromiseShip teams up with **Right Turn** to ensure foster parents moving towards adoption understand adoption and have support post adoption. PromiseShip has also brought Right Turn in to provide training for PromiseShip Staff.
- PromiseShip works closely with **foster parents and foster parent agencies** to seek input, problem solve, and support foster homes.
- PromiseShip collaborates with all **Child Placing Agencies** to ensure children experience stability in their placement and has initiated placement stability calls to find support for families to decrease the rate of placement disruption.

Community Events:

- Foster Family Appreciation Event
- Kinship Appreciation Event

g) Residential Child Care Providers

Community Partners: Listed below are several partners PromiseShip works with in Douglas and Sarpy Counties to serve families needing residential child care.

Boys Town	Children’s Respite Care Center (CRCC)
NOVA	BeHaven
Day Break	Child Placing Agencies in Douglas and Sarpy Counties
Day Services	Before/After School Programs
OMNI	Stones Worth Stepping
PRIMES	Hospitals – Immanuel and Bryan LGH

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX
h) Purchased Service Providers

Community Partners: Listed below are several partners PromiseShip works with in Douglas and Sarpy Counties to serve families with various needs.

Summer Camps	Concord Mediation
Drive's Ed	Camelot
Sea Cadets	TRAC
IFC with Apex	

i) Local Community Service Providers

Community Partners: Listed below are several partners PromiseShip works with in Douglas and Sarpy County to connect to/with families to have an impact in their life.

Lift Up Sarpy	Douglas County Response Initiative
Max I Walker	Urban League
Job Core	Workforce Development
Arts Collective	Salvation Army
Girls Inc.	Boys and Girls Club
Reconnect	NICE Program
Autism and Developmental Disability Metro Area Resources	The Refugee Empowerment Network

Examples of Efforts to Collaborate:

- PromiseShip is a member of the **Douglas County Response Steering Committee** and takes an active role in working towards primary prevention in Douglas County.
- PromiseShip is actively engaged with **Lift Up Sarpy** to assist in primary prevention in Sarpy County.

Community Events:

- PromiseShip works with **Max I Walker**, which provides low-cost prom dresses and free dresses for children in foster care.

j) Managed Care Organizations

Community Partners: Listed below are several partners PromiseShip works with in Douglas and Sarpy Counties to serve families needing physical and behavioral health services.

DHHS Division of Medicaid	Well Care of Nebraska
Nebraska Total Care (NTC)	United Health Care (UHC)
Medical Providers in Douglas and Sarpy County	Dental Providers in Douglas and Sarpy County
Vision Providers in Douglas and Sarpy County	Social Workers in Doctor Offices and Hospitals
Medicaid and Children's Health Insurance Program (CHIP)	Various Mental Health and Substance Use Providers in the MCO's Provider Networks

Efforts to Collaborate:

- PromiseShip coordinates frequently with all three **managed care organizations (MCOs)** to assess and treat the needs of children and families in care. PromiseShip has weekly staffings with these agencies to coordinated services and treatment plans to ensure children and parents receive appropriate, least restrictive treatment services.
- PromiseShip Coordinates with the **Project Harmony and Children’s Hospital** to ensure foster children are seen as soon as possible to coordinate medical services.
- PromiseShip worked with **local hospital and doctors’ offices** to create streamline the process for signed consents for state wards which resulted in a single point of contact through PromiseShip to ensure timely consents.

k) Non-Traditional Community Resources and Leaders

Community Partners: Listed below are several partners PromiseShip works with in Douglas and Sarpy County to connect to/with families to have an impact in their life.

Mexican Consulate	Lutheran Family Services Refugee Clinic
Omaha Quilters Guild	Children Emergency Services (YES)
Visiting Nurses Association (VNA)	Homeless Shelters
Grasstops Leadership Program	Omaha Gives
LoveCan Store	Humane Hands at Nebraska Humane Society
University of Nebraska at Omaha (UNO)	University of Nebraska-Kearney
Creighton University	Metro College
Bellevue University	LiveWise
Nebraska urban Indian Health Coalition (NUIHC)	Nebraska Indian Child Welfare Coalition (NICWC)
Federally Recognized Tribes (Ponca Tribe of Nebraska, Omaha Tribe of Nebraska, Omaha Tribe of Nebraska, Winnebago Tribe of Nebraska, Santee Sioux Nation)	

Examples of Efforts to Collaborate:

- PromiseShip founded the **Grasstops Leadership Program** to train and support community advocates.
- PromiseShip coordinates with the **Mexican Consulate** to help families in need from obtaining legal documents to finding family and services in Mexico.
- PromiseShip has partnered with the **University of Nebraska at Omaha, DHHS, Project Harmony and private donors**, to offer a Master’s in Social Work degree to five staff members from each agency to grow expertise within the three agencies.

I) Other County and/or Community Stakeholders

Community Partners: Listed below are several partners PromiseShip works with in Douglas and Sarpy Counties to connect to/with families to have an impact in their life.

Inspector General's Office	Foster Care Review Office
CASA in Douglas and Sarpy Counties	Project Harmony
Douglas County Commissioners	Local Senators
Region 6 Behavioral Healthcare	Voices for Children
Nebraska Appleseed	Metro Area Continuum of Care for the Homeless (MAACH)

Examples of Efforts to Collaborate:

- PromiseShip collaborates with **Project Harmony** on many fronts from investigation to service provision.
- PromiseShip is an active member on all **1184 committees** in Douglas and Sarpy Counties.
- PromiseShip coordinates children's staffings with **Region 6 Behavioral Healthcare** for older children in care (TRY Team Meeting)

COMMUNITY ENGAGEMENT: ENG-2

Req #	Requirement	Comply
ENG-2	The bidder should include a plan of how it will engage in meaningful consultation, collaboration and coordination with federally recognized tribes to support children and families with tribal affiliations.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions of Section V. Project Description and Scope of Work:

- A. Project Overview
- C. Program Requirements for On-Going Case Management
- D. Program Requirements for On-Service Delivery
- I. Federal and State Legal Policy and Requirements

Overview

PromiseShip is committed to improving safety, permanency, and well-being for Native families through meaningful consultation, collaboration, and coordination with federally recognized Tribes; having engaged in collaboration since the inception of the child welfare reform in 2009. In 2013, PromiseShip developed and implemented an organizational plan to enhance service provision to Native children and strengthen collaboration with the tribes and Native organizations. PromiseShip continues to dedicate resources to this effort, ensuring PromiseShip's involvement and connections with Tribes and families continues to advance; adherence to the ICWA law, improvement of relationships and trust with Tribes, and increase knowledge and skill of staff working with Native children and families.

Serving Children and Families with Tribal Affiliations

At the time of this writing, PromiseShip is currently serving over 54 children who are members or eligible for membership in at least 13 federally recognized tribes. Over 82 other children with whom PromiseShip works identify as Native American. PromiseShip continues to make efforts to determine eligibility for ICWA to apply in their case.

PromiseShip understands Native children are more likely to be in out of home care and as of March 2018 made up 6.3% of out of home care while only making up 2.8% of the Nebraska population as stated in the June 2018 Foster Care Review Office report. In an effort to reduce the disproportionality among Native children and to ensure adherence to the ICWA law, PromiseShip uses the following strategies.

- Provide initial and ongoing training to PromiseShip frontline staff on the ICWA law,
- Identify barriers and solutions to enact aspects of the ICWA law,
- Build relationships and trust with Tribal ICWA specialists,
- Monitor ICWA compliance through the use of internal and DHHS data, NFOCUS reviews, consultation, and mentoring,

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- Participate in monthly phone staffings with Tribal representatives,
- Adhere to the 2016 Federal BIA Regulations
 - PromiseShip continues to provide ongoing education and advocacy of the “Reason to Know” aspect of the ICWA law to Court systems, legal parties, and providers.

PromiseShip remains committed to ongoing ICWA implementation, increasing Tribal involvement, improving processes, and training in efforts to meet identified outcomes by adhering to P.L. 95-608, Indian Child Welfare Act (ICWA) of 1978, 25 U.S.C. §§ 1901 – 1963. Outlined below are the objectives and strategies PromiseShip will use to engage in meaningful consultation, collaboration, and coordination with federally recognized Tribes and Native organizations.

Objective 1: *PromiseShip will engage in meaningful consultation, collaboration, and coordination with federally recognized Tribes and Native organizations.*

Strategy 1: PromiseShip will continue to provide a dedicated resource within PromiseShip to act as a point person for Tribes and Native organizations.

Initiatives:

- PromiseShip provides a dedicated resource (since 2013) to act as a main point of contact for federally recognized Tribes and Native organizations in order to build the trust and relationships needed for consultation, collaboration, and coordination.
- PromiseShip collaborates with Tribes’ ICWA Specialists to conduct monthly staffings, identification of Qualified Expert Witnesses in timely manner, and work together for reunification and identify cultural connections and supports.

Strategy 2: PromiseShip will be actively involved with federally recognized Tribes and Native Organizations.

Initiatives:

- PromiseShip is actively involved in the Nebraska Indian Child Welfare Coalition (NICWC) to include an employee as a member of the NICWC Board. NICWC is comprised in part with Nebraska’s four federally recognized Tribes and collaboration with South Dakota Tribes.
- PromiseShip, through NICWC involvement, has actively participated in the modification of the Nebraska ICWA law in 2015, Qualified Expert Witness (QEW) training in Nebraska and South Dakota, and presented at the National Indian Child Welfare Association annual conference.
- PromiseShip is an active member of Nebraska Urban Indian Health Coalition’s (NUIHC) Soaring Over Meth and Suicide (SOMS) program. The SOMS program leads several committees and activities in the Native community, which PromiseShip has been part of as well. PromiseShip is also an active member in the LIFE 7th Generation Coalition, which works to build awareness and support of suicide prevention through culturally sensitive education and services.

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- PromiseShip has also built a strong relationship with Society of Care (SOC), a mental health and substance abuse agency serving tribal communities in Nebraska. Through the work with SOC, parents and children with Native heritage have been able to receive culturally competent services and support. PromiseShip has worked with SOC to provide SOC staff training on historical trauma and the impact it has on our Native families. The increased understanding of historical trauma has improved PromiseShip's work with Native families and tribes
- PromiseShip works with those federally recognized Tribes which have several children involved in our system of care. In order to build relationships, trust, and efficiencies, we work with the ICWA Specialists to schedule regular staffing or meetings with our FPS to review all the children and families associated with that Tribe on a monthly basis. We include not only the children and families where the ICWA law currently applies, but also those who identify with a connection to the Tribe. The education and information learned through these various resources are then brought back to PromiseShip to inform, educate and train ongoing staff working with families, specifically those working with the Native population.

Objective 2: PromiseShip will support children and families with tribal affiliations in adherence to the ICWA law.

Strategy 1: PromiseShip will build a network of Native resources and activities.

Initiatives:

- PromiseShip encourages family partnership with the Nebraska Urban Indian Health Coalition (NUIHC) and the Fred LeRoy Center, operated by the Ponca Tribe. NUIHC and the Fred LeRoy Center can assist individuals with treatment, health care, transportation and transitional housing. PromiseShip also encourages Native children to participate in NUIHC's activities. In the fall each year, a Native Youth Leadership event is available for all Native children. The following day, the annual Hoops for Life occurs, which brings Native families together for celebration, sports, and connection to their culture.
- PromiseShip is active in the annual Good Life In My Moccasins event, this event connects Native families to resources, medical and mental health support, and provides a time to connect with cultural activities.
- PromiseShip collaborates with the Nebraska Urban Indian Health Coalition to invite all Native Americans to join the Wellbriety night every other week; family visits can occur at these meetings where they address sobriety, participate in crafts, and eat a free meal while connecting with others.
- PromiseShip continues communicate with the Douglas and Sarpy County Crossover teams to identify Native children that are at risk or dually adjudicated and collaborate with other professionals to prevent Native children from penetrating both child welfare and juvenile justice systems.

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- PromiseShip collaborates with CASA to ensure all Native children an assigned CASA volunteer who can advocate for the child's needs. PromiseShip also collaborates with on the topic of cultural humility with a CASA Supervisor and Subject Matter Expert who has prior experience of working on the Rosebud Reservation.
- PromiseShip communicates with the Network providers that have culturally compliant foster homes to inquire on ongoing joint ICWA training. The ability to have culturally compliant foster homes will ensure the continuity of family relationships and will preserve connections for the child that includes but is not limited to connections with his or her parents, neighborhood, community, faith, extended family and Tribe.
- PromiseShip continues to identify gaps in services as they present and create solutions to fill these voids.
- PromiseShip understands the importance of recruiting and retaining staff with similar cultural background and beliefs as the families being served and continues to attempt to recruit Native staff to work directly with Native families.
- Nebraska Urban Indian Health Coalition (NUIHC). NUIHC can assist individuals with treatment, health care, transportation and transitional housing. While this is largely intended to service the Native American population, they do not restrict themselves to serving only this population. There is also the Fred LeRoy Center, operated by the Ponca Tribe.

Strategy 2: PromiseShip will provide training about the ICWA law, cultural humility, and community services.

Initiatives:

- PromiseShip updates ICWA training in accordance with updates with ICWA law. PromiseShip ensured the trainings were reviewed by the four Nebraska Tribes and Nebraska Applesseed to ensure accuracy; the parties fully supported the training revisions. With each revision, staff complete mandatory updated training and the changes are implemented immediately.
 - August 2015 update - Revised annual ICWA training to include updates to Nebraska ICWA law.
 - January 2017 update - Revised to address the changes from the Federal BIA Regulations that became effective 12/12/16.
- PromiseShip revised new-worker ICWA training for both the Nebraska ICWA law in 2015 and the federal regulations in 2016. PromiseShip provided this training to Center on Children, Families and the Law (CCFL) as a way to connect and collaborate on necessary ICWA training. As new information, data, and material is made available through DHHS, Tribes, or the National Indian Child Welfare Association or other entities, PromiseShip updates the training to improve understanding and compliance with the law.

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- PromiseShip continues to educate FPS regarding active efforts throughout the case to include the following **Active Efforts**:
 1. **Removals:** If there is *reason to know* or the ICWA law applies, PromiseShip diligently assesses whether Active Efforts were made to prevent removal; and if there are, notify the Tribe(s) for input and collaborative decision making when appropriate
 2. **Placements:** PromiseShip prioritizes placement for Native children as follows per (Neb. Rev. Stat. § 43-1508(2)):
 - a. a member of the Indian child's extended family;
 - b. other members of the Indian child's Tribe or Tribes;
 - c. a foster home licensed, approved, or specified by the Indian child's Tribe or Tribes;
 - d. an Indian foster home licensed or approved by an authorized non-Indian licensing authority;
 - e. a non-Indian family committed to enabling the child to have extended family time and participation in the cultural and ceremonial events of the Indian child's Tribe;
 - f. an Indian facility or program for children approved by an Indian Tribe or operated by an Indian organization which has a program suitable to meet the Indian child's needs;
 - g. or a non-Indian facility or program for children approved by an Indian Tribe.
 3. **Qualified Expert Witness (QEW):** PromiseShip works with the County Attorneys in Douglas and Sarpy Counties and Native Tribes to obtain QEWs for required aspects of the Court proceedings. PromiseShip has also contracted with an approved QEW for instances when the Indian child's Tribe is unable to act as QEW.
 4. **Services:** In order to provide Active Efforts, PromiseShip refers every ICWA family who have been referred for case management to family finding in order to identify extended family to build and enhance family connections and family placement for children if needed.
 5. **Mental Health:** Society of care (SOC) is focused on mental health and substance abuse assistance for Native families. PromiseShip staff contact all Native agencies and Tribes to find what Native therapists/providers are available and connect the family to these providers. If there are no Native providers' available, PromiseShip talks to the family and the Tribe about people who are best they have worked with on a cultural need basis and connect them with those people. Ultimately, PromiseShip looks for culturally appropriate services and works with the family (and input of Tribe) to make sure they have a voice/choice in the services and providers utilized.
 6. **Medical Care:** Good Life in My Moccasins – PromiseShip will be a vendor again as we have been in years past and this year will include a suicide prevention walk. As for medical care, PromiseShip refers to the Fred LeRoy Center, it is a Ponca center, but any

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Native persons in Omaha can access this. Individuals can utilize this center for medical, dental and mental health care.

7. **Time to Permanency:** There are many reasons Native children reunify less frequently and with longer timeframes from others which includes historical trauma, it takes longer for Native families to engage and trust people and realize that they can get their children back. One of the ways PromiseShip is working to address this issue is by building trusting relations with the people and the Tribes. PromiseShip is also working closely with the courts to complete guardianships over termination of parental rights and adoption. PromiseShip also works with the courts to have court transfer to the Tribal court if desired by the parents.
- PromiseShip ensures ongoing training and development for staff. PromiseShip utilizes an internal ad-hoc committee to address ICWA needs and improve organizational compliance. This team has developed a checklist and guide for the Cultural Plan, has developed written procedures on how to follow the ICWA law and identifies documentation needs in NFOCUS, and worked with legal advocates in our juvenile courts to help create additional training. Members of this committee receive additional information and training and are identified as ICWA Advocates which allows them to provide support to their teammates throughout the agency.
 - PromiseShip provides a two-day Cultural Humility course for all employees as part of their onboarding. This training continues to be modified with new topics, research, and presenters as identified or needed. Currently, this training provides focus on Race, Differently Abled Persons, Person First Language, Religion/Spiritual Beliefs, LGBTQ+, and Bullying/Discrimination.

Strategy 3: PromiseShip will conduct Quality Assurance activities related to ICWA compliance.

Initiatives:

- PromiseShip conducts Case Record Compliance Reviews and targeted case reviews (see CQI – 1) to ensure documentation demonstrates:
 - Conversations regarding ICWA applicability
 - Enrollment in tribe (as applicable)
 - If not enrolled, documentation of assistance in enrollment in tribe (as applicable)
 - Documentation of active efforts
 - Cultural planning
 - Documentation of placement preferences
 - Documentation of efforts to move a child into higher placement preferences
 - Documentation of good cause to deviate from placement preferences
- PromiseShip provides feedback on presence of and documentation supporting ICWA Compliance to Family Permanency Teams.

TRANSITION PLANNING: T&T-1

Req #	Requirement	Comply
T&T-1	The bidder should describe a plan of how it will collaborate with DHHS to ensure that families experience a smooth and non-disruptive transition from initial assessment to ongoing case management.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions of Section V. Project Description and Scope of Work:

- *A. Project Overview*
- *C. Program Requirements for On-Going Case Management*
- *D. Program Requirements for Service Delivery*
- *E. Administrative Requirements*

Overview

PromiseShip is committed to ensuring families experience a smooth and non-disruptive transition from initial assessment to ongoing case management. Regardless of the family's assessed safety and risk, the family will be provided with case management from time of referral increasing engagement and allowing DHHS to focus solely on the safety and initial risk assessment of the family as DHHS remains responsible for safety decisions until the date of case transfer.

Early Service Intervention

PromiseShip provides a single point of access for referral for case management or initial service coordination via the PromiseShip Intake Line 24 hours a day, seven days a week, 365 days a year during the time DHHS is conducting the initial assessment of safety and risk. PromiseShip accepts and serves 100% of children (ages 0-19) and families regardless of diagnosis, history, presenting problems, family composition or behaviors and as of the date of the referral or court order, whichever is first. For all families referred to PromiseShip, DHHS Initial Assessment (IA) will access case management and safety interventions by contacting the PromiseShip Intake Line.

PromiseShip will effectively engage 100% of families referred for services and provide service delivery to 100% of children and families during initial assessment and on-going case management to prevent out-of-home placements and support reunification and permanency. This early service intervention will assist DHHS with vigorous safety planning with the identified safety plan participants and promote family preservation, ultimately preventing children from being removed from the family home.

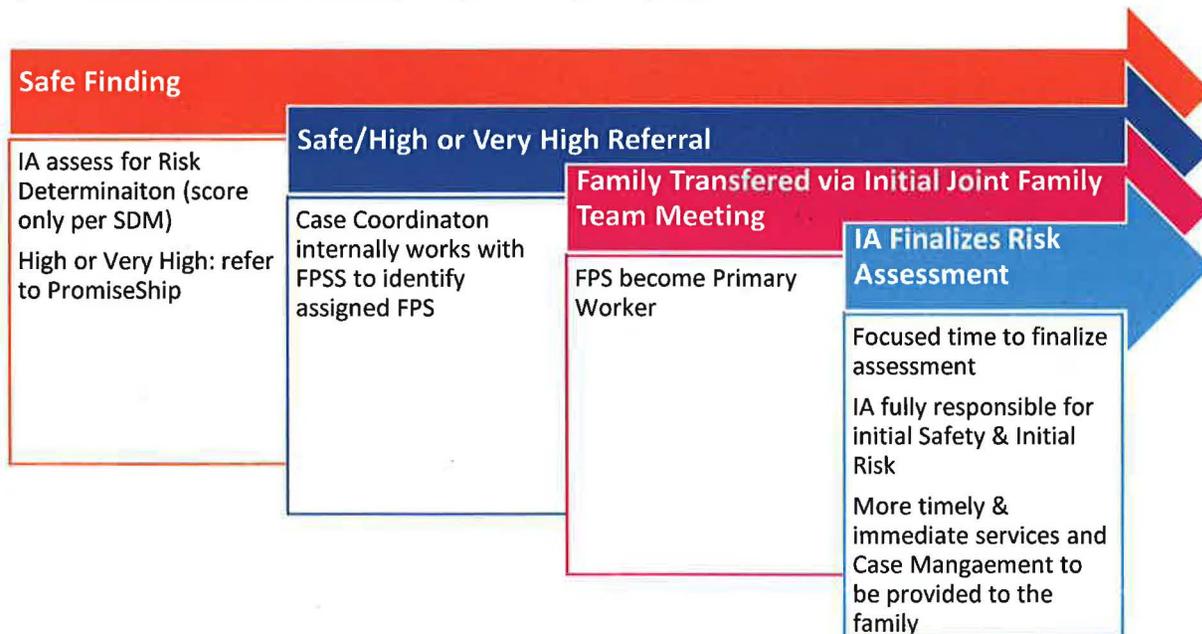
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PromiseShip will ensure a smooth transition for families by ensuring the following steps occur when a call is received on the PromiseShip Intake Line.

1. PromiseShip Case Coordination staff will collect necessary demographic and safety information.
2. Initial Assessment will be immediately triaged to a Utilization Management Specialist in order to continue discussing the family’s needs and identify appropriate services as needed.
3. PromiseShip will ensure services are implemented within a 2-hour timeframe that mitigate safety concerns or ensuring safety of the family.
 - o The Utilization Management Team will complete CQI compliance checks to ensure the 2 hours response timeframe was met
4. PromiseShip will use DHHS initial SDM assessments to guide initial case management decisions.
5. As soon as possible, but no later than the next business day, DHHS will provide PromiseShip with a formal written referral document prior to the case transfer staffings.

Safe Families

Figure 28. SDM Assessment Process for Safe with High/Very High Risk



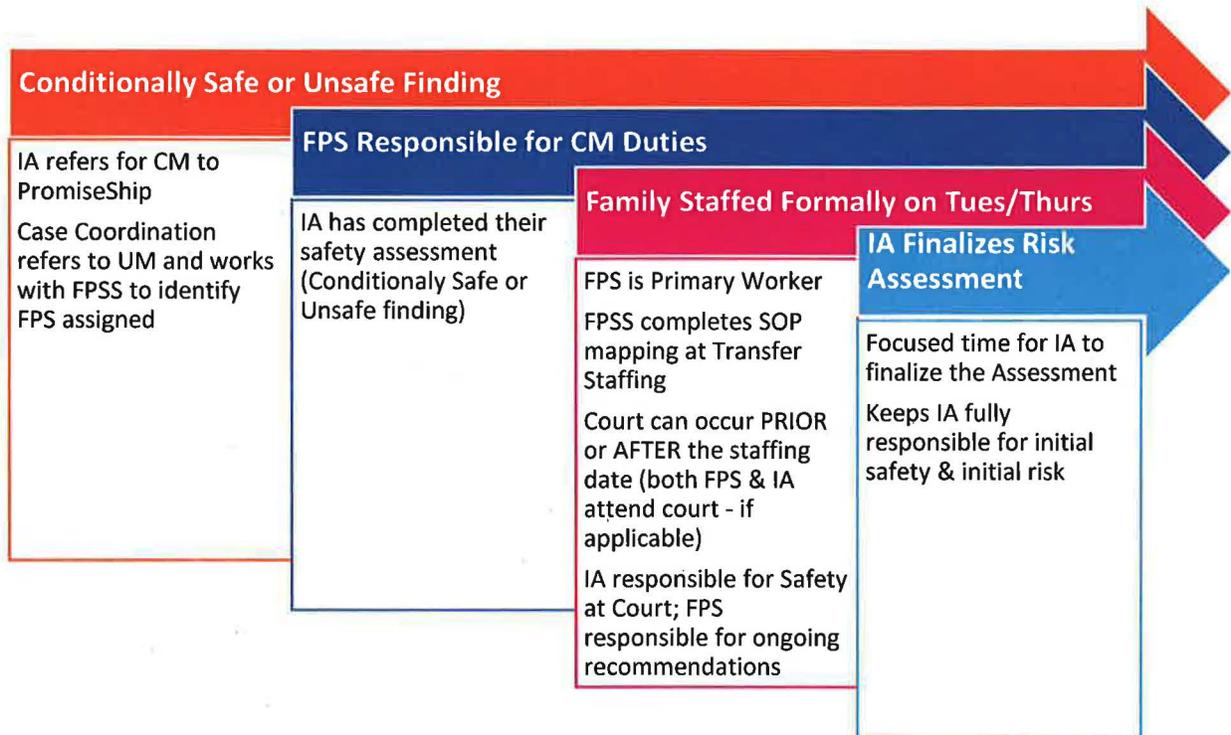
DHHS will conduct the Initial Assessment (IA) utilizing the **Structured Decision Making (SDM)** assessment (see **Figure 28**). If the family is determined to be Safe with an initial risk level of High or Very High, DHHS will provide a verbal referral to PromiseShip via the PromiseShip Intake Line within 24 hours of the assessment completion. PromiseShip’s Case Coordination department will immediately begin working with PromiseShip Permanency Teams to identify the assigned Family Permanency Specialist (FPS) and Supervisor. For families with a Safe finding, the PromiseShip FPS will be identified and assigned as the primary worker in N-FOCUS. DHHS will provide the formal written referral as indicated on page V of the current Request for Proposal within one business day.

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The assigned FPS will make contact with the family and meet with them within 2 hours of referral to begin establishing rapport with the family and hearing their voice through this difficult time in their life. During this time, DHHS will be able to continue finalizing the risk assessment. The DHHS IA worker and PromiseShip FPS will arrange to meet the family within 72 hours of referral to complete the official case transfer. Together they will help the family understand the role of the two individuals and explain that the IA worker will be done working with the family and that the case is officially transferred to the on-going FPS. This meeting will occur in the family home during the initial Family Team Meeting to help the family feel more comfortable in their own environment.

Unsafe/Conditionally Safe Families:

Figure 29. SDM Assessment Process for Unsafe/Conditionally Safe



DHHS will conduct the Initial Assessment utilizing the **Structured Decision Making (SDM)** assessment (see **Figure 29**). If the family is determined to be unsafe or conditionally safe, DHHS will provide a verbal referral for an unsafe or conditionally safe family to PromiseShip via the PromiseShip Intake Line. PromiseShip Case Coordination staff will collect relevant demographic and safety threat information from DHHS. An immediate transfer to Utilization Management will allow for seamless discussion of family needs.

- PromiseShip Utilization Management will assess the level of intervention and appropriate service based on the family needs and desired outcomes identified by DHHS. In the event of an after-hours referral, PromiseShip Family Triage Supervisor or On-Call Supervisor will act as Utilization Management and will identify appropriate interventions based on DHHS's assessment of family needs.

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- The FPS will be identified and assigned within 24-48 hours
- The assigned FPS will make contact with the family and meet with them within 24 hours of referral to begin establishing rapport with the family and hearing their voice through this difficult time in their life.

Integrating Safety Organized Practice (SOP) in Case Transfers

PromiseShip Case Coordination staff will partner with DHHS to coordinate all official case transfer staffings for a smooth transition between entities. PromiseShip intends to continue utilizing the current Tuesday/Thursday case transfer staffing days to provide consistency for both DHHS and PromiseShip. During this transfer, dedicated PromiseShip staff will facilitate the Safety Organized Practice case mapping. Beyond case transfer, the purpose for case mapping will be one of two options: Plan for Reunification or Plan for Case Closure.

Case mapping will typically occur prior to the first court hearing in which DHHS IA and PromiseShip will be at attendance. Case mapping prior to court will ensure DHHS and PromiseShip are united in their recommendations at the first hearing. Each entity will leave the mapping with joint written recommendations for court to include safety recommendations presented to the court by DHHS and ongoing change service recommendations presented by PromiseShip. Case mapping is an effective strategy to ensure the staffing is focused on a common goal. Case Mapping uses facts to identify strengths and areas of need for the family; and ultimately creates next steps for case progression.

Should case mapping occur after the first court hearing the same purpose for staffing will remain and recommendations will be followed through with by the PromiseShip FPS. This shared information and joint plan creation allows for DHHS and PromiseShip to leave the transfer staffing confident in the ongoing case plan and confident they understand the full history and all dynamics moving forward for timely, successful reunification and case closure.

During any referral, while PromiseShip provides case management duties during this time, DHHS remains responsible for safety decisions until the date of case transfer.

Ensuring Smooth and Non-Disruptive Case Transfers through Continuous Quality Improvement

Through a culture of Continuous Quality Improvement (CQI) and partnership with DHHS, the case transition process between PromiseShip and DHHS has been through several reiterations to ensure that children are safe, achieve timely permanency, and experience improved health and enhanced well-being. Through these different iterations PromiseShip and DHHS, together, have identified strengths and areas of improvement for each agency. This current proposal has taken these strengths and areas of improvement into consideration to best meet the needs of the children, family, DHHS, PromiseShip, Network providers, and legal parties, when applicable.

Approach benefits for the family:

- The family will experience consistency and continuity as they will get to know their assigned FPS from the onset of the case; increasing family engagement and decreasing duplication of work and/or services.
- The FPS will have the ability to gain a full understanding of the families' strengths and needs prior to the initial court hearing.
- The family will also begin receiving case management services immediately, ensuring the family's case management needs are met by one agency throughout the life of the case.
- Joint case mapping at case transfer will ensure DHHS and PromiseShip can both fully communicate their agencies' respective needs/assessment recommendations in a non-bias format.

Approach benefits for DHHS:

- DHHS will maintain their key statutory requirement to identify any immediate safety threat, complete their safety assessment within the required 24 hours, and identify safety services to be implemented immediately to keep children safe.
- DHHS will continue to have access PromiseShip's service array for a coordinated response with early interventions throughout the entirety of the investigation.
- The DHHS IA worker will have the necessary time to complete the initial risk assessment within the allotted timeframes as PromiseShip will assume all case management duties.

TURNOVER PLANNING: T&T-2

Req #	Requirement	Comply
T&T-2	<p>The bidder should describe a plan of transition of case management services that includes but is not limited to:</p> <ul style="list-style-type: none"> i.) An outline and implementation plan that prepares for a successor agency; ii.) An outline of service model components that will clearly explain service structure and evidence-based practices implemented at or during subaward execution. iii.) An outline and implementation plan that addresses: <ul style="list-style-type: none"> a) Staffing; b) Use and transition of equipment; c) Transition of case management to successor agency; d) Migration of any data owned by DHHS; e) Dispute resolution between DHHS and Subrecipient in regard to cases, caseloads, and reimbursement for services. 	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *Not applicable*

Overview

PromiseShip will assist in the transition of case management services as outlined in the draft **Transition Plan (Appendix 12)**, should a successor organization be selected as a subrecipient for full service case management of child welfare services in the Eastern Service Area.

The plan is a detailed listing of some of the most critical transition activities and recommendations on timing and responsibilities. The activities in this plan are not meant to be a comprehensive or exhaustive list since all parties involved in a transition of this magnitude will likely develop their own requirements and characteristics as the planning and execution unfolds.

Create a Transition Work Group to Ensure a Smooth Transition for Children and Families

Should a transition be required, it will be critical that the Department of Health and Human Services (DHHS) convene a **Transition Work Group** composed of leadership from DHHS, PromiseShip, and the new subrecipient. Each organization's transition team should be led by an individual with the authority to make decisions for that organization.

The Transition Work Group's initial activities will include making decisions that will impact the overall transition and to organize several planning initiatives. There are several guiding principles that are recommended for adoption by the Transition Work Group, which are:

- The transition should cause the least disruption as possible to the on-going case management work.
- The transition should seek to maintain the stability of the current workforce especially at the case manager and unit supervisor levels.

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- Where appropriate, the transition should seek to maintain stability in the service provider network.
- The transition should keep all external stakeholders fully informed on the status of the transition and any changes that may impact them. Critical to this process are the clients, Resource Families, Judges, County Attorneys, GALs, CASAs, Clerk of Courts and the provider network.

In applying these guiding principles, some of the early questions that the Transition Planning Group may need to address are:

- When does the transition period start and when will it be completed?
- Will organizations be required to capture and report transition costs? If so, how and when?
- Will the new organization be required to assume the lease space of the departing organization?
- Will the new organization be required to utilize the office and MIS equipment of the departing organization or will DHHS provide other disposition instructions for these items?
- Will the new organization be required to assume existing client services contracts? What discretion will they have?
- How will the new organization treat applications for employment from staff of the current organization? Will staff in good standing be given first consideration?
- Since the current organization's case management structure divides the cases by court and non-court cases with court case management units aligned by Judge, will the new organization be required to follow that structure?
- How will DHHS monitor the transition?

Early answers to these and other questions will set the tone and direction for the transition while helping to minimize disruption to the services for children and families.

There are also several planning activities that the Transition Work Group will need to commence early in the transition. These may include:

- **External Stakeholder Communications Plan:** Decisions about communications will need to be made, including what will be communicated, who will communicate, how the communication will be done, and when it will be done.
- **Current Contract Closeout Plan:** Decisions about closing out the current contract with PromiseShip will need to be made, including what activities will be required to reconcile financial information and close-out the current contract, when those activities will occur, how the cost of closing out the current contract will be covered, and whether DHHS will need to issue a contract to address close-out activities and costs.
- **Readiness Assessment Plan:** How will the Readiness Assessment be accomplished? When will it be scheduled? Who will participate? What evidence does the organization need to provide to be deemed ready?

- **Dispute Resolution Plan:** DHHS will need to establish a dispute resolution process that allows all parties to raise issues they cannot resolve including but not limited to specific case issues, caseloads and finances.

Should circumstances require that PromiseShip engage in a transition of services to a new organization, we are committed to doing everything possible to ensure a successful transition of case management services to the new organization, supporting the success of our outstanding staff and the success of the children and families we will be transferring.

Transition Planning and Execution Summary

The transition outline and implementation plan includes information about overarching areas, issues to address, specific tasks for PromiseShip and new subrecipient staff, who those tasks will be assigned to, and timelines for each organization’s staff to complete tasks. Plan information includes these details for the following areas:

a) Staffing

- ***Employee/Employment Issues:***

- | | |
|--|--|
| <ul style="list-style-type: none"> ○ Benefits ○ Flexible spending benefits ○ Letters of agreements (FMLA/Workers Compensation) ○ Retirements ○ Vacation pay-out ○ Write letters to staff | <ul style="list-style-type: none"> ○ EEOC claims and grievances ○ Personnel information and performance evaluations ○ Screenings ○ COBRA and job assistance ○ Staff allocation adjustments for budget ○ Final payroll processing and vacation payout |
|--|--|

b) Use and transition of equipment

- ***Space, Equipment and Service Issues:***

- | | |
|---|--|
| <ul style="list-style-type: none"> ○ Facility leases ○ Cancel cell phones ○ Network connectivity ○ Equipment leases ○ Postage meters ○ Information technology inventory | <ul style="list-style-type: none"> ○ Security system ○ Furniture and equipment inventory ○ Copier inventory ○ Software licenses ○ Utilities ○ Phone service ○ Postal forwarding |
|---|--|

c) Transition of case management to successor agency

- ***Financial Matters, Client Services Contracts, Letters of Agreement, Service Authorizations:***

- Client services subcontracts, letters of agreement, and service authorizations
- Close-out plan and final disbursements/funding
- Final payments for non-client services
- Final payments to relatives/kinship caregivers

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- Final disbursements
- Accounting/financial reports
- Close out subaward
- Notice to relative/kinship caregivers
- Notice to client services subcontractors
- Notice to all providers operating with a letter of agreement
- Service authorization close out
- Notify managed care organizations
- Purchasing cards

- **Insurance:**

- Training liability insurance coverage
- Other policy coverage

- **Public Relations:**

- Internal communications plan
- External communications plan

d) Migration of any data owned by DHHS

- **Data Systems Issues:**

- N-FOCUS
- FAMCare
- Mindshare

- **Client Records:**

- Client files
- N-FOCUS

- **Open Case Review and Transfer:**

- Case review
- Case responsibility

e) Dispute resolution between DHHS and Subrecipient in regard to cases, caseloads, and reimbursement for services.

TITLE IV-E AND ELIGIBILITY: IVE-1

Req #	Requirement	Comply
IVE-1	The bidder should describe its knowledge of federal statutes and regulations related to funding for child welfare and a plan of how it will comply with current federal statutes and regulations, and maximize the availability of Title IV-E funding.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *Not applicable*

Compliance with Child Welfare Funding Statutes and Regulations to Maximize Title IV-E Funding

Understanding that Title IV-E foster care funds are an important funding source for states to provide foster care maintenance payments for eligible children, PromiseShip has worked with DHHS for seven years, and will continue to work with DHHS, to maximize Title IV-E funding and ensure the accuracy of claims.

On an ongoing basis, PromiseShip reviews Title IV-E requirements and the Title IV-E Compliance Supplement issued by the Office of Management and Budget (OMB). PromiseShip also regularly review current literature related to Title IV-E and any new programs or laws that might affect it, in order to stay abreast of information necessary to stay in compliance with program requirements. Additionally, PromiseShip participates in quarterly DHHS audits of Title IV-E claims. These audits provide important information on changes to our process that may be necessary to ensure that all Title IV-E claims are valid.

PromiseShip's financial reporting systems are designed to separate direct Resource Family care payments from other service delivery expenses. The majority of service costs, such as foster care, visit supervision, and costs related to delivery of services to clients, are tracked in FAMCare, PromiseShip's billing and utilization management system. Most direct service providers bill directly into FAMCare, and reports from FAMCare provide the detail necessary to trace these billings to referrals, authorizations, and documentation of services performed, regardless of payment type. Any direct services or assistance not recorded in FAMCare are segregated and tracked in detail in two specific accounts in PromiseShip's Banner General Ledger (G/L) system. Detail of all expenses is provided to DHHS each month.

Maintenance payments are easily traceable to support provided by foster care agencies of foster parent payments. PromiseShip Finance reports these payments monthly to DHHS in a format specifically developed by DHHS and PromiseShip to enable DHHS to check data from PromiseShip's maintenance claims against the data in N-FOCUS for accuracy. PromiseShip requires foster care providers to produce payment support, including cancelled checks and ACH support on request.

As only paid claims entered into N-FOCUS can be claimed for Title IV-E purposes, PromiseShip puts the highest priority on entering Title IV-E eligible services so they can be reported as quickly as possible, following payment.

In addition to continuing to provide DHHS with the information necessary to claim reimbursement for maintenance payments for children in Out of Home Care, PromiseShip will institute a centralized **Random Moment Time Sampling** system that will allow DHHS to claim reimbursement for foster care administration. This system will be in place no later than December 2019, which will allow claiming to commence in January 2020.

In order to maximize Title IV-E funding going forward, PromiseShip will not only continue to review and reference the most current Title IV-E literature mentioned above, but we will also closely study the **Family First Prevention Services Act (FFPSA)** and its effect on Title IV-E reporting. We are aware that significant changes are in process at the federal level that will impact Title IV-E claiming. Among them are:

1. Elimination of the Aid to Families with Dependent Children (AFDC) look back.
2. Creation of a new eligibility category—children at risk of removal.
3. Ability to claim reimbursement for very specific services delivered to a child at risk of removal and their family.
4. Changes in reimbursement for residential care.

In coordination with DHHS, PromiseShip will take the steps necessary to comply with any new reporting standards, beginning with identifying the appropriate activities in our FAMCare system as Title IV-E eligible in order to segregate and claim any services related to those activities. This will enable DHHS to increase Title IV-E funding by claiming a broader range of Title IV-E eligible activities and will more closely align our Cost Allocation Plan with the activity-based cost pools called for by FFPSA.

TITLE IV-E AND ELIGIBILITY: IVE-2

Req #	Requirement	Comply
IVE-2	The bidder should describe a plan of how it will collect, validate and submit eligibility-related documentation.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *Not applicable*

Client Eligibility

PromiseShip currently assists the Department of Health and Human Services' Income Maintenance/Foster Care (IM/FC) staff fulfill their responsibility to determine a child's eligibility under Title IV-E of the Federal Social Security Act (SSA).

DHHS IA Role

If a child is removed from their home by DHHS Initial Assessment (IA) staff, then DHHS IA staff complete the **Opening Packet Background Information** with all required attachments, including:

1. Court Petitions, affidavits, police reports
2. Birth Certificate, if unavailable in N-FOCUS and the child is born outside of Nebraska
3. Court Orders—date of first order making the child a Ward or first removal order
4. IM-18-FC Form
5. Private Health Insurance Card, if applicable

The IM/FC staff uses this information to determine the child's eligibility. The eligibility determination along with all supporting documentation is then uploaded to N-FOCUS.

PromiseShip Case Manager Role

If the child is removed from their home or declared a Ward of the State after the child's case was referred to PromiseShip for on-going case management, then the PromiseShip case manager prepares the Opening Packet Background Information with all required documentation. The packet is reviewed by PromiseShip's Utilization Management (UM) staff for completeness and forwarded to the appropriate IM/FC worker, who then determines eligibility.

All of these documents, including the eligibility determination, are either initiated in, or uploaded to, N-FOCUS.

All subsequent court orders for all children receiving on-going PromiseShip case management are processed through our Records team and uploaded into N-FOCUS.

Service Eligibility

For DHHS to claim federal reimbursement for a child in Out-of-Home Care, both the child and the placement must meet eligibility requirements. DHHS is the licensing authority for all in-state child placing / child caring services, including foster homes. When licenses are issued, these placements are then entered into N-FOCUS.

FAMCare is PromiseShip's billing and utilization management system. Weekly, child Title IV-E eligibility status is uploaded from N-FOCUS into FAMCare. Additionally, every child's placement is authorized in the FAMCare system and our providers bill against those individual child authorizations. PromiseShip's Utilization Management Team enters every child's placement into both N-FOCUS and FAMCare. PromiseShip's Finance staff are then able to run a FAMCare report by child and service type, which allows them to enter payments by child and service type into N-FOCUS.

DHHS can then pull a claiming report from N-FOCUS that identifies information by child, by eligibility status, by specific placement, and by maintenance payment amount. Additionally, PromiseShip pulls similar information from its FAMCare system and provides a monthly report to DHHS showing the Title IV-E and non-Title IV-E maintenance payments that were made.

For out-of-state placements, PromiseShip secures and sends to DHHS all of the required documentation necessary to allow DHHS to enter the provider information into N-FOCUS and indicate whether or not the placement is Title IV-E eligible.

Title IV-E and the Family First Prevention Services Act (FFPSA).

The passage of FFPSA will have a significant impact on Title IV-E claiming. What we know thus far is:

- 1) **The AFDC look back has been eliminated for children in Out-of-Home Care.** However, new child eligibility standards have not yet been published.
- 2) **The FFPSA creates a new child eligibility category—*child at risk of removal from their home*.** Again, the specific requirements for determining eligibility for this category have not yet been established. Once the eligibility requirements have been established, PromiseShip will work with DHHS to ensure that necessary document is provided to the DHHS IM/FC staff to determine eligibility.
- 3) **The FFPSA also creates new Title IV-E eligible service categories.** The specific claim processes for Title IV-E reimbursement for these services has not yet been established. PromiseShip is fully aware that when those processes are established, it will require adjustments to the cost pools in our cost allocation plan, and adjustments to our Utilization Management system so that we can capture by child, eligibility, service and cost.

MAXIMIZING PUBLIC AND PRIVATE FUNDING: PPF-1

Req #	Requirement	Comply
PPF-1	The bidder should describe its knowledge of public and private funding options available for the population served including program rules and the application process and a plan to maximize public and private funding operations.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- A. Project Overview
- D. Program Requirements for Service Delivery
- E. Administrative Requirements

Knowledge of Public and Private Funding Options and a Plan to Maximize Public and Private Funding Operations

PromiseShip recognizes and understands that there are various funding sources available to children and families in accessing necessary services. Child welfare funds will be utilized only when all other funding options have been exhausted. In this way, PromiseShip will be the payor of last resort.

While PromiseShip strives to ensure access to and utilization of the funding source that best aligns with the needs of children and families, utilizing child welfare dollars as the last resort, PromiseShip also recognizes there are funding gaps or barriers that may require or utilization of unique funding sources.

Funding Resources Order of Consideration

For treatment services and treatment placement, there is an order of funding resources that will be considered, which includes:

- Private insurance/client employment resources
- Private pay
- Federally Qualified Health Centers
- Culturally-specific health care options
- Region 6 Behavioral Healthcare resources
- Children's Health Insurance Program (CHIP)
- Marketplace (healthcare.gov)
- Medicaid (Nebraska or other state if applicable)
- Child Welfare/PromiseShip (payor of last resort)

Private Pay, Private Insurance, and Employer Resources

In some situations, families may be able to cover the cost of care needed through **private pay**. In most instances the private pay situations that are affordable to families will exist in conjunction with another funding source such as a co-pay for **private insurance**, a required co-pay based on service fidelity (such as a batterers intervention program) or a sliding scale fee provider.

However, if the family does not have private insurance that covers the cost of services and the family budget indicates they are able to meet the financial requirements, they may be responsible to bear part or all of the service cost.

To access **private insurance** or **employment resources**, PromiseShip will work with the family to determine if the family has private insurance or employment resource benefits. If the family has private insurance or employment resources, PromiseShip will assist the family with verifying the benefits and locating a provider within the benefit network.

There may also be the option of exploring and utilizing the **Employee Assistance services** through the family member's employer if the terms of this are adequate to meet the identified family member need. In this instance the family may be required, based on their insurance coverage, to bear the cost of co-pays or to meet the established deductible. If the family indicates they do not have the ability to bear the cost of this co-pay or cannot pay the cost because needing to meet their deductible before insurance will cover, PromiseShip will work with the family to identify budgetary restrictions that are creating a barrier. Any necessary support for co-pay or deductible situations will be determined on a case by case basis. PromiseShip does not anticipate assessing or collecting client fees or co-pays for services. If such a situation were to arise, PromiseShip would seek written approval from DHHS prior to engaging in this practice.

Federally Qualified Health Centers

If the family does not have private insurance or client employment resources through a place of employment and is unable to privately pay for services, consideration will be given to utilization of a Federally Qualified Health Center (FQHC). These health centers are community based and provide primary and preventive physical, mental health, and substance abuse services to qualifying individuals. Qualified individuals are considered underserved, underinsured, and uninsured individuals, including migrant workers and non-U.S. citizens. FQHCs provide services regardless of family's ability to pay. They operate on a sliding scale fee based on family size and income.

To access these resources, PromiseShip assists the family in completing an application form specific to the agency as well as a financial eligibility form. Families will be told the same day for which services and funding they would qualify. Such agencies in the Eastern Service Area include The **Charles Drew Health Center** and **One World Community Health Centers**. If resources are not available through the FQHC or a family does not qualify for services, consideration will be made for utilization of the Regional 6 Behavioral Healthcare resources.

In some instances, a referral can be made to a **school-based health program**, which is also operated through the Federally Qualified Health Centers. At this time these are only available through select **Omaha Public Schools**. Therefore, while not all schools offer this program, there is some availability. School-based health programs offer medical and behavioral health services for children. If a child attends a school that offers the community-based health program, then the program is able to provide services to any additional children who reside in the same household.

Health Services for American Indian Populations

In addition, within the ESA some health services are available for specific populations. An example of this is the **Nebraska Urban Indian Health Coalition (NUIHC)**. NUIHC can provide individuals with treatment, health care, transportation and transitional housing. While this is largely intended to serve the Native American population, they do not restrict themselves to serving only this population.

The **Fred LeRoy Center** is another health service, which is operated by the Ponca Tribe. The Fred LeRoy Center serves Native Americans and provides the following services:

- Adolescent Health Care and Youth Services
- Newborn and Well Child Clinics and Family Planning
- Women Infants and Children Program (WIC)
- Transportation
- Public Health Nursing
- Mental Health and Substance Abuse Counseling
- Social Services

Region 6 Behavioral Healthcare

Region 6 Behavioral Healthcare is the regional behavioral health resource in the Eastern Service Area. Region 6 falls under DHHS authority and consists of a network of providers that address prevention and treatment of mental health and substance use/abuse. Region 6 resources will be utilized when families do not have private insurance, Medicaid or other resources. Eligibility and program requirements can be found in NAC 206, Chapter 6. Services are offered on a sliding scale fee based on the family's income.

PromiseShip maintains an active list of Region 6 providers for utilization with families. PromiseShip will assist the family in completing an application for Region 6 funds at the identified provider agency. Each agency accepting Region 6 funds has their own application form. Families are required to go to the agency at designated days and times to complete the application and financial eligibility. If they qualify, then they are provided information about when the services will be available. There are often wait lists for services given that Region 6 has a limited number of designated providers. However, there are populations of people who will be prioritized, which are:

- Pregnant and current intravenous drug using women
- Pregnant substance abusing women
- Current intravenous drug users
- Women with dependent children, including those trying to regain custody of their children
- Mental health board commitments ready for discharge but awaiting services

PromiseShip will work with the family to ensure that all Region 6 providers have been exhausted or are unable to provide services within a reasonable timeframe. Given the prudent and urgent nature of our work with children and families in the child welfare system, which involves promoting timely treatment and reunification, a definition for reasonable timeframes was established by PromiseShip.

Reasonable timeframes are measured from the initial date the family or PromiseShip FPS contacts the Region 6 providers to serve the family. PromiseShip has defined “reasonable timeframes” as:

- 3 weeks for mental health or substance abuse services/evaluations; and
- 45 days for substance abuse treatment programs

Region 6 providers are utilized when an individual or family does not qualify for Nebraska Medicaid. Thus, if Region providers have been exhausted or are unable to serve a family in the reasonable timeframes identified above, particularly if this is a court ordered service, a request/referral can be made to the PromiseShip Utilization Management team to expedite access to treatment services.

Children’s Health Insurance Program (CHIP)

For children who do not have other insurance and who do not qualify for Medicaid, application will be made to the Children’s Health Insurance Program (CHIP) through <http://dhhs.ne.gov>. The application process is a single application to the exchange where eligibility is determined and verified. Utilizing the online plan comparison, families can choose the plan that best meets their needs. The benefits provided through CHIP are the same as those provided through Medicaid. CHIP eligibility is determined based on parental income. Additional information about CHIP can be located at:

http://dhhs.ne.gov/medicaid/Pages/med_CHIPapp.aspx.

Marketplace Health Insurance Plans

For families who do not have private insurance, the Marketplace is another option for consideration. PromiseShip will assist families in making application for benefits through the federal or state-based Marketplace (healthcare.gov). The Marketplace is a comparison website for subsidized health insurance under the Affordable Care Act. If qualified, an individual may receive private insurance at a reduced premium and reduced out-of-pocket cost. The Marketplace has open enrollment periods for standard enrollment. However, there are opportunities to qualify for enrollment at other times based on a significant change in personal circumstances.

Nebraska Medicaid and Managed Care Organizations

For children and families who may qualify for **Nebraska Medicaid**, PromiseShip will assist in the completion of an application through ACCESSNebraska, if one has not already been completed. Information regarding program rules and eligibility can be found in NAC 477. Specific information regarding eligibility is based on information contained within NAC 477, Chapter 2.

PromiseShip will be responsible for monitoring Medicaid status of children served to ensure that renewal applications are completed as requested or required. PromiseShip has established a method of monitoring Medicaid status and communicating with the DHHS Income Maintenance Foster Care (IMFC) worker when Medicaid is lapsed. While DHHS IMFC workers complete the renewal applications, PromiseShip will assist in addressing barriers to completion of the renewal process. For any child or family who qualifies for Nebraska Medicaid, this should be the primary funding source for treatment services and placements. In considering provider utilization, PromiseShip will utilize treatment providers (service and placement) that are enrolled as Nebraska Medicaid providers and that are affiliated with and willing to sustain said affiliation with the applicable Managed Care Organizations (MCOs).

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

For non-placement treatment services such as therapy, adult substance use treatment and evaluations, PromiseShip will utilize providers in the community who are in close proximity to the family home and who are credentialed as Medicaid providers and accept Medicaid.

For the placement of children in treatment facilities, a recommendation will be required from an appropriate treating practitioner (PhD/MD) for the treatment level of care. Once a recommendation is received, the Utilization Management team will initiate a placement search with all in-state, Medicaid affiliated providers that meet the level of care and treatment need recommendations. PromiseShip will work with the accepting treatment providers to obtain a certificate of need from the treating practitioner (PhD/MD) to support the placement referral and level of care admission. If all in-state providers deny admission, application will be sent to out-of-state providers that accept Nebraska Medicaid.

Prior to accepting placement at an out-of-state facility, PromiseShip will notify the appropriate parties at DHHS to schedule a staffing call with the appropriate **Managed Care Organization (MCO)**. If there is a delay in ability to schedule a call, PromiseShip will utilize the pre-scheduled staffing times with the MCO. PromiseShip meets monthly, or more often if needed, with each MCO to discuss children's needs, transition planning, and non-placement service recommendations to ensure the needs of children are met.

PromiseShip collaborates with the MCO Care Coordinators in the coordination of care and in ensuring that children and families are receiving the right care and services to address their needs. In addition, PromiseShip interfaces with the MCO at times of funding review for children in higher levels of care to establish collaboration in the discharge process, to discuss services and supports to be initiated upon discharge, and to remain current on information supporting or denying children for continued stay.

Once a child's case is staffed with the MCO, all recommendations will be followed in an attempt to provide services and supports to the child within the State of Nebraska, or, if agreed upon, efforts to secure an appropriate out-of-state placement will continue. Upon securing a placement that can meet the identified needs of the child and that accepts Nebraska Medicaid, the Utilization Management team will collaborate with the Permanency team to create a plan to address the medical, dental and vision needs of the child while he/she is in the out-of-state placement.

Once all of this information is gathered, an **Interstate Compact on the Placement of Children (ICPC)** will be submitted to DHHS by the Permanency team and a request for approval for out of state placement will be submitted to the appropriate DHHS Administrator for consideration and approval.

If all out-of-state treatment placements with Nebraska Medicaid providers have denied acceptance for the child, then other facilities may be considered. If an acceptance is received, PromiseShip will collaborate with the MCO to provide the accepting facility with the information necessary to become a Nebraska Medicaid provider and subsequently to be credentialed with the MCO.

For children placed out-of-state in non-treatment group care and the child is Title IV-E eligible, then an application for Medicaid in the receiving state will be completed. Efforts to complete this application will

**ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX**

be through collaboration between the PromiseShip Permanency team and the facility in the receiving state. Once Medicaid in the receiving state is activated, then all cost-related medical, dental, and vision expenses can be funded through the receiving state Medicaid.

If a child or family member is actively involved in treatment and becomes Medicaid eligible during the course of treatment, it will be the responsibility of the provider to make an application to Medicaid for funding within one week of Medicaid eligibility. The appropriate Utilization Management team will work with the provider to ensure the application for funding has been submitted.

PromiseShip makes every effort to access all resources available to children and families prior to funding services. Only after all other funding options have been exhausted will Child Welfare funds will be utilized as the funder of last resort. When funding from PromiseShip is requested, providers within the PromiseShip Provider Network are given initial consideration. If there are no providers within the Network that accept or can meet the need of the child or family, then the PromiseShip treatment team will seek out and secure non-network providers.

Authorization for utilization of Network providers is made through referral and billing in PromiseShip's FAMCare, the utilization and provider billing system. Authorization for utilization of non-network providers must be completed through a request for Letter of Agreement (LOA). Regardless of provider, the referral and the LOA process are both processed through the Utilization Management treatment team. Additional oversight of the LOA process is conducted through the Network Management team to ensure that the LOA is completed with the appropriate rate structure and time frame for authorization included. Rate structures will be consistent with the Nebraska Medicaid rates for same services.

Letters of Agreement are reviewed monthly to determine if the need has been fulfilled and the agreement can end. LOAs are subject to a multi-tier review, which includes review by the PromiseShip Network Supervisor, Treatment Supervisor, and ultimately the VP and/or CEO. The LOA review serves to ensure accuracy and to establish that the service need continues. Utilization of PromiseShip Network providers ensures additional provider oversight, ease of access to billing and payment, and a centralized location to view authorization and payment history.

Support from Grants and Private Donations

It is anticipated that the overarching needs of children and families will be covered through one or more of the available funding options listed above. However, in situations where there is insufficient funding after all other options have been exhausted, PromiseShip then turns to the utilization of grants and private donations to meet the unfulfilled needs or to bridge gaps.

PromiseShip has an extensive history of having received or participated in grant-funded programs and services to address the safety, permanency and well-being needs of children and families. For example, one grant opportunity included participation with Heartland Family Service (HFS) in the implementation the **Better Together Program**, which serves families with substance abuse treatment needs. The grant-funded program allowed children to live with their parents in a sober living community while their parents received on-site substance abuse treatment.

While the grant was awarded to and implemented by HFS, PromiseShip participated as a referral source by identifying families who had a recommendation for the appropriate level of care and who could be reunified with their children upon parent enrollment in the program. PromiseShip's participation also included providing financial support to the family until a Family Unification Voucher was available. The treatment costs and overall program costs were covered through the grant.

Although the grant for the Better Together program ended two years ago, through the collaborative efforts of PromiseShip and HFS, the program has become sustainable and continues providing services for families needing substance abuse treatment where their children can continue living with them.

Another example of innovative funding was a federal grant PromiseShip received from the Children's Bureau for the **Nebraska Adoption Project**. We were selected as one of only 8 grantees nationwide through a competitive grant application process. The Nebraska Adoption Project enhanced existing foster adoption services by providing comprehensive training, coaching and support of PromiseShip staff and contracted permanency program staff at Child Saving Institute (CSI), Nebraska Children's Home Society (NCHS), and Lutheran Family Services in two national models—**Kevin A. Campbell's Family Finding Model** and **Darla Henry's 3-5-7 Model**®. Staff training, coaching, and support in these two models promoted improved timeliness to adoption for children, enhanced methods of searching for and introducing family members as permanency options or life-long connections, and increased activities to ensure readiness for adoption for children and prospective adoptive families.

The Sherwood Foundation awarded us a grant to develop and implement a **Grasstops Leadership Program**. Through this grant, PromiseShip worked with members of the community to strengthen their connections with elected and public officials in key leadership positions. The intention is to equip individuals to become leaders in their communities. Utilizing those who have had opportunity to enhance existing skills or develop new skills to advocate for positive social change. This effort is creating a strong community of leaders who are willing and able to take on the challenges brought forth for them within their communities. Prevention of child abuse and neglect starts within our communities and by building a strong, resilient community there is a greater and wider spread impact.

In addition to these examples, PromiseShip has received many other grants and private donations for implementing new innovative services, enhancing existing services, and supporting unmet needs of children and families not able to be covered by any other funding source. More detailed information about raising private donations and grants is provided in **MAXIMIZING PUBLIC AND PRIVATE FUNDING: PPF-5**.

PromiseShip has a strong development team dedicated to building relationships with the philanthropic community to secure private donations. Donations provide operational support as well as support for program development opportunities, increasing awareness of issues regarding child abuse and neglect, and meeting the needs of specific child and family populations, such as children who "age out" of the system, undocumented children and families, and children and families post-case closure. By securing grants and private donations, PromiseShip will be able to expand and develop opportunities for children and families, and create and maintain a strong and stable workforce to better support children and families while simultaneously maximizing child welfare dollars.

MAXIMIZING PUBLIC AND PRIVATE FUNDING: PPF-2

Req #	Requirement	Comply
PPF - 2	The bidder should describe a plan of how it will assist eligible families with accessing the services and supports offered through DHHS’s Division of Children and Family Services Economic Assistance Programs such as SNAP; LIHEAP; Medicaid, TANF, and EA.	X

BIDDER’S RESPONSE:

Includes references to the following subdivisions of Section V. Project Description and Scope of Work:

- A. Project Overview
- C. Program Requirements for Service Delivery

Overview

PromiseShip is committed to assisting eligible families with accessing the services and supports offered through DHHS’s Division of Children and Family Services Economic Assistance (EA) Programs such as SNAP; LIHEAP; Medicaid, TANF, and EA. PromiseShip understands the importance of services and supports offered through DHHS’s Division of Children and Family Services Economic Assistance Programs (EA). PromiseShip staff will educate families on the importance and process of accessing these benefits; and through strong family engagement, ensure families understand how the utilization of EA benefits strengthens their families.

Ensuring Application

PromiseShip will ensure 100% of families served have applied for any benefits for which they are potentially eligible to include:

- Supplemental Nutrition Assistance Program (SNAP)
- Low Income Home Energy Assistance Program (LIHEAP)
- Nebraska Medicaid
- Temporary Assistance for Needy Families (TANF)
- Child Care Subsidy Program
- Aid to Dependent Children (ADC) to include Employment First (if required)

PromiseShip staff are provided training to ensure competence and capability of assisting parents through the application process. Additionally, PromiseShip has a dedicated Specialist who collaborates with DHHS Income Maintenance Foster Care (IMFC) and helps verify IMFC paperwork has been accurately completed. This Specialist and FPS staff have access to read-only “EA” notes in N-FOCUS which allows them to verify EA eligibility and, as applicable, understand and eliminate barriers to qualifying and being approved for EA services and supports.

Applying for Economic Assistance

At the time of referral families may be receiving EA services; however, not all financial needs may be known. Therefore, PromiseShip staff will assist the families with creating a budget to assess whether they are financially self-sufficient and capable of providing for all of their financial needs. If there are any identified financial needs, PromiseShip staff will problem-solve with the family and create a plan to eliminate financial barriers. Additionally, PromiseShip will ensure the parents apply for EA programs through ACCESSNebraska. For instance, if a family needs assistance with utilities, PromiseShip staff will verify, through discussion with the family and an N-FOCUS narrative review, whether an application for EA services has been submitted.

If the family has not already applied for and/or accessed EA services through DHHS, PromiseShip will assist the family in the application process. PromiseShip staff will walk the family through the process to either submit the documentation and applications online or via telephone through ACCESSNebraska customer service. PromiseShip staff can assess the status of benefits for the families through the N-FOCUS program alerts and EA narratives which is beneficial to the FPS helping the family access services. While family circumstances change throughout the life of the case, so do the family needs; which is why there are several stages throughout the life of the case families may apply for benefits through EA. PromiseShip will support the family in ongoing financial assessment throughout the life of the case. If the family's finances change and a financial need is identified that was not present at the time of the case referral, PromiseShip will assist in and ensure the application process is completed. This process will occur prior to utilizing State General Funding for any expenditures.

Ensuring Economic Assistance to Support Case Closure

As certain DHHS EA Programs are able to remain in place 90 days after a child, or children, are removed from the family home, parents will have the continued financial support and access to Medicaid services. This continuity will result in more timely service provision; promoting minimized time in care, timely reunification and/or adoption in 12 months or less, and consistency in care post case closure. PromiseShip will make certain the family has EA services and is aware of how to access and utilize these services in the future. N-FOCUS program alerts are also vital in alerting PromiseShip staff to disruption in services.

By eliminating funding barriers and educating families about service availability, families are better prepared and typically more successful when exiting the child welfare system. At case closure, PromiseShip will again ensure parents are connected to applicable EA Programs by verifying eligibility and re-connecting families to ACCESSNebraska, if necessary. This will aid in the family's maintenance and stability of services and supports eliminating a lapse in benefits provided during case management.

Ensuring Economic Assistance for Families Engaged in Voluntary Services

Families working with PromiseShip Non-Court services may also be in need of EA services through the DHHS Economic Assistance Programs. Throughout the families' time in care, PromiseShip encourages families to become self-sufficient by educating them on benefits, supports and services, developing a budget, and assessing their own insurance, if applicable. PromiseShip also refers families to providers who accept Medicaid and Region 6 funds to increase the likelihood the client has access to services as long as needed.



Accessing Community Resources

Families working with PromiseShip are often referred to community agencies throughout Douglas and Sarpy County to include Charles Drew and One World, both of which provide a multitude of quality and affordable services including physical and mental health care. These agencies have dedicated staff that can also assist families with completing the DHHS EA application process. PromiseShip's Provider Network, including agencies such as Boys Town, OMNI, Lutheran Family Services, Heartland Family Services, Paradigm, Nebraska Children's Home Society, Child Saving Institute, and Apex to name a few, also ensure the families being served by them apply and access DHHS EA services as applicable. PromiseShip works with each family to ensure all available and existing state and community resources available to the child and family are exhausted before utilization of State General Funding for payment of services.

MAXIMIZING PUBLIC AND PRIVATE FUNDING: PPF-3

Req #	Requirement	Comply
PPF - 3	The bidder should describe a plan to ensure an application is made through ACCESS Nebraska for both public assistance and Medicaid prior to discharge of a child or family.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions of Section V. Project Description and Scope of Work:

- *A. Project Overview*
- *D. Program Requirements for Service Delivery*

Overview

PromiseShip will ensure an application is made through ACCESSNebraska for both public assistance and Medicaid prior to discharge of a child or family to best prepare a family for case closure and reduce the risk of re-entry.

Accessing Economic Assistance Prior to Case Closure

PromiseShip will ensure 100% of families will apply for all services through ACCESSNebraska and other public assistance. As stated in section **MAXIMIZING PUBLIC AND PRIVATE FUNDING: PPF-2**, families will be assisted with applying for public assistance and Medicaid through DHHS Economic Assistance (EA) at or prior to reunification. PromiseShip staff or community/agency providers already working with the family will assist them in the application process. Accessing public assistance will ensure the families have the services necessary when reunification occurs, preparing them for successful case closure.

Through family engagement and communication with DHHS representatives, PromiseShip staff or network providers will work along-side of families who are eligible to apply for and accept services utilizing the application method with which the family is most comfortable. The method options include:

1. Provide families the link and information on how to apply through ACCESSNebraska on-line so they can conveniently apply from their homes or other locations with internet access
2. Provide over-the-shoulder guidance to them and walk them through the online application process
3. Connect the family with ACCESSNebraska customer service via phone and provide in-person support through the phone application process
4. Connect the family to another agency with whom they may have a pre-existing relationship and who will walk them through the application process



ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

While parents do not typically qualify for Economic Assistance (EA) benefits when their children are in out of home care, PromiseShip staff will work with the Income Maintenance Foster Care (IMFC) worker identified in N-FOCUS to guarantee the IMFC worker knows reunification will occur ensuring benefits are in effect prior to reunification. At case closure, PromiseShip will confirm the family is accessing all qualified services for through discussion with the family and review of N-FOCUS narratives. If the family is not accessing the applicable services, PromiseShip will ensure the family accesses them prior to case closure. PromiseShip will also ensure families working with the agency on a voluntary non-court basis will also receive assistance, as needed, in applying for benefits through ACCESSNebraska.

A key component to preventing re-entry into care is ensuring families reach self-sufficiency by case closure which includes utilization of a re-entry plan. This plan will include information for all families on how to access public assistance and Medicaid should they need it in the future. PromiseShip will work with families to access resources through ACCESSNebraska, Medicaid and all other community resources prior to any other funding sources in an effort to educate the family on all options available as needed post case closure.

MAXIMIZING PUBLIC AND PRIVATE FUNDING: PPF-4

Req #	Requirement	Comply
PPF-4	The bidder should describe a plan to ensure a complete and accurate application is made to Social Security and the DHHS Division of Developmental Disabilities for children or adults who are disabled.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions of Section V. Project Description and Scope of Work:

- A. Project Overview
- D. Program Requirements for Service Delivery

Overview

PromiseShip recognizes the importance of having services and supports available to meet the needs of children and parents who have been diagnosed with a disability or who demonstrate behaviors consistent with a disability. PromiseShip has a responsibility to identify children and parents being served within the child welfare system that could potentially qualify for services and funding through the Department of Health and Human Services Division (DHHS) of Developmental Disabilities (DD). PromiseShip works to identify eligible children as soon as possible at case onset in order to complete the application and identify DD specific services and supports. PromiseShip also supports families in working towards ensuring eligibility and accessing DD funding to potentially minimizing the child's time in care.

The FPS also works with the assigned DHHS Income Maintenance Foster Care (IMFC) worker (if court involved) to determine if Supplemental Security Income (SSI) or Social Security Disability (SSA) is already activated.

Assessment & Application

PromiseShip adheres to **DHHS Policy #9-2016, #20-2013** and the **State Ward Developmental Disabilities Services Eligibility Procedure Guide** to ensure all eligible children and parents submit appropriate applications; and if they qualify, receive the services they are entitled to. The PromiseShip Family Permanency Specialist (FPS/case manager) completes a thorough assessment regarding the potential need for, and applicability of, DD services, supports, and funding. The assessment identifies if there is a possibility that the child is disabled, one or both parents are disabled, or one or both parents are deceased. This assessment consists of the following:

- Collaborative communication with the DHHS Initial Assessment (IA) worker
- Engagement and communication with the parents and child(ren)
- FPS observations
- Collateral information and documentation

PromiseShip will further assess the need for a DD services application for children and parents through Psychological testing. This can be initiated for children through the school district's Individualized

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Education Plan (IEP) determination or any provider's observations of the child/ parent that lead to a concern for the child's/parent's daily functioning. Psychological testing must include full scale IQ testing and an adaptive functioning score. Children can also be determined eligible for DD Services if they have a specific congenital or other acquired condition, as defined by DHHS DD Service Eligibility. An application is to be made through DD Services on behalf of the state ward or along with the parent once the child is identified as possibly eligible for DD services through medical records or psychological testing.

Once a child is identified to potentially qualify for Social Security Disability (SSA) or Supplemental Security Income (SSI) and approval is sought from DHHS, PromiseShip is required to make an application for DD services on behalf of the State Ward. Thus, the PromiseShip FPS will support the parent, as applicable, in submitting an application for SSA or SSI. The method of application can vary based on the needs, abilities, and comfort level of the family. The PromiseShip FPS will work with the family to apply based on the family's preferred application method which includes the following options.

1. By phone through Social Security
2. In person in the local Social Security office
3. Via the Social Security Administration Disability Report

The FPS's level of support to the family through the application process is based on the parent or family's needs and comfort level. With the intention of empowering a family, PromiseShip's support can include providing the family with information on how to apply, working through the application process in person with the parent, or completing the application for the parent or family as needed.

Once the application is completed by the parent or the FPS, the forms are submitted to DHHS for signature. Additionally, the application is submitted with a request by the FPS for DHHS to be named as the payee for the State Ward. After the application submission, PromiseShip encourages the parent to follow up on the application until an eligibility determination is made. If the parent is not able to perform these tasks on their own, or with the assistance of their FPS, the FPS will complete these tasks. The follow up will consist of a phone call between the parent, FPS, and DHHS representative which includes discussion and distribution of additional collateral information or releases of information being sent to Social Security to help with their determination.

Eligibility Determination

The application process includes records reviews, daily functioning surveys, and screening calls. Once children are determined to be eligible for services, PromiseShip collaborates with the DD Service Coordinator to ensure appropriate placement and supportive services for the children are provided. Even if eligibility is approved, funding is not always available.

Eligibility Approved but Not Funded

In many instances a child is determined eligible for developmental disabilities services, but does not qualify for funding. All DD eligible children have access to a Service Coordinator to ensure collaboration for when the child is determined to be funded. In these instances, PromiseShip continues to collaborate with the DD Service Coordinator throughout the life of the child welfare case to ensure appropriate service provision that is in the best interest of the child. As part of this process, the FPS requests the DD

Service Coordinator complete an Inventory for Client and Agency Planning (ICAP) assessment which determines the level of need for the identified children with service and funding decisions. PromiseShip has identified staff (w/applicable qualifications) to be to administer and interpret the results of the ICAP assessment. The DD Service Coordinator will inform the FPS when the ICAP assessment is ready to be completed and work with the FPS to identify the two people who spend the most time with the child (main caregiver, teacher, childcare provider etc.) to ensure that the Service Coordinator will receive the most accurate information on the child's functioning and ability on a daily basis. The FPS will also provide any collateral documentation or collateral contacts for the Service Coordinator to accurately assess the needs and abilities of the child.

Through this process there are a select few DD priority population categories such as: Emergency, Developmental Disabilities Court-Ordered Custody Act, Transition of Institutionalized Persons, Transition from Foster Care System, and Transition from another waiver. PromiseShip works with DHHS representatives regarding the recommendation of who should be prioritized and the decision of prioritization is determined by the Division of Developmental Disabilities.

Eligibility Denied

At times, DD eligibility is denied and an appeal process can be entered in to by the parent as DHHS and PromiseShip are not authorized to request an appeal regarding the decision as outlined in the State Ward Developmental Disabilities Services Eligibility Procedure Guide. However, the FPS can assist the parent or Guardian ad Litem with obtaining the appeal form and filling it out, if requested. The level and types of support during the appeal process is based on the parent's self-identified level of need as long as the appeal is submitted by the parent.

Ongoing Eligibility

As long as the child remains a State Ward the FPS completes the Continuing Disability Review periodically and return it to the Social Security Administration. If a parent's rights are intact, they participate in the completion of the review as well.

Application & Eligibility of Older Children and Parents

At the time a child turns 18, the FPS is required to comply with the Termination of Benefits at age Eighteen and Review of Eighteen-Year-Olds eligibility for SSI required for transition into adulthood. This review process also includes a phone call with Social Security, DHHS representative, and the FPS. If the child is determined eligible, they will have their adult benefit reviewed with them. DHHS remains the payee for all state wards until they reach the age of majority in Nebraska. If a child is thought to be unable to become their own payee at their 19th birthday, PromiseShip will work with the County Court to ensure that a Guardian/Conservator is assigned to be financially responsible for the child into adulthood. Once the child turns 19 the responsibility of the guardian is to continue pursuing the adult guardianship and maintain the guardianship for as long as needed.

PromiseShip is currently working with the Bridge 2 Independence (B2I) supervisor to ensure children who do not qualify for DD still have an SSI application submitted timely, so they exit the system with SSI intact, if applicable.

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At times, the PromiseShip FPS or other individuals as part of the family team will determine a child's parent may potentially qualify for DD services, in which circumstance the FPS would assist the parent through the DD application process and help the parent follow up until a determination is made. Regardless of court involvement PromiseShip helps parents navigate through DD/SSI/SSA process to ensure individual needs are met. While the above processes have an emphasis on those children who are state wards, the same process applies to non-court children and families. The process with non-court families has fewer checks and balances between agencies; however, the FPS and family focus on utilization of external supports to help maneuver through the process. These supports are also available to give additional services and support to families when the individuals do not qualify for services and/or funding.

MAXIMIZING PUBLIC AND PRIVATE FUNDING: PPF-5

Req #	Requirement	Comply
PPF-5	The bidder should identify strategies for raising private dollars and / or grants to support its operations. As part of its explanation, the bidder should specify if it is recognized as a Title IV-E recipient in any other States or within any other tribes	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *Not applicable*

Summary

PromiseShip will raise private dollars to support operations that are not covered under the subaward for full service case management for child welfare services. Private dollars will be used to enhance or expand existing services, add new programs and services that supplement or complement existing services, improve infrastructure of the organization, and cover core operating expenses not allowed under the subaward, such as marketing and advertising, employee recognition and retention activities, and fund development.

The vision for PromiseShip's fund development efforts is to foster a strong philanthropic culture that involves Board members, employees and volunteers that will cultivate meaningful relationships with donors and donor prospects that lead to gifts of time, talent and treasure.

PromiseShip's fundraising plan will provide a comprehensive approach to raising private dollars for operations so we can better serve children and families and impact the quality of life of the community as a whole.

Under RFP Section I., subdivision I. Submission of Proposals, it specifically states that, *"The Technical Proposal should not contain any reference to dollar amounts."* Therefore, in compliance with this requirement, any projected dollar amounts raised from private dollars and/or grants during the subaward period will not be provided in order to meet the requirements of the RFP.

Past Fundraising Success

Since 2009, PromiseShip has raised private dollars from more than 1,200 unique donors, businesses, community groups, and local and Federal grant funders. Eighty-six percent (86%) of the cash and in-kind donations came from organizations, corporations, and foundations, while individuals contributed the remainder. Of the total raised, eighty-three percent (83%) were cash donations and grants while in-kind donations made up the other seventeen percent (17%).

The larger percentage of contributions from organizations, corporations, and foundations reflects PromiseShip's initial strategy to focus on securing grants, which expanded in 2013 to include soliciting donations and sponsorships from individuals, businesses, community groups and organizations from the

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local community. During that year, PromiseShip launched its first fundraising campaign for Duffels 4 Dignity, a new program developed by two passionate employees who were seeing too many children entering foster care carrying their belongings in trash bags. The community response was overwhelming, donating hundreds of new and gently used duffel bags and backpacks for the program.

In 2014, PromiseShip was awarded its first major Federal grant from the Children’s Bureau for our Nebraska Adoption Project, a collaborative project between PromiseShip and three Child Placing Agencies that focused on improving the permanency outcomes for children available for adoption but who were not yet in an adoptive home. We were one of only eight organizations nationwide to be awarded this grant.

PromiseShip has received numerous grants over the years from a variety of local, regional and Federal funders, some of which have included:

- Bellevue Community Foundation
- Carmen and John Gottschalk Foundation
- Children’s Bureau, U.S. Administration for Children and Families
- Cox Charities Central Community Giving Program
- Environmental Protection Agency – Region 7
- Kiwanis Club of Omaha, Young Children Priority One Program
- Lozier Foundation
- Midlands Community Foundation
- Mutual of Omaha Foundation
- Nebraska Children and Families Foundation
- Nebraska Friends of Foster Children Foundation
- Papillion Community Foundation
- Robertson Family Foundation
- Shopko Foundation
- The Kim Foundation
- The Sherwood Foundation
- Walmart Foundation
- Weitz Family Foundation

In 2017, PromiseShip held its first major fundraising event that raised significant private dollars from sponsorships, event registrations, and individual donations.

PromiseShip employees are another dedicated group of donors who provide support through the annual employee giving campaign. Since 2013, we have increased employee participation in the campaign from 46% in 2013 to 93% in 2017.

Building on PromiseShip’s past successes in fundraising, we will develop and implement comprehensive fundraising strategies over the next five years (2020-2025) to secure private dollars and grants to support operations.

Development Team and Systems

PromiseShip utilizes the expertise and resources of its Development team to raise private dollars to support operations. The Development Team is comprised of two full-time staff who work with the VP-Administrative Services, the President and CEO, and the Board to identify funding goals and priorities for

the organization. The Development Team will be responsible for implementing the annual fundraising strategies that align with the funding goals and priorities set by the Board and executive leadership. PromiseShip will use various systems to cultivate, solicit and manage all donations and grants received. Systems include:

- **Bloomerang** – a constituent relationship management (CRM) system that allows us to manage donor and prospect information, donation and grant data, email communications and campaigns, online donation forms for website integration, and reporting.
- **Eventbrite** – an event management system that allows us to manage event promotions, registrations, attendee check-ins, and attendee payments.
- **Adobe Creative Cloud** – a suite of Adobe design software that allows us to create images, campaign and event logos, invitations, programs, and other fundraising collateral for online and print solicitations.
- **Banner** – a General Ledger (G/L) finance system to manage revenue and expenditures for all donations and grants received.
- **SurveyMonkey** – an information management system to create and manage online forms and surveys for capturing data from donors and program participants.

Fund Development Strategies

Raising private dollars and grants to support current and future programs for families and children is essential to our continued success and growth. PromiseShip is proud to have gained ongoing financial support from the philanthropic community, foundations, faith-based organizations, private donors, and the businesses community to support operations, programs, and projects that support children and families.

PromiseShip has identified **four fundraising strategies** and related tactics that will be incorporated into a five-year plan (2020-2025) with specific goals, priorities, and strategies identified for each year of the plan. Fundraising methods will include the following: grant submissions; direct mail campaigns; online and social media campaigns; fundraising events; and major gift cultivation and solicitation. The four overarching fundraising strategies and tactics are outlined in **Table 14**.

Table 14. PromiseShip Fundraising Strategies

2020-2025 PromiseShip Fundraising Strategies and Tactics
Strategy 1: Cultivate relationships with private donors and foundations to secure private donations and grants
<ul style="list-style-type: none"> • Consult with executive and Board leadership to align fundraising with strategic goals • Conduct prospect research to identify donors whose values align with PromiseShip and the families we serve • Host introductory meetings with donors and foundations • Hold agency tours and conduct presentations • Coordinate fundraising discussions between donors, funders, and PromiseShip stakeholders to share the PromiseShip story • Develop awareness campaigns to engage donors and funders

2020-2025 PromiseShip Fundraising Strategies and Tactics
<i>Strategy 2: Implement annual giving campaign</i>
<ul style="list-style-type: none"> • Implement annual giving campaign tactics, including social media campaigns, email and direct mail appeals, and grant solicitations • Conduct targeted campaigns focused on appropriate donor segments • Develop a year-end campaign with financial ask • Develop consistent email communication strategies • Conduct an employee giving campaign
<i>Strategy 3: Cultivate friends and nurture donor relations through special events</i>
<ul style="list-style-type: none"> • Host small introductory tours and presentations with friends and donors year-round • Hold annual fundraising luncheon • Host donor appreciation events • Host volunteer events • Host VIP meet-and-greets with CEO
<i>Strategy 4: Increase grant funding for programs, services and operations.</i>
<ul style="list-style-type: none"> • Research and identify local and national grant opportunities • Meet with foundations and philanthropists to introduce them to PromiseShip, cultivate strong partnerships, and secure financial support • Partner with non-profit organizations to collaborate on grant opportunities

Altogether, these strategies for raising private donations and grants will help expand PromiseShip’s short- and long-term success in helping children and families thrive.

Fund Development Planning

Five-Year Plan

PromiseShip will create and implement an ambitious five-year (2020-2025) fund development plan to diversify our funding sources so that we can be more flexible and agile in the creation and delivery of services to meet the changing needs of children and families. The five-year development plan aligns with the organizational strategic plan and will outline goals, financial targets, and tasks.

General goals of the five-year plan will include:

- Securing new private dollars from individuals, corporations and foundations
- Upgrading current donors to larger gifts
- Retaining and engaging current donors
- Cultivating relationships with current and prospective donors and funders to secure major gifts
- Increasing the amount of unrestricted private dollars to support operations

Annual Fundraising Goals, Priorities and Strategies

Based on the five-year plan, PromiseShip executive and Board leadership will set annual fundraising goals and priorities, which the Development team will then use as a reference to develop annual strategies that we will undertake for the year.

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The Development team will develop a twelve-month calendar that outlines all targeted strategies and related activities, which will be used to monitor progress and plan for future activities. A grant calendar will also be created to manage the development and submission of all grant applications, ensuring there is a sufficient pipeline of funding opportunities identified and pursued to reach annual fundraising goals.

A comprehensive plan will be developed for each of the identified annual strategies and will assign resources to ensure successful achievement. For example, a comprehensive plan for direct mail and online campaigns will include:

- developing a campaign budget with net revenue projections
- developing a timeline for planning, creating and execution of all tasks
- creating a theme and concept for the campaign
- crafting content and messaging using child and family input
- designing print and online collateral
- identifying appropriate donors and prospects
- creating donor segmentation for print and online solicitations
- coordinating printing of hardcopy collateral
- setting up and scheduling online solicitations
- monitoring response rates for print solicitations
- monitoring open, click, and response rates for online solicitations, as needed
- tracking total expenses and revenue for the campaign, including the final cost to raise a dollar (CTRD) and the return on investment (ROI) for every dollar invested

Similar comprehensive plans will be created for each of the annual strategies and the Development Team will begin developing plans anywhere from three to six months in advance of the launch date for each strategy. For some strategies, such as major fundraising events, planning will begin as early as twelve months in advance.

Current Annual Fundraising Plan

PromiseShip's current annual fundraising plan will use similar strategies for future fundraising plans. The annual plan includes various methods for soliciting private dollars, such as:

- **OmahaGives!** – annual community-wide day of giving in which PromiseShip participates and promotes to donors during the month of May
- **SHARE Omaha** – online platform for nonprofits to request support of volunteers, in-kind donations, and cash donations year-round
- **Social media posts** – Facebook, Twitter and LinkedIn platforms to reach and engage a wide audience of donors, funders, volunteers, and prospects
- **E-blasts** – to promote campaigns and events and provide ongoing stewardship with donors and funders
- **Digital newsletters** – to share updates and engage donors and funders in our work
- **Direct mail appeals** – to promote campaigns and events
- **Navigator Resource Board** – for staff to request resources from coworkers to help meet specific needs of children and families served

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- **Wish List on external website** – provides donors, funders and prospects with specific ideas of items PromiseShip needs in support of its mission
- **Donation page on external website** – provides an easy form for donors to make online cash donations
- **AmazonSmile** – a third-party fundraising platform in which PromiseShip participates and promotes to donors where we receive a percentage of all qualified purchases made through Amazon
- **TAGG** – a third-party fundraising platform in which PromiseShip participates and promotes to donors where we receive a percentage of all qualified purchases made at participating businesses
- **Employee matching gift programs** – third-party fundraising avenue where donors work for employers that provide matching gifts to charities of their employees' choice
- **Third-party fundraising** through businesses donating a portion of sales
- **Employee and Board members** make introductions to donors and funders
- **Donor advised funds** donations through Omaha Community Foundation

Major Donor Cultivation

PromiseShip will cultivate relationships with major donors and donor prospects that will target individuals, businesses, faith-based community, and local and national foundations as part of its strategy to raise private dollars needed to support operations. Using its current database of donors, PromiseShip will run reports of donors who have given major gifts in the last several years. From that report, donor cultivation plans will be created for each one with a goal of securing another major gift. PromiseShip will also conduct wealth screenings on mid-level donors to identify their potential for making a major gift. Donor cultivation plans will be created for each mid-level donor who are prospects for major giving.

Ongoing Funding Opportunities for Donors and Grant Funders

PromiseShip will raise funding for three ongoing funding opportunities: unrestricted general operating support; Duffels 4 Dignity program; and Fund Hope program. The latter of which were started by staff who saw children in our care who had unmet needs, so they helped create the programs as a solution to meeting those needs.

- **Unrestricted general operating support** provides the flexibility and agility we need to be able to respond to changing needs of children, families and the organization. It also ensures all our core mission support functions are covered, including those not covered under the State subaward for full service case management services for child welfare
- **The Duffels 4 Dignity program** was launched in July 2013 in response to staff's concern that foster children were transporting their personal belongings in nothing more than trash bags. Trash bags are for trash, not for children's belongings. All children deserve the respect and dignity to proudly carry their personal belongings in duffel bags. Duffels 4 Dignity serves as a commitment to children entering the foster care system – they are not alone, and we will stand by them during this transitional time. The Duffels 4 Dignity Program is supported 100% by private dollars and in-kind donations. Every child entering through our doors receives a new duffel bag with care items customized for their unique needs. The bags contain age appropriate items, such as shower gel, shampoo, lotion, toothpaste, toothbrush, comb, and hair brush.

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Younger children also receive a book, toy, blanket, pillow and flashlight to help comfort them while they are away from home.

- **The Fund Hope Program** provides holiday and birthday gifts for teenagers and older children in foster care. For older foster children, special occasions, like birthdays and holidays, are not always celebrated or remembered. The goal is to ensure older children are not forgotten on their birthdays or during the holiday season. We want to instill hope in every child and help them build a positive self-worth as they near adulthood. The funds to purchase gifts for older foster children's birthdays and holidays are donated by private donors who care about children. The types of gifts children have requested are often simple items, like basketballs, sweatshirts, sweatpants, or movie gift cards. Each gift is customized specifically for each child from a wish list they provide to their case manager. Together, this program is successful due to the financial, in-kind and volunteer support of donors, organizations, and volunteers throughout the community.

Diversifying Funding Sources

PromiseShip is committed to building multiple, diverse funding streams for the long-term sustainability of the organization. In a 2016 Forbes Magazine article, Omaha was listed in the top philanthropic cities in the U.S. We are fortunate to have a strong philanthropic community that allows us to build a robust cultivation and solicitation plan with local foundations, corporations and individuals to secure private dollars that will enhance services and provide innovative programs benefiting children and families.

There are several benefits to diversifying PromiseShip's funding sources, such as:

- Reduces dependency on a single funding source
- Allows for the continuation of services when the economy or other circumstances reduces or eliminates some funding sources
- Proves to funders that we have a diversified funding base that strengthens the financial position and longevity of the organization
- Increases opportunities for more funding
- Increases organization sustainability and capacity
- Invests in growing programs, adding new services and innovations, and upgrading technology to benefit children and families
- Invests in staff development and retention initiatives

General support from the community comes in many forms. In addition to monetary donations, PromiseShip leverages in-kind support in the form of goods and services from individuals, corporations, schools, civic groups and the faith community who want meaningful ways to be engaged in our mission. There are several forms of support that benefit children and families served by PromiseShip, including volunteer time and donations of goods such as clothing, furniture, duffel bags, comfort bags, and personal hygiene items.

Title IV-E Status in Other States or Tribes

PromiseShip is not recognized, or operates, as a Title IV-E recipient in any other States or within any other tribes.

YOUTH SERVICES: YTH-1

Req #	Requirement	Comply
YTH-1	The bidder should describe the specific strategies and interventions it will utilize to ensure young people nearing the age of majority (age 16 and above) are prepared to transition to adulthood, including but not limited to: exposure to employment opportunities; driving and obtaining a driver’s license; laundry, cooking, hygiene; instruction on banking, checking, debt and general financial capability knowledge; housing; contact information for relatives and supportive adults; physical and mental health; opportunities to visit colleges, explore certificate or trade programs, and complete the FAFSA.	X

BIDDER’S RESPONSE:

Includes references to the following subdivisions of Section V. Project Description and Scope of Work:

- C. Program Requirements for On-Going Case Management
- D. Program Requirements for Service Delivery
- I. Federal and State Legal and Policy Requirements

Overview

PromiseShip is committed to serving children in care and continues to provide and deploy strategies and interventions to support and assist children who are transitioning to adulthood. PromiseShip works with the family as a whole and supports and nurtures normalcy and well-being throughout the life of case management by supporting and assisting, as needed, children as they transition into adulthood. PromiseShip has an Independent Living (IL) department dedicated to ensuring the needs of young people nearing the age of majority (16+) receive appropriate services.

A successful IL program is defined by PromiseShip as the ability to partner with the child and family to increase independent living and self-sufficiency skills of a child while developing life-long connections that can provide guidance and support to children beyond their time in foster care or receiving services. PromiseShip partners with Nebraska Department of Health and Human Services (DHHS) to adhere to **P.L. 106-169, Federal Independent Living Requirements (John H. Chafee Foster Care Independence Act)**; and ensure the State of Nebraska receives funds from year to year for this population. As a part of this program PromiseShip ensures **The National Youth in Transition Database (NYTD)** survey is completed and educates children on the **Educational and Training Vouchers Program (ETV)** while also partnering with Central Plains: Preparation, Transition & independent Living Services PALs program to ensure children who are eligible to access these resources do, in fact, utilize them.

Transitional Living Plans

PromiseShip develops individualized, needs driven, future oriented transitional living plans (TLP) for all children 14 years old and above. The creation of the plan is comprised by gathering information from multiple sources including the following.

- The Child and, as applicable, his or her parents
- Completed Ansell-Casey Life Skills Assessments which assesses items in the following categories:
 - Permanency
 - Daily Living Skills
 - Self-Care Skills
 - Relationships and Communication
 - Housing and Money Management
 - Work and Study Life
 - Career and Education Planning
 - Looking Forward to the Future
- Youth Need Survey
- FPS informal assessment through communication and observation
- Provider agencies input and documentation

Once the TLP is established, PromiseShip coordinates with internal and external resources to ensure all possible available supports and opportunities are presented to the child including, but not limited to, one-on-one support, educational programming, and financial resources. The TLP is updated monthly with input from the child to ensure progress is continuously being made and renewed every 180 days to ensure that the goals are staying current and applicable. The TLP is also provided to the court as collateral to the court report for review hearings to inform the Judge of the child's plans and progress.

Independent Living Program

PromiseShip's IL program is in place to ensure that all age-eligible children are able to engage in IL services to assist them in transition and post-transition into adulthood. PromiseShip's IL program has established firm relationships with community agency partners such as Project Everlast and Region 6 to ensure that all children are well served. The IL team also consistently assesses for areas in which there are service and support gaps to make certain no child is missed, overlooked, or underserved. This individualized approach provides children with increased opportunities for independent living skill development leading to a more successful and seamless transition. Independent skill development includes but is not limited to:

- Employment Opportunities
- Driving Education and Driving Obtainment
- Daily Living and Life Skills
- Financial Education
- Housing
- Connectedness and Relational Support
- Physical and Mental Health
- Educational Opportunities and Support

Implementation of the Independent Living Program

Every month PromiseShip will compile a list of children who meet the age requirement for independent living services. The children who meet the requirement will be referred for an Independent Living Specialist (ILS) to be assigned. The ILS will meet with the child at least monthly depending on the needs of the child. When a PromiseShip ILS is assigned to a child, they will make contact with the child within 72 hours. After assessing the child's need with input from the child, caretakers, Ansell Casey and developing a TLP (see above regarding TLP development) the ILS will implement service coordination for the areas identified as a current need.

Children's needs may change over time as skills are developed and as life circumstances change. As a result, the ILS will routinely work with the child to reassess the needs of the child to ensure skill development and goals maintain current and active. The ILS will then interact with the child one on one while building skills and making opportunities available. Areas of engagement are described below:

a) Exposure to Employment Opportunities

The ILS will partner with the child, parent(s), foster care provider, FPS, and peer to peer support if assigned to coordinate employment education and exposure to employment opportunities. This includes coordinating job shadowing opportunities and employment classes held at the Child Saving Institute facilitated by a variety of community leaders including PromiseShip personnel. Classes can include: Mock Interviews, Resume Building, and general employment skills such as filling out applications and the hiring process.

PromiseShip is in the process of collaborating with local businesses, unions, and trade programs to streamline child's ability to apply for and gain quality employment. PromiseShip has also collaborated with other community agencies to establish an annual Non-Traditional Career Fair offering children a wide variety of employment opportunities. PromiseShip collaborates with Project Everlast to ensure that children are able to gain access to Project Employment which is a joint effort between Project Everlast Omaha, Goodwill Industries, and Heartland Workforce Solutions delivering a variety to different services.

b) Driving Education and Obtaining a Driver's License

The ILS will partner with the child, parent(s), foster care provider, peer to peer mentors, and child advisors to collaborate on services that promote the child receiving proper driving education and earning their license. ILS assist the child in enrolling in Driver's Education, overcoming all potential barriers, including collaborating with community partners such as Chariots 4 Hope to facilitate the provision of vehicles needed for the driving test. All children leaving care will have either a driver's license or a state ID. PromiseShip also ensures that the child is connected with Opportunity Passport's car match program to aid the child in purchasing a vehicle. PromiseShip also collaborates with the Child Saving Institute to connect the child to provide additional education classes related to cars and car maintenance.

c) Daily Living and Life Skills: Laundry, Cooking, Hygiene, etc.

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The ILS will partner with the child, parent(s), foster care provider, peer to peer mentors, and child advisors to collaboratively provide services promoting the child's development of daily living and life skills. Utilizing the Ansell Casey Life Skill assessment to help gauge where a child's skill level, the ILS will ensure that the child receives training on daily living and life skills such as laundry, cooking, hygiene, and general house management. Additionally, PromiseShip will continue to collaborate with the Child Saving Institute to connect children to classes that are focused on Daily Living and Life Skills such as Healthy Lifestyle, Cooking Classes, Nutrition, and Planning for the Future. The ILS will also partner with the child for one-on-one involvement in the development of specific tools and skills to support the child, such as chore charts or organizational development.

d) Financial Education: Introduction on banking, checking, debt, and general financial capability knowledge

The ILS will partner with the child, parent(s), foster care provider, peer to peer mentors, and youth advisors to collaboratively provide services for the child to receive financial education and ensure the child being served have a general understanding of banking institutions, checking, debt, credit cards, and credit reports. The ILS will partner with the child to identify areas of needed education and, through hands on involvement, help develop important financial skills. PromiseShip also collaborates with other community agency partners to connect the child with financial literacy programs such as Opportunity Passport and classes offered through the Child Savings Institute. PromiseShip is in the beginning stages of partnering with financial institutions to allow foster children a streamlined process to open saving and checking accounts and receive on going money management training.

e) Housing

The ILS partners with the child to determine what a viable option is for housing during their transition into adulthood. The ILS will continue to partner with the child throughout the entire process from application to move in. Partnering consists of one-on-one interaction during the process of identifying potential housing including the following possibilities:

- transitional living programs such as Carol's House of Hope, Jacob's Place etc.
- cohabitation with a roommate
- private apartment
- dorm living

PromiseShip also partners with other community agencies such as Omaha Home for Boys Youth Mart to ensure the child being served has all needed items for their housing environment. PromiseShip will also work with landlords, apartment complexes, and universities to streamline the process for children to establish sustainable long-term housing.

For situations where a child is unable to live independently, PromiseShip will collaborate with community agencies such as Region 6 or Community Alliance to ensure that the child is positioned for successful transition into adulthood. When no other alternatives exist, PromiseShip partners with the YES house to assist children that reach the age of majority who do not have a long-term placement plan. At times, PromiseShip has been able to use an Integrated Foster Care home,

typically used for adults needing housing, as an option for children reaching the age of majority who are moving towards independence but who still need additional guidance.

f) Connectedness and Relational Support: Contact Information for Relatives and Supportive Adults

PromiseShip understands the importance of children being connected to relatives and supportive adults. As a result, every child who comes into care will begin to develop a genogram with the assistance of their parents, if applicable, to identify relative connections as well as an ecomap to identify supportive adults. The ILS will utilize these to assist the child in developing potential relationships, enhancing the child's connectedness and relational support. The child will also partner with the ILS in creating a Circle of Support Plan that is individualized and comprised of individuals who the child can rely on. The ILS will have monthly conversations with the child regarding each potential informal support and continuously provide opportunities for supportive relationships to be developed.

g) Physical and Mental Health

The ILS will partner with the child, parent(s), foster care provider, FPS, other ILS, peer to peer support if assigned, to ensure that the child has proper, easy access to physical, mental, and behavioral health services, including access to substance use treatment services. The ILS will work with the child one-on-one to ensure that he or she has a firm understanding on how to access his or her health records as well as how to connect with the variety of different health care providers. The ILS will also help the child develop proper self-care techniques such as proper diet, exercising, and if needed, appointments with a therapist. The ILS will provide transportation to establish a relationship with a physician; however, the ILS will also help the child learn how to access transportation to/from appointments for future use.

h) Secondary Education

The ILS will partner with the child, parent(s) foster care provider, the FPS, and school guidance counselor as the child approaches graduation to develop a plan for post high school education. The ILS will work with the child one-on-one to explore a variety of different career options. This includes, but is not limited to, college visits, trade school visits, job fair participations, and potential job shadowing which can be attended with the ILS, foster parent, child mentor, or anyone else the child has identified.

The ILS will collaborate with the child to help complete and submit the Free Application for Federal Student Aid (FAFSA) to the school of the child's choice. The ILS will also collaborate with the child and guidance counselor to ensure that all possible scholarships and grants are applied for. The ILS will also ensure that there are no barriers that hinder the child's ability to visit campuses or workforce sites. PromiseShip continues to partner with Project Everlast and other community agencies to ensure that children are presented with all opportunities afforded to them to help finance their education.

Service Coordination & Collaboration

PromiseShip serves children regardless of their history, behaviors, and circumstances and often needs to coordinate, collaborate, and communicate information sharing between individuals and agencies serving the child and family. This is specifically true for children reaching age of majority who may be involved in other systems such as probation and Developmental Disabilities (DD). PromiseShip works with the child and his or her team to ensure individualized plans are in place. This often means coordination with the DD service coordinator to ensure the child has housing, and at times, an adult guardian who has been appointed to meet the specific/individualized needs of the child.

Exceptional Service

PromiseShip, and PromiseShip ILS, also ensures the organization maintains alignment to the ten main priority areas highlighted by the Douglas County Community Response (DCCR). These ten main priority areas, also known as **Measures of Success**, are outlined by the DCCR. They are: physical health/medical care, mental health, financial well-being, housing, parenting, education, employment, social connections, legal assistance, and transportation. Through the DCCR, community agencies across Douglas County are aligning around these principles to ensure all children's needs in the community are met. PromiseShip also ensures all services being rendered to children meet or exceed the **Reasonable and Prudent Parent Standard (RPPS)**.

Collaboration to Support Child Well-being

PromiseShip fully understands every child has individual and unique needs and as a result, has employed multiple strategies to increase the successful execution of service delivery both internally and externally to position the child to successfully transition into adulthood.

Internal Collaboration

PromiseShip has devised a variety of methods that cover a wide range of situations to ensure that every unique situation is covered.

- Eighteen (18) Staffing Meeting (ensure children have all required documents before transition into adulthood and entered into the child's Life Record), Independent Living Staffing (ensure child's individual needs are met between FPS and ILS), Best Interest Staffing (discuss a specific problem to be solved and create next steps/solutions with the child present)

External Collaboration

PromiseShip continues to consistently collaborate with a variety of different community agency partners to ensure that every child has the best possible opportunities presented to them. Below are examples:

- TRY (Transitional Resources for Youth) Consultation Team Staffing, Project Everlast Orientation

In addition to the variety of staffings that take place to ensure every child, no matter the specific circumstances surrounding their life, is positioned for successful transition in adulthood and long-term success, PromiseShip also employs strategies to ensure the child's well-being into adulthood.

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Children who are near the age of majority and preparing to transition to adulthood are provided records containing critical information such as medical records, family records, available pictures, and community resources through the provision of My Life Binders and Life Records.

As an ongoing CQI method, PromiseShip will provide a monthly summary of any community planning PromiseShip participates in to prepare children to become self-sufficient as PromiseShip is always striving to better serve children and their families.

YOUTH SERVICES: YTH-2

Req #	Requirement	Comply
YTH-2	YTH-2: The bidder should describe a plan of how it will administer and report on the National Youth in Transition Data (NYTD) Survey.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *Not applicable*

Plan for Administering and Reporting on the National Youth in Transition Data (NYTD) Survey

PromiseShip will record the demographic data and independent living services delivered to each child in the Independent Living Services program to support the National Youth in Transition Database (NYTD) data requirement for children in the program.

PromiseShip will also collaborate with the Nebraska Department of Health and Human Services (DHHS) in administering the required NYTD survey and will make all necessary efforts to contact the selected cohort to complete the NYTD Survey by the required date. As part of the process, the PromiseShip Independent Living Services team will ensure the cohort is familiar with the survey brochure and the six outcomes being measured. PromiseShip will also ensure children are informed about the purpose and importance of the survey, the requirement to complete a NYTD survey consent form, and the request for contact information of the child's family members to help track the cohort at age 21.

PromiseShip is continually enhancing this process to encourage children's participation. Because time is an essential factor in ensuring that cohort participants have an opportunity to participate in the survey, we are in the process of improving the survey notification process between DHHS and PromiseShip so that we maximize the time to connect cohort participants with the survey opportunity.

In addition, PromiseShip will be creating a tracking mechanism within FAMCare, our internal database. Doing so will help generate information about each cohort that includes the:

- names of children in the cohort being surveyed,
- dates and contact methods that were attempted,
- date each survey was sent,
- date each survey was completed, and
- reasons why surveys may have not been completed.

This tracking mechanism will also track all follow-up survey information, including the date that completed surveys and associated information is sent to DHHS. It is anticipated that this tracking mechanism will be ready by the end of 2019. PromiseShip is confident these enhancements will help maximize children's participation in this survey.

YOUTH SERVICES: YTH-3

Req #	Requirement	Comply
YTH-3	The bidder should describe a plan of how it will develop, implement and manage data for youth who are being provided independent living services.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- C. Program Requirements for On-Going Case Management

Overview

PromiseShip will help children make a successful transition into adulthood by providing a strong independent living services program and tracking each child's progress in the program.

Plan for Developing, Implementing, and Managing Data of Children in Independent Living Services

PromiseShip will track and report data on children receiving services from PromiseShip's Independent Living Services program and the services each child receive. A transitional living plan will be developed for every child receiving independent living services. Each month, PromiseShip records progress in N-FOCUS regarding whether the child received services in any one of the thirteen (13) **National Youth in Transition Database (NYTD)** survey categories in their transitional living plan.

PromiseShip will also maintain an internal tracking system to capture data from the **Ansell Casey Scores**, which is the assessment tool used to create the child's goals. Children take the assessment annually, which provides a way to track progress on their goals. The Ansell Casey Scores identifies the skill areas that are in need of development for each child. Beginning in 2020, we will require children take the assessment every 180 days (6 months), which more closely corresponds to the timeframe of the child's transitional living plan.

PromiseShip will also record and report information about all children referred to **Project Everlast**. We will partner with Project Everlast to access data in their database regarding services children are receiving through their program. In partnership with Project Everlast, PromiseShip is planning data enhancements for 2019 as part of a **Referral Form Project**. The project will include developing a Project Everlast referral form in PromiseShip's FAMCare system, which will provide improved referral tracking and delivery of electronic referrals to Project Everlast. Other collaborative initiatives with Project Everlast include the creation of monthly reports generated from the Project Everlast database that will list the children referred and served by PromiseShip and the services they received. It is expected that the referral form project will be completed by the end of 2019 and reports will be available in early 2020, if not sooner.

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

In an effort to house and track all the data from different sources associated with the independent living services program, PromiseShip is implementing a **data application project** that will enhance recording and reporting capability so that data will be contained in one application.

As a result, PromiseShip will be able to report on a number of different variables regarding children in independent living services, including:

- the number of children receiving independent living services;
- the number of children referred to a subcontractor;
- the number of children eligible for independent living services;
- the reasons for not providing services, if applicable; and,
- the independent living services each eligible child is receiving every month.

The data application will also allow PromiseShip's Independent Living Specialists to record and report their active participation in community-based meetings and events. The application is expected to be completed during 2020.

In a conscious effort to stay updated with the available community resources, the Independent Living Specialists participate in community-based groups aimed at sharing resources and developing innovative ideas to continually enhance services and widen connections within the community that will benefit children in independent living services.

As part of the data application project, PromiseShip will generate a monthly report that will outline the activities in which the Independent Living Specialists participated. This report will provide valuable information so that PromiseShip is able to capitalize on the various activities and resources in the community that can positively impact the services that prepare children to become self-sufficient.

YOUTH SERVICES: YTH-4

Req #	Requirement	Comply
YTH-4	The bidder should describe its understanding of normalcy activities, the activities importance, and strategies that promote normalcy for youth in its care through the use of the Reasonable and Prudent Parent Standard [Preventing Sex Trafficking and Strengthening Families Act, at 5 U.S.C. §§ 552, 20 U.S.C. § 1001, 25 U.S.C. § 450b, 28 U.S.C. § 1738B and 534, 42 U.S.C. §§ 1301, 1315] when making decisions involving the participation of the youth in age or developmentally-appropriate activities that provide opportunities for youth to grow emotionally, socially and developmentally and to have the most family like experience possible.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *C. Program Requirements for On-Going Case Management*

Overview

PromiseShip's promotion and support of normalcy activities is interwoven throughout the organization's mission, vision and values. This begins with the training provided to new team members, ensuring they have an understanding of Reasonable and Prudent Parenting Standards and the importance of promoting these standards in order to effectively serve children in out-of-home care through reunification, guardianship or adoption.

PromiseShip will also work with members of the PromiseShip Provider Network, with specific focus on Child Placing Agencies, to ensure that foster parents receive training in the Reasonable and Prudent Parenting Standards, that they are inclusive in their activities with children, and that they have the resources necessary to ensure children in their care are able to participate in activities of interest.

PromiseShip will also promote child inclusion and normalcy activities in the development of Independent Living Plans for older foster children. PromiseShip will also actively promote the development of Network Support Plans to ensure children have access to caring adults who will support their interests and help engage them in activities. PromiseShip is actively involved in promoting child involvement in various activities through the community, such as *Bridges to Independence*, *Project Everlast*, and other child-serving organizations. In accordance with normalcy requirements outlined in the Adoption and Safe Families Act, PromiseShip will also promote child permanency by ensuring children do not exit the system without the support of loving, caring adults who will be there for them.

Most importantly, PromiseShip team members will take time to listen to children and identify who and what is important to them and promote the child's involvement in case planning. PromiseShip believes in doing the right thing, which is to promote healthy child development through normalcy activities, and to encourage children to use their voice to speak about what they want, what's their vision, and what's their dream.

The Importance of Normalcy Activities

Benefits of Promoting Normalcy Activities

There are several benefits that can be attained by promoting normalcy activities for children in foster care. First and foremost, normalcy activities **promote children's sense of inclusion and belonging** by reducing the feeling of exclusion that children have when they are not able to participate in the same everyday activities as their friends and peer group. The feeling of exclusion or being different can inflict social or emotional harm, while inclusion can improve children's daily quality of life.

Ensuring children have access to, and can participate in, normal and developmentally-appropriate activities has lifelong advantages. Exposure to, and participation in, activities that are considered normal and developmentally-appropriate with children of the same age and developmental level affords normal social, emotional, and cognitive growth for children in out-of-home care. As result, this helps reduce or eliminate traumatic experiences during their time in care.

Providing children and older teens in out-of-home care with opportunities for normalcy increases their ability to thrive and prepares them for adulthood later in life so they have skills, knowledge, and abilities similar to that of their non-child welfare involved peers. As a result, out-of-home children will have an increased likelihood that they will experience success in education, self-reliance, and be able to develop and sustain healthy relationships throughout their lives.

Providing children with opportunities to experience normalcy activities also serves to reduce the likelihood of generational child welfare involvement. As children become adults and begin having children of their own, normalcy activities they received as a child in out-of-home care will better equip them to successfully join the workforce, use healthy parenting practices, build healthy and supportive relationships, follow laws and rules, and avoid risky behaviors.

Strategies to Promote Normalcy

Reasonable and Prudent Parenting Standards

PromiseShip will ensure that all foster parents are trained in the Reasonable and Prudent Parenting standards as identified within the *Preventing Sex Trafficking and Safe Families Act* passed in 2014. Reasonable and Prudent Parenting Standards were put in place due to the recognition that children in foster care (licensed, relative and kinship) or group care settings were not getting exposure to activities that children of similar age and development would be exposed to. As a result, children in out-of-home care had limited exposure to normal childhood experiences that subsequently had a life-lasting impact.

The Reasonable and Prudent Parenting Standards will be followed to ensure that caregivers provide children in their care with opportunities to participate normal childhood activities that would typically be afforded to any other child who is not in the care and custody of the state. These standards apply to any child who is in out-of-home care and their designated caregiver.

Reasonable and Prudent Parenting Standards also ensure caregivers, such as Resource Families and foster and relative/kinship parents, use careful and sensible decision-making for children in their care, as

they would their own children, when it comes to making decisions about children’s participation in activities, events, or other enrichment opportunities. The standards have helped reduce barriers and related stigma associated with levels of consideration and approval that were previously in place. Instead, foster parents are allowed, as the substitute caregiver, to make parental decisions that support a child’s emotional, cognitive, social, and developmental growth, with the understanding that decisions are being made to maintain the child’s health, safety and best interest. Providing more freedom for caregivers to make decisions in this manner results in more timely decision-making and response to the well-being needs of children.

Reasonable and Prudent Parenting Standards include several factors that caregivers are expected to consider when making decisions about a child’s participation in normalcy activities, which include:

- The child’s age, maturity and developmental level
- The best interest of the child, based on information known about the child
- If the activity will be a family-like living experience for the child
- If the activity will encourage the child’s emotional, cognitive, social, and developmental growth
- The child’s behavioral history
- Any potential risk factors related to participating in the activity

The Reasonable and Prudent Parenting standards promote normalcy in living for children and supports the important fundamental value of providing a child with the most family-like living experience when they cannot be safely maintained with their parent(s). This standard also allows a degree of protection to the foster parent/caregiver should a child be injured or harmed during an activity that has been approved by the caregiver, provided the caregiver has used reasonable and prudent judgement in considering and approving the activity.

While these standards afford increased flexibility to the caregiver for approval of normal childhood activities and experiences, this does not preclude rules and standards set forth for activities that may not be considered normalcy activities, such as use of approved respite providers. For example, if a child wishes to stay overnight with a friend or go with other children in the family to receive childcare services, those circumstances will be treated differently than a foster parent accessing respite with an individual not known to the child or family. In circumstances involving respite care, policy and practice regarding respite utilization will always apply. Other important decisions that are above and beyond day-to-day decisions and normalcy activities need to be made that require approval from the child’s parents or others involved, such as decisions about out-of-state travel, changing a child’s hair style, changing a child’s religion, and making medical decisions. While these examples involve normalcy activities, these types of decisions do not fall within the Reasonable and Prudent Parents Standards and will require the caregiver to follow policy and practice.

Training for Child Placing Agencies

As an organization providing case management services for children and families, PromiseShip will continue to deliver training specific to the Reasonable and Prudent Parenting Standards to all relative and kinship homes as part of their initial home study and training process. PromiseShip is also in support of the training recommendations made to the Nebraska Children’s Commission by the Kinship and

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

Relative Care Workgroup, which included required training of all relative and kinship families on the Reasonable and Prudent Parenting Standards.

PromiseShip's Network Management team will monitor each of the Network Child Placing Agencies, as well as residential placements and shelters, to ensure that licensed, agency-supported foster homes have been trained on Reasonable and Prudent Parenting Standards as part of their initial licensure, with refresher courses made available on an as-needed basis.

Training for PromiseShip Teams

As a licensed Child Placing Agency, PromiseShip employees from our Prevention, Independent Living, Kinship, Family Finding, Adoption, Program Support Workers, and Permanency teams will be required to participate in training for Reasonable and Prudent Parenting Standards at time of hire and annually thereafter. This training will provide team members with a philosophical understanding of the importance of promoting normalcy activities for children in foster care, as much as possible. With a solid philosophical foundation in place, team members will then be able to better answer caregiver questions and make appropriate decisions that align with the understanding that all children need and deserve the chance to participate in age- and developmentally-appropriate childhood experiences.

Promoting Normalcy Activities with Other Community Stakeholders

PromiseShip will also work with other community stakeholders to promote the Reasonable and Prudent Parenting standards. PromiseShip actively participates in a **workgroup** with the *Foster Care Review Office and Court Appointed Special Advocate (CASA)*. The workgroup developed and provided additional education and focused training on Reasonable and Prudent Parenting Standards to CASA volunteers, who had expressed various questions about the appropriate application of parenting standards and normalcy activities.

PromiseShip was invited, and has appointed a standing member, to the **Normalcy Taskforce**. The Taskforce is a subgroup of the *Strengthening Families Act Committee*, and PromiseShip is currently consulting on matters regarding the Reasonable and Prudent Parenting Standards and statewide efforts to improve foster children's voice throughout the child welfare and juvenile court systems.

PromiseShip also participates in the **APPLA (Another Planned Permanent Living Arrangement) Committee**. This committee focuses on normalcy for children in that it only allows the selection of APPLA as a permanency option only when all of the following criteria are met:

- Children have long-lasting relationships that will extend beyond a child's transition into adulthood.
- The child is 16 years of age or older, and
- There is a sound and convincing reason for the permanency plan, which must include why the preferred permanency options are not in the child's best interest.

Children are entitled to a safe and permanent living arrangement. APPLA is rarely the best plan since it may not afford children the opportunity to have a safe, stable, and permanent family. Through the APPLA Committee, there are efforts regarding developing **youth advisors**, which are different from CASA volunteers. These advisors would be involved in speaking to courts, legal parties, PromiseShip, or other

invested stakeholders on behalf of a child to ensure their rights and needs are recognized and in line with the Reasonable and Prudent Parenting Standards.

Ways to Involve Children in Normalcy Activities

PromiseShip will support and promote age and developmentally appropriate activities for all children in out-of-home care. We will assist Child Placing Agencies and caregivers in identifying and securing resources necessary to promote involvement in appropriate activities. For children in foster care, foster parents will be encouraged to involve them in all of their **family activities**. Foster parents will also be expected and encouraged to promote involvement with the child's family of origin, whenever safe and appropriate.

Children will also be encouraged to participate in **extracurricular activities** through their school or community, either with their foster parent or family of origin involvement. If supplies or activity-related items are needed for participation, foster parents will be expected to secure these items for the child through utilization of their foster home stipend or other means, such as applying for funds through community-based resources like *Friends of Foster Care*.

In addition, Nebraska's Managed Care Organizations (MCOs) offer **value-added services** that may help foster parents access additional activities and involvement, such as joining the local YMCA, which provides multiple opportunities for children to be involved in normalcy activities. Foster parents will also be able to sign permission slips for children to participate in school field trips, class activities or other related group activities.

Faith-based activities that the child wants to participate in will also be given appropriate consideration. While foster parents are not authorized to change the child's religion, they will help ensure that the child and his/her family are allowed to choose the religious affiliation and/or church that the child attends. The foster parent will also encourage participation in any of the child-based activities through the identified church or religious group.

Promoting Normalcy Activities for Children in Residential Group Settings

For children who are placed in residential group settings, PromiseShip will encourage involvement in normalcy activities, as appropriate. The residential living setting will be required to facilitate involvement in community-based activities as a portion of the child's routine and schedule, whenever appropriate and safe to do so. Like children living in foster homes, children in residential group settings will be given opportunities to participate in faith-based activities, recreational activities, and forms of individualized entertainment that address the interests of the child. These activities can take place either on- or off-campus and should be part of the daily schedule. Within residential settings, children will also be given the opportunity to connect with family and other informal supports, as appropriate. This can be accomplished through phone calls, as well as through on- and off-site visits. If a child has off-campus privileges, they will be encouraged to participate in activities their family deems appropriate and as approved by treating practitioners.

Promoting Culturally Relevant Normalcy Activities

Regardless of the type of out-of-home living environment a child lives in, it is crucial that we allow children the opportunity to participate in activities and events that are culturally relevant. Involvement in culturally relevant activities supports the child's well-being and best interests by keeping them linked to their family, community, and culture. Continued connection with their cultural heritage affords children the opportunity to grow and develop their personal cultural awareness, sensitivity, and knowledge, while keeping them linked to the beliefs, norms, and standards of their culture and family. It also provides a deeper level of connectedness for the child that may not otherwise achieve through activities provided by a caregiver with a different culture and background.

EDUCATIONAL OUTCOMES: EDO-1

Req #	Requirement	Comply
EDO-1	The bidder should describe a plan in detail of how it will maintain and achieve educational outcomes for children it serves.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions of Section V. Project Description and Scope of Work:

- *A. Project Overview*
- *C. Program Requirements for On-Going Case Management*

Overview

PromiseShip will achieve and maintain children's educational outcomes in partnership with all those involved in on-going case management to include children, parents, foster or resource parents, school personnel and legal parties, as necessary. PromiseShip ensures all children served have, as part of their intake, initial, and ongoing case management process monthly visits with their Family Permanency Specialist (FPS/case manager).

During these monthly visits, the FPS conducts on-going formal and informal needs assessments that delineate individualized educational needs and the progress of each child. Children receive a formal assessment via a Family Strengths and Needs Assessment (FSNA), which will identify attendance and academic performance areas for improvement. The needs assessments, both formal and informal, identify gaps and barriers to educational outcomes, and drive the plan for academic success. PromiseShip also ensures staff, parents, foster parents, and community partners are prepared to support children's academic achievement and maintenance through education and training.

Additionally, PromiseShip ensures a child's special education needs and progress is achieved and maintained through key areas of advocacy and partnership. First, at the individual level, the FPS ensures children's educational outcomes are met by attending Individual Education Plan (IEP) and other educational meetings, reviewing IEPs and their associated services, and providing services outside the school setting to maintain educational progress and outcomes. Additionally, PromiseShip is committed to maintaining children in their home schools. PromiseShip has engaged in multiple partnerships and developed creative solutions to ensure children are not needlessly transferring schools.

Next, the FPS engages the child's parents to participate in the child's education. While a parent's parental rights remain intact, they generally maintain their educational rights and decision-making authority regarding their child's education; and parental engagement is crucial to the child's educational success. Finally, PromiseShip has engaged in community wide partnerships with Local Education Agencies (LEAs), State School Boards, and community organizations to strengthen efforts to support students who are involved in the child welfare system.

The 11 LEAs PromiseShip works with consistently are Omaha Public Schools, Bellevue Public Schools, Ralston Public Schools, Westside Community Schools, Elkhorn Public Schools, Gretna Public Schools, Millard Public Schools, Papillion LaVista Community Schools, Bennington Public Schools, Springfield Platteview Community Schools, and DC West.

Supporting Children’s Academic Success through Knowledge and Education

PromiseShip provides initial training to all staff regarding educational needs. The training provides information about transportation requirements, special education laws and policies, advocacy and educational rights, and behavioral concerns and the supports available to meet those needs.

Ongoing trainings are offered at PromiseShip and throughout the community to continue to educate others on education rules and procedures. Trainings have been offered, internally and externally regarding:

- Special Education law and IEP Basics
- Trauma and Education – the intersection and impact of success
- Best Interest for School Attendance
- Transportation Frequently Asked Questions
- School Code of Conduct and Discipline in Schools

PromiseShip offers trainings regarding partnership for education between parents and other caregivers, special education basics, and a foster parent’s responsibilities for education of children in their home to network providers. PromiseShip has provided Special Education Training for foster care agencies and foster parent, Transportation and School Placement Stability for Court Appointed Special Advocates, and Education Overviews for Rural Improvement for Schooling and Education (RISE) through AmeriCorps.

In addition to providing education and support to PromiseShip staff and its network of providers, training and education is also offered to school districts. PromiseShip has, and will continue, to train LEAs and Early Development Providers on child welfare practices, trauma, and Adverse Childhood Experiences. PromiseShip also reaches a wide audience by presenting on the intersection between child welfare and education at statewide conferences, such as the Nebraska Juvenile Justice Association.

Advocating and Supporting a Child’s Achievement and Maintenance of Academic Success

The needs of a child in care can be greater than the needs of non-system involved children. Based on PromiseShip’s knowledge of trauma, Adverse Childhood Experiences, and the impact these have on overall well-being, including academic success; there has been a continued focus on connecting children in care, as well as their families, to the services necessary to meet their needs. PromiseShip uses ongoing formal and informal assessment of family/child strengths and needs, thorough case plan creation and assessment, as well as getting to know children during Family Team Meetings and Face-to-Face interactions to identify areas of academic support and interest.

Supporting Individual Child Achievement and Maintenance of Academic Success

PromiseShip has created an Education Workgroup which is comprised of staff representatives from all departments. The three main goals of the committee are to advocate for families, train staff, and find

outside resources for our families in relation to educational needs. We accomplish these goals by having trainings every month for the members of the committee. These trainings have included Partnership 4 Kids mentoring program; Omaha Public Schools Multiple Pathways Program, offering alternative ways to gain a high school diploma; school transportation solutions; best interest for school placement; and special education processes. Each committee member continues to become subject matter experts on education, offering support to other staff throughout the agency.

PromiseShip recognizes it is vital to the student success for foster parents and parents to work together on homework, attendance, behaviors, and all school issues. This creates continuity during visits and helps the parents develop good habits for their children when they reunify. Therefore, PromiseShip's Education Workgroup has created quick tip informational sheets for parents, foster parents, and FPSs to help with parents and foster parents navigate routine conversations and assessment of educational needs, as well as parent teacher conferences. The informational sheets include information such as monthly questions to ask regarding education, conference talking points for both foster parents and legal parents, and how foster parents and legal parents can cooperate to assist with homework.

PromiseShip partners with parents and schools regarding educational neglect concern to assist the family in identifying barriers to educational success and work through solutions to ensure children attend school and supported throughout the day, before, during and after school by all involved. PromiseShip FPS collaborate with parents and foster parents to gain access to school portals for children in care to follow attendance and grades.

For children needing special educational support, all PromiseShip FPS attend special education meetings for children in care in conjunction with the parents. The FPS will help families ask pertinent questions, seek clarifying information, and successfully advocate for their child. This attendance allows early identification of some barriers to success for the children in foster care and helps the parents and informal supports understand the IEP process and its purpose. If needed, PromiseShip will connect parents to Parent Training and Information (PTI) for additional support advocating for their children and PTI is a resource parents can continue to use post case closure.

PromiseShip uses informal supports and community services/activities to ensure that school supports are available for children served by PromiseShip. As an example of this, PromiseShip and Omaha South High School are focusing on children in care for supports such as mentors, prosocial activities, and academic supports. PromiseShip is also collaborating with Partnership 4 Kids to provide mentoring services for children in care in their target middle and high schools. PromiseShip staff also work with school officials to ensure all children attend school daily and that school suspension is a last resort. When children have to be suspended from school PromiseShip collaborates with parents and caregivers to ensure children have a structured environment while not in school.

Supporting Early Childhood Academic Success

PromiseShip believes ensuring academic success begins in early childhood. Thus, PromiseShip ensures all children 3 years of age and younger are automatically referred to the Early Development Network (EDN) at case onset. Additionally, PromiseShip staff are active participants, ensuring parents understand the role of the EDN and encouraging parental participation in the assessment, identified individual evaluations, and services recommended after the initial assessment.

Ensuring High School Graduation and Academic Success

From early childhood through high school graduation and beyond, PromiseShip ensure students are supported to achieve and maintain their fullest academic potential. PromiseShip realizes the impact of graduation rates, not only for the children themselves, but also for the community as a whole. PromiseShip has a vested interest in children aging out of foster care ensuring they are educated and ready to live on their own post high school and involvement with the child welfare system. A key component in preparing a young adult for independence is ensuring he or she has graduated for High School.

PromiseShip offers an Independent Living (IL) program offered to children age 16 and older. As part of PromiseShip's IL program the Independent Living Specialist (ILS) partners with the parent, foster care provider, the FPS, school guidance counselor, and the child to ensure the child is on track to graduate high school. As the child approaches graduation, a plan is developed for post high school education to encourage graduation and provide hope and an achievable plan for their future.

The ILS will work with the child one-on-one to explore a variety of different career options. This includes but is not limited to college visits, trade school visits, job fair participations, and potential job shadowing. The ILS will collaborate with the child to help complete and submit the FAFSA to the school of the child's choice. The ILS will also collaborate with the child and guidance counselor to ensure that all possible scholarships and grants are applied for. The ILS will also ensure that there are no barriers that hinder the child's ability to visit campuses or workforce sites. PromiseShip continuous to partner with Project Everlast and other community agencies to ensure that all children are presented with all opportunities afforded to them to help finance their future.

Maintaining School Stability

PromiseShip knows it is in the best interest of children to remain enrolled in their school of origin and that foster care placement should not equal a move in schools. PromiseShip and Local Education Agencies (LEAs) operate under the belief that it is in a child's best interest to remain in their school of origin, unless circumstances dictate otherwise. In order to maintain children in their school of origin, PromiseShip collaborates with area school districts to partner on transportation of children. PromiseShip has memorandums of understanding and agreements of varying formality to assist in children attending their school of origin; regardless of where they reside. PromiseShip collaborates with schools by:

- Cost sharing for transportation outside the school district boundaries
- Creating collaborative plans for transportation that include informal supports
- Partnering on providing access to city transportation when possible
- Accessing school bus routes that are outside the traditional plans

A specific example of collaboration is PromiseShip's collaboration and partnership with Papillion La Vista Community Schools. PromiseShip and Papillion La Vista have an agreement/LOA that the two entities will cost share when kids move out of the district for foster care and are in need of transportation. PromiseShip notifies the district that a student in their district has moved to foster care outside of their area and that transportation is not available through any informal supports or other community options.

The district then sets up transportation through Papio Transport Service and they send PromiseShip an invoice and PromiseShip reimburses them for half of the cost. This is true essence of the **Every Student Succeeds Act** described further in **EDUCATIONAL OUTCOMES: EDO-2**.

If a change in school is suggested or discussed, PromiseShip considers multiple factors before assisting in the school change. First the wants and needs of the child and family are taken into consideration in conjunction with the school's ability to support the goal of improving the child's achievement. Next, PromiseShip also collaborates with LEAs to obtain their opinion on a school move. Finally, PromiseShip considers children safe, social emotional well-being, and academic progress when contemplating a change in schools.

Per the **Every Student Succeeds Act**, PromiseShip ensures Immediate Enrollment if a school change is needed. PromiseShip provides the resident school with a child's School District Notice to inform the district that child is a ward of the state. When possible, PromiseShip provides academic records, behavioral reports, and special education documentation to the resident district to ensure a smooth transition to a new school setting. PromiseShip requests and attends intake meetings with schools and families when needed, to discuss barriers to academic performance and child and family needs.

Parent Engagement: Supporting Achievement and Maintenance of Child's Academic Success

Research continues to demonstrate that students with parents who are engaged in their child's academics and school activities are more successful throughout their educational career. In Nebraska, parents retain their educational rights throughout the life of the case while their parental rights remain intact.

PromiseShip encourages parents to take an active role in their child's academics and school activities. If children are placed in out of home care PromiseShip continues to encourage parental involvement while also encouraging the foster parent to take an active role in the child's academic and school activities. Additionally, PromiseShip encourages the child's parents and foster parents work together for consistency in parental involvement and expectations of the child's academic success. As previously described, PromiseShip ensures all parties engage in positive and collaborative participation in the child's academic activities, parent/teacher conferences, and IEP meetings, and other educational meetings.

Educational Systems Partnerships

PromiseShip, as well as children, families, schools, legal parties, network providers, and the community as a whole have a vested interest in ensuring the educational outcomes for children in care. Therefore, PromiseShip has dedicated resources and relationship efforts to, and has a demonstrated history of, strong partnerships with educational institutions and organizations.

PromiseShip has been an integral partner in monthly meetings with the Department of Health and Human Services and the Department of Education since 2013. These collaborative meetings are held to discuss joint efforts to meet educational outcomes regarding attendance, school enrollment and stability, as well as meeting special education guidelines for children in care.

During these meeting, PromiseShip helped to create templates available for use in implementing the **Every Student Succeeds Act** – specifically as it relates to **Immediate Enrollment** and **Best Interest of School Attendance**. PromiseShip recognizes the importance of educational stability and academic success for building resiliency for the children and families we serve.

In order to improve educational stability and academic success for the Eastern Service Area, PromiseShip has engaged school districts in the Douglas and Sarpy County communities by meeting with educational leaders, serving jointly on workgroups to enhance school attendance, and has provided training opportunities for PromiseShip and LEAs to better understand roles and partner effectively.

Collaboration with LEAs will help improve graduation rate, reduce the suspension rate, and ensure that children in care receive appropriate services to meet their needs.

PromiseShip recognizes that the first step in advocating for educational stability and success for children is having relationships with the LEAs that are serving children. PromiseShip meets on a regular basis with all 11 school districts in the Eastern Service Area to ensure that support is provided in the classroom and at special education meetings.

PromiseShip has also become a partner in local educational advocacy workgroups that focus on educational outcomes:

- ***School Based Attendance Coalition/Operation Youth Success School Attendance Taskforce***
 - This group meets monthly to discuss barriers to Student Success and provides quarterly trainings in things such as successful school home visits and how to encourage families to become involved with the school.
- ***Region 19 Planning team***
 - This collaboration includes many organizations that serve the birth to five population. The quarterly meetings involve programs that can be accessed regarding ESA families with children under five.
- ***Social Worker Expansion Project Advisory Board for Omaha Public Schools***
 - This Advisory Board is helping to guide the Omaha Public Schools and Sherwood Foundation project to hire social workers and to work through barriers to serving more families.
- ***Gretna Citizens Committee Meeting***
 - This Committee meets monthly to discuss needs and supports as it relates to children and families in the Gretna Public School systems. This meeting is highly focused on preventative efforts surrounding underage drinking and drug use.

PromiseShip became a liaison and Point of Contact for the Department of Education for any questions regarding educational needs and support for children in the Eastern Service Area, in accordance with the **Every Student Succeeds Act**.

PromiseShip is responsible for completing and sending the school superintendent letter notifying the school of any school changes at time of intake, at any placement change and at case closure to ensure the school knows who to communicate with and what is happening with each child. Due to feedback from the schools with concerns about placements that take place afterhours, PromiseShip has developed an after-hours notification protocol to ensure school officials have the most current information the morning after the change takes place. PromiseShip partners with LEAs to make sure children in care, and their families, know what school-based community supports are available and how to utilize these services. These services include, but are not limited to:

- Before and after school care
- After school tutoring
- School Based Health Centers
- Mental health services, through LEA contract with Community Counselors
- Occupational, physical and speech therapy
- NICE Program – for Native American families
- Mentoring through Teammates and Partnership 4 Kids
- Youth Academic Navigators through the D2 Center
- Youth Navigator – Urban league
- Summer School
- Free school breakfasts, free and reduced lunches in all districts
- Backpack program
- Accessing emergency funding through the LEA
- Gretna Citizens committee (community focused)
- Alternative schooling through each district
- Work skill programs such as Youth Build Program or Job Corps

EDUCATIONAL OUTCOMES: EDO-2

Req #	Requirement	Comply
EDO-2	The bidder should describe its knowledge of the Every Student Succeeds Act, and how it will meet the requirements of this act.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions of Section V. Project Description and Scope of Work:

- *A. Project Overview*
- *C. Program Requirements for On-Going Case Management*

Overview

The **Every Student Succeeds Act (ESSA)** is a federal law, amending the Elementary and Secondary Education Act. President Obama established ESSA to assist in stability, success, and collaboration for children involved in child welfare systems and who attend an educational program. ESSA specifically focuses on five main areas affecting the children of the Eastern Service Area:

1. School Stability When in the Best Interest of the Youth
2. Immediate Enrollment and Transfer of Records
3. School Transportation
4. Point of Contact for Child State Agencies and Local Educational Agencies (LEA)
5. Required Data Collection and Reporting

Since 2014, PromiseShip has worked closely to create collaborative relationships with LEAs, the Nebraska Department of Education (NDE), and the Department of Health and Human Services (DHHS). Prior to ESSA's release in 2015 and implementation in 2016, PromiseShip prioritized educational stability and enhancing collaboration with local schools as it relates to children in foster care. PromiseShip created dedicated resources, focusing on collaboration and communication with LEAs. This relationship resulted in the development of procedures and education for front line staff on the intricacies of ESSA and how it affects the rights and accommodations for children in foster care.

School Stability When in the Best Interest of the Youth

ESSA encourages and provides guidance to keep children in the same school they attended prior to involvement with child welfare services. If a change in school is discussed, ESSA requires evaluation of the best interest of the child, prior to making a change. PromiseShip operates under the belief that school stability is in a child's best interest, unless determined otherwise by the child's team.

In order to meet this requirement, PromiseShip will continue to train FPS, FPS Supervisor, FPS Directors, Prevention Specialist, UM Specialist, Adoption Specialist, Kinship Specialist, Family Finders, Independent Living Specialist during initial onboarding in ESSA implications on school stability. PromiseShip will work

with the child's caregiver to ensure the child maintains attending their current school despite any barriers that might arise such as transportation.

PromiseShip will seek all alternatives to moving schools prior to that decision being made. If a change in school is necessary, PromiseShip will use the **Best Interest Determination for Foster Care School Placement Form** that was developed, in partnership with NDE that will ensure immediate enrollment and acceptance into the new school. As a part of this process, PromiseShip will gather input from the family, the School of Origin, the child, and legal parties to assist in evaluating the determination of best interest.

Immediate Enrollment and Transfer of Records

ESSA recognizes that children in foster care can experience enhanced delays to attending school, getting enrolled in school, or having educational records transferred from district to district. ESSA mandates that states create plans to ensure timely enrollment and transfer of school records when school transfers are necessary and determined to be in the best interest of the child.

In order to meet this requirement, PromiseShip will continue to use the School District Notice from N-FOCUS to communicate with school districts to allow for student enrollment. Letters are processed via N-FOCUS and submitted electronically through the NDE portal for LEAs to collect and process. When a child is enrolled in a new LEA, PromiseShip is able to have early communication with the new LEA to provide information regarding the child's needs, special education status, and to share relevant family history to ensure school success.

The LEA controls transfer of records and immediate enrollment; however, PromiseShip's trusted relationship with LEAs has allowed more timely communication regarding missing records or concerns with enrollment or attendance. As a matter of practice, PromiseShip has communication with both the School of Origin and Resident School when children are transferring and is able to assist in locating documents such as Individual Education Plans or behavioral records when needed.

PromiseShip has worked with all local 11 LEAs to obtain agreements for document requests and collection of records. A calendar of all major school dates and breaks is accessible and utilized by permanency staff to assist in timely requests for grades, attendance, and behavior documentation on a quarterly basis. This ensures that PromiseShip has the most recent records available should an enrollment change occur. Once these documents are received, they are uploaded in N-FOCUS document imaging for future reference.

School Transportation

ESSA outlined that for children in foster care, transportation plans, collaboration, and procedures were to be implemented to ensure reasonable transportation support to maintain a child's school when in their best interest.

In order to meet this requirement, PromiseShip has diligently worked with all LEAs to create agreements, in varying degrees of formality, to ensure that children in foster care do not change schools

due to transportation barriers. The agreements made range from cost sharing of transportation with Papillion La Vista Community Schools, Memorandums of Understanding with Bellevue Public Schools to share responsibility for transportation, to the ability to staff each child on a case-by-case basis to determine if a learning community bus route is available with Millard Public Schools. PromiseShip will continue to work with all districts to create individualized plans for children in care to ensure transportation is not a barrier to maintaining school stability.

PromiseShip will also continue to maintain contracts for Licensed Foster Care with the Child Placing Agencies in the Eastern Service Area. Those contracts all include a requirement for the provider to demonstrate stability and achievement within the child's designated educational setting and provide transportation needed for school attendance. The supporting agencies also are contractually required to assist foster and resource parents in the development and maintenance of a transportation plan to meet the needs of the child placed in their home.

Point of Contact for Child State Agencies and Local Educational Agencies (LEA)

In order to assure frequent and timely communication between child welfare agencies and LEAs, ESSA mandates that both entities have identified points of contact for collaboration and questions.

In order to meet this requirement, PromiseShip staff will continue to make it a priority to be active with the school districts and have a presence at Open Houses and resource fairs for LEAs. PromiseShip understands that consistent contact with LEAs and their families promote open communication and better partnership. PromiseShip currently has two dedicated agency representatives to partner with LEAs to promote communication and answer questions regarding children in foster care as they arise. These resources will continue to be assessed and adjusted on an ongoing basis to meet the changing needs if necessary.

PromiseShip has worked to develop LEA contacts for all districts serving children in the Eastern Service Area. Omaha Public Schools, Bellevue Public Schools, Elkhorn Public Schools, Papillion La Vista Community School District, Gretna Public Schools, Ralston Public Schools, and District 66 primarily serve these children. At each of these districts, PromiseShip has created a distinct and fruitful partnership. Meetings occur with each district on an as needed basis – some districts requesting meetings each semester, other districts only requiring one formal meeting per year. It is because of these points of contact that PromiseShip has been able to collaborate with districts in a multitude of ways, including:

- Providing formal training at the district, building, and administration level on Trauma Informed Practices and Adverse Childhood Experiences
- Presenting jointly with Omaha Public Schools at the Nebraska Juvenile Justice Association yearly conference on the power of collaboration for student success and stability
- Meeting with LEAs on an as needed basis to discuss barriers and successes to partnering for student success
- Facilitating conversations on how to serve system involved children
- Representing best interest of children and families and school improvement projects
- Offering education and communication surrounding ESSA implementation at the Metropolitan Omaha Education Consortium

Required Data Collection and Reporting

Educational agencies will be required to report on student achievement and graduation – specifically relating to children in foster care. This is the first time data of this nature has been required from educational agencies.

PromiseShip will continue to work closely with LEAs to provide data and information about children in foster care. LEAs have allowed PromiseShip access to their data in order to reconcile children in foster care and children who have exited foster care to permanency. LEAs are open to data sharing to assist in providing the most appropriate services and allotting the correct support in the areas with the greatest need.

PromiseShip will collect data, through N-FOCUS and FAMCare, regarding educational outcomes and needs for children to include:

- School attendance for children in foster care
- School changes and reason for best interest determination for children in foster care (school stability)
- Special Education statistics to include verification, IEP date, MDT date, and 504 plan information
- Graduation rates of children whom reach age of majority while in care

PromiseShip will continue to discuss educational needs and outcomes for children in care at monthly face-to-face meeting with parents, providers, and children; as well as at family team meetings and will document this information in N-FOCUS. PromiseShip will continue to report this same information to the Juvenile Court in the Eastern Service Area utilizing the mandatory Educational Court Report and will submit this report to reflect changes, needs, or accommodations for a child's education.

CONTINUOUS QUALITY IMPROVEMENT: CQI-1

Req #	Requirement	Comply
CQI-1	The bidder should describe its understanding of continuous quality improvement principles and its Continuous Quality Improvement approach to monitor and evaluate the quality of services, including services provided by subcontractors.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *L. Retainage and Performance Measurements*

PromiseShip's CQI Philosophy and Structure

The ultimate goal of Continuous Quality Improvement (CQI) is to enable organizations to improve their overall performance on an ongoing basis through data driven processes and performance improvements. PromiseShip's commitment to improving outcomes for children and families begins by ensuring PromiseShip's CQI philosophy and structure are informed by federal and state legislation, child welfare research, and national quality assurance standards and are consistent with PromiseShip's strategic plan.

Our underlying CQI philosophy is defined as an organizational problem-solving process that is driven by data, quality assurance, quality improvement activities, and implementation science. This process drives performance and organizational functioning, ultimately resulting in improved outcomes for children and families.

The CQI process is threaded throughout all departments within the organization and there are numerous ways in which PromiseShip utilizes the CQI framework for process and performance changes, outcome monitoring, and evaluation. CQI is an encompassing term that refers to both quantitative and qualitative data analysis, data integrity, data reporting/evaluation, and feedback across the organization, starting with the Board of Directors.

The data measurement, analysis, and dissemination processes inform PromiseShip's on-going CQI system, ensuring adherence to best practices and the identification of areas in need of improvement. The data is used to affect positive change in practice, ensuring children and families served are safe, services are effective and consistently delivered, and agency and network capacity are monitored and increased as needed.

PromiseShip's CQI system utilizes significant stakeholder involvement. PromiseShip categorizes stakeholders into four (4) primary groups:

- parents and families we work with;
- contractual stakeholders including DHHS;
- community stakeholders; and
- PromiseShip staff.

Stakeholders actively participate in a variety of PromiseShip’s CQI functions, including PromiseShip’s annual satisfaction survey, various CQI workgroups, open house forums, and Community Partner Meetings. Stakeholder input is also accepted in the form of grievances received through the PromiseShip Grievance Hotline and through a “Submit Feedback” link on PromiseShip’s website.

Continuous Quality Improvement Methodology

Plan, Do, Check, Act (PDCA) Framework

PromiseShip utilizes the Plan, Do, Check, Act (PDCA) framework to carry out change by continuously improving processes and systems across the organization. The PDCA process is repeated in order to have continuous improvement. The four basic steps of the PDCA process are:

1. **Plan** – Identify and recognize a particular problem and brainstorm solutions.
2. **Do** – Implement the solution on a small scale and collect data on the results.
3. **Check** – Evaluate the data to assess if the solution worked as planned.
4. **Act** – Take action based on lessons learned in the ‘Check’ step. If the solution worked, implement on a larger scale with involvement of stakeholders. If the solution did not work, return to the planning step.

Data Management

Data Management is critical to the success of any CQI initiative. The data management team at PromiseShip will be responsible for creating reports, such as production reports, ad hoc reporting, dashboards, and scorecards. Reporting will be based on data from two key database applications, one of which is N-FOCUS (the DHHS child welfare case management information system), and the other is FAMCare (PromiseShip’s enterprise data management system for utilization management, referrals, and billing). These systems will be utilized by PromiseShip staff to track and manage PromiseShip data, including Case Management data, Utilization Management data, Provider utilization and referral data, Service Delivery outputs and outcomes, and services billing data.

Records Management

The Records Management team will be responsible for ensuring the upload of all Child and Family Services case related collateral documentation into N-FOCUS Document Imaging (DI) in accordance with the DHHS Contract, State and Federal regulations, and Accreditation standards. Activities of the Records Management team will include electronic documentation uploading, documentation disposition functions, preparation of paper and electronic documents, records retention, and compliance procedures.

The Records Supervisor will be responsible for: ensuring the integrity of the case file; problem resolution related to records issues, risk, privacy, and confidentiality of information released; management of documentation; and ensuring record availability and completeness of records. Additionally, the Records Management team will process all requests for documentation, subpoenas, and external reviews by the Foster Care Review Office (FCRO) and DHHS.

In an effort to ensure all documentation is available and accessible for Title IV-E eligibility requirements, processes will be implemented by October 2019 to track whether Title IV-E documentation is available in N-FOCUS Document Imaging so it can be readily extracted when needed.

Performance Improvement and Quality Assurance

PromiseShip's CQI structure is built around a Quality Assurance System that integrates performance improvement through four Quality Assurance (QA) Workgroups:

- Operations Management;
- Risk Management;
- Staff Management; and
- Utilization/Network Management.

Each QA Workgroup is facilitated by a Workgroup Chair and includes a diverse group of staff encompassing multiple departments and staff roles throughout PromiseShip. The CQI Director is a standing member on each of the four workgroups. Stakeholders, including providers and DHHS, have been involved in our workgroups on an ad hoc basis and have been actively involved in developing strategies to improve performance in a number of critical areas.

In an effort to better incorporate family and community voice, we will be expanding workgroup membership to include non-staff members by early 2020. PromiseShip will reach out to various family focused agencies, such as Project Everlast, Nebraska Family Support Network, and other similar family organizations.

The QA Workgroups will be responsible for evaluating various types of inputs (e.g. data scorecards, survey results, and formal and informal feedback) to develop improvement strategies, including formal improvement plans, process updates, and policies and procedures that support strategic initiatives outlined in the strategic plan.

The objective of each workgroup is to evaluate PromiseShip's performance in comparison to benchmark criteria. These criteria include contract measures, Evidence-Based Model fidelity measures, state/federal performance indicators, accreditation standards, and organizational targets.

The workgroups drive performance through the use of workgroup specific scorecards. These scorecards will be used to identify where performance is strong and where process and performance may need to be improved. The workgroups then define the problem to be solved, as identified through data analysis, and create a plan to delve deeper into the both the quantitative and qualitative data to better understand the root cause.

The CQI team will be a partner with the QA Workgroups in this endeavor, providing the results of the qualitative and quantitative analyses back to the workgroups. This is an iterative process between the QA Workgroups and the CQI team as the data brings focus to the issue that is at the core of the problem. This is a continuous iteration within PromiseShip, resulting in tighter CQI processes, including the feedback loop and closing the loop.

The QA Workgroups will be responsible for the development and implementation of an improvement strategy based on the data. After initial implementation of an improvement strategy, the QA Workgroups will utilize the Plan, Do, Check, Act (PDCA) framework to evaluate the implementation, make adjustments as needed, and use data to help guide these decisions. PromiseShip QA workgroups will be accountable to the PromiseShip Executive Team and the Board of Directors.

Driving Performance through Data

Data Collection, Analysis, and Application Methodologies

Data management is a critical and core function within PromiseShip. Data is one of the primary mechanisms used to assess organizational performance and provide guidance regarding where resources and attention need to be dedicated. As such, there is focused attention on data integrity, data processes, quality, and reporting.

PromiseShip will utilize a number of **data platforms** to collect and aggregate data for tracking and managing data regarding Case Management, Utilization Management, Provider Network utilization and referral data, service delivery outputs and outcomes, and service billing data.

Due to agency needs and contract requirements, quantitative data will be collected through data entry into four primary applications: N-FOCUS, FAMCare, Mindshare, and SurveyGizmo.

- **N-FOCUS (Nebraska Family Online Client User System):** This is Nebraska's Statewide Automated Child Welfare Information System (SACWIS). This electronic database maintains the official case file for case management services and is owned, developed, managed, and monitored by DHHS. Data is made available to PromiseShip through a permissions-based system. Additional data reports may be run from this database and provided to PromiseShip at DHHS discretion.
- **FAMCare:** This is PromiseShip's primary database for referrals, utilization management, and service billing. Reports will be available for referrals, utilization management, network management, billing, case management, and provider reports.
- **Mindshare:** This web-based system aggregates information from the FAMCare database through a daily data feed, which will subsequently be used to create easily-accessible daily data dashboards. In addition, this system will be used for front-end data entry of PromiseShip data elements that will be needed for decision-making, but that are not accessible from N-FOCUS or FAMCare. This will result in having a robust data collection system that can be integrated with FAMCare data and allows for data dashboards to be created with data from multiple sources.
- **SurveyGizmo:** This web-based database is a survey platform that will be utilized for a variety of internal functions, including stakeholder surveys as well as a QA tool for qualitative reviews.

Data reports are generated from these applications and provided to key internal and external stakeholders. **Quantitative data analysis** is conducted through SQL, Excel, and SPSS, while **qualitative data analysis** is conducted through the SurveyGizmo platform or through Microsoft Office products, such as Excel, Word, & PowerPoint.

All data reports will be developed and refined with stakeholder input and feedback to ensure that data needs are met. The data management and CQI teams will ensure data is disseminated to, and reviewed throughout, PromiseShip in various settings. Staff members will be included in data discussions through several venues including:

- quarterly data discussions
- Quality Assurance Workgroup review
- departmental reviews of data
- Supervisory staff meetings
- Director meetings
- Executive Team meetings
- Board of Director Committee meetings
- Board of Director meetings

In addition, production data reports will be used by Permanency staff on a regular basis as a means to ensure that families are on track to reunification and safely discharged from DHHS jurisdiction.

The CQI/DM team will utilize a **project management framework** to manage business application development, improvement initiatives, data report/dashboard/scorecard development, and other CQI/DM projects. Specialized designated staff positions include a Project Manager, Business Analysts, a Report Developer, and a Data Analyst. Together, they will ensure timely and accurate completion of projects for PromiseShip.

PromiseShip has a robust **data management team** that will generate reports from each of the applications mentioned above. N-FOCUS data will be provided via spreadsheets and the data from these various reports will be used to create departmental production reports on specific areas of interest. Additionally, several data elements from the N-FOCUS spreadsheets will be uploaded to FAMCare as a means of being able to produce on-demand reports from FAMCare, as well as to create dashboards from Mindshare. Data from FAMCare will be used to create ad-hoc and canned reports. A subset of the data in FAMCare will be uploaded to the Mindshare application on a nightly basis and the data will then be transformed into different dashboards within Mindshare.

The **Mindshare dashboards** serve a business need and will be used to drive performance that is based on PromiseShip's organizational strategic objectives (i.e., to increase the number of children achieving permanency in 12 months), guided by child welfare system needs and stakeholder input. Each of the Mindshare dashboards had significant input from internal users through requirement gathering sessions on the problem to be solved, as well as how the data report should look so the end user finds the data functional and actionable. Other data reports will be developed and refined with stakeholder input or feedback whenever possible. Examples of **Mindshare dashboards** can be found in **Appendix 13**.

Scorecards

Finally, PromiseShip has identified key indicators of performance that will be formatted into scorecards for the QA Workgroups and/or PromiseShip teams. Each QA workgroup will review their individualized scorecard, which focuses on specific outcomes and outputs within their purview. Specific measures related to state and federal performance indicators and outcomes are discussed in **CONTINUOUS QUALITY IMPROVEMENT: CQI-2**.

PromiseShip Critical Indicators and Scorecards

PromiseShip’s “critical indicators” are enterprise-level key performance metrics that PromiseShip uses to measure its overall organizational performance, which are available through our Mindshare application. These indicators were developed through a two-day meeting with the CQI/DM team, program staff, directors, utilization management, and finance.

Through this two-day process, PromiseShip identified 11 indicators to measure and drive performance, six of which are in-home measures (include court and non-court), and five of which are federal out-of-home measures (discussed in more detail in **CONTINUOUS QUALITY IMPROVEMENT: CQI-2**). These metrics will be utilized by PromiseShip leadership to inform decision-making, process and performance improvement, and program development.

Data Indicators

The eleven (11) measures collaboratively developed by the different PromiseShip teams are defined below. See **Appendix 13** for examples of this dashboard.

In Home Data Indicators

- **Non-Court Successful Discharge (Target > 95%):** The strategic goal is that 95% of all non-court children referred to PromiseShip for case management will be discharged successfully.
- **Non-Court Return to Service (Target > 90%):** At least 90% of non-court children discharged from case management will not re-enter case management within 12 months.
- **Non-Court Timeliness (Target > 92%):** At least 92% of non-court children will successfully discharge from case management in fewer than 120 days.
- **In-Home Court Successful Discharge (Target > 90%):** The strategic goal is that 90% of all court involved children that are in home and referred PromiseShip for case management will be discharged successfully.
- **In-Home Court Return to Service (Target > 90%):** At least 90% of all court involved children that referred to PromiseShip for in home case management will not re-enter case management within 12 months.
- **In-Home Court Timeliness (Target > 95%):** At least 95% of all children with a legal status of DHHS Ward that are not removed will be discharged from case management in fewer than 120 days.

Out-of-Home Data Indicators

- **Permanency in 12 Months (Target > 43.8%):** Of all children who enter foster care in a 12-month period, the percentage that are discharged to permanency within 12 months of entering foster care
- **Youth in Care 12-23 months Achieving Permanency in 12 months (Target > 46.2%):** Of all children in care on the first day of a 12-month period who had been in care (in that episode) between 12 and 23 months, the percentage that are discharged to permanency within 12 months of that first day.

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

- **Youth in Care 24+ months Achieving Permanency in 12 months (Target > 36.3%):** Of all children in care on the first day of a 12-month period who had been in care (in that episode) for 24 months or more, the percentage that are discharged to permanency within 12 months of that first day.
- **Placement Stability (Target < 4.12):** Of all children who enter foster care in a 12-month period, the rate of placement moves per day of foster care.
- **Re-entry to Out of Home Care in 12 months (365 Days) (Target < 8.3%):** Of all children who enter foster care in a 12-month period who were discharged within 12 months to reunification, living with a relative, or guardianship, the percentage that re-entered foster care within 12 months of their discharge.

Beyond these eleven critical indicators, PromiseShip is also enhancing scorecards utilized by the Quality Assurance Workgroups for performance and improvement to include the metrics referenced in Section V, subdivision L. Retainage and Performance Measurements of the RFP. The majority of scorecard items will be operational by July 2019. Categories of the metrics assigned to each QA Workgroup are as follows:

- **Operations Management:**
 - Ensuring Safety;
 - Timeliness of Permanency;
 - Maintaining and improving well-being through various measures including the North Carolina Family Assessment Scale (NCFAS);
 - Family engagement;
 - Compliance with case management related contract requirements
- **UM/NET Management:**
 - Recruiting and Retention of licensed Resource and Foster Family homes;
 - Service Array composition;
 - Service Expenditures to meet requirements for FFPSA;
 - Service effectiveness of Provider Agency by service
- **Staff Management:**
 - Diversity of workforce reflects population served;
 - Retention of staff;
 - Caseload ratio;
 - Case manager stability
- **Risk Management:**
 - Incidents & Grievances;
 - CPA license requirements;
 - Fiscal risk

Programmatic Data Reports

In addition to scorecards, PromiseShip will disseminate other data reports that will be used to drive performance and outcomes. Data reports will fall under one of three categories: 1) program results / service delivery quality; 2) management / operational performance; and 3) compliance with external regulatory requirements and other external reviews.

Program Results / Service Delivery Quality

PromiseShip will measure and monitor program results and quality of service delivery through key mechanisms of review. An overview of each report is described below.

- 1. PromiseShip Annual Survey Report:** This report is used to monitor and improve stakeholder satisfaction of PromiseShip services. This report is also a requirement within Nebraska State Statute and is provided to the Nebraska Legislature annually.
- 2. Grievance and Critical Incident Review:** This report is used to assess, mitigate, and manage risks to the agency by monitoring, investigating, and responding to critical incidents and grievances.
- 3. Provider Complaints:** This report is used to assess, mitigate, and manage risks to the agency by monitoring and responding to provider complaints.
- 4. Provider Documentation Review:** A review of provider documentation will be conducted quarterly, resulting in a quantitative and qualitative analysis report that is reviewed by the Network Management Workgroup.
- 5. Service Outcome Data Reports:** This report is used to review the outcomes of each service provided by each agency.
- 6. Psychotropic Medication Monitoring:** This report is used to provide a list of all children, who are on three or more psychotropic medications, to PromiseShip case managers and their supervisors for the purposes of monitoring the prescription of psychotropic medication.

Management / Operational Performance:

PromiseShip measures and monitors management and operational performance through key mechanisms of review.

- 1. Retainage & Performance Measurements:** This report is used to provide PromiseShip and DHHS a monthly view of all outcome measures, retainage, and performance measures as contractually required.
- 2. Employee Retention & Turnover:** This report is used to track turnover of PromiseShip staff. This report is run monthly by the HR department.
- 3. Employee Engagement:** Employee Engagement is a focus of improvement at PromiseShip. Various data reports are utilized to monitor engagement and drive change in order to improve engagement levels and employee retention.
- 4. Financial Management:** This is a collection of reports run monthly by the PromiseShip Finance department.

5. **Service Referral Monitoring:** This report is used to monitor the number of referrals per supervisor team.
6. **Service Authorization and Utilization Review:** These reports are used to monitor service utilization to ensure that each family is using appropriate resources for their needs and to reduce excess services to families.
7. **Caseload Monitoring:** This report is used to monitor the number of cases per Family Permanency Specialist (FPS) to determine which staff are over or under the established case load requirement. The report is also used to assess hiring needs and will be used to monitor case manager stability.
8. **Training Evaluation:** This report is used to provide feedback for the Training team based on information collected by each training class.
9. **Performance & Key Output Reviews for Family Permanency Specialists:** This report is used to give an evaluation of performance for each FPS to drive feedback coaching.

Compliance with External Regulatory Requirements and Other External Reviews

PromiseShip measures and monitors compliance with external regulatory requirements through key mechanisms of review.

1. **Program Audit Annual Report:** This report is used to provide the Board of Directors with a summary of the previous year's complaints and incidents reports, as well as identify any trends or patterns and make recommendations for program improvement. It is also used to mitigate or manage the risks involved in PromiseShip's operations.
2. **DHHS Annual & Quarterly Reports:** These reports are generated annually or quarterly by the CQI department and provided to DHHS. The data for this report is acquired from other departments. These reports are currently required by PromiseShip's contract with DHHS. Beginning in 2020, PromiseShip will provide all required monthly, quarterly, and annual reports to DHHS that will include, at a minimum, critical incident reporting, grievances, training, and progress with retaining and recruiting Resource Family homes.
3. **DHHS Assistant Secretary for Preparedness and Response (APSR) Report:** This report is generated annually by the CQI team and provided to DHHS for their completion of the federal Annual Progress and Services Report (APSR). The data for this report is acquired from other departments. This report is currently required by PromiseShip's contract with DHHS.
4. **HR Metrics Report:** This report is used to provide information about employee turnover, employee satisfaction, and employee composition. This report is also used to monitor safety and litigation.
5. **Federal Title IV-E Report:** This report is used to reconcile Title IV-E funds.
6. **Provider File Reviews:** This report is used to ensure that all provider personnel have the required background checks and paperwork completed, all of which is documented in the personnel files.

7. **PromiseShip Personnel File Reviews:** This report is used to ensure PromiseShip's compliance with personnel hiring policies and procedures, as well as compliance with DHHS contractual requirements. The PromiseShip Personnel File Review is conducted quarterly by DHHS staff. DHHS then provides a quarterly finding report to PromiseShip. The data for this report comes from PromiseShip HR files and Banner, which is the HR and Finance system.
8. **Child Placing Agency (CPA) Licensing Review:** This review is conducted annually by DHHS to ensure PromiseShip complies with all Child Placing Agency regulations. This report is generated from data collected during personnel file reviews and is used to provide recommendations regarding the findings.

Qualitative Reviews

PromiseShip conducts qualitative reviews to drive performance on specific indicators. Utilizing specified outcome measures, CQI Staff will conduct qualitative reviews to determine factors that are impacting the measures.

For instance, in 2014 the Eastern Service Area was not meeting the federal Child and Family Services Review (CFSR) Round 2 measure for Absence of Maltreatment in Foster Care. A qualitative review was conducted on the case files for all children who had experienced substantiated abuse or neglect while in out-of-home care placement. The findings were provided to the UM and Network Management Quality Assurance Workgroup. The workgroup, which included stakeholders from the community, representatives from foster care provider agencies, and DHHS representatives, developed and implemented improvement strategies that resulted in ESA meeting the federal measure in 2015.

Additional examples of qualitative data reviews conducted by PromiseShip include:

- ***Substantiated Sexual Abuse in Care***
 - A qualitative review was conducted in August 2017 of 14 foster homes with a substantiated sexual abuse allegation identified in the Nebraska Child Welfare Inspector General's (IG) Report. Four children were found to have been involved with Nebraska Families Collaborative (now known as PromiseShip) Case Management at the time of, or prior to, a substantiated sexual abuse allegation.
- ***Utilization of Informal Living Arrangements (ILAs)***
 - A qualitative review was conducted in June 2018 of 29 children placed in an Informal Living Arrangement (ILA) at the time of the review. The review evaluated the children's length of stay in the ILA, trends of ILA provider types, trends in reasons for intakes, and any concerns identified.
- ***Missing Youth: Reporting & Responses***
 - A qualitative review was conducted in June 2018 of 14 children, all of whom were HHS Wards between the ages of 15 and 18 years old, in which a Critical Incident report had not yet been submitted to Program Audit with details of the child being missing. The case reviews included looking at documented conversations with the child when they

returned home to see what, if any, prevention plans were discussed to keep the child from going missing again.

- ***Non-Court Youth Referred Ages 18+***
 - A qualitative review was conducted in June 2018 of 19 children who were 18 years of age and who were referred for non-court involved services between January and April 2018. The objective of the review was to evaluate if 18-year-olds were receiving non-court services appropriately (i.e., if they were part of a sibling strip that was referred or if they were the direct victim of child abuse/neglect.) Thirteen children were part of a sibling strip who were referred but were not the direct victim of abuse/neglect, while the remaining six children were listed as victims of child abuse or neglect.
- ***Substantiated Maltreatment in Foster Care***
 - A qualitative review was conducted in 2014/2015 to evaluate characteristics of children, families, providers, and the overall child welfare case for children who experienced substantiated maltreatment in Foster Care and were subsequently included in the Adoption and Foster Care Analysis and Reporting System (AFCARS) measure. Based on findings of the qualitative review, improvement strategies were developed and implemented through a partnership between DHHS and PromiseShip.
- ***Repeat Maltreatment of Children***
 - A qualitative review was conducted in 2016 to evaluate characteristics of children, families, providers, and the overall child welfare case for children who experienced repeat maltreatment and were subsequently included in the AFCARS measure. Based on findings of the qualitative review, improvement strategies were developed and implemented within PromiseShip.
- ***Re-Entry – Characteristics of Youth and Families; Reduction Strategies***
 - A qualitative review was conducted in 2018 to evaluate characteristics of children, families, and the overall child welfare case for children who experienced re-entry into out-of-home care and were subsequently included in the AFCARS measure. Based on findings of the qualitative review, PromiseShip developed and implemented improvement strategies.

Driving Performance through Quality Assurance

Quality Assurance Activities

As part of an overall Quality Assurance (QA) program, PromiseShip regularly conducts **Compliance Reviews, Quality Reviews, and Qualitative Case Analyses**. All reviews will be conducted in N-FOCUS and each review type will be conducted utilizing a tool developed by the CQI team. PromiseShip's Program Audit team also conducts reviews and in addition to external reviews conducted by DHHS and the Foster Care Review Office (FCRO).

1. Compliance Reviews

Case Record Reviews: PromiseShip conducts case record reviews on open and closed cases of approximately 16% of all children served in a calendar year to ensure the N-FOCUS case file contains all required documentation, assessments, and case notes. The reviews also ensure the timely completion and entry thereof. Pragmatically, 16% of all children served translates to approximately 800 case record reviews on an annual basis. A brief quality review is included, which assesses if narratives contain adequate information related to case planning, safety, permanency, and well-being.

A random sample of cases is pulled monthly for review to ensure consistency with the guidance provided by the Council on Accreditation (COA). For case record reviews that identify missing documentation, the Family Permanency Specialist (FPS) and their supervisor are given 30 days to obtain the missing items for upload into the N-FOCUS Document Imaging (DI) file. The CQI team completes random 30-day follow-up reviews to ensure these items have been uploaded into the DI file, as required.

Family Team Meeting (FTM) Compliance Reviews: PromiseShip developed a process to ensure that every Family Permanency Specialist (FPS) has at least six FTMs reviewed each quarter. The FTM Compliance review is a quarterly review of completion of documentation for monthly Family Team Meeting Narratives for every FPS. The documentation is reviewed to ensure the FTM was held and the documentation meets the minimum requirements for FTM documentation. These reviews can trigger a quality review based on concerns of the reviewer.

2. Quality Reviews

Peer to Peer Reviews (Conducted from 2015-2018): Peer to Peer reviews were PromiseShip's foundational quality review process for case records, which was used over the past 4 years (from 2015-2018). In 2018, these reviews were replaced with targeted quality reviews. Below are descriptions of these reviews and a summary of the findings.

From 2015-2018, PromiseShip's Continuous Quality Improvement (CQI) team implemented Peer to Peer Reviews. Family Permanency Specialist Supervisors (FPSS) reviewed the documentation of another FPSS's staff member, including required contacts with parents, placement providers, and children; as well as Family Team Meeting narratives. FPSS assessed documentation based on criteria from the Federal Child and Family Services Review (CFSR), Council on Accreditation (COA) requirements, and Wraparound principles. During the course of a Peer to Peer review, the FPSS assessed the most recent three months of documentation for one child. The FPSS provided feedback directly to the assigned FPSS, who then reviewed it with the Family Permanency Specialist (FPS) as a method of coaching on areas needing improvement.

Since inception of the Peer to Peer process, marked improvements were found in the ratings associated with Safety, Permanency, and Well-Being, as well as in the demonstration of active voice and assessment of needs. As part of the peer review process, a mechanism was put into place to identify reviews in need of a higher level of review, which was referred to as "Second Level Review." Approximately 18% of Peer to Peer reviews were flagged as needing a "Second-

Level Review,” which indicated there was a possible concern or error in the documentation that warranted a more extensive quality review by the CQI team.

As time progressed, fewer cases were referred for second level reviews, with the most notable improvement being in the area of copied and pasted text and “placeholders” for narratives. Upon identification of these concerns, CQI provided feedback directly to the Family Permanency Director (FPD) along with recommendations for follow-up. The assigned FPD ultimately determined the recommended course of action, including informal coaching by FPSS or FPD, formal coaching by CQI, or more extensive review by CQI of additional documentation. The CQI team does not recommend corrective action, but on rare occasions this course of action is utilized by the Permanency department based upon CQI findings.

In 2018, CQI shifted away from the Peer to Peer reviews. Instead of utilizing a random case selection for review as had been done with the Peer to Peer Reviews, PromiseShip chose to be more targeted and strategic in the review process. This decision was made for the following reasons:

- First, by reviewing documentation through the Peer to Peer process, FPSS became more skilled at objectively reviewing documentation, utilizing criteria for quality evaluation, and coaching staff on improved documentation.
- Second, targeted reviews provide more in-depth feedback and greater opportunities for identifying concerns and subsequent recommendations.
- Thirdly, CQI can evaluate information from other sources and evaluate more of the case record than was reviewed through the Peer to Peer process.
- Fourth, Targeted Case Record Reviews provide compliance checks for a significant percentage of case files.
- Finally, it was determined that targeted reviews were a better use of resources and provided better, more consistent feedback to the operations team.

3. *Qualitative Case Analyses*

Quality Case Reviews—General/Targeted/Comprehensive (initiated in 2018): The purpose of the quality reviews is to provide Permanency Teams with coaching and support regarding quality documentation and case management practices. CQI conducts four types of quality reviews: 1) general, 2) targeted, 3) comprehensive, and 4) root cause analysis (RCA).

- General Review: This is a full review of documentation of the specified master case with identified concerns. Depending on the finding, an additional 2-3 master cases assigned to the worker or supervisor might be reviewed to assess or confirm additional concerns.
 - The scope of documentation review can range from narrow (e.g. only FTMs/required contacts) to broad (all case file documentation) at the discretion of the CQI Specialist based on the trigger and request.
- Targeted Review: All assigned cases for a specific FPS are reviewed, but case file content type is targeted based on identified concern. Examples include:

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- FTMs/required contacts for quality
- SDM narratives due to quality
- Ensuring follow through of next steps
- Quality of case plans/court reports
- Supervisor Consultation Points
- **Comprehensive Case File Review:** This is a full review of all documentation in all of the master cases assigned to a specific FPS or FPSS to include sentinel event and/or Root Cause Analysis reviews.
- **Root Cause Analysis (RCA) Reviews:** Comprehensive case review prepared for the purpose of an impending Root Cause Analysis. The reviews are completed prior to the RCA so that attendees have all available information prior to the RCA.

A total of 35 quality reviews were conducted in 2018:

- General Review: 26
- Targeted Review: 2
- Comprehensive Case File Review: 6
- Root Cause Analysis Reviews: 1

Criteria that Triggers a Quality Review: Quality reviews are triggered by one or more criteria. There are several different “triggers” that prompt a more in-depth quality review. The following are examples of what might trigger a more extensive quality review.

- **Director/Supervisor Request:** If a documentation concern is brought up from another staff member or other program, a CQI staff member may validate the concern. If there is reason to believe concerns spread through all master cases or greater concerns exist, CQI will notify the FPSS/FPD and recommend next steps.
 - Case manager’s Director or Supervisor
 - Requests by Program Audit (i.e. need concern validation from a grievance request)
 - Documentation concerns reported by other departments within PromiseShip
- **Documentation concerns identified by CQI** through other processes, such as:
 - External Reviews that either identify a pattern of concerns or there is something concerning that requires more extensive review:
 - DHHS Administrative Concern Emails
 - DHHS CFSR Case Results
 - FCRO
 - Internal Quality Reviews
 - Case Record Review
 - Case Closing Process (CQI evaluates completion of SDM requirements at the time of case closure)
 - Family Team Meeting Compliance Reviews
 - Critical Incidents
 - Qualitative Assessments
 - Annual Survey Feedback (i.e. a parent leaves a comment with concerns)

Five Factors for Consideration in the Quality Review Process: To complete the reviews, the CQI department thoroughly reviews documentation to ensure that overall, documentation reflects safety, permanency, and well-being are being achieved and documented appropriately. To ensure this, CQI reviews for the following five factors:

1. General Case Management

- Documentation is written within compliance of all policy and procedure
- Appropriate casework practice is being followed and casework trends are identified
- Efforts are being made to identify, locate, and engage non-custodial parents and alleged fathers

2. Safety

- Assess the strengths and needs of children and families;
- Address the needs of children and families in order to create and sustain a safe home environment
- Enable children to safely remain with their parents; and,
- Safely reunify children as expeditiously as possible.
- a. Document why safety planning in home is not an option;
- b. Document why placement with the other parent is not appropriate;
- Ensure appropriately safe parental visitations occur on a regular and consistent basis if the child is not living with a parent;
- Critical Incident reports of new allegations of Child Abuse/Neglect
- Missing Youth Efforts
- Prevention of Missing Youth
- Review of Kinship home Studies
- Youth Safety in out of home care

3. Permanency

- Permanency objectives are appropriate as evidenced through documentation
- Barriers to timeliness to permanency are being assessed and addressed
- Ensure that the out-of-home placement is the least restrictive placement and most family-like setting;
- Placement of siblings together unless unsafe; documentation must demonstrate the safety concern if not placed together

4. Well Being

- There are no unmet needs, especially as it relates to medical, mental health, and education for the child, family or provider (as appropriate)
- Case documentation including narratives and service documentation demonstrates maintenance of family relationships and continued community connections.
- Identify and consider all relatives and kin first, as possible placement options including placement with any known sibling;
- Ensure sibling visitations occur on a regular and consistent basis when siblings are not placed together;

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

- Ensure the continuity of family relationships and preserve connections for the child that includes but is not limited to connections with his or her parents, neighborhood, community, faith, extended family, Tribe, school, and friends;
- Ensure that the child continues to be educated in their school of origin or the school that will support the goal of improving the child's achievement
- Ensure that the child has the most normal and developmentally appropriate experiences that are generally afforded to children not involved with the child welfare system.
- Ensure children ages 16 and older are receiving appropriate IL Services, supports, and interventions to meet their IL needs.

5. Case Planning & Services

- Case plan goals/objectives are based on assessments and are driven by family voice & choice.
- SDMs are being completed in compliance and with fidelity to the SDM model and are driving case planning and case recommendations.
- Utilization and appropriateness of community based, least restrictive services and informal supports to achieve case plan goals and meet identified needs.
- Ensure services are trauma informed; culturally humble; and linguistically appropriate
- Ensures services are consistent and in compliance with court orders

Quality Review Reporting: The quality review results are compiled into a report that contains feedback and recommendations based on the level of concern and/or requestor. Quality review reports are submitted to the VP of Programs, VP of CQI/Data Management, the Family Permanency Director, the Family Permanency Supervisor, and the Director of Program Audit if the review was completed at their request. Findings from quality reviews include the following:

- Summary of strengths: any documentation or case management practice strengths identified in the documentation.
- Summary of concerns:
 - General lack of documentation (i.e. lack of documented visits/contacts, team meetings, up-to-date information)
 - Timeliness (i.e. timeliness of completed documentation, assessments, and visits/contacts)
 - Case management: decision making or processes concerns, communication, family engagement and voice and choice etc.
- Summary of recommendations:
 - Agency level: update or develop policies and practices, clarify FPS/FPSS/FPD expectations, training that may be beneficial
 - Supervisor/Director level: ensure clear/consistent documentation, address timeliness of documentation and assessments, address case management concerns

Root Cause Analysis

On at least a quarterly basis, PromiseShip conducts a Root Cause Analysis (RCA). This analysis is a systematic process for identifying “root causes” of events and an approach for responding to those root causes in the future. This process is not meant to place blame or single out any one person or entity. Instead, it is meant to be an organizational learning experience. The case that will be reviewed is selected by the CQI team and is based on a critical incident or COA reported sentinel event. In the rare event of the death of a service recipient, additional RCAs are held on an ad hoc basis.

There are standing members of the team that participate in the RCA, including the assigned Family Permanency Specialist, Family Permanency Specialist Supervisor, Family Permanency Director, Family Engagement Director, General Counsel, CQI Specialist, Director of CQI & Accreditation, VP of CQI and Data Management, Director of Program Audit, Program Auditor, VP of Programs, VP of Network and Service Innovation. Additional staff members who have personal experience with, or knowledge of, any part of the case and event may be invited, as appropriate. The CQI team conducts a file review and provides the written report to all participants of the RCA prior to the review. A final RCA report, which includes identified improvement initiatives, is distributed to the RCA participants. CQI monitors all identified improvement initiatives.

External Quality Reviews Managed by the CQI Team

PromiseShip not only ensures compliance with external reviews, but also collaborates with the reviewers to facilitate an optimal review experience. PromiseShip has collaborated with DHHS on several external reviews, including the Federal Child and Family Services Review (CFSR) review in 2016, financial audits conducted by the APA, evaluations conducted by Hornby Zeller, and a review in 2018 by The Stephen Group.

PromiseShip routinely collaborates with DHHS and the Foster Care Review Office (FCRO) to conduct operationalized external reviews as described below. In addition, PromiseShip has served as a core member of the state’s CFSR Program Implementation Plan development and is involved with the planning meetings with DHHS and with representatives from the Children’s Bureau.

Child and Family Services Review (CFSR)

Nebraska Department of Health and Human Services (DHHS) completes quarterly statewide Child and Family Services Reviews (CFSRs) on a random sample of families each quarter. PromiseShip will work with DHHS to ensure CFSRs are scheduled and completed. To complete the CFSR, child welfare cases will be randomly selected by DHHS for their file review. DHHS will also conduct interviews with case managers, parents, children and providers as part of the CFSR review process.

The results of the state CFSR reviews will be provided to the assigned Family Permanency Specialist (FPS) and Family Permanency Specialist Supervisor (FPSS), with ratings of Strength or Area Needing Improvement in each of the 18 categories. FPSS will utilize these reviews to coach their staff members and provide feedback. FPS will be afforded the opportunity to improve their case management strategies in order to improve case outcomes for the reviewed case and apply the information learned from the review process and improved strategies with other families in the future.

The CQI team will be responsible for ensuring records are prepared, assist with scheduling of interviews, and provide on-site support during the quarterly reviews. CQI will also review the results of each CFSR review. Based on those results has conducted in depth quality reviews if concerns criteria were met.

Foster Care Review Office

The Foster Care Review Office (FCRO) completes reviews of case files of children in out-of-home care to ensure their safety, permanency, and well-being are achieved in a timely and appropriate manner. Each review consists of a file review and a group meeting in which the FCRO reviewer and a volunteer board of community members discuss the details of a family's case. Parents, placement providers, and legal parties are invited to the meetings. The assigned PromiseShip FPS is also required to attend. After the meeting and file review, the FCRO staff reviewer provides a report of findings and recommendations to the child's Guardian ad Litem (GAL) and the FPS. PromiseShip staff members will utilize these recommendations for case planning and improvement of case management strategies.

Leveraging External CQI Reviews

From a CQI perspective, DHHS benefits by utilizing PromiseShip as a subrecipient in two key ways. First, PromiseShip capitalizes on general CQI review conducted by DHHS Program Accuracy Specialist Staff (PASS). For example, DHHS emails feedback to PromiseShip FPS, their supervisors, and Directors about quality and compliance checks. PromiseShip's CQI team monitors these emails for feedback trends, ensures action item follow-up, and develops improvement strategies through the CQI structure, which goes beyond simple follow-up to the notification email.

Second, PromiseShip's attention to continuous quality improvement (CQI) in the Eastern Service Area (ESA) provides DHHS an opportunity to focus on the remainder of the state, lessening DHHS's resource constraints.

Subcontractor Monitoring & Quality Assurance

Documentation Reviews

As part of our Provider Network activities, quality reviews of documentation are conducted quarterly on 10% of documentation that is submitted by providers. The review of documentation is primarily focused on whether documentation includes the requirements of the service as defined by the Provider Handbook, which is Attachment F to the provider contract. An executive summary of the quarterly review is shared with providers and has resulted in identifying trends and concerns that are subsequently discussed at the Quarterly Network Provider Meeting.

Personnel File Reviews

Personnel file reviews are conducted of all Network Providers to ensure that their staff who have direct contact with children and families are meeting contract requirements, and that the staff meet required background checks so they are deemed safe and appropriate to be working with PromiseShip families.

The personnel file reviews occur once every two years and are compliance reviews based on a tool developed by DHHS. Reviews are completed on staff who have direct client contact with PromiseShip families. Reviews include:

- Initial and ongoing background checks, including:
 - State Adult Protective Services (APS);
 - State Child Protective Services (CPS);
 - Sexual Offender Registry;
 - State driving record; and
 - State Criminal History and Reference.
- Out-of-state checks if the employee lived out of Nebraska within 5 years of hire date.

If an employee exception (either educational or criminal) was required, then reviews also include:

- work eligibility status;
- driver license;
- defensive driving course completion;
- if they have current automobile insurance coverage; and
- if they are within the required number of points on their license.

Also reviewed is the completion of a pre-hire contact drug test, education verification for the position held, required pre-contact trainings, and ongoing trainings.

Executive summaries of the Personnel File Reviews are sent to the provider within 30 days of the review. During any given two-year period, each of the Network Providers will have undergone a personnel file review conducted by PromiseShip staff. These reviews will be shared with DHHS and the provider. Failure to meet specified thresholds will result in more frequent personnel file reviews, training with the agency, and/or a Performance Improvement Plan.

Provider Complaints and Grievances Reviews

PromiseShip has a formal grievance policy for its staff and its stakeholders (Policy #2060). Complaints regarding providers will be reviewed, investigated and documented in a secure system. Any concerns that are identified regarding a provider and/or their staff will be shared with the provider. Providers will then have an opportunity to rectify the concern. More serious concerns may result in a Performance Improvement Plan. (See **COMPLAINT/GRIEVANCE PROCESS: C&G-1** for further details.)

Quarterly Network Provider Meetings

Rounding out PromiseShip's monitoring and quality assurance of the Provider Network, PromiseShip will conduct quarterly onsite provider meetings. These meetings will provide a forum for PromiseShip and Network Provider updates. Meetings include information sharing regarding data reporting, performance updates, and process changes, including changes with the FAMCare system. Providers will be invited to submit agenda items they would like to discuss during the quarterly meetings. The provider meetings will also have an educational component where a guest speaker will be invited to present on relevant topics, such as human trafficking and suicide prevention.

CONTINUOUS QUALITY IMPROVEMENT: CQI-2

Req #	Requirement	Comply
CQI-2	The bidder should describe how Continuous Quality Improvement will be used to meet or exceed state and federal performance indicators and outcomes that are detailed in Section V, subdivision L of this RFP.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *L. Retainage and Performance Measurements*

Overview

If selected to be the subrecipient, PromiseShip agrees to engage in a performance-based subaward with DHHS to ensure PromiseShip provides effective outcomes for the children and families served.

Data drives improvement. PromiseShip is a strong supporter of data development in the service of performance improvement in addition to reporting purposes. PromiseShip is prepared, and committed, to exceeding the performance indicators and outcomes detailed in Section V, subdivision L of RFP 5995 Z1 for Full Service Case Management for Child Welfare Services.

PromiseShip's Approach to Continuous Quality Improvement to Meet and Exceed State and Federal Performance Indicators

The best indicator of future performance is past performance. Back in 2009, when PromiseShip first began serving as a lead agency in the Eastern Service Area (ESA), the performance on the Child and Family Services Review (CFSR) data indicators for Round Two were well below the national average for four of the six indicators. By June 2016, ESA was meeting all six of the Round Two indicators as a result of performance strategies that were implemented within the organization, as well as with our Provider Network.

Quality Assurance Workgroups Drive Performance

The federal Child and Family Service Review (CFSR) data indicators are system measures, which requires that all entities involved in achieving the outcome be a part of the solution. Using the **Quality Assurance Workgroup** structure discussed in section **CONTINUOUS QUALITY IMPROVEMENT: CQI-1**, the CQI/Data Management team provided data from the federal indicators to these workgroups. In turn, the workgroups identified the various stakeholders involved in these outcomes and invited them to be part these workgroups. Based on what the data was telling them, the workgroups focused on identifying where strategies could be put into place to drive performance. Stakeholders included staff from the provider agencies, DHHS, and PromiseShip. As a result, we were able to start moving performance across the ESA, eventually meeting all six indicators.

Strategies to Meet Round 3 CFSR Data Indicators

PromiseShip recognizes the value of partnering internally across teams as well as externally with our providers and DHHS to identify, and work toward, the common goal. We also recognize that in order to make impactful changes we all must have an understanding of the data, which means understanding processes underlying the data and a respect for the story the data is telling.

Towards this end, PromiseShip has developed a series of data dashboards to help monitor and meet the Round Three CFSR data indicators. Currently, the ESA is achieving six of the seven data indicators and we are monitoring all of them so that we will meet and exceed all the measures. Our focus has been on understanding the one indicator we are not meeting, *Youth Entering Care Achieving Permanency in 12 months*. Specifically, members of the data management team have been meeting with Family Permanency Directors on a regular basis to help familiarize them with the data dashboards and how they are beneficial in helping children and families to reunify within 12 months. The data then becomes a driver in the coaching and supervision of case managers to identify which families have the potential for earlier reunification.

Data Dashboards Provide Future Focus

PromiseShip partnered with Mindshare Technology to create data dashboards on the CFSR Round Three data indicators. Mindshare uses data from FAMCare, PromiseShip's referral and billing system, to create these dashboards. The algorithms used to create the dashboards are based off those developed by the Children's Bureau and provides a historical and current view of the data that is based solely on children receiving case management services with PromiseShip.

In addition, we have developed several "future-looking" dashboards for the CFSR Round Three Permanency data indicators (**Appendix 13**). The "future-looking" dashboards provide PromiseShip three different views of the data, which:

- 1) gives us the ability to see *today* how we are doing with respect to meeting future target numbers;
- 2) provides a view and download of lists of children who will impact target numbers, and
- 3) informs us how many positive outcomes we need to meet targets.

Using CQI Methodology to Meet Retainage Measures

These dashboards provide insight regarding where to focus resources in an effort to positively impact the outcome as opposed to looking at data where there the timeframe to impact the outcome has already come and gone. We expect to use this same framework for twenty-four (24) of the measures listed in Section V, subdivision L of the RFP, five (5) of which are retainage measures and nineteen (19) of which are performance measures.

Seven (7) of the performance measures are included and reported within Mindshare or another platform. Another seven (7) of the measures are being utilized with slightly different algorithms than identified and will be modified to meet the operational definitions listed in Section V, subdivision L. Retainage and Performance Measures of the RFP.

Furthermore, in anticipation of the DHHS requirement to provide monthly reports on each of the performance measures, PromiseShip is in the process of developing four (4) of the remaining nine (9) measures and will need data from DHHS to develop the remaining five (5) measures.

7 Performance Measures Currently in Use at PromiseShip

- **Permanency in 12 Months (Target >43.8%):** Of all children who enter foster care in a 12-month period, the percentage that are discharged to permanency within 12 months of entering foster care
- **Youth in Care 12-23 months Achieving Permanency in 12 months (Target >46.2%):** Of all children in care on the first day of a 12-month period who had been in care (in that episode) between 12 and 23 months, the percentage that are discharged to permanency within 12 months of that first day.
- **Youth in Care 24+ months Achieving Permanency in 12 months (Target >36.3%):** Of all children in care on the first day of a 12-month period who had been in care (in that episode) for 24 months or more, the percentage that are discharged to permanency within 12 months of that first day.
- **Placement Stability (Target <4.12):** Of all children who enter foster care in a 12-month period, the rate of placement moves per day of foster care.
- **Re-entry to Out of Home Care in 12 months (365 Days) (Target <8.3%):** Of all children who enter foster care in a 12-month period who were discharged within 12 months to reunification, living with a relative, or guardianship, the percentage that re-entered foster care within 12 months of their discharge.
- **Well-being outcome: Sibling Placement:** Children are entitled to live with other siblings in care when in the best interest of the child.
- **Well-being outcome: Relative/Kinship Placement:** Children are entitled to live with relatives/kin while in care when in the best interest of the child.

Quality Assurance System

As stated in **CONTINUOUS QUALITY IMPROVEMENT: CQI-1**, PromiseShip's CQI structure is built around a Quality Assurance System that integrates the use of its four Quality Assurance (QA) Workgroups, the CQI Department, stakeholder input, and data reporting and analysis.

PromiseShip's four **Quality Assurance Workgroups** are:

- Operations Management
- Risk Management
- Staff Management
- Utilization and Network Management

Each QA Workgroup follows a charter and annual plan with goals that support PromiseShip's Strategic Plan and CQI Plan, which are driven by data scorecards. Scorecards for each QA workgroup will include the performance measures identified in the RFP and will be reviewed on a monthly basis.

As the QA workgroups begin their analysis, it is expected that they will develop "researchable" questions that will require additional analysis including qualitative assessments, case reviews, and deeper data analysis to be conducted by CQI. The CQI analysis will supplement information regarding the

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

performance indicators and outcomes that will be used by the QA workgroups to guide the development of further improvement strategies. Focus on these specific performance objectives will begin in May 2019.

After initial implementation of an improvement strategy, the QA workgroups utilize the Plan, Do, Check, Act system to evaluate the implementation and make adjustments as needed. The QA workgroups finalize the implementation by operationalizing the procedure through practice, policy, and/or procedures. This is an iterative process. Data is the mechanism we use to determine if practice is working. As such, performance objectives will be continuously monitored and processes will be changed when needed.

PromiseShip has identified which performance objectives each QA workgroup will focus on, as outlined in **Table 15**. While the performance measures shown in **Table 15** reflect the 19 measures listed in Section V, subdivision L, the workgroups will also have other performance measures assigned that are not listed here. As such, 24 identified performance measures identified in Section V, subdivision L of the RFP have been assigned to the Operations, Staff Management, and Utilization Management QA workgroups accordingly.

In addition to our workgroup structure we will be tying outcomes of our Provider Network with the five identified retainage measures. This will ensure that providers are focused on the same outcomes. The specific mechanism will be determined after the performance targets have been agreed upon between DHHS and PromiseShip.

Quality Assurance Workgroup Scorecards Tied to Performance Measures

Table 15. QA Workgroups Scorecard Measures

Performance Measure	Federal Target	Methodology
Operations Management Scorecard		
Permanency Outcome: Permanency in 12 months for Children Entering Foster Care	> 43.8%	Of all children who enter foster care in a 12-month period, what percentage are discharged to permanency within 12 months of entering care?
Permanency Outcome: Permanency in 12 months for Children in Care 12 to 23 Months	> 46.2%	Of all children in care on the first day of a 12-month period who had been in care (in that episode) for 12-23 months, what percent discharged to permanency within 12 months of the first day?
Permanency Outcome: Permanency in 12 months for Children in Care 24 Months or more	> 36.3%	Of all children in care on the first day of a 12-month period who had been in care (in that episode) for 24 months or more, what percent discharged to permanency within 12 months of the first day?
Permanency Outcome: Re-entry into Foster Care	< 8.3%	Of all children who enter care in a 12-month period, who discharged within 12 months to reunification and live with relative or guardianship, what percent re-entered care within 12 months of their discharge?

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

Performance Measure	Federal Target	Methodology
Median Months to Reunification for Court Involved Children, in foster care	DHHS Target	This outcome measures all children discharged from foster care to reunification who had been in foster care for 8 days or longer. The Subrecipient is expected to achieve a lower median months than the agreed-upon target for months to reunification for court-involved children.
Rate of Court Involved Children in Foster Care for 24 Months or More who Achieve Permanency	DHHS Target	This outcome incentivizes helping children with a longer than average stay in foster care achieve a positive permanency outcome. It measures the average time to achieve positive permanency (defined as Reunification, Adoption, or Guardianship) in years, on a rolling 12-month average, for court involved children. The Subrecipient is expected to achieve a lower % than the agreed-upon target.
Average Rate of Removal of Non-Court Involved Children (in-home)	DHHS Target	This outcome measures the average rate of removal, on a rolling 12-month average, children originally assigned to the Subrecipient as part of in-home, non-court involved cases. The Subrecipient is expected to maintain an equal or lower % than the agreed upon target using evidence-based services designed to preserve families
Average Time to Successful Case Closure for Non-Court Involved Children	DHHS Target	This outcome measures the average time to case closure (in days) for Non-Court Involved Children, on a rolling 12-month average, for non-court children who exited care. The Subrecipient is expected to achieve a lower % than the agreed-upon target for average length of stay for Non-Court Involved Children.
Well-being Outcome: Non-Court Cases		For all children who were victims of a substantiated or indicated maltreatment report during a 12-month period and non-court services were offered, what percent were victims of another substantiated or indicated maltreatment report within 12 months of closure of the non-court case.
Well-being Outcome: Completed 12th Grade		Children aging out of state wardship who have completed the 12th grade.
Well-being Outcome: School stability		Children are entitled to remain in their same school when in the best interest of the child.
Recurrence of Substantiated Maltreatment		This outcome measures the rate of recurrence, expressed as a percentage, of substantiated maltreatment in a 12-month period in the Eastern Service Area, whether or not the child was involved with the court system. The Subrecipient is expected to achieve a lower % than the agreed upon target for recurrence of maltreatment.
Safety Outcome: Recurrence of Maltreatment	< 7.9%	Of all children who were victims of substantiated or indicated maltreatment report during a 12-month period, what percent were victims of an additional

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

Performance Measure	Federal Target	Methodology
		substantiated or indicated maltreatment report within 12 months?
UM/NET Management Scorecard		
Well-being Outcome: Relative/Kinship Placement		Children are entitled to live with relatives/kin while in care when in the best interest of the child.
Well-being Outcome: Sibling Placement		Children are entitled to live with other siblings in care when in the best interest of the child.
Safety Outcome: Maltreatment in Foster Care	< 7.00	Of all children in foster care during a 12-month period, what is the rate of victimization, per day of care?
Permanency Outcome: Placement Stability	< 4.12	Of all children who enter foster care in a 12-month period, what is the rate of placement moves per day of foster care?
Well-being Outcome: Early Placement Stability		For all children in care 6 to 12 continuous months during a designated 12-month period, the percent with two or more placement changes during their first 6 months in care.
Well-being Outcome: Placement Stability within 1 Year		For all children in care 12 to 24 continuous months in a designated 12-month period, the percent with two or more placement changes during their first 12 months in care since their removal date.
Well-being Outcome: Placement Stability for Children in Care for Extended Time Periods		For all children in care 18 continuous months or more in the designated 12-month period, the percent with three or more placement changes since their removal date.
Staff Management Scorecard		
Well-being Outcome: Case Manager Stability		For all children in care 6 to 12 continuous months during a designated 12-month period, the percent with two or more case manager changes during their first 6 months in care.
Well-being Outcome: Case Manager Changes within 1 Year		For all children in care 12 to 24 continuous months in a designated 12-month period, the percent with three or more case manager changes during their first 12 months in care since their removal date.
Well-being Outcome: Case Manager Changes for Children in Care for Extended Time Periods		For all children in care 18 continuous months or more in the designated 12-month period, the percent with three or more case manager changes since their removal date.

UTILIZATION MANAGEMENT: UTZ-1

Req #	Requirement	Comply
UTZ-1	The bidder should describe its understanding of Utilization Management and its approach to building a utilization management system within its organization.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- A. Project Overview
- B. Project Environment
- C. Program Requirements for On-Going Case Management

The Importance of Utilization Management

Utilization Management is the use of techniques and methodologies that allow for the management of need, benefit, and cost through established guidelines and practices. Utilization Management is an ongoing activity that begins at the time a need for service or intervention is identified and continues until the need has been adequately addressed. This allows for quality oversight so that children and families receive the right services, in the right intensity, at the right frequency and for the right duration to promote safety, permanency and wellbeing.

Utilization Management also ensures that the most appropriate funding source is identified and accessed, thus increasing fiscal responsibility and accountability. It is through Utilization Management that authorization of services, placement, and treatment occur and allows for monitoring to ensure that state and federal funds utilized for services, placement, and treatment, are only expended on items within the scope of the subaward.

Use of a Utilization Management process within child welfare assures that children and families are receiving services, placement, and treatment are specific to the needs of the child and family, while securing quality providers who have the training, skills, and expertise to meet those needs.

In its commitment to quality, PromiseShip is one of only five private organizations in the country that is accredited by the Council on Accreditation for both Child Welfare Case Management and Network Management within the same geographic location and serving the same population.⁵

PromiseShip's Approach to Building a Utilization Management System within its Organization

In its earlier years, PromiseShip recognized a need to identify service and program experts who could actively support and guide Family Permanency Specialists in identifying and accessing the most effective, efficient and high-quality services for children and families. PromiseShip also recognized the need to enhance partnerships and communication with the PromiseShip Provider Network, and to develop an

⁵ Council on Accreditation, *Who is Accredited*. Website accessed 3/22/2019 at <http://coanet.org>.

internal process for checks and balance to ensure utilization of appropriate funding sources and maximize the use of funds to support service interventions. As a result, PromiseShip created the Utilization Management team, which has been in place since 2012.

Employing an Expert UM Team

PromiseShip will use its established Utilization Management (UM) system to manage the entire referral process for children and families involved in child welfare case management services. The UM system is delivered by a team of highly qualified staff who are responsible for managing services, placements, and treatment for children and families. The UM team is also responsible for ongoing review that promotes utilization of the most appropriate funding source.

The UM team has experience and training that provides them with a vast knowledge of the available continuum of services for children and families, as well as comprehensive knowledge of the PromiseShip Provider Network. The team is familiar with each provider's area of expertise and they are also skilled in searching outside the Provider Network to secure services if the specific service, placement, or treatment resource is not readily available within the PromiseShip Provider Network.

In addition, the Utilization Management team has responsibility for establishing knowledge of community-based resources that allows them to identify community resources available to meet the needs of the family preventatively and in times of crisis prior to discharge. It also allows for the ability to redirect referrals to sustainable community resources when appropriate by providing information to the Permanency teams.

As PromiseShip partners with DHHS in the implementation of the Family First Prevention Services Act (FFPSA), it will be increasingly critical that referrals are directed, based on identified need, to providers that deliver evidence-based models of service that are well-supported, supported, or promising practices, designed to meet that need.

PromiseShip will use well-supported, supported, and promising practice models that will maximize Title IV-E funds to cover the cost of prevention services. This will be accomplished by using an established Utilization Management system, staffed by a team that is knowledgeable about the available models, fidelity criteria, and expected model outcomes that will meet the complex needs of children and family.

When children are placed with family members outside of the State of Nebraska, the PromiseShip Utilization Management and Network Management teams will work collaboratively to seek and obtain resources, supports, and services in other states that will promote children's safety, permanency, and well-being, as well as address the individualized needs of the child and caregiver to promote stability.

As previously stated, Utilization Management begins at the time a need for service or intervention is identified, including during the DHHS Initial Assessment period. DHHS will be able to access PromiseShip's Utilization Management system and team to secure services and placement for 100% of families during the Initial Assessment period to help prevent children's removal from the family home. The UM system will also be available in ongoing case management to prevent children's removal from the family home, to expedite reunification, or to secure timely permanency.

PromiseShip's Family Permanency Specialists provide information to the Utilization Management team about the identified needs and desired outcomes of children and family with whom they work in order to initiate referrals to appropriate services and interventions. When the child/family case is still in the Initial Assessment period with DHHS, the DHHS Child and Family Services Specialists are the ones to provide the UM team with the child and family information in order for UM to initiate the referral process.

FAMCare: Referral and Billing System for Utilization Management

FAMCare is the electronic referral and billing system for Utilization Management. The referral information from Family Permanency Specialists (FPS) is provided electronically through our FAMCare system, which provides a single point of access and communication between the FPS, the UM team, and providers. Together, the FAMCare system and referral process allows for timely completion and submission of referrals, thus increasing timeliness for service assignment and initiation for children and families.

The FAMCare system will allow attachment of collateral information and documents as part of a referral when additional supporting information is required. Using FAMCare for electronic communication with the Provider Network also allows multiple providers to respond simultaneously, which will provide multiple options for the Utilization Management and Family Permanency teams to consider when making best fit decisions about appropriate services for the child and/or family in a timely manner.

FAMCare includes a time and date stamp feature that will allow PromiseShip to monitor referral completion and approval, time referral is sent, time referral is received, time referral is accepted/denied, and reason for acceptance or denial of referral. These features provide significant data that PromiseShip utilizes in decision making and in feedback with members of the provider network. A similar process is utilized when referrals are received from DHHS during the Initial Assessment of Safety and Risk. These referrals are submitted initially via email, reviewed and uploaded into the FAMCare system by a Utilization Management team member.

Family Assessment as Part of Utilization Management Process

Based on information provided regarding individual and/or family need, as identified in the Structured Decision Making (SDM) Strengths and Needs Assessment, family voice and choice, and team input, the Utilization Management team is able to identify services, interventions and/or placement that will address the stated needs and desired outcomes, refer to the corresponding providers, secure a provider that has the knowledge, skill and ability to meet the need, and provide authorization to begin work with the children and family.

PromiseShip Utilization Management staff will review strength and need assessments on an ongoing basis. Specifically, the UM team reviews information from the **North Carolina Family Assessment Scale**, which will identify preservation and reunification services to assist in determining ongoing need, as well as identify potential barriers to family success and monitor provider effectiveness.

As PromiseShip partners with DHHS on the implementation of the Family First Prevention Services Act (FFPSA), the UM system will be utilized to make referrals to providers within the PromiseShip Provider

Network that utilize well-supported, supported or promising practices that are designed to address the needs and desired outcomes for families.

Family Voice and Choice

When multiple providers identify availability to accept a referral, the Utilization Management team provides all options to the Family Permanency team who will work with the family to identify which provider they prefer to use.

Once the UM team receives notifications that providers have accepted the referral, Utilization Management will review the providers to determine if there is a provider that is already engaged with the family or who has historically engaged with the family. Use of providers with which the family is already familiar helps support continuity. The Utilization Management team will assist the Permanency team and/or the DHHS Initial Assessment team in identifying and utilizing services that meet the following criteria:

- Services are the least restrictive to meet the assessed need,
- Services are community based,
- Services are in close proximity to the children and/or family home, and
- Services are at a frequency or intensity that is appropriate to address the need.

Throughout implementation of FFPSA, this same methodology will be applied to identification of well-supported, supported or promising practices that are available to address the unique needs of the child and/or family.

Utilization Review

The PromiseShip Utilization Management (UM) team is also responsible for monitoring service utilization and authorization throughout the life of the service, also known as utilization review. This is done through a staffing structure specific to the service, placement or treatment. It is through this activity that children and family progress, provider responsiveness, and ongoing necessity is monitored.

With FFPSA, there will be enhanced monitoring and reporting of outcomes through Utilization Management to ensure that each service is being delivered in a manner consistent with model fidelity and that the service is producing the desired outcomes. UM monitoring of service fidelity and quality will ensure that children and families receive necessary services, placement, and treatment. It also will avoid placing a potential financial burden on the child welfare system and avoid use of inefficient service delivery of unnecessary interventions or treatment. Once children and family have achieved their goals, communication will occur within the team (i.e., UM, Permanency, provider and family) to determine if there are additional needs or if the service, placement, and/or treatment can be safely discontinued.

Evolution of the Utilization Management Team Structure

Through PromiseShip's model of continuous quality improvement (CQI), which uses the Plan, Do, Check, Act (PDCA) process, Utilization Management within PromiseShip continues to evolve into an efficient and effective mechanism by which to secure services for children and families in a timely manner.

Using the PDCA model of CQI, PromiseShip determined there were diversified areas of expertise necessary to meet the service, placement, and treatment needs of children and families. Collaboration with the Provider Network was also determined to be necessary in order to develop and use common language and program understanding. This differentiation will allow the Utilization Management team to refine their knowledge and expertise in their respective areas and focus on building external relationships with providers who specialize in service delivery for those areas. The specialized UM team structure will also allow further staff development of expertise regarding:

- the services and supports offered by each provider;
- providers' areas of specialized training and expertise;
- which providers use well-supported, supported or promising practices; and
- performance outcomes of providers.

Therefore, the PromiseShip Utilization Management team is divided into three distinct areas of specialty:

- 1) Services UM Team**
- 2) Placement UM Team**
- 3) Treatment UM Team**

Services Utilization Management Team

The Services Utilization Management (UM) Team will support identification of services that can be used in the development of family safety plans to maintain safety for children who remain within the home. The team will also identify services that will be used to promote change within the family system. While all services are designed to elicit change and have educational components, some services are designed to provide enhanced supervision and monitoring at all times when a safety threat may be present.

The Services UM Team will also review and manage necessary non-treatment services that promote family stability and progress. Non-treatment services will include those that are:

- delivered in the family home to prevent child removal;
- designed to address the needs of families with children in out of home care; and
- necessary to promote children and family stability.

The Services UM Team will closely monitor utilization of all non-treatment services. Monitoring activities will include:

- review of SDM and NCFAS scores;
- staffing child and families with providers to address case progression and any related barriers;
- review of contractual outcome attainment; and
- facilitation of information-sharing between agencies to promote service growth and development.

Placement Utilization Management Team

The Placement Utilization Management (UM) Team will collaborate with Child Placing Agencies to secure safe and secure out-of-home placements for children when they cannot safely remain in their

family home. The Placement UM Team will support placement of children in the least restrictive, most family-like setting possible to ensure safety and well-being.

Placement with relatives and individuals known to the child is the least restrictive placement option when children cannot be safely maintained within the parental home. As such, the Placement UM Team will collaborate with PromiseShip's Family Finding and Kinship Support teams to identify and secure relative/kinship placements for children. The Placement UM Team will also ensure placement of siblings together as much as possible and when it is safe to do so.

Documentation of safety concerns will be available within the service referral if siblings are unable to be placed together or if there is a need for a safety plan that promotes siblings being placed together.

Ensuring siblings remain together is a high priority for PromiseShip. In 2018, at least 91% of children in out-of-home care were placed with one more of their siblings⁶.

In addition, PromiseShip maintains a key performance indicator (KPI) dashboard in its Mindshare system that is used to monitor and manage sibling placements to ensure we will continue meeting our high standard for meeting children's need to remain connected with their siblings.

The Placement UM Team will also participate in staffing activities to identify the most appropriate placement option for children, ensuring that placements occur in DHHS provisionally-licensed or fully-licensed homes or facilities. The team will then monitor placement stability for each child.

Like the Services UM Team, the Placement UM Team is structured to have strong connections and affiliations with specific provider agencies involved with child placements. The Placement UM Team will attend case staffings with the respective provider organizations to address service and placement needs of children.

Finally, the Placement UM Team will work collaboratively with the DHHS Out-of-Home Assessment team to address any concerns or allegations in foster homes. Collaborative efforts to address concerns include:

- staffing homes that have had allegations to determine if any additional supports are needed to maintain or enhance the foster home; and
- establishing limits on placements that can occur within the home when concerns warrant such; and
- managing plans that have been created to improve foster parent performance.

Treatment Utilization Management Team

The Treatment Utilization Management (UM) Team will address the treatment needs of children and families. They will manage all residential care and treatment placements, including:

- shelter;
- group home;
- Psychiatric Residential Treatment Facilities; and
- Treatment Group Homes.

⁶ PromiseShip 2018 Annual Report

They will also manage authorization and review of any higher level of care not identified above. The Treatment UM Team will ensure that the most appropriate funding source is utilized for any treatment related services and placements. They will also participate in treatment team meetings and facilitate discharge planning to ensure smooth transition for children exiting higher levels of care. The Treatment UM Team will review treatment providers to ensure that qualifications are present to address individualized needs for therapy referrals. The team will work with the three Managed Care Organizations (MCOs) to discuss high utilization children and develop collaborative plans to address the unique needs of these children.

Using the PromiseShip CQI process, PromiseShip identified a need to expand the scope and authority of the Treatment UM Team. Within this expanded scope, the Treatment UM Team will target child and family therapy referral to ensure utilization of providers that have the appropriate skills, knowledge, and training to address the diversified needs of children and families served. This will also ensure utilization of well-supported, supported and promising practices are delivered by a professional with the appropriate training and expertise in the identified model. Using this targeted approach will also ensure PromiseShip is being fiscally responsible by referring to providers that accept Nebraska Medicaid, Region 6 funding, or private insurance held by the families served.

The Treatment UM Team meets monthly with the MCOs to discuss high utilization children and promote the implementation and delivery of services that will elicit change and increase stability while ensuring coordination of care is occurring for children and families. These monthly meetings with MCOs will occur in person and will include a Treatment UM Team member, a Permanency Team member (FPS/FPSS), and MCO care coordinators and supervisors. Regular meetings with the three MCOs were established as a result of a shared goal between PromiseShip and the MCOs to build positive working relationships, improve case planning and care coordination, and increase awareness of services within each continuum.

The Treatment UM Team will participate in regular phone calls with each of the three MCOs at least monthly, which are facilitated by DHHS to identify any additional barriers and applicable next steps to meeting the physical and behavioral healthcare needs of children. The purpose of these calls will be to ensure that there is care coordination occurring between the case management entity (DHHS or PromiseShip) and the MCO.

The Treatment UM Team will also collaborate with the PromiseShip Network Management team to monitor residential treatment facilities in which PromiseShip will place children. The teams will gather information about the environment, training, and staff expertise within the facilities. PromiseShip will conduct site visits with all residential facilities utilized by PromiseShip for the placement of children, both within and outside of Nebraska. The purpose of the site visits is to communicate with the facility treatment teams in an effort to identify methods and modalities utilized within the facilities, to obtain firsthand knowledge of living conditions and day-to-day treatment of children, and to gather information about the specific area of expertise of each facility.

PromiseShip will also address the need for these in-state and out-of-state residential treatment facilities to collaborate with the State of Nebraska to become approved Nebraska Medicaid providers. The Treatment UM Team will provide information to each facility about how to complete the application and

approval process. Through interface with Nebraska Medicaid and the MCOs, PromiseShip will be able to monitor the follow-through of each residential treatment facility with this requirement.

UM Team Collaboration with PromiseShip Teams, Providers and Other Community Stakeholders

Utilization Management teams will meet regularly with providers to enhance relationships, identify and address concerns or barriers, and create solutions to address the needs of children and families. By design, each Utilization Management specialty team will also align with specific Permanency teams within PromiseShip. This promotes increased knowledge of specific children and families that can be utilized within the context of service staffing and referral.

All Utilization Management teams will collaborate and communicate with other entities to establish continuity in care. These entities include, but are not limited to:

- Juvenile Probation,
- Division of Developmental Disabilities
- Developmental Disability providers within the service area.

In addition, the PromiseShip Utilization Management teams will share responsibility with the Permanency teams for information-sharing, collaboration, and communication between Child Placing Agencies, service providers, and behavioral health providers.

Finally, the PromiseShip Utilization Management teams will monitor capacity for services, placement, and treatment in order to actively identify areas in which further service development is needed to address unmet needs of children and families. When unmet needs or capacity issues are discovered within the service continuum, the Utilization Management team will collaborate with the PromiseShip Network Management team to identify additional potential providers or build services and supports within the service array to address the unmet needs. The Utilization Management and Network Management teams will also collaborate to ensure that authorized services are reimbursed at rates equal to or lower than the rates paid to other providers contracted by DHHS for similar services, placement, or treatment.

COMPLAINT/GRIEVANCE PROCESS: C&G-1

Req #	Requirement	Comply
C&G-1	The bidder should describe its complaint/grievance process.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *E. Administrative Requirements*
- *M. Reporting Requirements (Deliverables)*

Complaint and Grievance Process

Filing Complaints and Grievances

Families receiving case management and services from PromiseShip have the right to raise concerns or lodge complaints or grievances against PromiseShip, its employees, subcontractors, and service providers.

Children, families, and Resource Family homes are informed of the various methods of lodging grievances at the time of initial contact with PromiseShip staff or upon placement of a child in the home. Instructions for submitting grievances are also available on the PromiseShip website at <http://promiseship.org>. Grievances, complaints, or concerns can be reported to the PromiseShip Program Audit either in person, or via telephone, internet, email, U.S. Mail, or any other means.

Program Audit Review Process

PromiseShip will use its established, independent Program Audit function to examine, evaluate, and report on the adequacy and effectiveness of the systems designed to ensure child and family safety, adherence to PromiseShip standards of care, and protection of service recipient rights.

Program Audit operates independently of the program and activities it is charged with auditing. Program Audit activities are the responsibility of the Director of Program Audit, who reports functionally to the General Counsel and the Board of Directors. The Director of Program Audit has unrestricted access (to the extent permitted by law) to PromiseShip's functions, records (irrespective of medium), property, and personnel relevant to the review of all grievances, complaints, or concerns brought forth.

Documents and information provided to the Director of Program Audit during a review are handled in the same prudent manner as by those employees who normally account for them. Program Audit acknowledges receipt of a grievance within one (1) business day of receipt of the grievance. Each grievance is assigned to an appropriate program administrator or program auditor for investigation and resolution.

Audit investigations are completed and reported to appropriate management within ten (10) days of receiving a grievance or complaint from a child or family member. Some issues, particularly systemic issues, cannot be resolved within ten (10) days. In that event, the grievant will be notified within ten (10) days of the progress in resolving the grievance and an estimated timeline for completion of the investigation and resolution of the grievance.

Distributing Grievance Policy and Procedural Information to Families and Resource Families

PromiseShip's grievance policy describes the various methods by which a grievance may be lodged against PromiseShip and any actions related to the performance of the subaward. This includes complaints or grievances related to subcontractors of PromiseShip or other service providers involved with children and families to which PromiseShip is providing case management or services (hereinafter "service recipients").

PromiseShip encourages the use of the grievance process by making it readily available on the PromiseShip website (<https://www.promiseship.org/ethics/grievance-policy/>) and provides several options to file a grievance via one of the methods:

- telephone by dialing (402) 492-2546 (PromiseShip Program Audit)
- an online form at <http://promiseship.org/give-feedback>
- email sent to ps.grievances@promiseship.org
- U.S. mail sent to:
PromiseShip
Attn: Director of Program Audit
2110 Papillion Parkway
Omaha, NE 68164

Each family referred for services by DHHS will receive an opening packet that contains, among other things, a written copy the PromiseShip Grievance Policy, which they can also find on the PromiseShip website at <https://www.promiseship.org/ethics/grievance-policy/>. Within three (3) business days of referral to PromiseShip, the assigned case manager (i.e., Family Permanency Specialist) is required to meet with the family to review the opening packet, including the Grievance Policy.

In reviewing the Grievance Policy with the family, the case manager explains that the policy describes how to lodge a grievance against a PromiseShip employee, a subcontractor, or service provider. The case manager will also encourage the family members to keep the Grievance Policy somewhere they can readily access it so they have the necessary information should they need to submit a grievance or complaint at some point in the future.

During the family visit, the case manager will also inform family members that PromiseShip encourages families to report grievances when they occur and that PromiseShip has a policy of non-retaliation against any party who submits a complaint or grievance. After the family has had a chance to review the Grievance Policy and ask any questions, the case manager will then ask the family members to sign indicating receipt thereof. Signed receipts are kept in the family's official case file record for future reference, as needed.

Relative and kinship care providers will also be given this information by their PromiseShip Kinship support specialist as part of the relative/kinship placement packet, which is completed with the relative/kinship family upon approval of the home for placement of a child.

Similarly, **Resource Family Homes** will be provided with the Grievance Policy by the case manager upon placement of a child in the Resource Family Home. PromiseShip's provider handbook also includes the PromiseShip Grievance Policy so that provider agencies, including **child placing agencies**, are aware of the methods of lodging a grievance or complaint.

Grievance Process Conforms to Neb. Rev. Stat. § 81-603

PromiseShip's grievance process conforms to the requirement in Neb. Rev. Stat. §81-603 that the process does not dissuade families from utilizing the complaint process for fear of reprisal by PromiseShip or any of its subcontractors, including foster parents. PromiseShip's Grievance Policy prohibits any form of retaliation or reprisal by any PromiseShip employee, subcontractor, or service provider involved with PromiseShip service recipients due to submitting a complaint or grievance. In addition, families served by PromiseShip can be assured that no retaliation will occur due to the independent nature of the Program Audit function.

Response Time to Reported Grievances

PromiseShip's Grievance Policy requires that receipt of the grievance be acknowledged within one (1) business day in accordance with the grievant's preferred method of communication so that the grievant knows that their grievance has been received and initially reviewed. The acknowledgement includes contact information for Program Audit department personnel and a brief timeline of the process followed to process the grievance.

PromiseShip Program Audit responds to grievances related to the performance of the subaward within ten (10) state business days of receipt of the grievance. The response is sent to the grievant via the same medium in which the grievance was submitted to PromiseShip. For example, if a grievance is submitted via email correspondence, then the response will be sent to the grievant via email correspondence.

Maintaining Files of all Grievances and Responses

Program Audit maintains a database that stores information about all grievances received, regardless of the method by which it was received (in person, telephone, online form, email or U.S. mail). The database contains a record of all investigations and follow-up activities related to the grievance. It also includes information about a determination of wrongdoing and corrective action, if warranted, and any follow-up contact with the grievant, including the response.

Reporting Requirements (Deliverables) for Grievances

PromiseShip Program Audit prepares **quarterly written reports** about grievances for its management and Board of Directors. These reports can be easily adapted for, and submitted to, DHHS on a quarterly basis, focusing on grievances submitted by children, families, or constituents about the performance or actions of PromiseShip, its employees, subcontractors, or service providers. The information in the reports can be utilized to identify trends and opportunities for improved service.

Making Verbal Reports of Critical Incidents

PromiseShip maintains a **Reporting Significant Events Policy** (Policy #2075), which requires PromiseShip employees to report serious incidents and occurrences, including critical incidents as defined by DHHS. Policy #2075 requires that PromiseShip employees immediately contact the DHHS Adult and Child Abuse/Neglect Hotline (1-800-652-1999) to report any Level 3 (i.e., critical) incident.

Specifically, the verbal report will be made to DHHS by a PromiseShip Family Permanency Director. If it is after business hours, then the Family Permanency Director will immediately call the on-call DHHS administrator to make a verbal report of the incident.

PromiseShip's policies identify incidents according to acuity and are rated as Levels 1, 2 or 3, with Level 3 being the most serious, or critical. PromiseShip's definition of Level 3 incidents include "*critical incidents as defined by DHHS,*" and also include significant events that would seriously jeopardize the immediate physical safety of the child, family or the community. Level 3 critical incidents, as defined by DHHS, include the following, to wit:

- i. Death of a child resulting from abuse or neglect;
- ii. Near fatality, life threatening condition or serious injury of a child resulting from abuse or neglect;
- iii. Suicide, or attempted suicide of a state ward or child who DHHS serves;
- iv. Death of a state ward or child DHHS is working with by other means, accidental or non-accidental;
- v. Death or non-accidental serious injury of a staff person while on the job;
- vi. Allegations or arrests of a state ward or child who is served by DHHS is involved with for serious illegal/criminal activity (i.e. homicide; manslaughter; near fatality of another person; sexual assault; assault – first or second degree; aggravated or armed robbery; etc.,
- vii. Any other event that is highly concerning, poses potential liability, or is of emerging public interest; and;
- viii. Any incident that meets the definition of sexual abuse as defined in Neb. Rev. Stat. § 28-318.

PromiseShip also considers the following as Level 3 critical incidents, which are in addition to those identified by DHHS above:

- death or serious injury of a family member, employee, or service provider;
- complications from psychotropic medication requiring medical attention; and
- child psychological trauma inflicted as a result of rape, sexual exploitation, or assault.

Submitting Written Reports of Critical Incidents

Following verbal reporting to DHHS of a Level 3 incident by the PromiseShip Family Permanency Director, including a critical incident as defined by DHHS, the assigned PromiseShip case manager will be required to complete a written critical incident report using the DHHS approved form.

Once completed, the case manager will be required to submit the written report to the PromiseShip critical incident email account (ps-criticalincidents@promiseship.org), and notify appropriate third parties, such as the child's biological parents, foster parents, attorneys, and guardians ad litem. The

Family Permanency Director will be required to forward the case manager's written report to DHHS within four (4) hours of the incident.

Safety Standards

PromiseShip's **Reporting Abuse and Neglect Policy** (Policy #2150) requires any PromiseShip employee who has reasonable cause to believe that a child has been subjected to child abuse or neglect or who observes a child being subjected to circumstances that would reasonably result in child abuse or neglect, to immediately report such incident through one of the following reporting mechanisms:

- call the DHHS Adult and Child Abuse/Neglect Hotline (1-800-652-1999);
- contact the local law enforcement agency; or
- call 911 if an emergency exists.

In addition, if DHHS is involved with such child or his or her family, PromiseShip will also notify any assigned DHHS personnel.

PromiseShip employees are required to make such report orally by telephone to the DHHS hotline number (1-800-652-1999), giving his or her name and address. If the circumstances meet the criteria for a critical incident, PromiseShip will also complete a critical incident report and submit the same to DHHS within four (4) hours.

PERFORMANCE-BASED CONTRACTING: PBC-1

Req #	Requirement	Comply
PBC-1	The bidder should provide a plan on how it will enter into performance-based contracts with subcontractors to incentivize improved performance outcomes. The bidder must state a percent of the expenditures that will be performance based.	X

BIDDER'S RESPONSE:

Includes references to the following subdivisions in Section V. Project Description and Scope of Work:

- *D. Program Requirements for Service Deliver*
- *E. Administrative Requirements*
- *L. Retainage and Performance Measurements*

Overview

PromiseShip utilizes a network management approach to contracting and service delivery. Through this approach, PromiseShip contracts with a collaborative network of providers that deliver services for children and families. Under the subaward, PromiseShip will engage more of its service providers in performance-based contracting.

The PromiseShip Network Management Team works collaboratively with the PromiseShip Continuous Quality Improvement (CQI) and PromiseShip Utilization Management (UM) teams to establish a reporting and data collection system that provides information on provider performance based on established contract terms and conditions, as well as on performance outcome expectations.

The performance outcome expectations are outlined and defined within the contracts issued between PromiseShip and its Network of service providers. The Network Management Team is responsible for monitoring contracts to determine if providers are adhering to base terms and conditions as well as meeting the established performance outcomes as outlined in the contracts. The Network Management team is also responsible for initiating and monitoring corrective action plans when a provider is out of contract compliance or has demonstrated failure to sufficiently perform.

Plan for Performance-Based Contracts with Subcontractors

PromiseShip understands implementing performance-based contracting (PBC) will move the Provider Network and services continuum from simply monitoring process and input objectives to a more robust monitoring of outputs, quality, and outcomes of service provision. Performance-based contracting also has enhanced applicability as PromiseShip works with DHHS toward FFPSA implementation of evidence-based models that are well-supported, supported and promising practices.

As contracts are utilized as a mechanism to document understanding about the service offered, results expected and related costs, it is imperative to ensure that contracts allow flexibility and creativity but also include clarity and detail surrounding the outcomes expected. In contracting, when possible it is

important to be inclusive of the providers in defining the outcomes and surrounding activities to ensure a partnership in the contracting process that allows for shared risks, rewards and responsibilities. In the last two years, PromiseShip successfully partnered with providers to establish and define contractual outcomes. Specifically, PromiseShip engaged in performance-based contracting (PBC) with providers who deliver **Intensive In-Home services** (9 providers) and **Permanency services** (3 providers).

PromiseShip will use the same process to implement performance-based contracting with other service providers as it used with the intensive in-home and permanency service providers. The PBC process includes the following steps:

1. Identify providers for performance-based contracting by service type
2. Gather baseline data for composite items
3. Establish shared performance outcomes
4. Weight and rank outcomes
5. Create performance targets
6. Develop preferred provider classification scale
7. Evaluate outcome data
8. Address performance issues with performance improvement plans (PIP), when needed
9. Provide fiscal incentives, when appropriate

Below is an example of how PromiseShip established and implemented performance-based contracting with Intensive In-Home Services providers, which will be the same process used for other service types.

Process for Establishing Performance-Based Contracting for Intensive In-Home Services

1. **Identify Providers:** Intensive In-Home Services are delivered primarily to intact families when the goal is family preservation. Establishing the outcome data elements was a collaborative process with all nine providers delivering intensive in-home services.
2. **Gather Baseline Data for Composite Items:** During the development phase, a number of data elements were collected to establish the baseline data and final outcome variables over a 12-month period. Transparency was a key component during the development phase. Therefore, baseline data was shared in such a way that allowed all providers to view one another's performance. Collective sharing of outcome data and transparency of that data promoted collaboration and systemic change across all intensive in-home services rather than affecting change only at a single provider level.
3. **Establish Shared Performance Outcomes:** PromiseShip worked with Intensive In-Home service providers to establish performance outcomes that would indicate service effectiveness and subsequently built these into the contract expectations. Utilizing baseline information gathered during the 12-month development phase, four performance outcome measures were identified. They were a mixture of qualitative and quantitative outcomes.

The four performance outcomes include:

- **Successful Closures:** percent of cases that closed successfully.
- **Length of Stay:** average number of days that a service was active until closure.
- **Time to Initial F2F:** average number of days from time of referral acceptance to initial face-to-face contact (F2F).
- **Achieved Outcome:** percent of discharged cases that achieved the desired outcome (Preservation or Reunification).

Operational definitions were developed for each of the identified outcomes so that PromiseShip and the providers were using a consistent definition when gathering the data, which ensured consistency in measurement across time and across providers.

4. **Weight and Rank Performance Outcomes:** Together, PromiseShip and the providers ranked and weighted each of the four performance outcomes for level of importance in ensuring quality of services. The baseline data from the first year was utilized as the minimal standard for attainment with the anticipated goal of improvement by providers in each of the four areas. Joint identification of outcomes increased provider ownership to outcome attainment.

Below are the areas in which each of the providers was measured and the related composite score weighting (see **Table 16**). Percentages are based on all cases that closed during calendar year 2016 across all provider agencies.

Table 16. Intensive In-Home Services Composite Score Items & Weighting

Composite Score Item	Composite Score Weighting
Successful Closures	40%
Length of Stay	10%
Time to Initial F2F	20%
Achieved Outcome	30%

Utilizing the weighting percentage, an overarching composite score was also created, which then ultimately determined the subcontractors' success level at meeting the contract standard.

5. **Create Performance Targets:** Baseline data was then converted into the performance targets by service type as indicated in

- 6. Table 17 and Table 18 below.** Each of the individual items were converted into a composite score using the definition and weightings for each item.

ATTACHMENT 6: BUSINESS REQUIREMENTS TRACEABILITY MATRIX

Table 17. Level 1 Intensive In-Home Services

Outcome Measures	Derived Baseline	Definition (Target was met if)	Converted Baseline Target*	Composite Baseline Weighting
Outcome 1: Successful Closures	>= 69%	69% or more of all closures were successful	>= 50%	40%
Outcome 2: Length of Stay	<= 90 days	Total length of stay was less than or equal to 90 days	>= 50%	10%
Outcome 3: Time to Initial F2F	<= 3 days	Average time to initial F2F was less than or equal to 3 days	>= 50%	20%
Outcome 4: Achieved Outcome	>= 62%	62% or more closures achieved the desired outcome	>= 50%	30%
<p>*Item Conversion for Composite Score: If an item scored at, or above, the derived baseline before conversion, the item would convert to a score equal to, or greater than, 50%. If an item scored below the derived baseline before conversion, the item converts to a score less than 50%.</p>				

Table 18. Level 2 Intensive In-Home Services

Outcome Measures	Derived Baseline	Definition (Target was met if)	Converted Baseline Target*	Composite Baseline Weighting
Outcome 1: Successful Closures	>= 62%	62% or more of all closures were successful	>= 50%	40%
Outcome 2: Length of Stay	<= 120 days	Total length of stay was less than or equal to 120 days	>= 50%	10%
Outcome 3: Time to Initial F2F	<= 3 days	Average time to initial F2F was less than or equal to 3 days	>= 50%	20%
Outcome 4: Achieved Outcome	>= 59%	59% or more closures achieved the desired outcome	>= 50%	30%
<p>*Item Conversion for Composite Score: If an item scored at, or above, the derived baseline before conversion, the item would convert to a score equal to, or greater than, 50%. If an item scored below the derived baseline before conversion, the item converts to a score less than 50%.</p>				

- 7. Develop a Preferred Provider Scale:** The composite scores result in one overall percentage score, which was used to incentivize providers. The ultimate incentive for provider performance was attaining a preferred provider status, which gives them first priority in being able to accept Intensive In-Home service referrals. Below is the scale used to determine a provider’s classification for Intensive In-Home Services (see

8. Table 19).

Table 19. Preferred Provider Classification Status for Intensive In-Home Services

Classification Status:	Overall Provider Score:
Preferred Provider	>= 58%
Average/Baseline Provider	45% - 57%
Performance Improvement Plan (PIP)	27% - 44%
Consideration for Discontinuation	<= 26%

9. Evaluate Outcome Data: Performance outcome attainment data was shared with providers quarterly so they could manage to the outcomes and make programmatic adjustments that would improve their performance, thus allowing them the opportunity to manage risk and reward. The performance data was shared with all agencies providing Intensive In-Home Services within the provider workgroup. This allowed providers to have open discussions and to share information about what was working and what was not working, thus establishing collaborative relationships and increasing a focus on system improvement in combination with individual provider improvement.

10. Address Performance Issues with PIPs: While Year 1 (SFY '17) of the PBC initiative was considered the baseline year, Year 2 (SFY '18) was when scores were used to determine provider status by year end. At the end of Year 2, two providers received Letters of Warning for falling below baseline provider standards. PromiseShip met with each of these provider agencies to engage in a performance improvement process. Together, areas in need of improvement and next steps were identified for both the provider and PromiseShip. Initial data for the current state fiscal year (SFY '19), which began July 1, 2018, indicates that there have been performance improvements with both providers of the activities outlined in their letters of warning.

Shared accountability in the improvement process demonstrates that PromiseShip and the providers share in the risk and responsibility of contracting. In order to create a more fluid partnership, it is necessary to review all the data and determine which areas need adjusted, whether by providers to deliver a higher quality service, or by PromiseShip to ensure that the expectations of the service and contents of the contract are designed to achieve the desired outcomes. Placing all risk and responsibility on the provider subcontractors without willingness to look more holistically at the information and ourselves, may jeopardize the relationship and have a negative impact on the desired outcomes.

Process for Establishing Performance-Based Contracting for Permanency Services

The methodology for configuration of the performance outcomes for the Permanency Services contracts was consistent with the methodology explained for the above for Intensive In-Home Services. Although the same process was used, the items identified for contract inclusion and to determine service quality differed given that this is a different service. Below are the performance outcomes and composite score items that were identified through the performance-based contracting process, as well as the composite score weightings (see **Table 20**).

Table 20. Permanency Services Composite Score Items & Weighting

Composite Score Item	Composite Score Weighting
Number of finalizations	20%
Legally free to finalization	30%
Percentage of Placement Stability	50%

Baselines for Composite items: Percentages are based on all cases that closed during calendar year 2016 year across all agencies.

- **Number of finalizations:** number of children who finalized to adoption or guardianship.
- **Legally free to finalization:** average number of days from legally free for adoption to finalized adoption.
- **Percentage of Placement Stability:** average number of children who remained in their agreed-upon identified permanent placement divided by the total number of children served.

Table 21 shows the composite score breakdown related to performance of Permanency Services providers:

Table 21. Preferred Provider Classification Status for Permanency Services

Classification Status:	Overall Provider Score:
Preferred Provider	>= 50%
Average/Baseline Provider	35%-49%
PIP	<=34%

Similar to the Intensive In-Home Services process, information was also shared with the Permanency Services providers on an ongoing basis to assist them in identifying areas in need of improvement and to make necessary adjustments prior to the close of the contract period. At the end of SFY '18, a decision was made to discontinue utilization of one Permanency Services contractor based on performance. This particular contractor scored well below the baseline for PIP initiation. This action demonstrates how performance-based contracting has worked well to address providers with substandard performance and ensure that the Provider Network and our continuum of services only contain those providers that meet the quality standards developed collaboratively by PromiseShip and provider subcontractors.

Next Steps for Implementing PBC with Additional Service Types

During the same timeframe that the outcome-based contracting was occurring for Intensive In-Home Services and Permanency Services, PromiseShip collected additional information to move forward with performance-based contracting for additional services.

PromiseShip considered the following in selecting next steps for outcome-based contracting:

- Services that are being provided
- Children and families impacted by the service
- Desired outcomes
- Performance standards and performance measures
- Contract monitoring mechanism

Application of FFPSA in Performance-Based Contracting

With the passing of the Family First Prevention Services Act (FFPSA) and the need to implement well supported, supported, and promising practice models of service delivery, PromiseShip is also focusing on provider adherence to model fidelity, which models will be considered, and the potential interplay between new and existing models utilized. Therefore, PromiseShip will engage providers in ongoing dialogue and collaborative planning in the design of elements that will be included in contracts, so they meet FFPSA requirements.

With the implementation of FFPSA and related practice models, changes will also occur within the existing service continuum. While much of the overarching structure will remain the same, changes will be made in the service continuum to address gaps in service models that meet FFPSA requirements for well supported, supported and promising practices. Therefore, PromiseShip plans to implement performance-based contracting for services listed under the next several sections (PBC Exceptions, PBCs without Fiscal Incentives, and PBC Retainage), recognizing that there will be some changes to this plan as FFPSA is fully implemented at the Federal and State levels.

PromiseShip also recognizes that there will be outcomes added that are directly linked to the specific well supported, supported, and promising practice models implemented. However, until those models are identified and listed on the Title IV-E Prevention Services Clearinghouse, performance-based contracting specifics cannot yet be well defined. Furthermore, since final determination on approved FFPSA models has not yet been made, fidelity measurement and management specifics are not included in the information below since they will be added once additional models are selected.

Exceptions to Performance-Based Contracting Requirements

PromiseShip will enter into performance-based contracts for all services within the continuum, with the exception of those that have been designated as “stand alone” or supportive. “Stand alone” or supportive services include:

- Academic Tutoring
- Day Reporting/Day Services
- Peer to Peer Mentor
- Interpretation
- Mediation
- Relinquishment Counseling
- Transportation
- Respite (Crisis and Planned)

In addition, PromiseShip will not enter into performance-based contracts for **services funded primarily through Medicaid**. Instead, we will monitor effectiveness of services and providers in collaboration with the Managed Care Organizations (MCOs) to determine if the treatment provider is meeting the needs of children and families.

Medicaid funded services include, but are not limited to:

- Individual and Family Therapy
- Group Therapy
- Family Works
- Residential Treatment in Psychiatric Residential Treatment Facilities (PRTF) or Treatment Group Homes (TGH)

Performance-Based Contracting Without Fiscal Incentives

For all services that will have performance-based contracts, a portion of these will not be directly linked to a fiscal incentive. However, these PBC service exceptions will be directly linked to meeting performance measures that are tied to the following safety, permanency, and well-being outcomes:

- **Safety Outcomes**
 - Maltreatment in foster care
 - Recurrence of Maltreatment
 - Average Rate of Removal of Non-Court Involved Children
- **Permanency Outcomes**
 - Permanency in 12 months for children entering foster care
 - Permanency in 12 months for children in care 12-23 months
 - Permanency in 12 months for children in care 24 months or more
 - Re-entry into foster care
 - Placement stability
- **Well-Being Outcomes**
 - Relative/Kinship placement
 - Completed 12th grade
 - School stability
 - Early placement stability
 - Placement stability within 1 year
 - Placement stability for children in care for extended time periods
 - Non-court cases

For these contracts, PromiseShip will implement a preferred provider status for providers that exceed the identified performance-based outcomes. This is a budget neutral option for rewarding providers that demonstrate above-average performance. It also allows for those providers with the highest performance to build capacity and increase the number of children and families they serve. This results in assurance that children and families are receiving the highest quality services. Performance-based contracted services without fiscal incentive include:

- Integrated Family Care
- Safety Monitoring
- Intermittent Monitoring
- Home Supported Service
- Agency Supported Foster Care
- Residential Care (Group Home)
- Better Together
- Parenting Time

Performance-Based Contracting Retainages

PromiseShip will enter into performance-based contracts that utilize fiscal incentives to improve performance outcomes and which are directly related to those items identified as being tied to retainage for the following services:

- **Pathways to Permanency** – Assists in achieving timely reunification through the provision of goal driven, outcome-based care to the family system. Utilizes both formal and informal assessment, as well as family and stakeholder input, in family service plan development. Utilizes strategies and interventions that are based on well supported, supported, and promising practices to enhance family outcomes. Allows for intensity of service provision to be flexible and based on family need. This service is comprehensive and includes parenting time, skill-based support, and education and clinical consultation, as needed. Performance-based outcomes include:
 - Recurrence of Substantiated Maltreatment (within 12 months)
 - Median Months to Reunification for Court Involved Children in Foster Care
 - Rate of Court Involved Children in Foster Care for 24 months or More who Achieve Permanency
- **Intensive In-Home Services** – Utilized for stabilization and/or preservation of the family when children are placed at home. Provides interventions and strategies that aid in educating children and families in development of skills necessary to achieve safety and stability. Intensity of the service may vary based on the service level and the need of the family. Level I utilizes a single interventionist and is considered less intensive. Level II is a team intervention and may include a clinician on the team if the need indicates behavioral health or substance abuse challenges. Performance-based outcomes include:
 - Recurrence of Substantiated Maltreatment
 - Average Time to Successful Case Closure for Non-Court Involved Children
 - Rate of Removal of Non-Court Involved Children (in-home)
- **Permanency Services** – Utilized to promote child-specific recruitment services for children who are available for adoption, but who have not yet been placed in permanent adoptive homes. Permanency services utilize all resources available to them to engage in searching for prospective adoptive homes, to include, but not limited to: family finding, utilization of the Heart Gallery, and Adopt US Kids. Permanency services also conducts home studies on prospective adoptive homes, works in conjunction with the Child Placing Agencies to support and stabilize adoptive placements, and conducts adoption preparation and readiness work with identified adoptive families and children. Performance-based outcomes include:
 - Rate of Court Involved Children in Foster Care for 24 Months or More who Achieve Permanency

PromiseShip will collaborate with providers in identifying contractual outcomes that align with the performance measures tied to retainage as described in **Section V, subdivision L (2.b.) of the RFP**, and as outlined above. This change will promote the development of system requirements as opposed to contract requirements by supporting an increased focus on the broader child welfare system goals as opposed to a narrower focus on provider-specific goals.

Through our initial efforts in performance-based contracting, PromiseShip has learned to focus the contracts on the desired achievement (i.e., outcome measures) rather than how get there (i.e., process measures). This allows for improved monitoring of outcomes and contracts without the more tedious data collection affiliated with process outcomes. As we continue implementing performance-based contracting, we will also need to make room within the contracts and with the providers to have open, ongoing dialogue to ensure that the contracts are eliciting the desired results. This requires an understanding that the provider contracts are living and breathing documents that should be re-visited and adjusted until it is evident that they will elicit the intended outcomes.

Outcome Monitoring

Data used to measure the identified outcomes will be collected through a collaborative process between service providers and PromiseShip. Performance outcomes data will be shared with providers at least quarterly to assist providers in making any necessary adjustments in practice, training, or implementation in order to improve quality of performance and allow for shared risk and responsibility. If there is a significant quality issue that is identified at any time during the providers' contract period, PromiseShip will immediately notify the provider and will work collaboratively to address the concern.

Provider Performance Improvement Plans

Performance Improvement Plans (PIPs) may be implemented at any point during the contract period should a provider's performance fall below the established contract standard. The provider and PromiseShip share in the responsibility of delivering quality services and addressing barriers to achieving outcomes with families. While the PIP will be focused on provider performance, PromiseShip will also work with the provider to address any system issues that may be contributing to performance barriers. If it is determined to be an overarching system issue or a contract issue, then that may result in revisiting and revising the provider contract, as necessary.

Performance-Based Contracting for Resource Family Care

Similar to other services, PromiseShip will collaborate with the Child Placing Agencies that are delivering Resource Family Care to begin developing performance-based contracting linked to financial incentives. However, while the existing structure of foster care links to the retainage measures, there is significant development necessary to transition traditional licensed foster homes to Resource Family homes. Therefore, entering into performance-based contracts with Child Placing Agencies that are focused on meeting the safety, permanency, and well-being outcomes, as well as focused on retention, providing services for high needs children (Intensive on the NCR), and increased engagement and connection with birth families, would prove to be fiscally irresponsible decision at this time.

As PromiseShip moves forward with **Resource Family Homes** and implementation of the **Quality Parenting Initiative**, the linkage between performance-based outcome measures tied to retainage is strengthened. This would then warrant utilization of financial incentives that are driven by performance.

Percentage of Expenditures that will be Performance Based and Tied to Financial Incentives

With DHHS approval and support, PromiseShip proposes adding 3% to the budget for delivery of **Pathways to Permanency, Intensive In-Home Services, and Permanency Services**. If a provider is able to meet the performance outcomes, then PromiseShip would be allowed to bill DHHS for 3% of the total cost of the identified service so that PromiseShip can then provide the financial incentive to the provider. These three services currently equate to 10% of the total service expenditures, with Pathways to Permanency accounting for 2%, Intensive In-Home Services accounting for 6%, and Permanency Services accounting for 2%. However, PromiseShip continues to expand these three services and anticipates they will equate to 15% of total service expenditures by the Operational Start Date (January 1, 2020).

In addition, PromiseShip anticipates that implementing FFPSA-approved evidenced-based models that are well-supported, supported, and promising practices will also be included in the performance-based contracting linked to financial incentive. Performance-based outcomes will be established by practice model and linked to the Retainage outcomes once more information on FFPSA approved models becomes available through the Title IV-E Prevention Services Clearinghouse and the Leadership Implementation Team begins implementation. As the percentage of cost and population impact are currently unknown, PromiseShip anticipates that an additional 5-10% of total service expenditures will be performance-based with financial incentives.

Therefore, PromiseShip anticipates spending **20-25% of total service expenditures on performance-based contracting** in the initial contract year. Assuming approved implementation of the Quality Parenting Initiative and establishing performance-based contracts linked to financial incentive for Resource Family services, PromiseShip anticipates an increase to approximately **45-50% of total service expenditures** in the second and subsequent contract years of this subaward.

TECHNICAL APPROACH APPENDICES

APPENDICES	REQ #
Appendix 4: RFP Attachment 4: Business Associate Agreement	(IST-1)
Appendix 5: Preliminary Implementation Plan	(TI-1)
Appendix 6: Current Cost Allocation Plan (with attachments)	(FIN-1)
Appendix 7: Pathways to Permanency Diagram	(CSM-3)
Appendix 8: Workforce Competencies	(WRK-1)
Appendix 9: Competency Development Tool	(WRK-1)
Appendix 10: Training Matrix	(WRK-1)
Appendix 11: Catalogue of In-Home Services by Zip Code	(CNT-5)
Appendix 12: Transition Plan	(T&T-2)
Appendix 13: Mindshare Dashboards	(CQI-1, CQI-2)

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ATTACHMENT FOUR

A. BUSINESS ASSOCIATE AGREEMENT (BAA) PROVISIONS

1. **TERMS.**

- a. **BUSINESS ASSOCIATE.** "Business Associate" shall generally have the same meaning as the term "business associate" at 45 CFR § 160.103, and in reference to the party in this subaward, shall mean Subrecipient.
- b. **COVERED ENTITY.** "Covered Entity" shall generally have the same meaning as the term "covered entity" at 45 CFR § 160.103, and in reference to the party to this subaward, shall mean DHHS.
- c. **HIPAA RULES.** "HIPAA Rules" shall mean the Privacy, Security, Breach Notification, and Enforcement Rules at 45 CFR Part 160 and Part 164.
- d. **OTHER TERMS.** The following terms shall have the same meaning as those terms in the HIPAA Rules: Breach, Data Aggregation, Designated Record Set, Disclosure, Health Care Operations, Individual, Minimum Necessary, Notice of Privacy Practices, Protected Health Information, Required by Law, Secretary, Security Incident, Unsecured Protected Health Information, and Use. The term Subrecipient shall have the meaning set forth in 2 CFR § 200.93 / 45 CFR § 75.2. Contractor as used herein shall mean the same as the term Subcontractor in the HIPAA Rules.

2. **THE SUBRECIPIENT** shall do the following:

- a. Not use or disclose Protected Health Information other than as permitted or required by this subaward or as required by law. Subrecipient may use Protected Health Information for the purposes of managing its internal business processes relating to its functions and performance under this subaward. Use or disclosure must be consistent with DHHS' minimum necessary policies and procedures.
- b. Implement and maintain appropriate administrative, physical, and technical safeguards to prevent access to and the unauthorized use and disclosure of Protected Health Information. Comply with Subpart C of 45 CFR Part 164 with respect to electronic Protected Health Information, to prevent use or disclosure of Protected Health Information other than as provided for in this subaward and assess potential risks and vulnerabilities to the individual health data in its care and custody and develop, implement, and maintain reasonable security measures.
- c. To the extent Subrecipient is to carry out one or more of the DHHS' obligations under Subpart E of 45 CFR Part 164, comply with the requirements of Subpart E that apply to DHHS in the performance of such obligations. Subrecipient may not use or disclose Protected Health Information in a manner that would violate Subpart E of 45 CFR Part 164 if done by DHHS.
- d. In accordance with 45 CFR §§ 164.502(E)(1)(ii) and 164.308(b)(2), if applicable, ensure that any agents and contractors that create, receive, maintain, or transmit Protected Health Information received from DHHS, or created by or received from the Subrecipient on behalf of DHHS, agree in writing to the same restrictions, conditions, and requirements relating to the confidentiality, care, custody, and minimum use of Protected Health Information that apply to the Subrecipient with respect to such information.
- e. Obtain reasonable assurances from the person to whom the information is disclosed that the information will remain confidential and used or further disclosed only as required by law or for the purposes for which it was disclosed to the person, and the person notifies the Subrecipient of any instances of which it is aware that the confidentiality of the information has been breached.
- f. Within fifteen (15) days:
 - i. Make available Protected Health Information to DHHS as necessary to satisfy DHHS' obligations under 45 CFR § 164.524;
 - ii. Make any amendment(s) to Protected Health Information as directed or agreed to by DHHS pursuant to 45 CFR § 164.526, or take other measures as necessary to satisfy DHHS' obligations under 45 CFR § 164.526;
 - iii. Maintain and make available the information required to provide an accounting of disclosures to DHHS as necessary to satisfy DHHS' obligations under 45 CFR § 164.528.
- g. Make its internal practices, books, and records relating to the use and disclosure of Protected Health Information received from, or created or received by the Subrecipient on behalf of the DHHS available to the Secretary for purposes of determining compliance with the HIPAA rules. Subrecipient shall provide DHHS with copies of the information it has made available to the Secretary.
- h. Report to DHHS within fifteen (15) days, any unauthorized use or disclosure of Protected Health Information made in violation of this subaward, or the HIPAA rules, including any security incident that may put electronic Protected Health Information at risk. Subrecipient shall, as instructed by DHHS, take immediate steps to mitigate any harmful effect of such unauthorized disclosure of

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ATTACHMENT FOUR

Protected Health Information pursuant to the conditions of this subaward through the preparation and completion of a written Corrective Action Plan subject to the review and approval by DHHS. The Subrecipient shall report any breach to the individuals affected and to the Secretary as required by the HIPAA rules.

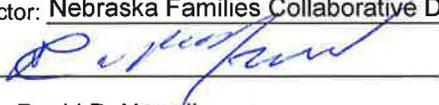
3. TERMINATION.

- a. DHHS may immediately terminate this subaward and any and all associated subawards if DHHS determines that the Subrecipient has violated a material term of this subaward.
- b. Within thirty (30) days of expiration or termination of this subaward, or as agreed, unless Subrecipient requests and DHHS authorizes a longer period of time, Subrecipient shall return or at the written direction of DHHS destroy all Protected Health Information received from DHHS (or created or received by Subrecipient on behalf of DHHS) that Subrecipient still maintains in any form and retain no copies of such Protected Health Information. Subrecipient shall provide a written certification to DHHS that all such Protected Health Information has been returned or destroyed (if so instructed), whichever is deemed appropriate. If such return or destruction is determined by the DHHS be infeasible, Subrecipient shall use such Protected Health Information only for purposes that makes such return or destruction infeasible and the provisions of this subaward shall survive with respect to such Protected Health Information.
- c. The obligations of the Subrecipient under the Termination Section shall survive the termination of this subaward.

This Addendum and any attachments hereto will become part of the Contract. Except as set forth in this Addendum, the Contract is unaffected and shall continue in full force and effect in accordance with its terms.

IN WITNESS WHEREOF, the parties have executed this Addendum as of the date of execution by both parties below.

State of Nebraska
 By: _____
 Name: _____
 Title: Material Administrator
 Date: _____

Contractor: Nebraska Families Collaborative DBA PromiseShip
 By: 
 Name: David P. Newell
 Title: President & CEO
 Date: April 1, 2019

State of Nebraska
 Department of Health and Human Services
 By: _____
 Name: _____
 Title: _____
 Date: _____

Preliminary Implementation Plan - Phase 0 Summary

ID	Task Name	% Complete by July 1 2019	Start	Finish
1	PHASE 0 PromiseShip Preliminary Implementation Plan - activities are completed, or are expected to be completed by the July 1, 2019 Subaward	100%	Mon 7/1/19	Mon 7/1/19
2				
3	<i>Facilities - Adequate facilities for staff to maintain an effective, efficient, safe, and healthy environment to enable a productive high quality child welfare service delivery system.</i>	100%	Mon 7/1/19	Mon 7/1/19
22				
23	<i>Staffing - Recruit and hire the appropriate staff to carry out the requirements of the full Case Management services contract for the Eastern Service area for DHHS</i>	100%	Mon 7/1/19	Mon 7/1/19
38				
39	<i>Training - Train the organization in the principles of Cultural Humility, Trauma Informed Care, and Family Centered Principles to ensure the values and practices of the whole organization are in alignment.</i>	100%	Mon 7/1/19	Mon 7/1/19
52				
53	<i>Information/Data/Reporting Systems - Implement the systems, tools, policies and procedures to access the DHHS Case Management systems, and the PromiseShip Internal LAN, Financial, HR, Data Management and Provider Network Management systems.</i>	100%	Mon 7/1/19	Mon 7/1/19
61				
62	<i>Service Array Delivery through Subcontractor Network - Develop and Implement the processes, systems and teams to support the Provider Network Contracts, Audits, Models, Referrals and Authorizations</i>	100%	Mon 7/1/19	Mon 7/1/19
85				
86	<i>Case Management - Deliver high quality case management services working alongside families, encouraging family voice and choice with the intent to serve children in their home and community whenever safely possible.</i>	100%	Mon 7/1/19	Mon 7/1/19
124				
125	<i>Continuous Quality Improvement (CQI) and Quality Assurance - Enable the organization to improve their overall performance on an ongoing basis through data driven processes and performance improvements.</i>	100%	Mon 7/1/19	Mon 7/1/19
137				
138	<i>Records Management/Client Records - Implement the processes, systems, tools and audit methods to procure and manage the Records required for Case Management Services.</i>	100%	Mon 7/1/19	Mon 7/1/19
143				
144	<i>Public Relations/Communications - Implement the Communication Plan to ensure clear and concise communication with the Community, Employees and DHHS.</i>	100%	Mon 7/1/19	Mon 7/1/19

Preliminary Implementation Plan - Phase 0 Detail

ID	Task Name	% Complete by July 1 2019	Start	Finish
1	PHASE 0 PromiseShip Preliminary Implementation Plan - activities are completed, or are expected to be completed by the July 1, 2019 Subaward	100%	Mon 7/1/19	Mon 7/1/19
2				
3	<i>Facilities - Adequate facilities for staff to maintain an effective, efficient, safe, and healthy environment to enable a productive high quality child welfare service delivery system.</i>	100%	Mon 7/1/19	Mon 7/1/19
4	Office Space	100%	Mon 7/1/19	Mon 7/1/19
5	Main Headquarters- # staff in building 2110 Papillion Parkway Omaha, NE 68164	100%	Mon 7/1/19	Mon 7/1/19
6	Sarpy Office- # staff in building 4530 Maass Road, Suite 200 Bellevue, NE 68133	100%	Mon 7/1/19	Mon 7/1/19
7	East Office- # staff in building 11340 Blondo Street Omaha, NE 68164	100%	Mon 7/1/19	Mon 7/1/19
8	Office Equipment and Supplies	100%	Mon 7/1/19	Mon 7/1/19
9	Facility Wide Furnishings	100%	Mon 7/1/19	Mon 7/1/19
10	Staff Offices/Cubicles and Furnishings	100%	Mon 7/1/19	Mon 7/1/19
11	Desktop or Laptop Computer	100%	Mon 7/1/19	Mon 7/1/19
12	Cell Phone/Desk Phones	100%	Mon 7/1/19	Mon 7/1/19
13	Office Supplies	100%	Mon 7/1/19	Mon 7/1/19
14	Local Area Network	100%	Mon 7/1/19	Mon 7/1/19
15	ISP and Phone Service Provider Contract	100%	Mon 7/1/19	Mon 7/1/19
16	ISP and Phone Installation Contract	100%	Mon 7/1/19	Mon 7/1/19
17	Install Network required for Wireless, Phones, LAN and Printers	100%	Mon 7/1/19	Mon 7/1/19
18	Identify and Prepare Internal LAN Server Space	100%	Mon 7/1/19	Mon 7/1/19
19	Purchase and Install Internal LAN Server Equipment	100%	Mon 7/1/19	Mon 7/1/19
20	Purchase and Install Printers	100%	Mon 7/1/19	Mon 7/1/19
21	Purchase and Install Phones	100%	Mon 7/1/19	Mon 7/1/19
22				
23	<i>Staffing - Recruit and hire the appropriate staff to carry out the requirements of the full Case Management services contract for the Eastern Service area for DHHS</i>	100%	Mon 7/1/19	Mon 7/1/19
24	Develop and Implement Human Resources Policies and Processes	100%	Mon 7/1/19	Mon 7/1/19
25	Initial and Bi-Annual Background Check Procedures	100%	Mon 7/1/19	Mon 7/1/19
26	Regular and Annual Drug Screen Procedures	100%	Mon 7/1/19	Mon 7/1/19
27	PromiseShip Mission, Vision and Values Curriculum	100%	Mon 7/1/19	Mon 7/1/19
28	PromiseShip Policies, Procedures and Practices Curriculum	100%	Mon 7/1/19	Mon 7/1/19
29	PromiseShip Compliance/Ethics Requirement Curriculum	100%	Mon 7/1/19	Mon 7/1/19
30	Promise Employee Transport 30 Day Defensive Driving Course	100%	Mon 7/1/19	Mon 7/1/19
31	Develop and Implement Interview Protocols and Scripts	100%	Mon 7/1/19	Mon 7/1/19
32	Develop Relationships with Local Education Institutions	100%	Mon 7/1/19	Mon 7/1/19
33	Marketing and Advertising for Recruitment	100%	Mon 7/1/19	Mon 7/1/19
34	Develop Employee Retention Strategies	100%	Mon 7/1/19	Mon 7/1/19
35	Develop Employee Retention and Career Growth Opportunities	100%	Mon 7/1/19	Mon 7/1/19
36	Develop Retention Strategies to Maintain Compliance with Caseload Ratios	100%	Mon 7/1/19	Mon 7/1/19
37	Recruit, Hire and On-Board Front-line Case Management and Administrative Support Staff	100%	Mon 7/1/19	Mon 7/1/19
38				
39	<i>Training - Train the organization in the principles of Cultural Humility, Trauma Informed Care, and Family Centered Principles to ensure the values and practices of the whole organization are in alignment.</i>	100%	Mon 7/1/19	Mon 7/1/19
40	Case Management Staff Training in Compliance with DHHS Approved New Worker Training Curriculum (NRS 68-1214) and Maximization of IV-E Funds	100%	Mon 7/1/19	Mon 7/1/19
41	Cultural Humility Training	100%	Mon 7/1/19	Mon 7/1/19
42	Trauma Informed Care Training	100%	Mon 7/1/19	Mon 7/1/19
43	Family Centered Principles Training	100%	Mon 7/1/19	Mon 7/1/19
44	Structured Decision Making Model (SDM and FNSA) Training	100%	Mon 7/1/19	Mon 7/1/19
45	North Carolina Family Assessment Scale (NCFAS) Training	100%	Mon 7/1/19	Mon 7/1/19
46	Available Services Training in Alignment with the Array	100%	Mon 7/1/19	Mon 7/1/19
47	N-FOCUS System Use	100%	Mon 7/1/19	Mon 7/1/19
48	Develop and Implement Annual training(24 hrs) for Case Management Staff	100%	Mon 7/1/19	Mon 7/1/19
49	Case Manager Trauma Self Care	100%	Mon 7/1/19	Mon 7/1/19
50	Develop and Implement extended Training to the Support Staff	100%	Mon 7/1/19	Mon 7/1/19
51	Cultural Humility Training	100%	Mon 7/1/19	Mon 7/1/19
52				
53	<i>Information/Data/Reporting Systems - Implement the systems, tools, policies and procedures to access the DHHS Case Management systems, and the PromiseShip Internal LAN, Financial, HR, Data Management and Provider Network Management systems.</i>	100%	Mon 7/1/19	Mon 7/1/19
54	Implement a Industry Standard Software Development Approach to Manage Information Processing and System Testing Methodology	100%	Mon 7/1/19	Mon 7/1/19
55	Implement Security Access Management Tools and Procedures	100%	Mon 7/1/19	Mon 7/1/19
56	Implement Data Management Systems and Tools	100%	Mon 7/1/19	Mon 7/1/19
57	Implement N-FOCUS (Case Management System of Record) Access Tools and Procedures	100%	Mon 7/1/19	Mon 7/1/19
58	Implement Network Provider Case Management Referral Management Systems and Procedures	100%	Mon 7/1/19	Mon 7/1/19
59	Implement Network Provider Billing Management Systems and Procedures	100%	Mon 7/1/19	Mon 7/1/19

ID	Task Name	% Complete by July 1 2019	Start	Finish
60	Implement Financial and Human Resource Management Systems and Procedures	100%	Mon 7/1/19	Mon 7/1/19
61				
62	Service Array Delivery through Subcontractor Network - Develop and Implement the processes, systems and teams to support the Provider Network Contracts, Audits, Models, Referrals and Authorizations	100%	Mon 7/1/19	Mon 7/1/19
63	Subcontractor Provider Network - Models, Contracts and Audits	100%	Mon 7/1/19	Mon 7/1/19
64	Establish the Provider Network Management Team	100%	Mon 7/1/19	Mon 7/1/19
65	Establish Contracts and Rates with the Provider Network	100%	Mon 7/1/19	Mon 7/1/19
66	Develop the Approach and Processes for the Management of the Provider Network	100%	Mon 7/1/19	Mon 7/1/19
67	Establish the Processes for Auditing the Provider Network	100%	Mon 7/1/19	Mon 7/1/19
68	Establish the Performance Measures for the Fidelity of the Best Practice Models	100%	Mon 7/1/19	Mon 7/1/19
69	Establish the Procedures to Ensure Fidelity to the Models within the Provider Network	100%	Mon 7/1/19	Mon 7/1/19
70	Design and Development the Provider Network Improvement Plan Approach	100%	Mon 7/1/19	Mon 7/1/19
71	Develop and Implement the Subcontractor Contract Monitoring Approach	100%	Mon 7/1/19	Mon 7/1/19
72	Design and Develop Provider Network Contract Performance Reports	100%	Mon 7/1/19	Mon 7/1/19
73	Establish Integration with Program Audit to Review and Resolve Grievances with Provider services	100%	Mon 7/1/19	Mon 7/1/19
74	Develop Subcontractor Network, review and approve with DHHS	100%	Mon 7/1/19	Mon 7/1/19
75	Utilization Management(UM) - Referrals and Authorizations	100%	Mon 7/1/19	Mon 7/1/19
76	Build UM Services, Placement and Treatment Teams	100%	Mon 7/1/19	Mon 7/1/19
77	Develop and Deliver Appropriate Training for each area of the Service Array	100%	Mon 7/1/19	Mon 7/1/19
78	Develop and Implement Processes for Case Consultations and Outcome Reviews	100%	Mon 7/1/19	Mon 7/1/19
79	Develop the Account Management Structure and Processes to Support the Network Providers in the Administration of Services	100%	Mon 7/1/19	Mon 7/1/19
80	Develop CQI Processes to Review Services and Referrals	100%	Mon 7/1/19	Mon 7/1/19
81	Develop the Processes to Ensure Services Close Appropriately for Billing	100%	Mon 7/1/19	Mon 7/1/19
82	Develop the Systems, Tools and Processes to Manage Provider Authorizations and Reconciliations	100%	Mon 7/1/19	Mon 7/1/19
83	Develop the Systems, Tools and Processes to Manage Placement Changes for Reporting (72 hrs in N-FOCUS) and Billing	100%	Mon 7/1/19	Mon 7/1/19
84	Integrate the Billing Data with the Financial System	100%	Mon 7/1/19	Mon 7/1/19
85				
86	Case Management - Deliver high quality case management services working alongside families, encouraging family voice and choice with the intent to serve children in their home and community whenever safely possible.	100%	Mon 7/1/19	Mon 7/1/19
87	Case Management- Referrals, Teams, Intake, Assessments, Services, Management	100%	Mon 7/1/19	Mon 7/1/19
88	Establish Kinship, Triage Afterhours, Independent Living, Prevention, Specialty, Case Coordination, Adoption, Family Finding, and Drug Court Teams	100%	Mon 7/1/19	Mon 7/1/19
89	Establish a Tribal and Schools liaison	100%	Mon 7/1/19	Mon 7/1/19
90	Establish a Cultural Liaison	100%	Mon 7/1/19	Mon 7/1/19
91	Establish the process for Referral Single Point of Contract Communication with DHHS	100%	Mon 7/1/19	Mon 7/1/19
92	Establish the Intake process for engaging DHHS, Permanency Teams, and Services Utilization Management Team	100%	Mon 7/1/19	Mon 7/1/19
93	Develop and Implement the Processes for Comprehensive Assessments utilizing the SDM Model	100%	Mon 7/1/19	Mon 7/1/19
94	Develop and Implement the Processes for Case Plans and Court Reports	100%	Mon 7/1/19	Mon 7/1/19
95	Develop and Implement the Processes for Case Service Provisions	100%	Mon 7/1/19	Mon 7/1/19
96	Develop the Process for Assignment and Management of Court and Non-Court Families	100%	Mon 7/1/19	Mon 7/1/19
97	Develop the Processes for Community Partner Engagement for the Family	100%	Mon 7/1/19	Mon 7/1/19
98	Establish the Processes for assisting Families with Receiving Services through Access Nebraska	100%	Mon 7/1/19	Mon 7/1/19
99	Establish the Policies and Procedures for Public Transportation based on Public Service Commission Regulations	100%	Mon 7/1/19	Mon 7/1/19
100	Establish the Policies and Procedures for Secure and non-Secure Transportation	100%	Mon 7/1/19	Mon 7/1/19
101	Develop the System Plan and Report Template for Independent Living Services (30 days due July 31)	100%	Mon 7/1/19	Mon 7/1/19
102	Management of Caseload Ratios	100%	Mon 7/1/19	Mon 7/1/19
103	Establish the process to manage Caseload Ratios	100%	Mon 7/1/19	Mon 7/1/19
104	Establish the process to manage the Worker to Supervisor Ratios	100%	Mon 7/1/19	Mon 7/1/19
105	Community Stakeholder and Partnership Development and Engagment	100%	Mon 7/1/19	Mon 7/1/19
106	Schedule and Attend Regular Meetings with the Legal Community; Judges, Attorneys, CASA	100%	Mon 7/1/19	Mon 7/1/19
107	Schedule Strategic meetings to increase communication	100%	Mon 7/1/19	Mon 7/1/19
108	Schedule County Stakeholder Meetings	100%	Mon 7/1/19	Mon 7/1/19
109	Engage and Communicate Regularly with Tribes	100%	Mon 7/1/19	Mon 7/1/19
110	Engage and Communicate Regularly with Schools	100%	Mon 7/1/19	Mon 7/1/19
111	Engage and Communicate Regularly with Law Enforcement	100%	Mon 7/1/19	Mon 7/1/19
112	Engage and Communicate with Child Advocacy Organizations such as Project Harmony	100%	Mon 7/1/19	Mon 7/1/19
113	Provide Information and Education to Legislators	100%	Mon 7/1/19	Mon 7/1/19
114	Engage with the Foster Care Review Office	100%	Mon 7/1/19	Mon 7/1/19
115	Family Engagement using Family Centered Principles of Voice and Choice	100%	Mon 7/1/19	Mon 7/1/19
116	Develop Procedures for Monthly Family Team Meetings	100%	Mon 7/1/19	Mon 7/1/19
117	Develop the Procedures for ensuring Family Voice and Choice in Service Providers	100%	Mon 7/1/19	Mon 7/1/19
118	DHHS Engagment	100%	Mon 7/1/19	Mon 7/1/19

ID	Task Name	% Complete by July 1 2019	Start	Finish
119	Establish Regular Communication Protocol with DHHS	100%	Mon 7/1/19	Mon 7/1/19
120	Establish Case Management Transition Processes with DHHS	100%	Mon 7/1/19	Mon 7/1/19
121	Establish Strategic Meetings to increase Communication with DHHS	100%	Mon 7/1/19	Mon 7/1/19
122	Establish the process to review Data and develop Strategy for System Improvemnts	100%	Mon 7/1/19	Mon 7/1/19
123	Develop and Implement the Processes for Interstate Compact for Placement of Children(ICPC)	100%	Mon 7/1/19	Mon 7/1/19
124				
125	<i>Continuous Quality Improvement (CQI) and Quality Assurance - Enable the organization to improve their overall performance on an ongoing basis through data driven processes and performance improvements.</i>	100%	Mon 7/1/19	Mon 7/1/19
126	Continuous Quality Improvement	100%	Mon 7/1/19	Mon 7/1/19
127	Development and Implement Quality Assurance Work Groups	100%	Mon 7/1/19	Mon 7/1/19
128	Development Dashboards using Federal and State Measures for the Quality Assurance Work Groups	100%	Mon 7/1/19	Mon 7/1/19
129	Develop targeted Quality Reviews to evaluate Case Management processes to establish Best Practices	100%	Mon 7/1/19	Mon 7/1/19
130	Establish a process for Qualitative Data Reviews to drive Performance Measure improvements	100%	Mon 7/1/19	Mon 7/1/19
131	Quality Assurance - Compliance, Audits, Reports	100%	Mon 7/1/19	Mon 7/1/19
132	Establish the process to prepare and comply with External Audits and Reviews	100%	Mon 7/1/19	Mon 7/1/19
133	Develop the plan for completing the Council On Accreditation(COA)	100%	Mon 7/1/19	Mon 7/1/19
134	Establish the compliance processes for required DHHS quarterly and annual reports	100%	Mon 7/1/19	Mon 7/1/19
135	Develop the process to administer the PromiseShip Client Stakeholder survey in compliance with state statute	100%	Mon 7/1/19	Mon 7/1/19
136	Develop and Implement the procedures to audit Case completeness and to ensure Case closure compliance	100%	Mon 7/1/19	Mon 7/1/19
137				
138	<i>Records Management/Client Records - Implement the processes, systems, tools and audit methods to procure and manage the Records required for Case Management Services.</i>	100%	Mon 7/1/19	Mon 7/1/19
139	Develop the systems and processes to capture, collate and place into the State Records Management System	100%	Mon 7/1/19	Mon 7/1/19
140	Develop and Implement the procedures for subpoena compliance and records requests	100%	Mon 7/1/19	Mon 7/1/19
141	Implement procedures for Foster Care Office Review records requests	100%	Mon 7/1/19	Mon 7/1/19
142	Implement procedures for State CFSR records preparation	100%	Mon 7/1/19	Mon 7/1/19
143				
144	<i>Public Relations/Communications - Implement the Communication Plan to ensure clear and concise communication with the Community, Employees and DHHS.</i>	100%	Mon 7/1/19	Mon 7/1/19
145	Develop and Implement the Communication Plan including Press Releases, Social Media, and Website Strategies	100%	Mon 7/1/19	Mon 7/1/19
146	Develop the Strategy for Community Stakeholder and Employee Communications	100%	Mon 7/1/19	Mon 7/1/19
147	Establish preferred Communication processes between PromiseShip and DHHS	100%	Mon 7/1/19	Mon 7/1/19

Preliminary Implementation Plan - Phase 1 Summary

ID	Task Name	% Complete by Dec 31 2019	Start	Finish
1	PHASE 1 PromiseShip Preliminary Implementation Plan - activities are expected to be started and either completed, or in progress by December 31, 2019.	76%	Mon 7/1/19	Tue 12/31/19
2				
3	Financial Management/Cost Reconciliation Process - Implement the Systems, Tools and Processes to support the management of the Cost Allocation Plan, Billing and Cost Reconciliation and the Random Moment in Time Study.	100%	Mon 7/1/19	Tue 12/31/19
12				
13	Enhancements and New Initiatives - Select the Model and complete the implementation of Enhancements and New Initiatives needed to support the transformation of the State of Nebraska Child Welfare System.	67%	Mon 7/1/19	Tue 12/31/19
79				
80	Reporting Requirements deliverables to DHHS (RFP Pages 53-54) - Design, Develop and Implement the Reports Required by the Contract.	100%	Mon 7/1/19	Tue 12/31/19
86				
87	Retainage and Performance Measurements (RFP pages 48-52) - Develop the Approach, Methodology and Measures to Ensure PromiseShip is providing effective outcomes for the children and families served.	100%	Mon 7/1/19	Tue 12/31/19

Preliminary Implementation Plan - Phase 1 Detail

ID	Task Name	% Complete by Dec 31 2019	Start	Finish
1	PHASE 1 PromiseShip Preliminary Implementation Plan - activities are expected to be started and either completed, or in progress by December 31, 2019.	76%	Mon 7/1/19	Tue 12/31/19
2				
3	<i>Financial Management/Cost Reconciliation Process - Implement the Systems, Tools and Processes to support the management of the Cost Allocation Plan, Billing and Cost Reconciliation and the Random Moment in Time Study.</i>	100%	Mon 7/1/19	Tue 12/31/19
4	Cost Allocation Plan	100%	Mon 7/1/19	Tue 12/31/19
5	Develop the Approach for the Cost Allocation Plan and the Required Source Documents	100%	Mon 7/1/19	Tue 12/31/19
6	Develop the Approach and Prepare for Delivery of the Cost Allocation Plan within 90 Days Post Operational Start Date	100%	Mon 7/1/19	Tue 12/31/19
7	Implement the Process to Deliver the Annual Cost Allocation Plan	100%	Mon 7/1/19	Tue 12/31/19
8	Billing and Cost Reconciliation	100%	Mon 7/1/19	Tue 12/31/19
9	Develop and Implement a Plan for Invoicing and Timely Payments (45 days) to the Provider Network for Services Delivered	100%	Mon 7/1/19	Tue 12/31/19
10	Develop the Process for Ongoing Cost Reconciliation with DHHS	100%	Mon 7/1/19	Tue 12/31/19
11	Develop and Implement the Random Moment in Time Study	100%	Mon 7/1/19	Tue 12/31/19
12				
13	<i>Enhancements and New Initiatives - Select the Model and complete the implementation of Enhancements and New Initiatives needed to support the transformation of the State of Nebraska Child Welfare System.</i>	67%	Mon 7/1/19	Tue 12/31/19
14	<i>Performance Based Contracting</i>	100%	Mon 7/1/19	Tue 12/31/19
15	Develop, Review, Incorporate and Obtain DHHS Approval of SubContractor PBC Incentives	100%	Mon 7/1/19	Tue 12/31/19
16	<i>Trauma Informed Care Culture</i>	55%	Mon 7/1/19	Tue 12/31/19
17	Complete Discovery of Relevant Information related to the Model	100%	Mon 7/1/19	Tue 12/31/19
18	Create Workgroups to review materials and select the Model	100%	Mon 7/1/19	Tue 12/31/19
19	Include Children and Family Representatives as appropriate	100%	Mon 7/1/19	Tue 12/31/19
20	Consider Costs and Secure Necessary Funding	100%	Mon 7/1/19	Tue 12/31/19
21	Select the Model	100%	Mon 7/1/19	Tue 12/31/19
22	Develop Implementation Plan	42%	Mon 7/1/19	Tue 12/31/19
23	Develop a Stakeholder Communication Plan	75%	Mon 7/1/19	Tue 12/31/19
24	Develop Data Metrics and Fidelity Measures	25%	Mon 7/1/19	Tue 12/31/19
25	Develop the Training Plan	100%	Mon 7/1/19	Mon 7/1/19
26	Develop CQI Process Modifications and Verifications	25%	Mon 7/1/19	Tue 12/31/19
27	Train to the Model	20%	Mon 7/1/19	Tue 12/31/19
28	Implement the new Model	0%	Mon 7/1/19	Tue 12/31/19
29	Follow a Plan Do Check Act (PDCA) Cycle	0%	Mon 7/1/19	Tue 12/31/19
30	<i>Motivational Interviewing</i>	88%	Mon 7/1/19	Tue 12/31/19
31	Complete Discovery of Relevant Information related to the Model	100%	Mon 7/1/19	Tue 12/31/19
32	Create Workgroups to review materials and select the Model	100%	Mon 7/1/19	Tue 12/31/19
33	Include Children and Family Representatives as appropriate	100%	Mon 7/1/19	Tue 12/31/19
34	Consider Costs and Secure Necessary Funding	100%	Mon 7/1/19	Tue 12/31/19
35	Select the Model	100%	Mon 7/1/19	Tue 12/31/19
36	Develop Implementation Plan	77%	Mon 7/1/19	Tue 12/31/19
37	Develop Data Metrics and Fidelity Measures	50%	Mon 7/1/19	Tue 12/31/19
38	Develop the Training Plan	100%	Mon 7/1/19	Tue 12/31/19
39	Develop CQI Process Modifications and Verifications	80%	Mon 7/1/19	Tue 12/31/19
40	Train to the Model	100%	Mon 7/1/19	Tue 12/31/19
41	Implement the new Model	100%	Mon 7/1/19	Tue 12/31/19
42	Follow a Plan Do Check Act (PDCA) Cycle	50%	Mon 7/1/19	Tue 12/31/19
43	<i>North Carolina Family Assessment Scale (NCFAS)</i>	100%	Mon 7/1/19	Tue 12/31/19
44	Develop Implementation Plan	100%	Mon 7/1/19	Tue 12/31/19
45	Develop Data Metrics and Fidelity Measures	100%	Mon 7/1/19	Tue 12/31/19
46	Develop the Training Plan	100%	Mon 7/1/19	Tue 12/31/19
47	Develop CQI Process Modifications and Verifications	100%	Mon 7/1/19	Tue 12/31/19
48	Train to the Model	100%	Mon 7/1/19	Tue 12/31/19
49	Implement the new Model	100%	Mon 7/1/19	Tue 12/31/19
50	Follow a Plan Do Check Act (PDCA) Cycle	100%	Mon 7/1/19	Tue 12/31/19
51	<i>Family First Prevention Services Act (FFPSA) - Education and Approach</i>	83%	Mon 7/1/19	Tue 12/31/19
52	Educate and continue Discovery on Federal Level Guidelines and IV-E Financial Guidance	100%	Mon 7/1/19	Tue 12/31/19
53	Partner with DHHS and Service Providers to complete FFPSA Implementation Planning	80%	Mon 7/1/19	Tue 12/31/19
54	Establish an Inter-Agency Work Group to review Models for Implementation of FFPSA	100%	Mon 7/1/19	Tue 12/31/19
55	Work with Providers on FFPSA Education	100%	Mon 7/1/19	Tue 12/31/19
56	Work Closely with DHHS on Kinship Navigator Implementation	100%	Mon 7/1/19	Tue 12/31/19
57	Develop the Approach to the Performance Measures for the Fidelity of the FFPSA Models	50%	Mon 7/1/19	Tue 12/31/19
58	Develop the Approach for the Procedures to Ensure Fidelity to the Models within the Provider Network	50%	Mon 7/1/19	Tue 12/31/19

ID	Task Name	% Complete by Dec 31 2019	Start	Finish
59	Safety Organized Practice (SOP)	47%	Mon 7/1/19	Tue 12/31/19
60	Partner with DHHS and Child Welfare Innovations to complete Implementation Plan	75%	Mon 7/1/19	Tue 12/31/19
61	Develop Stakeholder Communication Plan	100%	Mon 7/1/19	Tue 12/31/19
62	Develop Data Metrics and Fidelity Measures	0%	Mon 7/1/19	Tue 12/31/19
63	Develop the Training Plan	100%	Mon 7/1/19	Tue 12/31/19
64	CQI Process Modifications and Verifications	100%	Mon 7/1/19	Tue 12/31/19
65	Phased Training and Implementation	10%	Mon 7/1/19	Tue 12/31/19
66	Train to the Model	10%	Mon 7/1/19	Tue 12/31/19
67	Implement the new Model	10%	Mon 7/1/19	Tue 12/31/19
68	Follow a Plan Do Check Act (PDCA) Cycle	10%	Mon 7/1/19	Tue 12/31/19
69	Resource Families Transformation- Quality Parenting Initiative (QPI)	35%	Mon 7/1/19	Tue 12/31/19
70	Complete Implementation Plan	63%	Mon 7/1/19	Tue 12/31/19
71	Develop Stakeholder Communication Plan	100%	Mon 7/1/19	Tue 12/31/19
72	Develop Data Metrics and Fidelity Measures	0%	Mon 7/1/19	Tue 12/31/19
73	Develop the Training Plan	100%	Mon 7/1/19	Tue 12/31/19
74	CQI Process Modifications and Verification	50%	Mon 7/1/19	Tue 12/31/19
75	Develop the Process in Collaboration with DHHS, Child Placement Agencies, Family Organizations and other Stakeholders	30%	Mon 7/1/19	Tue 12/31/19
76	Train Resource Families utilizing DHHS approved Curriculum	0%	Mon 7/1/19	Tue 12/31/19
77	Implement the new Process	0%	Mon 7/1/19	Tue 12/31/19
78	Follow a Plan Do Check Act (PDCA) Cycle	0%	Mon 7/1/19	Tue 12/31/19
79				
80	Reporting Requirements deliverables to DHHS (RFP Pages 53-54) - Design, Develop and Implement the Reports Required by the Contract.	100%	Mon 7/1/19	Tue 12/31/19
81	Identify the Data Elements required for the reports required by DHHS	100%	Mon 7/1/19	Tue 12/31/19
82	Design, review and verify the Report designs with DHHS	100%	Mon 7/1/19	Tue 12/31/19
83	Develop the Reports	100%	Mon 7/1/19	Tue 12/31/19
84	Implement the Reports creation and delivery into daily processes	100%	Mon 7/1/19	Tue 12/31/19
85	Develop and implement the Continuous Quality Improvement processes for Report findings	100%	Mon 7/1/19	Tue 12/31/19
86				
87	Retainage and Performance Measurements (RFP pages 48-52) - Develop the Approach, Methodology and Measures to Ensure PromiseShip is providing effective outcomes for the children and families served.	100%	Mon 7/1/19	Tue 12/31/19
88	Identify Data Elements required for the Performance Measures	100%	Mon 7/1/19	Tue 12/31/19
89	Develop the data capture approach for each Performance Measure based on Federal Indicators	100%	Mon 7/1/19	Tue 12/31/19
90	Review and verify the initial tests of Performance Measures with DHHS and against Federal Data Indicators	100%	Mon 7/1/19	Tue 12/31/19
91	Implement the Performance Measure data capture and delivery into daily processes	100%	Mon 7/1/19	Tue 12/31/19
92	Develop and implement the Continuous Quality Improvement approach for each measure	100%	Mon 7/1/19	Tue 12/31/19

PromiseShip
Cover Sheet for Current Cost Allocation Plan
State Fiscal Year 2019

Attached is PromiseShip's current Cost Allocation Plan. This plan is being submitted in lieu of a draft plan. PromiseShip is aware that a new Cost Allocation Plan must be submitted within 90 days of the Operational Start Date of the subaward. PromiseShip is also aware that the final Cost Allocation Plan must be augmented with a Random Moment Time Study approach that will allow the Department to fully claim federal reimbursement for all Foster Care Administrative activities performed by PromiseShip staff.

As noted in the Technical Proposal, PromiseShip is pleased to utilize the services of Baldacci Consulting Group to assist with the implementation of our Random Moment Time Study (RMTS) methodology. After leading the day-to-day federal claiming project activities for a large consulting company out of Boston, Mr. Robert Baldacci founded Baldacci Consulting Group in 2012. He brings nearly two decades of experience working directly in public assistance health and human services program areas, including a number of projects with agencies billing Title IV-E administrative costs and various direct service rates. He has presented at a number of large national conferences on cost allocation principles and regulations governing these programs. Baldacci Consulting Group currently supports administrative claiming time and effort reporting projects in Virginia, Nevada, Oklahoma, and Delaware. Baldacci Consulting Group will be supported on this engagement by Ms. Kay Casey. Kay has over 30 years of experience working with child welfare and juvenile justice agencies, and has worked extensively as a Title IV-E expert in claiming Title IV-E maintenance, administration and training. Over her career Kay, has been the Subject Matter Expert on child welfare projects for a large national consulting company, and has worked for ACF as a fiscal operations specialist. She has also worked for the Florida Department of Children and Families as a protective services counselor, foster care supervisor and financial administrator.

Baldacci Consulting Group will assist our agency with the implementation of a federally compliant RMTS process. These activities will include:

1. Confirm of all case management activities performed on behalf of the Nebraska Department of Health and Human Services (NDHHS)
 - a) Review existing contract requirements for the provision of child welfare services.
 - b) Determine the role, if any of state workers, in relation to the contract.
 - c) Conduct focus groups of case managers to establish appropriate programs and activities
 - d) Create proposed combinations of programs and activities for review by focus groups
 - e) Finalize Random Moment Time Study requirements for development by a software provider.
2. Review PromiseShip's accounting system and existing allocation of cost centers to ensure that the existing cost centers capture all relevant costs for Title IV-E administrative claiming.

3. Crosswalk the cost centers to the contract required reporting categories. Design, test, train, and implement a time study for the agency's Random Moment Time Study (RMTS) including:
 - a) Determine sampled respondents (Case Management and other staff as appropriate)
 - b) Set sampling parameters including hours, holidays, response times, 10% subsample, etc.)
 - c) Train staff on the activity codes and how to record their time appropriately
 - d) Train staff on selected time tracking system (Web-based system)
 - e) Implement pilot time study period
 - f) Test results after staff have recorded their time for a sample period to see initial results and revise if necessary

4. Amend the Cost Allocation Plan to allow costs for the staff to be allocated to Title IV-E;
 - a) Revise CAP to include direct costs, time study and indirect costs accordingly
 - b) Revise the Title IV-E cost report
 - c) Update penetration rate if necessary

5. Develop an annual training program for time study activities (annual training included for initial time study roll-out period only).

Upon contract award a specific methodology will be developed over the course of the next 6 months for a planned implementation date of January 1, 2020. This methodology will comply with all facets of the DCA Best Practices Review Guide for Public Assistance Cost Allocation Plans and 2 CFR 225 Uniform Administrative Requirements.



Child Welfare Cost Allocation Plan

**David Newell, President and CEO
2110 Papillion Parkway
Omaha, Nebraska 68164**

**Revised April 2019
For State Fiscal Year 2019**

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Section I – Certification

PromiseShip

Certification by Responsible Individual

I hereby certify, as the responsible official of Nebraska Families Collaborative that the following is correct to the best of my knowledge and belief:

- This Cost Allocation Plan has been developed in accordance with the requirements of Title 2 CFR, Part 200 "Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards", effective fiscal years beginning on or after December 26, 2014.
- The allocation methodologies contained in this Cost Allocation Plan have been developed on the basis of a beneficial or causal relationship between the expenses incurred and the receiving organizational units or programs.
- Costs related to each activity are based on the current reporting month. All costs have been screened for allowable costs in accordance with Title 2 CFR, Part 200 "Uniform Administrative Requirements, Cost Principles and Audit Requirements, Cost Principles and Audit Requirements for Federal Awards".
- An adequate accounting and statistical system exists to support claims that will be made under the Cost Allocation Plan.
- The same costs that have been treated as indirect costs have not been claimed as direct costs. Similar types of cost have been accounted for on a consistent basis.
- The information provided in support of the proposed Cost Allocation Plan is accurate.



 Signature

David Newell, CSW, ACSW

Printed Name

President & CEO

April 2, 2019

Date

Section II – Background and System of Care Description

Nebraska Families Collaborative (NFC) dba PromiseShip is a Nebraska nonprofit public benefit charitable corporation created by four accredited Omaha-area organizations (the Child Saving Institute, Father Flanagan's Boys' Home (FFBH), Heartland Family Service and OMNI Behavioral Health) and the Nebraska Family Support Network (NFSN). PromiseShip began serving children and families in November 2009. PromiseShip's Revenues are derived from program service revenue through a full Case Management and Service Coordination contract with the Nebraska Department of Health and Human Services(DHHS), Division of Children and Family Services (DCFS).

PromiseShip provides case management and service coordination for the families, children and youth who are wards of the state of Nebraska involved in the child welfare and non-court-involved children and families served throughout the Douglas and Sarpy Counties. PromiseShip is accredited by the Council on Accreditation (COA) for both network management and case management standards.

The PromiseShip staff adheres to its Guiding Principles related to case management and pursuant to the U.S. Supreme Court's Holmstead decision. These principles are:

- Children, families, and communities need to be safe.
- Children will live with their families except when they cannot be safe from harm.
- Children and their families, along with their natural support systems, will participate in service planning. The services offered will be unique to the child and family.
- Children and their families will be encouraged and supported in the execution of their service plan.
- Children's/families' needs are best met through collaborative actions with families, friends, existing community resources, cultural systems, and other natural supports.

Family Permanency Specialists (FPS) partner with families, contracted providers, DHHS, legal parties, and others to develop and support family-driven case plans while focusing on family-centered practices to meet safety, permanency, and well-being outcomes. Family Permanency Specialists ensure reasonable efforts and best interests are provided to children and families. Family Permanency Teams are supported by Utilization Management Specialists who ensure the appropriate services are accessed in a timely manner for children and families. Each FPS maintains a caseload of sixteen (16) or fewer families. Family Permanency Specialists are responsible for the overall case management of families assigned.

PromiseShip provides full case management and service coordination services utilizing a team approach. Twenty-nine (29) Family Permanency Teams provide case management services. The PromiseShip staffing structure consists of a staffing ratio of one (1) supervisor to five (5) Family Permanency Specialists. Supervision responsibilities include weekly supervision and consultation to staff. Each supervisor is responsible for meeting the daily responsibilities of working directly with children and

families assigned to his or her caseload. Supervisors conduct periodic review of cases to ensure case planning and reasonable efforts are being made toward achieving timely permanency. Supervisors also review services to ensure that they meet the needs of each family and review and monitor the quality of service the family receives.

Each Family Permanency Team is supported by specialty teams including:

- Permanency / Family Finding Unit
- Kinship Care Unit
- Program Support Workers (2 Units)
- Prevention Services
- Independent Living Unit
- Program Support positions / functions
 - Utilization Management
 - Clinical Management
 - Contract and Network Management
 - Records Management
 - CQI and Data Management
 - Program Audit
- Training Unit
- Adoption Unit

Independent Living Services - Independent Living services for children who reach the age of majority (19) are provided through contracts that Nebraska DHHS has with other providers. For youth ages 15 – 18, PromiseShip's Independent Living Unit provides:

- Ansell Casey Life Skills Assessment – yearly starting at age 15
- Transitional Living Plan – updated monthly and renewed every 6 months
- TRY Referral – all cases at age 17 and age 18
- TRY staffing – on an as-needed basis, determined by Region 6
- Transition to Adulthood checklist – updated monthly starting at age 17
- Project Everlast referral – any time starting at age 14
- Referral to Bridge to Independence Program (former ward program)

PromiseShip's organizational chart is contained as Attachment 1, the functional chart is Attachment 2, and the description of the functions is in Attachment 3.

Section III – Accounting System and Description

PromiseShip uses the Ellucian BANNER general ledger system. Currently, there are approximately 23 cost centers maintained to segregate the various functional activities of the organization (these are contained in Attachment 4). Each cost center has identifiable expense categories: salaries, payroll taxes, benefits, specific assistance to youth, occupancy, contract services, supplies, printing & publications, postage, equipment rental and maintenance, professional fees, employee recruitment & relocation, travel, communications, interest, and other miscellaneous. Within each expense category are additional expenditure codes. Expenses are identified and recorded to the cost center as they occur.

Direct costs are those that can be identified specifically with a project or activity and are charged to that activity's cost center. The accounting system records these costs as they are incurred within the series of accounts assigned for that purpose and further distribution is not required.

The financial statements and accounting records are prepared on an accrual basis of accounting. Program service revenues and expenses are recognized when the services are performed. Payments received prior to services being performed are recognized as deferred revenues.

Land, building, and equipment are stated at costs, including capitalized interest when applicable. Items are capitalized if the unit cost is \$5,000 or more and has a useful life in excess of one year. Depreciation of buildings and equipment is provided on a straight-line basis over the estimated useful lives of the assets. Estimated useful lives for buildings range from 25 to 50 years. Estimated useful lives for equipment range from 3 to 10 years.

Leased office facilities are under operating leases that expire in 2021. Escalating rental payments are recognized on a straight line basis over the lease term.

Section IV – Purpose and General Statements

The purpose of this cost allocation plan is to summarize, in writing, the methods and procedures that PromiseShip will use to allocate costs to various programs, grants, contracts and agreements.

Direct costs are those that can be identified specifically with a particular final cost objective. General administrative costs are those that have been incurred for common or joint objectives and cannot be readily identified with a particular final cost objective.

Only costs that are allowable, in accordance with the cost principles, will be allocated to benefiting programs by PromiseShip.

This proposal addresses all elements of cost incurred by PromiseShip and identifies shared costs that require allocation. Title 2 CFR, Part 200 "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards". The Cost Allocation Plan is based on the Direct Allocation method. The Direct Allocation Method treats all costs as direct costs except general administration and general expenses.

For guidance specific to allowable costs under Title IV-E, the following were utilized:

- Social Security Act - Title IV Part E Sections 470 through 475 of the Social Security Act (42 U.S.C. 672 - 675).
- Code of Federal Regulations - Title 45 Code of Federal Regulations, Sections 1355, 1356 and 1357
- Child Welfare Policy Manual - Section 8 - Title IV-E
- Catalogue of Federal Domestic Assistance - CFDA 93.658, Title IV-E Foster Care and CFDA 93.659, Title IV-E Adoption Assistance

Section V – General Approach

The general approach in allocating costs to particular grants and contracts is as follows:

- A. All allowable direct costs are charged directly to program, grants, activities, or contracts.
- B. Allowable direct costs that can be identified to more than one program or cost pool are prorated individually as direct costs using a base most appropriate to the particular cost being prorated.
- C. All other allowable general and administrative costs (costs that benefit all programs and cannot be identified to a specific program) are allocated to programs, grants, contracts using a base that results in an equitable distribution as further described below.
- D. Fixed costs are determined to be those costs that are not related to the organization's service activities, existing independent of operating capacities. For example, the extent of most management and general areas (i.e. executive director, finance, human resources) are not dependent upon the caseload of youth and families placed through PromiseShip. The number of case workers and case management support staff are dependent upon and would fluctuate depending on the extent of the operating capacities, youth and families referred to PromiseShip.

Excluding payments to service providers, the majority of costs are personnel related. The automated Ellucian BANNER Payroll module interfaces with the general ledger system. Payroll is reported and recorded twice monthly, for the periods 1st through 15th and 16th through the end of the month, to the individual cost centers identified for each person. Employee benefits are allocated based on full time equivalents (FTEs). Payroll taxes are based on actual salary (FICA) directly charged to the corresponding cost center. Unemployment and worker's compensation are directly charged to the corresponding cost center.

Monthly rent expense is allocated and charged to Management & General, Fund Raising and Operations based on square footage.

Specific personnel costs related to operations, such as telephone and mileage, are charged directly to the corresponding cost center. Travel / mileage costs are prepared monthly (or more frequently) by the staff incurring the expense, reviewed by their supervisor/manager and lastly by the finance office. It is reviewed for appropriateness and proper coding. Other expenditures incurred are processed through the automated Ellucian BANNER accounts payable module interfacing with the general ledger system. Invoices that are received for payment are scanned and imaged into the accounts payable system for approval by the appropriate staff. These are reviewed for proper authorization, documentation and coding and approved by the appropriate supervisor/manager, prior to being submitted for payment and recorded in the general ledger system. Professional Liability insurance is allocation between Administration and Operations based on FTEs.

Section VI – Allocation of Cost Overview

This Cost Allocation Plan is presented in two sections. The first section describes cost allocation for the staff and their associated costs (e.g. travel, office costs, etc.) including all agency overhead and occupancy costs. The second section describes cost allocation for direct client services such as room and board to which no agency overhead is allocated.

Section VII – Staff and Related Costs

PromiseShip utilizes the following cost pools for staff and related costs:

- Management and General
- Fundraising (not charged to DHHS but does receive Occupancy and Administration charges)
- Program Support
- Case Management
- In-Home Administration
- Out-of-Home Licensed Administration
- Out-of-Home Unlicensed Administration
- Out-of-Home Adoption Administration
- 75% Training
- 50% Training
- Other IV-E Ineligible Costs

All cost pools contain direct charges as they are incurred with the exception of the Out-of-Home Licensed Administration cost pool – this cost pool contains only stepped down costs once the cost allocation process is complete. There are also several cost pools that are utilized to capture costs prior to the step down process that ultimately end up with no costs (i.e. all costs have been stepped down). These include Management and General, Program Support and Case Management. The step down process applied to

calendar 2015 actual expenses is contained in Attachment 6 and is described in detail below.

As noted above charges to cost pools are based on the function of staff and include salaries, taxes, benefits, and other staff specific costs such as cell phone, travel, etc.

Occupancy cost – These costs are captured in a single line item and contain rent, utilities and other miscellaneous costs. They are charged to the following cost pools based on square footage:

- Management and General
- Fundraising
- Program Support – this cost pool is stepped down to all other direct service cost pools so it is appropriate to capture it here as opposed to charging directly to all direct service cost pools.

Program Support – This cost pool includes staff who provide support and supervision to all operations and cannot be identified to a more specific benefitting cost pool. Positions included in this cost pool are:

- VP, Network Management
- VP, Administration
- VP, CQI and Data Management and all staff reporting to this position
- General Council
- Senior Director Executive Operations
- Contract & Network Manager
- Manager of Program Audit
- Utilization Management
- Records Management
- Facilities Manager

The Program Support cost pool is allocated based on the percentage of FTE's in each cost pool. An example of this allocation is provided in Attachment 6d.

Case Management – This is the main function of PromiseShip's staff. The contract with DHHS includes the following key activities:

- To provide an individualized system of care for families and their children and youth who are wards of the State of Nebraska involved in the Child Welfare System or who are non-court involved children and families involved in the Child Welfare System. Service, service coordination, and case management functions will be provided for families served in the Eastern Service Area. PromiseShip currently serves all of the children and families described above in the Eastern Service Area.

Case Management cost pool contains the following positions:

- All positions that are part of a Family Permanency Team
 - Family Permanency Supervisor
 - Family Permanency Specialist

- After Hours Case Management
- Two (2) Program Support Worker Units
- Case Intake

All positions in the Case Management cost pool perform services in support of the case plan (see Attachment 4 for a description of functions). These meet the definition of IV-E Administration as defined in 45 CFR 1356.60(c)(2):

- (i) Referral to services;
- (ii) Preparation for and participation in judicial determinations;
- (iii) Placement of the child;
- (iv) Development of the case plan;
- (v) Case reviews;
- (vi) Case management and supervision;
- (vii) Recruitment and licensing of foster homes and institutions;
- (viii) Rate setting; and
- (ix) A proportionate share of related agency overhead.
- (x) Costs related to data collection and reporting.

As noted in 45 CFR 1356.60©(3), allowable administrative costs do not include the costs of social services provided to the child, the child's family or foster family which provide counseling or treatment to ameliorate or remedy personal problems, behaviors or home conditions. It is the practice of PromiseShip that such services are provided through purchase of service contracts and not by staff in the case management cost pool.

PromiseShip's Family Permanency Specialists may have mixed caseloads of both in-home and out-of-home cases, the case management cost pool is divided amongst four (4) other cost pools based on end of month actual case counts in order to determine which costs can be charged to Title IV-E. Attachment 6b shows an example of this allocation. The four (4) cost pools are:

1. In home Administration (Ineligible for IV-E Foster Care Administration)
2. Out-of-home Licensed Administration (IV-E Foster Care Administration eligible)
3. Out-of-home Unlicensed Administration (Ineligible for IV-E Foster Care Administration)
4. Out-of-home Adoption Administration (IV-E Adoption Assistance Administration eligible)

The Out-of-home Licensed Administration costs are the only costs that are eligible for Title IV-E Foster Care Administration claiming. These costs are rolled into Nebraska's DHHS federal claim as appropriate (i.e. by applying the appropriate penetration rate). The percentage not charged to IV-E is charged to state funds or other funds as determined by DHHS. Note that there are also client specific costs charged to this cost pool discussed in Section VIII. These costs are added after all other step-downs have been complete.

In-home Administration costs may be charged to state funds, TANF (based on the percentage of TANF-eligible families), SSBG or IV-B. The decision as to which funds to charge is made by Nebraska DHHS.

Out-of-home Unlicensed Administration costs are typically children in relative caregiver placements and are charged to state funds or TANF (based on the percentage of TANF-eligible families). The decision as to which funds to charge is made by Nebraska DHHS.

Out-of-home Adoption Administration costs are for those children where parental rights have been terminated and the goal is adoption and who have been placed in a pre-adoptive home. These costs are eligible for Title IV-E Adoption Assistance Administration claiming. These costs are rolled into Nebraska's DHHS federal claim as appropriate (i.e. by applying the appropriate penetration rate). The percentage not charged to IV-E is charged to state funds or other funds as determined by DHHS.

In Home Administration – In addition to the allocation from the Case Management cost pool, this cost pool contains costs that are for functions related to in-home clients including those who have been reunified and are Prevention Services. It includes the following positions in the Prevention Unit. The allocation of this cost pool to fund sources is described under Case Management.

Out of Home Licensed Administration - This cost pool contains costs that are for functions that are Title IV-E eligible. As noted above, there are no direct staff charges initially to this cost pool but the Case Management cost pool is stepped down based on case count. In addition to those costs, this cost pool includes the following purchased services that are eligible for Title IV-E funding:

- Mediation and Facilitation
- Visit Supervision / Monitoring
- Family Group Conferencing

Out of Home Unlicensed Administration - This cost pool contains costs that are for functions related only to out of home care that is not IV-E eligible. It includes the following positions / units:

- Kinship Unit

The allocation of this cost pool to fund sources is described under Case Management.

Out of Home Adoption Administration - This cost pool contains activities that are for those children where parental rights have been terminated and the goal is adoption and have been placed in a pre-adoptive home. It includes the following positions / units:

- Adoption Specialist and the Family Finding Unit

In addition to the costs allocated from the Case Management cost pool and the above positions, this cost pool contains costs for purchased home studies for adoptive homes,

maintenance of the adoption website, and for adoptive home recruitment. The allocation of this cost pool to fund sources is described under Case Management.

75% Training – This cost pool contains costs for staff initially employed by PromiseShip and undergoing pre-service training. The training consists of the initial 6 weeks, and approximately 30 days with a very limited caseload of 2-4 families (a full caseload is up to 16 families). While staff are being trained they are in a position titled Family Permanency Trainee so all costs related to those positions are easily identifiable and charged here. Once an employee is moved to Family Permanency Specialists, they are charged to the Case Management cost pool.

This cost pool also contains the allocated portion of the Training Specialists for providing Pre-Service Training (see below for further explanation of these positions) and other training that is eligible for 75% FFP. This cost pool may also contain purchased services for eligible training.

Costs in this cost pool are eligible for Title IV-E Foster Care Administration Training at the enhanced FFP of 75%. These costs are rolled into Nebraska's DHHS federal claim as appropriate (i.e. by applying the appropriate penetration rate). The percentage not charged to IV-E is charged to state funds or other funds as determined by DHHS.

Further Detail on Training Specialist allocation – PromiseShip's training staff provide and coordinate training that falls into one of 3 categories:

- 75% Training – charged to cost pool above
- 50% Training – charged to 50% Training cost pool
- Ineligible Training – charged to Ineligible Training cost pool

Costs for the Training Specialists (and a proportional amount of the unit supervisor allocated based on number of positions) are allocated to the 3 cost pools based on the proportion of training provided during the most recent fiscal year. Examples of the types of training for each cost pool are as follows:

- Pre-service and Other 75% Training – Intro to Child Welfare, Structured Decision Making, Child Abuse & Neglect 101, Child Abuse & Neglect 201, Ecomaps & Genograms, Case Planning, Court Report Training, Documentation Training, Face-to-Face Role Playing, Family Team Meetings, Wraparound Principles, Safety Plans, Solution Focused Interviewing, Cultural Competency, Parenting Time/Visitation Plans, Court & Legal, Preparing Affidavits, Testifying, ICWA/MEPA, NFOCUS, Time Management.
- 50% Training – Computer Overview, NFOCUS, Child Passenger Safety, Non-violent Crisis Intervention.
- Ineligible Training – Field Training, Court Shadowing, Network Service Array, Foster Care Rates & Kinship Care, Utilization Management & Treatment, Aftercare, 1:1 Training.

50% Training – As noted above, costs charged to this cost pool are those eligible for Title IV-E Foster Care Administration Training at the 50% FFP and may include

purchased training. These costs are rolled into Nebraska's DHHS federal claim as appropriate (i.e. by applying the appropriate penetration rate). The percentage not charged to IV-E is charged to state funds or other funds as determined by DHHS.

Other IV-E Ineligible Costs – As noted above, some of the costs charged to this cost pool are those ineligible for Title IV-E Foster Care Administration Training claiming. There are some client specific costs (discussed in the next section) that are charged to this cost pool. These costs are charged to state funds or other funds as determined by DHHS.

Management and General cost pool – Once all direct costs have been allocated PromiseShip charges Management and General based on percentage of total costs in the costs pool at this point. An example of this allocation is in Attachment 6e.

The Management and General cost pool includes administrative or direct costs as define in Title 2 CFR, Part 200 "Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards" Typical examples of costs included in this cost pool include general administrative and general expenses such as those for executive officers, personnel administration and accounting. These costs may also include items such as costs of facility maintenance and operation and grounds maintenance.

The following cost centers are included in the Management and General cost pool:

- Executive Director
- Legal Service/s
- Accounting
- Information Technology
- Human Resources

Section VIII – Client Specific Costs

Foster Care Maintenance Payments:

Title IV-E Maintenance can be claimed for an eligible child in an eligible placement. Specifically, per section 472 of the Social Security Act (SSA)

(b) Foster care maintenance payments may be made under this part only on behalf of a child described in subsection (a) of this section who is:

(1) in the foster family home of an individual, whether the payments therefor are made to such individual or to a public or private child-placement or child-care agency, or

(2) in a child-care institution, whether the payments are made to such institution or to a public or private child placing or child caring agency, which payments shall be limited so as to include in such payments only those items which are included in the term "foster care maintenance payments" (as defined in section 475(4)) which says:

(4)(A) The term "foster care maintenance payments" means payments to cover the cost of (and the cost of providing) food, clothing, shelter, daily supervision, school supplies, a child's personal incidentals, liability insurance with respect to a child, reasonable travel to the child's home for visitation, and reasonable travel for the child to remain in the school in which the child is enrolled at the time of placement. In the case of institutional care, such term shall include the reasonable costs of administration and operation of such institution as are necessarily required to provide the items described in the preceding sentence.

PromiseShip incurs the following types of maintenance payments:

- Paid through a contracted private Child Placing Agency (for foster family homes)
- Paid directly to a Group Home or Child Caring Agency

Cost pools used for client specific costs include:

- Maintenance
- Title IV-E Maintenance
- CPA Non-maintenance
- Relative Caregiver Payments

In addition, the following cost pools discussed in Section VII are utilized:

- Out-of-home Licensed Administration
- Out-of-home Adoption Administration
- Other IV-E Ineligible Costs

Child Placing Agency Payments:

Child Placing Agencies (CPA's) are agencies authorized to place children in foster family or adoptive homes and are subcontracted with PromiseShip. PromiseShip reimburses the subcontracted CPA's on a per diem for maintenance, foster home management, and foster parent support. This rate is per child per bed day (counting day of admit but not day of discharge). In order to appropriately report costs that would be eligible for maintenance claiming (independent of the child's eligibility), the daily rate is charged to two cost pools:

1. Maintenance – the actual amount paid to the foster parent
2. Non-maintenance – the remaining amount of the monthly payment to the agency for those additional supports and program standards

The methodology for identifying the non-maintenance portions is further discussed under Foster Home Management and Support.

Each CPA is required to provide monthly detail by child showing actual payments made to foster parents on behalf of each child (including room and board, incidentals, reimbursement for transportation in certain circumstances, etc.). This information is matched to PromiseShip's FAMCare and Banner systems for accuracy. It is important that this information be maintained at the child level because IV-E Maintenance claims are tied to the eligibility of the child.

Once that report is reconciled to the data contained in PromiseShip's FAMCare and Banner systems, a report is generated from the system identifying the Title IV-E Eligible amounts. The eligibility data is downloaded from Nebraska's NFOCUS system. The IV-E eligible amount is then recorded in a sub ledger differentiating between the Maintenance cost pool and the Title IV-E Maintenance cost pool.

Note that children whose eligibility has not yet been determined are assumed to be ineligible until the determination is complete and information is provided quarterly for updates. If a child is found to be IV-E eligible, an adjustment to the sub ledger is made within the quarter following eligibility to move all prior charges to the Title IV-E Maintenance cost pool. As such, each month's Title IV-E Maintenance cost pool will likely contain current month charges plus corrections from previous quarter.

Similarly, if a child was incorrectly found to be IV-E eligible, all past charges would be adjusted from IV-E Maintenance to Maintenance in the current month in which the child became eligible.

Note that even if a child is IV-E eligible but the placement is not (e.g. facilities with more than 25 beds), costs remain in the Maintenance cost pool, thus, are not charged to Title IV-E Maintenance.

Group Home and Child Caring Institution Payments:

PromiseShip reimburses subcontract Group Home and Child Caring Institutions on a per child per bed day rate (counting day of admit but not day of discharge). PromiseShip contracts for the following types of care:

- Group Home A-awake overnight staff
- Group Home
- Residential Safety and Shelter Services
- Treatment Services

Some of the contracted service requirements for these types of facilities and services are as follows:

- The Provider recognizes and affirms that working with the birth family is integral to the success of the youth transition back home or to a permanent placement.
- The Provider will assure youth and family involvement in accordance with the Case Plan.
- The Provider will involve the family in the discharge planning process.
- The Provider will maintain family contact at a minimum of twice monthly.
- The Provider will document all family interactions and attempts at interactions.
- The Provider will ensure 24-hour crisis intervention is available and that stabilization and preservation of placement is maintained.
- The Provider agrees to provide or arrange appropriate transportation for youth. This may include but is not limited to transporting youth to: activities and community services, therapy visits, doctor appointments, Court hearings, legal appointments, family visits and to school as outlined in Transportation Standards. The Provider will adhere to the Safety Plan and Condition of Liberty for all youth and families.
- The Provider participates in Family Team Meetings, support for family problem solving, mentoring, support groups and parent education services.
- The Provider will attend Family Team Meetings and actively participate with the family team.

The daily rate paid to the Group Home and Child Caring agencies is segregated into the following three components:

- 1) Maintenance costs;
- 2) IV-E Administration costs (accounted for in Out-of-home Licensed Administration cost pool); and
- 3) IV-E ineligible costs (accounted for in Other IV-E Ineligible cost pool).

The segregation is unique to each provider and is based on prior year actual expenditure ratios applied to current contracted rates. Because the same ratio is used each year, the amounts can be segregated at the time that original entry is made into the sub ledger system. The maintenance portion is charged to the Maintenance cost pool, the IV-E Administration portion is charged to the Out-of-home Licensed Administration cost pool, with the remainder being charged to the IV-E Ineligible cost pool.

The process for identifying Title IV-E Maintenance costs in the Maintenance cost pool is the same as that for Child Placing Agencies discussed above.

Note that even if a child is IV-E eligible but the placement is not (e.g. facilities with more than 25 beds, respite payments), costs remain in the Maintenance cost pool, thus, are not charged to Title IV-E Maintenance.

Relative Caregiver Payments:

LB 177 addresses foster care provisions related to the federal Fostering Connections Act which focuses on placing children removed from their home with relatives and placing sibling together. PromiseShip pays relative caregivers a monthly stipend. These payments are made after the end of the month by check or by electronic transfer.

July 2012, LB 820 allowed for additional compensation for foster parents and added a stipend of three dollars and ten cents (\$3.10) per day per child and paid monthly by PromiseShip and the Child Placing Agency received an administrative fee of twenty-five cents (.25) per child per day for processing the stipend. These payments also meet goal 1 of the Temporary Assistance for Needy Families “to provide assistance to needy families so that children may be cared for in their own homes or in the homes of relatives.” As such, if a family meets the definition of needy, the payment for that child / family may be charged to TANF.

Beginning July 1, 2014 foster care rates and the additional \$3.10 stipend were replaced by standard rates used uniformly across the State of Nebraska. An evaluation tool (NCR) is used to determine the level of care and rate of payment. Payments to providers are separated in the case management system into maintenance rates and administration and support rates in order to facilitate Title IV-E reporting.

Note, however, that DHHS currently does not require PromiseShip to separately identify these payments that are TANF eligible so these costs are reported in a single cost pool – Relative Caregiver Payments. The decision as to which fund source to charge is made by DHHS.

Foster Home Management and Support:

As noted in a previous section, CPAs are paid a daily rate per child that includes maintenance, foster home management, and foster parent support. Beginning on July 1, 2014 the rate is segregated into maintenance payments and provider administration and support payments. Some of the contracted service requirements for these types of providers are as follows:

- The Provider will assure youth and family involvement in accordance with the Case Plan.
- The Provider will involve the family in the discharge planning process.
- The Provider will maintain face to face family contact at a minimum of twice monthly.
- The Provider will ensure 24-hour crisis intervention is available and that stabilization and preservation of placement is maintained.
- The Provider agrees to provide or arrange appropriate transportation for youth. This may include but is not limited to transporting youth to: activities and community services, therapy visits, doctor appointments, Court hearings, legal appointments, family visits and to school. The Provider will offer transportation

- within ten (10) miles radius for the youth at no additional cost to the PromiseShip.
- When children are placed in a foster care setting the provider shall ensure that each child is provided four (4) hours per month of Parenting Time with the parents / legal guardians and the siblings. Parenting time may include visits in the foster home and/or group home setting.
 - Sibling contact/visitation will occur each month for a minimum of four (4) hours per month. Visits with siblings may occur in a neutral setting and/or the foster home/group home as approved by the Family Permanency Specialist.
 - The Provider will adhere to the Safety Plan and Condition of Liberty for all youth and families.
 - The Provider will offer services to the family that may include Family Team Meetings, support for family problem solving, mentoring, support groups and parent education services.
 - The Provider will attend Family Team Meetings and actively participate with the family team.

Since the services above include those that would be eligible for Title IV-E Administration and some that would not, it is necessary to separate the amount charged to the CPA Non-maintenance cost pool into the Out-of-home Licensed Administration cost pool and the IV-E Ineligible cost pool. This segregation is unique to each provider and is based on the rate form provided annually (or more often) by the CPAs.

Other Direct Client Services/Purchased Services:

PromiseShip also purchases child specific services that are not paid to a CPA or to a child caring facility. In these instances, the item is charged directly to the appropriate cost pool. For example, social services would be charged to the IV-E Ineligible cost pool, clothing for a child would be charged to the Title IV-E Maintenance cost pool.

Network Management - PromiseShip manages a network of services designed to keep children close to home, and cared for, whenever possible, by family, neighbors, and other community members. PromiseShip's service model ensures that outcomes are met through collaborative partnership focused on respect and shared decision making based on the principles of Family Centered Practice. PromiseShip works with qualified subcontractors to assist families in accessing quality services geared toward meeting the CFSR outcomes. The following is a list of services referencing the cost pool charged or the section of the CAP that addresses such costs:

Service Type	PromiseShip Service Definition and Cost Pool
Adoption Support Services	Adoption Website and Specialized Recruitment (Out-of-home Adoption Administration cost pool) Post Adoption Services (Other IV-E Ineligible cost pool) Home Studies (Out-of-home Adoption Administration cost pool)
Drug Screening and Testing	Drug Testing Adult and Youth (Other IV-E Ineligible cost pool)
Day Reporting Service	Day Reporting (Other IV-E Ineligible cost pool)
Electronic Monitoring	Electronic Monitoring/GPS (Other IV-E Ineligible cost pool)
Family Support Services	Family Support Services (Other IV-E Ineligible cost pool)
Intensive Family Preservation	Intensive Family Preservation (Other IV-E Ineligible cost pool)
Mediation and Facilitation	Mediation (Out-of-Licensed Administration cost pool)
Tracker Services	Tracker Services (Other IV-E Ineligible cost pool)
Visit Supervision/Monitor	Parenting Time (Out-of-Licensed Administration cost pool)
Interpreter	Interpreter/Translation Services (Other IV-E Ineligible cost pool)
Group Home Care	All Types (addressed in this section under Group Home and Child Caring Institution Payments)
Foster Care	Foster Care (All Types) (addressed in this section under Child Placing Agency Payments)
Residential Safety Services	Residential and/or Shelter Services (addressed in this section under Group Home and Child Caring Institution Payments)
Respite Care	Respite (charged to Maintenance cost pool and not eligible for Title IV-E funding – note that these payments may be made by a CPA, directly to a residential provider or directly to a foster parent)
Family Group Conferencing	Family Group Conferencing (Out-of-Licensed Administration cost pool)
Home Supported Services	Home Supported Services (23:59) (Other IV-E Ineligible cost pool)
In Home Safety Services	Crisis Response (Other IV-E Ineligible cost pool)
Intervention Hours	Home Studies (Other IV-E Ineligible cost pool)
Mentoring Support Services	Peer to Peer Mentoring (Other IV-E Ineligible cost pool)
Specialized Counseling	Relinquishment Counseling (Other IV-E Ineligible cost pool) Relinquishment/Permanency Education (Other IV-E Ineligible cost pool)

PromiseShip works with its subcontracted providers to develop outcomes centered on safety, permanency and well-being for children and families as defined in Child and Family Services Plan (CFSP), the Adoption and Safe Families Act (ASFA) and Child and Family Services Review (CFSR).

- Safety
 - Children are, first and foremost, protected from abuse and neglect
 - Children are safely maintained in their homes whenever possible and appropriate

- Permanency
 - Children have permanency and stability in their living situations
 - The continuity of family relationships and connections is preserved for children

- Child and Family Well-Being
 - Families have enhanced capacity to provide for their children's needs
 - Children receive appropriate services to meet their educational needs
 - Children receive adequate services to meet their physical and mental health needs

Continuous Quality Improvement - PromiseShip has a CQI system designed to evaluate quality of service, identify strengths and needs of the service delivery system and evaluate program improvement across all organizational aspects. The system is designed to evaluate the quality of service of its Providers and to identify strengths and needs of the service delivery system, generate reports, and evaluate program improvement measures. PromiseShip is able to conduct trend analysis to identify additional needs or gaps in services.

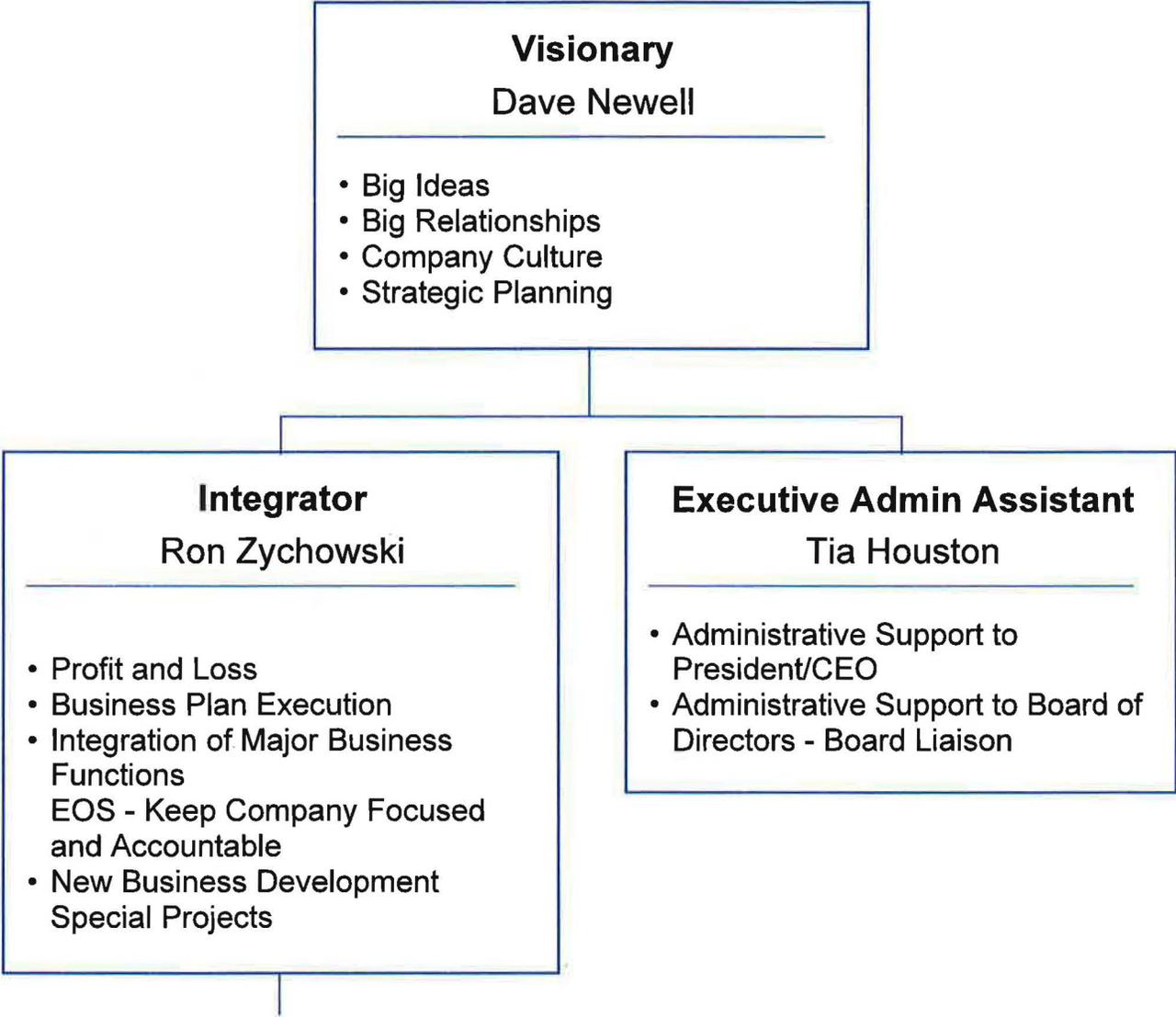
PromiseShip is committed to CQI efforts and initiatives and has developed a model that is embedded in all aspects of the organizational structure, training, design and implementation of service delivery. The CQI process monitors and evaluates effectiveness so that the outcomes will reflect improved results not only related to CFSR outcomes, but to improve family functioning.

Utilization Management - Utilization management (UM) ensures that children receive the right services and supports, in the right amount, at the right time, and for the right duration to support quality and permanency goals. The UM role is to provide a centralized service authorization with a dedicated personnel to ensure that service planning is continuous, comprehensive, and integrated.

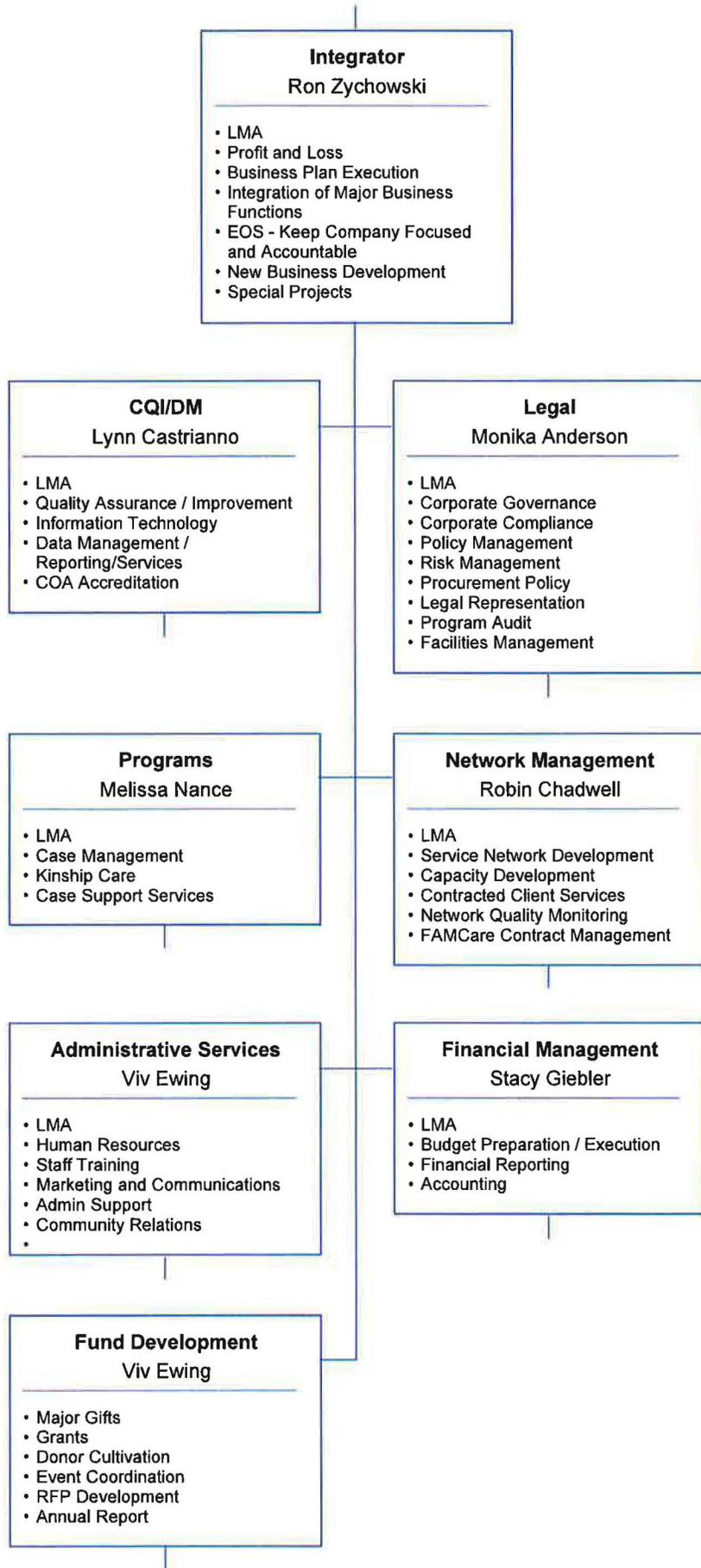
List of Attachments

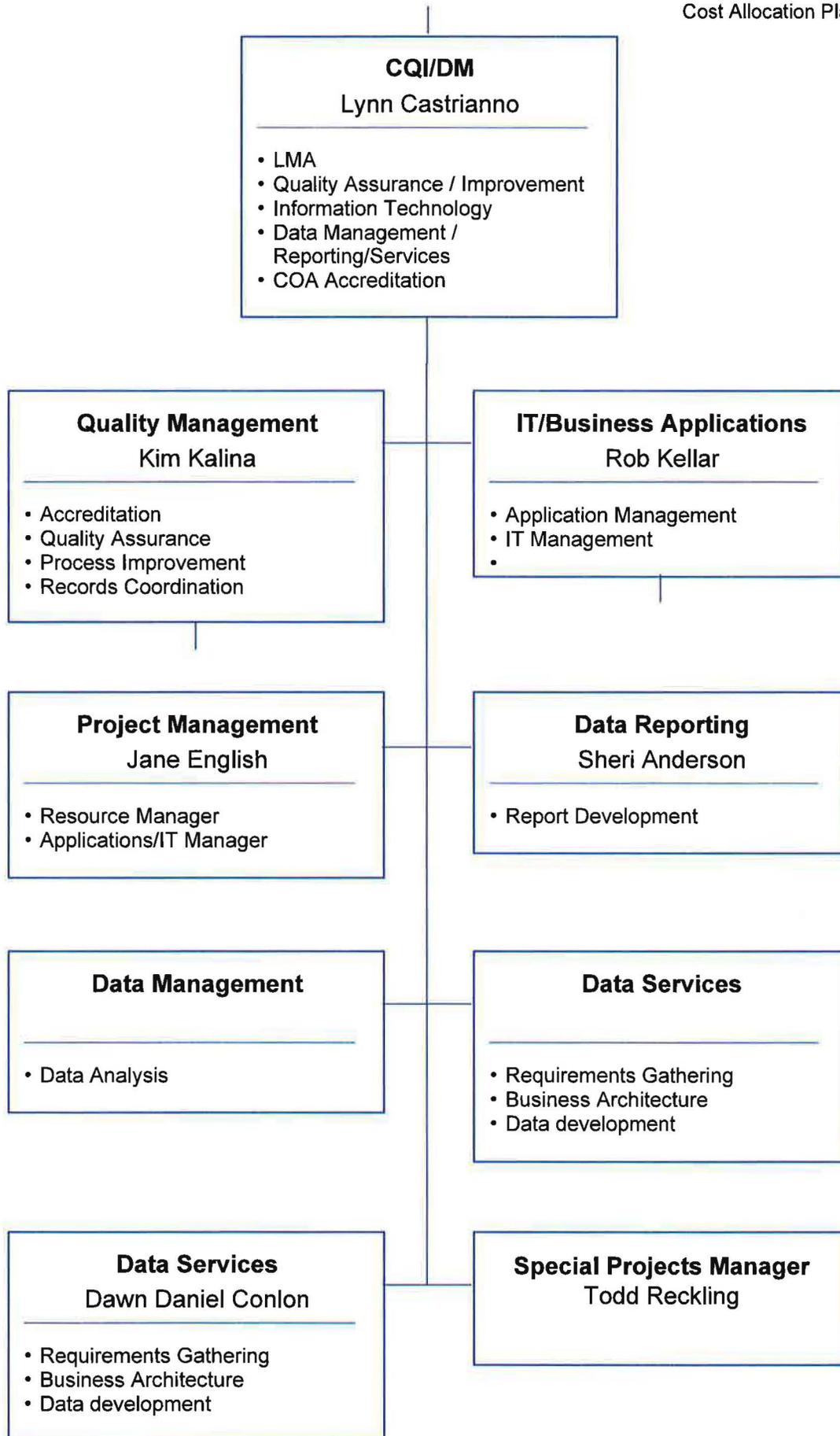
- 1 – Functional Organization Chart**
- 2 – Family Permanency Specialist Job Description**
- 3 – List of Cost Centers**
- 4 – Step Down Templates**
 - 4a – Reconciliation of Actual Expenses to Cost Pools**
 - 4b – Case Management Step Down**
 - 4c – Training Step Down**
 - 4d – Program Support Allocation**
 - 4e – Management & General Allocation**
 - 4f – Client Specific Costs Allocation**

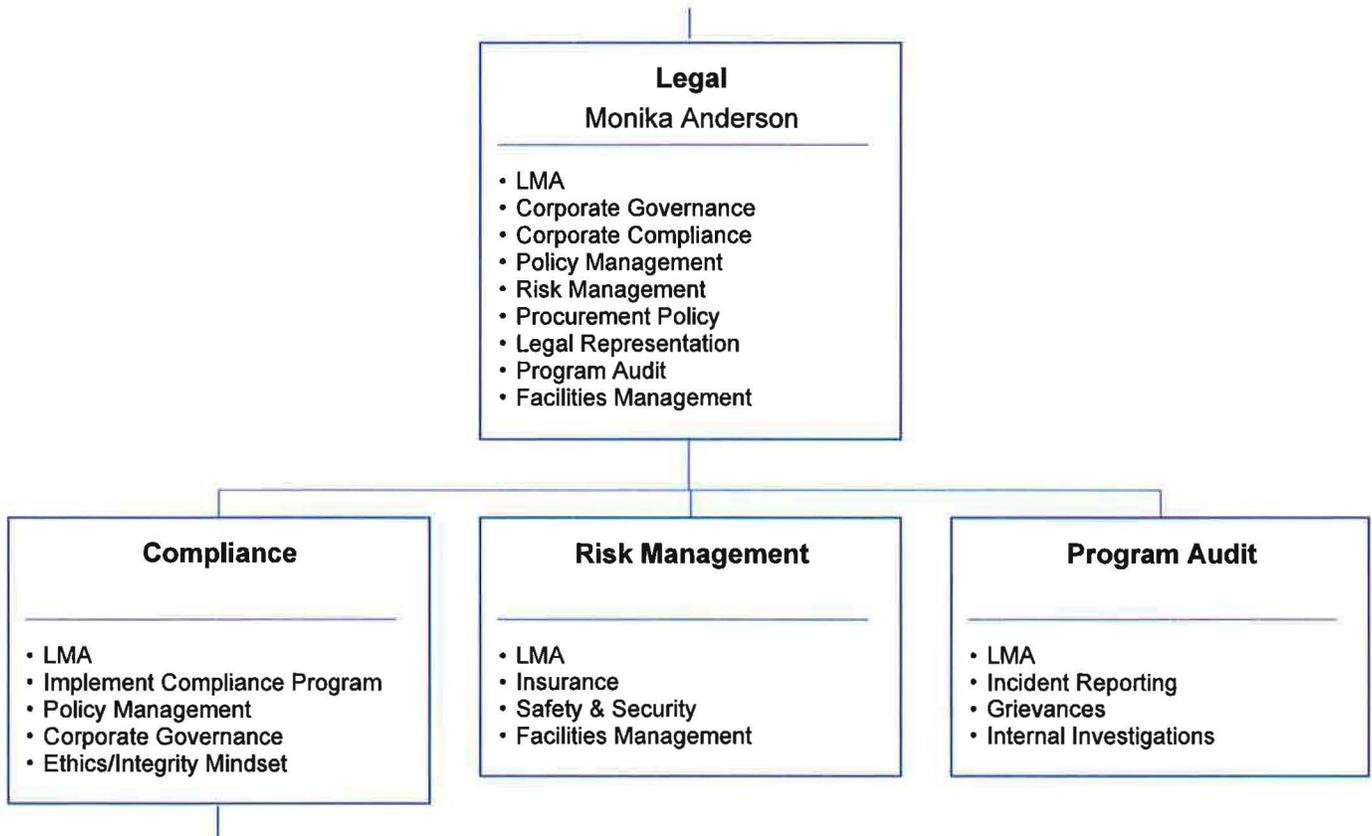
PromiseShip Functional Organizational Chart

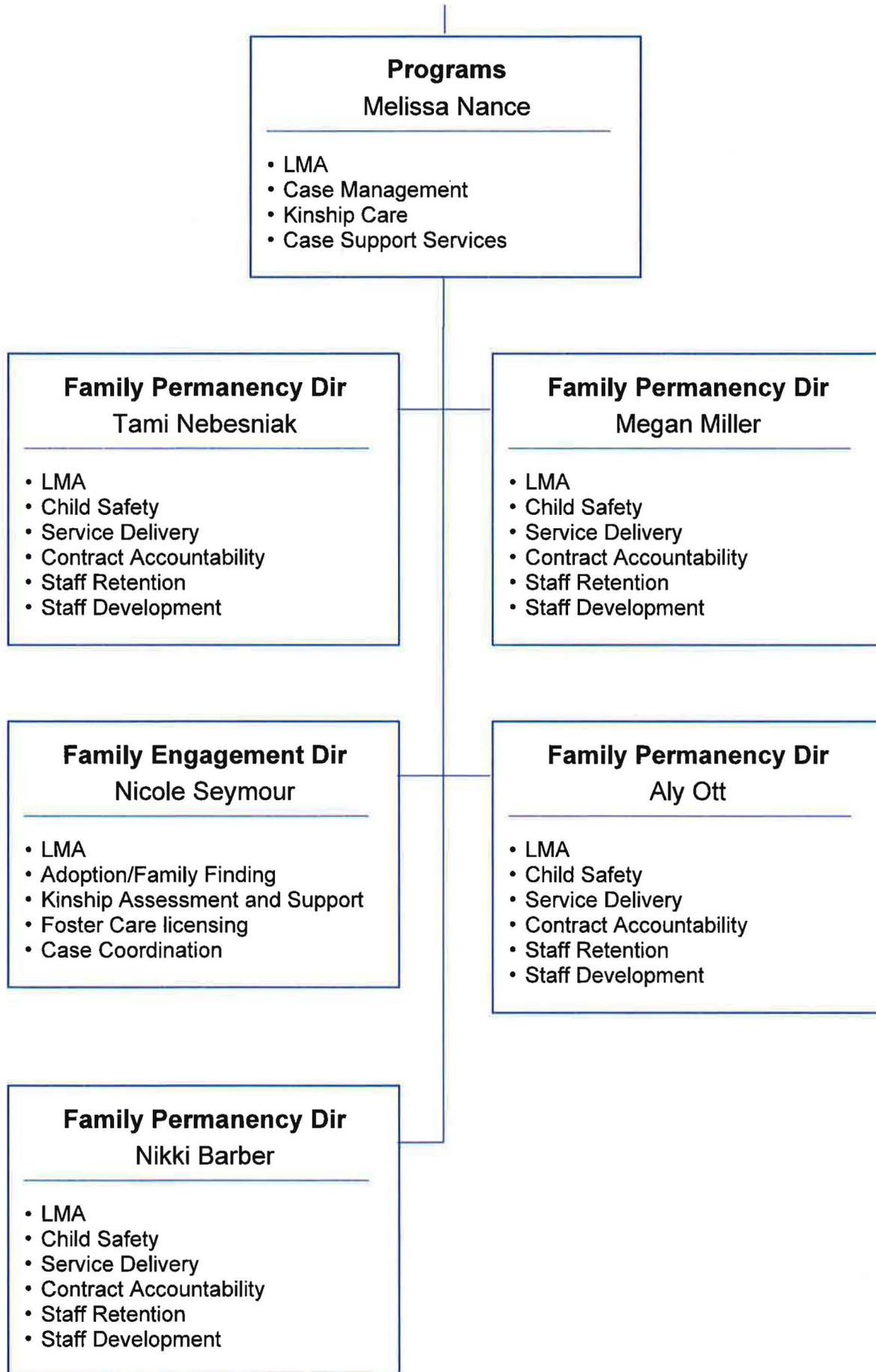


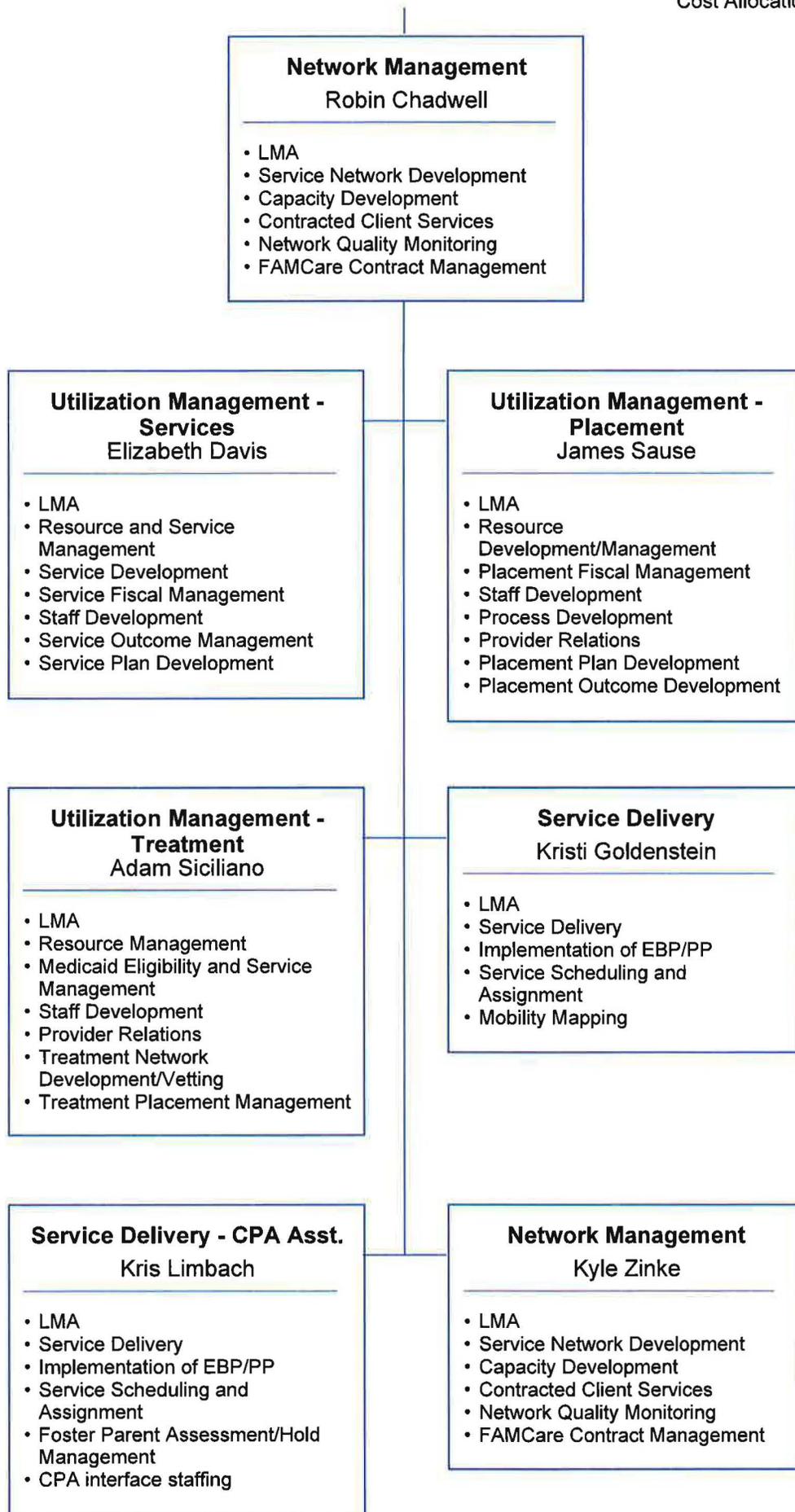
*LMA stands for Lead, Manage, Accountability. The three functions inherent in all supervisory roles.

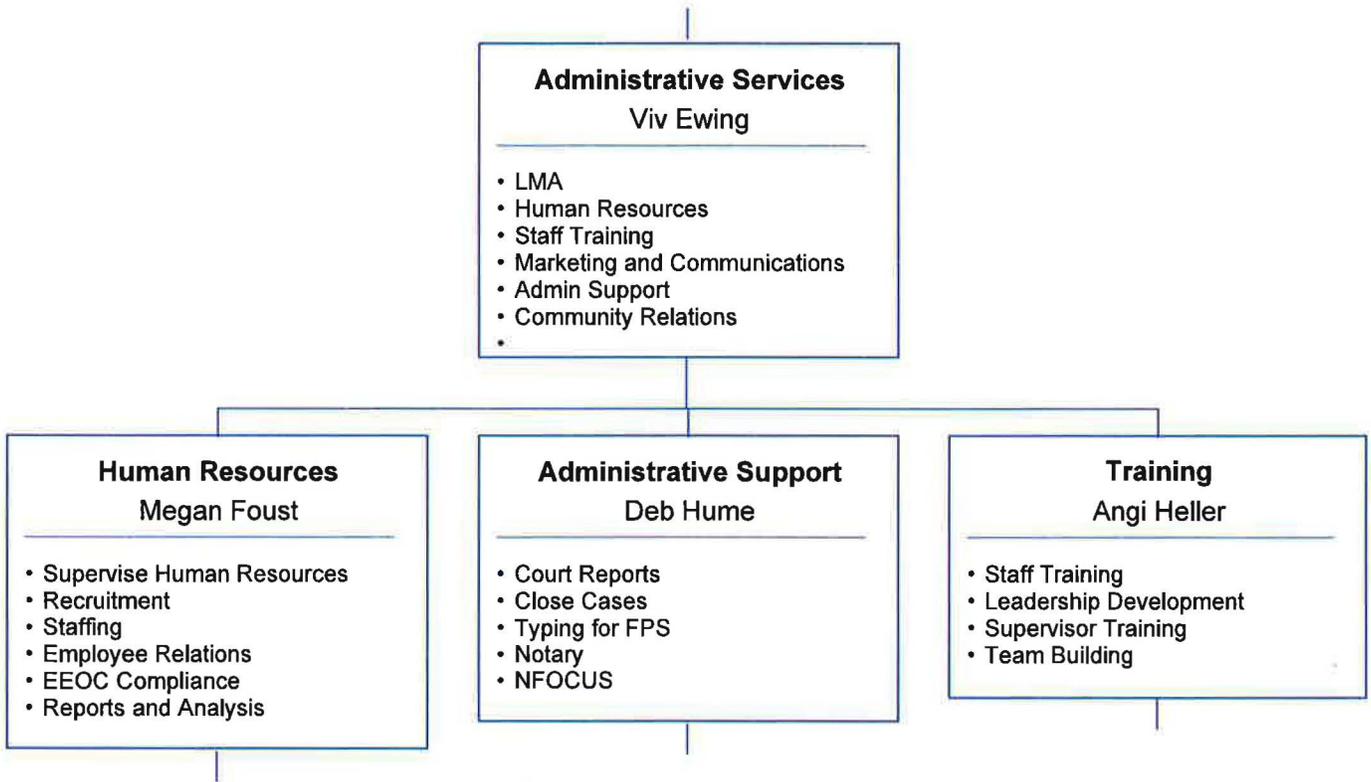


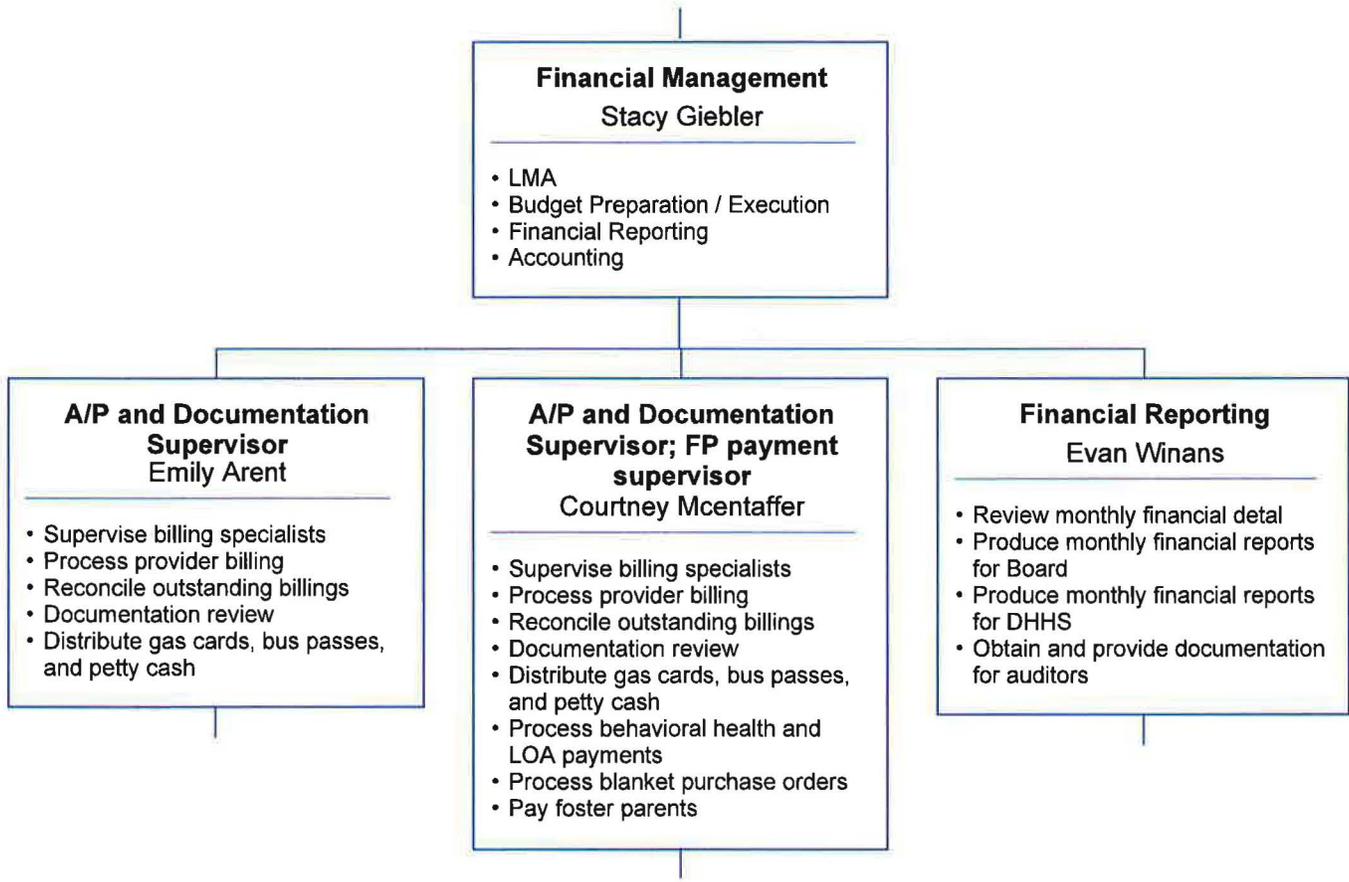












Fund Development
Viv Ewing

- Major Gifts
- Grants
- Donor Cultivation
- Event Coordination
- RFP Development
- Annual Report

Fund Development
Jaimie Anderson

- Major Gifts
- Grants
- Donor Cultivation
- Event Coordination
- RFP Development
- Annual Report



JOB TITLE: Family Permanency Specialist I

REPORTS TO: Family Permanency Supervisor

SUMMARY DESCRIPTION OF WORK

Assess and insure child and youth safety, permanency and well-being while making reasonable efforts to solidify, preserve, strengthen and maintain family unity through direct case management. Maintain caseloads involving abuse and neglect, foster care, protective services, status offenders, or other cases of a similar nature. Organize/facilitate family team meetings focused on safety, permanency, and well-being. Conduct face to face visits with children, youth, and families. Collaborate with agency providers to ensure quality services are being provided to children, youth, and families.

MAJOR RESPONSIBILITIES & DUTIES

1. Conducts safety, risk and needs assessments in cases of child abuse/neglect, dependency, status offenders and juvenile law violators and develops safety plans as needed.
2. Monitors and ensures that case records and documentation, including but not limited to case plans, forms, reports, narratives, outcome measures, demographics, etc. are completed appropriately and according to established timelines.
3. Gather collateral information and complete necessary assessments to expand on Initial Assessment information.
4. Provide training and support in developing and utilizing functional skills for individuals/families with problems (i.e., child management, personal and family adjustments, finances, employment, and physical and mental impairments) which occur in the family, home, and community.
5. Attends juvenile court to provide case plan and court reports along with testimony when required.
6. Develop and maintain effective working relationships with families and build on family skills and competencies.
7. Develop timely permanency plans for youth who cannot return to their biological families. The permanency plan will be in the best interest of the youth.
8. Engage families in the case planning process, including concurrent planning, for youth and assess individual client needs and link them with culturally competent formal and informal resources within the community to most effectively and efficiently meet the needs. Ensure case plan interventions are of appropriate intensity to meet case plan objectives.
9. Write case plans and court reports with child/family involvement for each case assigned. Evaluates information concerning client's social, economic, and personal background and situation to facilitate the establishment of a client-counselor relationship, facilitate case/treatment plan development, and to identify potential methods of case/treatment plan implementation.
10. Develop and maintain collaborative relationships with DHHS staff, judicial branch, county attorney, GAL's CASA, law enforcement and other case-specific stakeholders.
11. Coordinate provision of all non-treatment services and supports.
12. Facilitate monthly family team meetings utilizing elements of Wraparound.
13. Maintain complete and accurate master case files.

14. Complete referral for Relative home studies, and assist in gathering paperwork for finalization of permanency.
15. Assure that each child or youth's educational needs are met.
16. Conduct face to face visits with children, youth, and families consistent with federal guidelines.
17. Document information in N-FOCUS.
18. Coordinate access to supports and after-care services for children, youth and families.
19. Maintain working knowledge of, and compliance with, all contractual requirements.
20. Maintain working knowledge of and compliance with all PS policies and procedures.
21. Available for mandatory on call status as outlined by PS.
22. Adhere to applicable federal guidelines, Nebraska statutes, and DHHS policies and procedures.
23. Advocate for children, families, and youth at all times.
24. Cooperate and collaborate with PS staff, DHHS, subcontractors and other key stakeholders.
25. Serve as a role model in carrying out the PS mission.
26. Dependable and punctual regarding scheduling and attendance.
27. Abide by all specific program and agency procedures, policies, and requirements.
28. Perform other program related duties as assigned.

PREFERRED MINIMUM QUALIFICATIONS

1. Bachelor's degree required. A Bachelor's degree in social work, human services, counseling, psychology, education or criminal justice is considered. A BSW is preferred. Two years' experience in case management services preferred.
2. Knowledge of the principles and practices of direct case management including assessment, analyzing critical information, plan development and implementation.
3. Knowledge of the techniques for interviewing for collecting client information and assessing client needs.
4. Strong written and verbal communication skills.
5. Familiarity with formal and informal services within Douglas and Sarpy County.
6. Must demonstrate capacity to provide case management activities, be knowledgeable of, and comply with, statutes and policies which affect target population.
7. Ability to work effectively with community service providers, law enforcement, the court and legal systems.
8. Ability to apply the principles and practices of direct case management in setting up individual case/treatment plans.
9. Must successfully complete DHHS approved case management training and complete periodic retraining as required. Former CFS Specialists may complete a training waiver.
10. Must possess valid driver's license with a good driving record, plus ability to provide own transportation to complete travel requirements of job.
11. Must have a valid auto liability insurance policy.
12. Must be knowledgeable of, and comply with, statutes and policies which affect target population.
13. Must maintain a high level of confidentiality.

PHYSICAL REQUIREMENTS:

From sedentary to light work; exerting up to 10 pounds of force frequently and/or 40 pounds of force occasionally to move obs. The physical requirements described are representative of those that must be met by employee to successfully perform the essential functions of this job.

WORKING CONDITIONS:

Employee is subject to inside environmental conditions: protection from weather conditions, but not necessarily temperature changes. Work may occur outdoors, in family homes, and other places outside of the PS office. Work schedule must be flexible to provide services when youth and families are available. The schedule will include evening and weekend hours.

Employee Signature _____ **Date** _____

List of PromiseShip

Cost Centers

REPORT FGRGRGH
CHART: Q

prodban
Organization Hierarchy Report
AS OF 31-MAR-2019

RUN DATE: 04/01/2019
TIME: 06:53 AM
PAGE: 1

ORGANIZATION	DESCRIPTION	DATA ENTRY	STATUS	CNTL ORGN	CMB	EFF	***** DATES *****	***** DATES *****	***** DATES *****
							TERM	TERM	NEXT CHANGE
999999	Nebraska Families Collaborative	N	A			01-JAN-1994			31-DEC-2099
200	Director Youth Programs	N	A			01-JAN-1994			31-DEC-2099
400	Nebraska Families Collaborative	N	A			01-JAN-1994			31-DEC-2099
410	Administration	N	A		N	01-JAN-2018			31-DEC-2099
41010	Executive Director	Y	A		N	19-OCT-2018			31-DEC-2099
41011	Admin Unreimburseable	Y	A		N	01-DEC-2018			31-DEC-2099
41030	Legal	Y	A		N	19-OCT-2018			31-DEC-2099
41040	Corporate Communications	Y	A		N	01-JAN-2018			31-DEC-2099
41110	Accounting	Y	A		N	19-OCT-2018			31-DEC-2099
41210	IT	Y	A		N	19-OCT-2018			31-DEC-2099
41310	Human Resources	Y	A		N	19-OCT-2018			31-DEC-2099
41050A	Development - NFC	N	A		N	01-JAN-2018			31-DEC-2099
41050	Development	Y	A		N	19-OCT-2018			31-DEC-2099
41059	Special Events	Y	A		N	01-JAN-2018			31-DEC-2099
414	Operations - Total Personnel	N	A		N	01-JAN-2012			31-DEC-2099
41410	Operations	Y	A		N	07-MAR-2012			31-DEC-2099
41411	Direct Service Personnel 1	Y	A		N	22-FEB-2013			31-DEC-2099
41412	Direct Service Personnel 2	Y	A		N	01-JAN-2012			31-DEC-2099
41413	Program Support Workers	Y	A		N	19-FEB-2013			31-DEC-2099
41415	Court Liason	Y	A		N	19-FEB-2013			31-DEC-2099
41417	Aftercare	Y	A		N	01-JAN-2013			31-DEC-2099
41419	Adoption & Permancy	Y	A		N	19-FEB-2013			31-DEC-2099
41420	Kinship	Y	A		N	19-FEB-2013			31-DEC-2099
41421	FPS 1	Y	A		N	01-JUL-2015			31-DEC-2099
41422	FPS 2	Y	A		N	01-JUL-2015			31-DEC-2099
41423	FPS 3	Y	A		N	01-JUL-2015			31-DEC-2099
41424	FPS 4	Y	A		N	01-JUL-2015			31-DEC-2099
41430	Utilization Management	Y	A		N	19-FEB-2013			31-DEC-2099
41440	Records	Y	A		N	19-FEB-2013			31-DEC-2099
41450	Program Unreimburseable	Y	A		N	01-DEC-2018			31-DEC-2099
41550	Program Audit	Y	A		N	19-FEB-2013			31-DEC-2099
41710	Contract Management	Y	A		N	19-FEB-2013			31-DEC-2099
41510	Quality Assurance (QA/QI)	Y	A		N	01-JAN-1994			31-DEC-2099
41610	Training	Y	A		N	01-JAN-1994			31-DEC-2099
490	NFC Grants	N	A		N	01-JAN-2013			31-DEC-2099
49000	Fostering Healthy Homes Grant	Y	A		N	05-NOV-2018	05-NOV-2018		31-DEC-2099
49001	NCFF- Navigating Road to Health	Y	A		N	19-MAR-2013			31-DEC-2099
49002	Maintenance of School Placement	Y	A		N	05-NOV-2018	05-NOV-2018		31-DEC-2099
49003	Community Response Project	Y	A		N	05-NOV-2018	05-NOV-2018		31-DEC-2099
49004	Nebraska Adoption Project	Y	A		N	05-NOV-2018	05-NOV-2018		31-DEC-2099
49005	Grasstops Community Leadership	Y	A		N	01-OCT-2017			31-DEC-2099

REPORT FGRORGH
CHART: Q

prodban
Organization Hierarchy Report
AS OF 31-MAR-2019

RUN DATE: 04/01/2019
TIME: 06:53 AM
PAGE: 2

* * * REPORT CONTROL INFORMATION * * *

PARAMETER SEQUENCE NUMBER: 2546489
CHART OF ACCOUNTS: Q
AS OF DATE: 31-MAR-2019
ORGANIZATION CODE:
NUMBER OF PRINTED LINES PER PAGE: 55
RECORD COUNT: 41

PromiseShip Case Management Step Down

NEBRASKA FAMILIES COLLABORATIVE
Step 2 - Allocation of Case Management cost pool based on cases count
Year ended December 31, 201X

Total to Allocate		\$	FTE					
	TOTAL	\$ -	-					
	Aftercare	\$ -	-					
	Kinship	\$ -	-					
	Adoption	\$ -	-					
				ADD			TOTALS	
Dollars		Number of Cases	Percentage	Charge	Aftercare	Kinship	Adoption	
	In-Home			\$ -	\$ -			\$ -
	Out-of-home Licensed			\$ -				\$ -
	Out-of-home Unlicensed			\$ -		\$ -		\$ -
	Out-of-home Adoption			\$ -			\$ -	\$ -
				\$ -				\$ -
FTE's	In-Home		0.0%	-				-
	Out-of-home Licensed		0.0%	-				-
	Out-of-home Unlicensed		0.0%	-				-
	Out-of-home Adoption		0.0%	-			0	-

PromiseShip Program Support Allocation

NEBRASKA FAMILIES COLLABORATIVE
Step 4 - Program Support Allocation
Year Ended December 31, 201X

Total to be Allocated	\$	-					
			From steps 2 and 3	FTE's	% FTE	\$ Charge	Total before M&G
In-Home	\$	-	-	-			
Out-of-home Licensed	\$	-	-	-			
Out-of-home Unlicensed	\$	-	-	-			
Out-of-home Adoption	\$	-	-	-			
75% Training	\$	-	-	-			
50% Training	\$	-	-	-			
Other IV-E Ineligible	\$	-	-	-			
	\$	-	-	-			

PromiseShip Management & General Allocation

NEBRASKA FAMILIES COLLABORATIVE
Step 5 - Management & General Allocation
Year Ended December 31, 201X

Total to be Allocated \$ -

	From step 4	%	\$ Charge	Final Total (before Client Specific)
In-Home	\$ -			
Out-of-home Licensed	\$ -			
Out-of-home Unlicensed	\$ -			
Out-of-home Adoption	\$ -			
75% Training	\$ -			
50% Training	\$ -			
Other IV-E Ineligible	\$ -			
	From Step 1			
Grants	\$ -			
Fundraising	\$ -			
	\$ -			

PromiseShip Client Specific Costs Allocation

Total to be Allocated	\$	-	from Step 1
Relative Caregiver Payments			
CPA Payments			
Group Home and Child Caring Institution Payments			
Purchased Services			

Allocation of Child Placing Agency Payments

Total to be Allocated		
Initial Charge to Maintenance		
Initial Charge to CPA Non-maintenance		
Estimated Title IV-E Eligible cases		
Move from Maintenance to Title IV-E Maintenance based on actual payment and child eligibility:		
Remaining in Maintenance related to CPA		0%
Move from CPA Non-maintenance based on CPA Rate Forms for Title IV-E Administration eligible costs (amount charged to Out-of-home Licensed))		-
Remaining ineligible for Title IV-E Administration - charged to Other IV-E Ineligible	\$	-

Allocation of Group Home and Child Caring Institution Payments

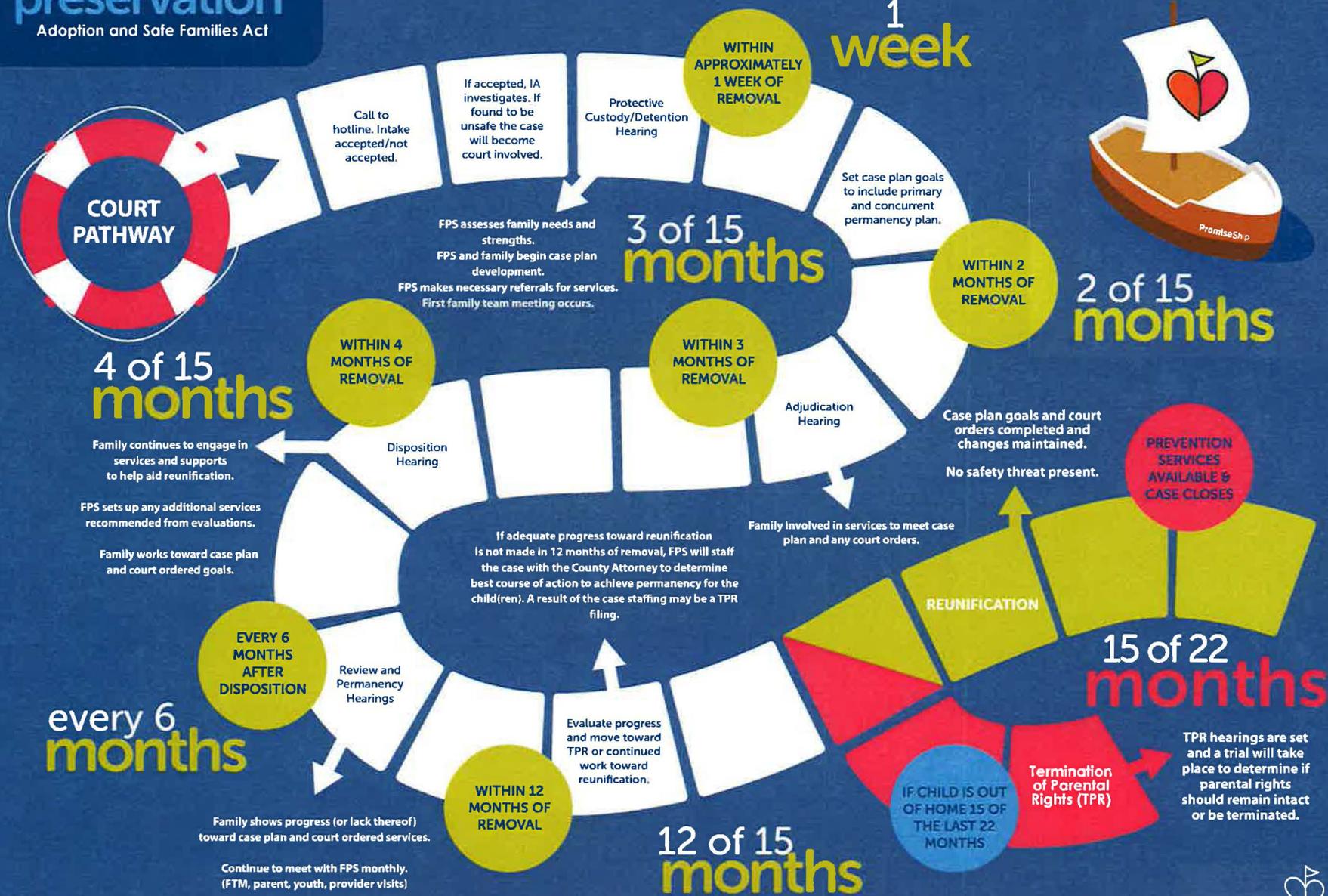
Total to be Allocated	\$	-
Initial Charge to Maintenance	\$	-
Initial charge to Out-of-home Licensed Administration	\$	-
Initial charge to Other IV-E Ineligible	\$	-
Estimated Title IV-E Eligible cases		0%
Move from Maintenance to Title IV-E Maintenance based on actual payment and child eligibility:	\$	-
Remaining in Maintenance related to Group Home and Child Care Inst	\$	-

Allocation of Purchased Services

Total to be Allocated	\$	-
Mediation and Facilitation to Out-of-home Licensed Administration		
Visit Supervision / Monitoring to Out-of-home Licensed Administration		
Family Group Conferencing to Out-of-home Licensed Administration		
Adoption website, recruitment and home studies charged to Out-of-home Adoption Administration		
Remainder charged to Other IV-E Ineligible		

family preservation

Adoption and Safe Families Act



preservación de la familia

Ley de Adopción y Familias Seguras



CAMINO JUDICIAL

1 semana

DENTRO APROXIMADAMENTE 1 SEMANA DE SEPARACIÓN

Llamada a hotline, ingesta aceptada / no aceptado.

Si se acepta, IA (evaluación inicial) investiga. Si resultó ser inseguro el caso se convertirá involucrado a tribunal.

Protectora Custodia / Detención audición

Establecer metas de plan por caso para incluir primaria y concurrente plan de permanencia.



2 de los 15 meses

DENTRO DE 2 MESES DE SEPARACIÓN

FPS evalúa las necesidades de la familia y fortalezas.
FPS y la familia comienzan desarrollo del plan de caso.
FPS hace referencias necesarias para los servicios.
Primera reunión del equipo de la familia (FTM) se produce.

3 de los 15 meses

DENTRO DE 3 MESES DE SEPARACIÓN

Adjudicación audición

Metas del plan del caso y órdenes judiciales completaron y cambios mantenidos.

Ninguna amenaza de seguridad actual

CUIDADOS POSTOPERATORIOS DISPONIBLE Y CASO CIERRA

4 de los 15 meses

DENTRO DE 4 MESES DE SEPARACIÓN

Disposición audición

Familia continúa a participar en servicios y apoyos para ayudar a la reunificación de familia.

FPS establece los servicios adicionales recomendada de las evaluaciones.

Familia trabaja para plan de caso y metas ordenó de tribunal.

Si un progreso adecuado hacia la reunificación no se hace en 12 meses de la separación, FPS discutirá el caso con el fiscal del condado para determinar mejor curso de acción para lograr permanencia para el niño (s). Un resultado de la caso de personal puede ser una presentación de terminación de los derechos de los padres (TPR).

Familia involucrados en servicios para satisfacer plan del caso y cualquier orden judicial.

REUNIFICACIÓN

15 de los 22 meses

CADA 6 MESES DESPUÉS DISPOSICIÓN

Revisión y Permanencia Audiencias

cada 6 meses

Familia muestra el progreso (o falta de ella) hacia plan del caso y los servicios ordenó del tribunal.

Continuar cumpliendo con FPS cada mes. (FTM, los padres, los jóvenes, las visitas del proveedor)

DENTRO DE 12 MESES DE SEPARACIÓN

evaluar progreso y moverse hacia TPR o la continuación de trabajar hacia la reunificación.

12 de los 15 meses

SI NIÑO ES FUERA DE CASA 15 DE LAS ÚLTIMA 22 MESES

Terminación de los padres Derechos (TPR)

Audiencias TPR son establecido y un juicio lo hará llevar a cabo a determinar si derechos de los padres debe permanecer intacto o ser terminado.

Workforce Competencies

Competency Assignment Title	Description of Assignment
Child Maltreatment	Online training that includes a 20 question quiz at the end comprised of True/False, multiple choice and matching questions.
Child and Family Service Review (CFSR)	Online training that includes a 13 question quiz at the end comprised of True/False and multiple choice questions.
Introduction of Child Welfare	Online training that includes a 25 question quiz comprised of True/False, multiple choice and matching questions.
Mental Health Overview	Online training that includes a 12 question quiz with True/False, multiple choice, and matching questions.
SID/Safe Sleep	Online training that includes a 10 question quiz with True/False, multiple choice and matching questions.
Parenting Time	Online training that includes a 14 question quiz with True/False, multiple choice and matching questions.
Supervision	Online training that includes a 3 question quiz with scenario based true/false questions.
Meth 101	Online training that includes an 18 question quiz with True/False, multiple choice and matching questions.
Utilization Management and Service Array	Online training that includes a 15 question quiz with True/False, multiple choice and matching questions.
Reasonable and Prudent Parenting Standards (RPPS)	Online training that includes a 5 question quiz with scenario based questions that trainee decides what the important areas of RPPS are.
Education	Online training that includes a 17 question quiz with True/False, multiple choice, fill-in the blank and matching questions.
Nebraska Caregiver Responsibilities (NCR)	Trainees watch online training on the different areas of NCR requirements and complete 3 NCRs for a practice family.
Child Welfare Reader	Trainees are required to read multiple articles on worker safety, effects of child maltreatment and developmental milestones and answer 67 questions about the articles they read to ensure retention and understanding of the material.
Critical Thinking	Trainees receive a worksheet that contains multiple scenarios they have to answer questions on and turn into training to show retention and application of material learned.
Documentation	Trainees watch a real time video of a face to face visit on a training family and are required to document the visit and turn in to the Training Department. Documentation is reviewed to ensure safety, permanency, well-being, voice and choice are all included.
Genogram/Ecomap	Trainees are required to watch a mock face to face interview and then document a genogram and ecomap based on the information they heard.

Competency Assignment Title	Description of Assignment
Structured Decision Making	Trainees complete a Family Strengths and Needs Assessment as well as either a Risk Reassessment or Reunification Assessment (based on court or non-court assignment) on a training family to practice completing each assessment and receiving feedback on quality and retention of knowledge.
Case Plan	Trainees complete case plan goals, strengths, needs and strategies for both a caregiver and youth on a training family. This competency tool helps to ensure retention and application of completing a case plan.
Court Report	Trainees complete a court report on mock training family to apply what they learned in the classroom setting.
Domestic Violence	Trainees are given a written assignment at the end of class to practice applying concepts learned throughout classroom training. Trainees read different pieces of documentation and a case plan and make changes to ensure that it is highlighting protective capacities, highlighting perpetrator behavior/what needs to change, and challenging implicit bias. Activity is turned into training department and results are discussed.
Collateral Information Gathering Workbook	Trainees practice completing a 1041 staffing form on a mock file.
Testifying	Trainees engage in practice testifying, are videotaped, and then get one on one time with a lawyer to review their answers and give feedback on areas of improvement.
Trauma	Trainees watch part 1 and part 2 of the "Removed" video and are required to complete a worksheet after to test retention and application of concepts discussed in classroom.
Face to Face Role Plays	Trainees practice having face to face conversations with young children, parents and providers and are videotaped and given immediate verbal feedback. Trainers scheduled one on one time with trainees to review their tapes at a later date to talk about strengths and areas of improvement.
Family Team Meeting Role Plays	Mock family team meetings occur where each trainee gets an opportunity to lead different pieces of a Family Team Meeting. Trainees are videotaped and given immediate feedback as well as meeting with a trainer at a later time to view the video and talk about strengths and areas of improvement.
Child Passenger Safety	Trainees attend a half-day training and then need to demonstrate the ability to install a car seat and booster into their personal vehicles individually.
Diligent Search	Trainees complete a diligent search first during Adoption training and then on a family they are assigned in phase 2.
Safety Plan	Trainees work together to design a safety plan in class as guided by the training department.

Competency Assignment Title	Description of Assignment
NFOCUS	In pairs, trainees complete a NFOCUS assessment. This assessment tests how trainees are able to utilize their NFOCUS guide to find where important documentation goes and to enter it into the system. The Training Department checks trainees work once they have completed the assignment to ensure all areas were filled in correctly.
Nonviolent Crisis Intervention (NCI)	Training focuses on how to deescalate situations and keep workers safe. Trainees must complete and pass an 8-part test at the end to receive their certification.
Darkness to Light	Trainees take a pre and posttest to determine retention and understanding of signs of sexual abuse and how to respond.
Defensive Driving	All trainees are required to take an online training of defensive driving and receive a passing score.

Name: _____

Hire Date: _____

FPS Competency Assessment

Scoring				
1-Not Acceptable	2-Needs Improvement	3-Acceptable	4-Exceeds	5-Expert
Does not understand theory or best practice With daily guidance or oversight unable to complete and manage some or all FPS tasks	Has foundation knowledge and understands concepts but does not consistently apply to practice Needs strong guidance or oversight to complete and manage FPS tasks	Understands theory and best practice concepts and demonstrates application consistently Needs moderate guidance or oversight to complete and manage FPS tasks	Demonstrates strong skills consistently. Needs little to no guidance or oversight to complete and manage FPS tasks.	Understands theory and has a foundation of knowledge and practice to teach to others Needs no guidance or oversight to complete and manage FPS tasks

*****Any item rated a 2 or lower must have a comment listed as to why it was scored that way*****

12 weeks	COMPETENCY SKILL MEASURED
	Attitude and Behavior
	1. Demonstrates an understanding of the importance of timeliness by being on time for training and appointments. Arrives prepared with needed materials.
	2. Demonstrates flexibility by being receptive to change that occurs in training and in the field.
	3. Demonstrates an understanding of the importance of professionalism by complying with dress code, providing quality work, maintaining self-control and composure in stressful situations and having a professional appearance.
	4. Demonstrates the ability to openly receive feedback by remaining respectful and taking action steps to implement feedback in the classroom, in the office, with required documentation and in the field working with families.
	5. Demonstrates the ability to prioritize tasks, meetings, and trainings by meeting task timeframes, attending scheduled meetings, and meeting training requirements.
	6. Understands the importance of having a strong case management knowledge foundation by being engaged in and completing initial training requirements.
	7. Demonstrates sensitivity to others that differ in race, gender, religion, education, beliefs, ethnicity, etc. by treating everyone respectfully regardless of differences.
	8. Demonstrates good customer service skills by expressing viewpoints and concerns assertively, remaining calm in stressful situations, and remaining respectful and allowing others to have different points of view.
Comments:	

Family Engagement	
	1. Demonstrates knowledge and ability to prepare and facilitate an initial meeting with a family by reading through family history, gathering all needed paperwork and having questions prepared to talk to the family about.
	2. Demonstrates knowledge of required time frames to have initial meeting with a family.
	3. Demonstrates knowledge and ability to prepare for and facilitate an ongoing meeting with a family by gathering all needed paperwork and having questions prepared to talk to the family about.
	4. Demonstrates effective communication and engagement strategies with families on an ongoing basis by continuing to build rapport, utilizing effective listening skills, and using language that is free from jargon.
	5. Demonstrates an understanding of the importance of involving non-custodial parents and relatives when working with families by making efforts to locate and involve them when a youth is referred to PromiseShip, court or non-court.
	6. Demonstrates an understanding of ways in which non-custodial parents and relatives can be located and engaged in a child's case.
	7. Demonstrates follow through with families by getting answers and completing tasks agreed upon at the completion of each face to face meeting.
	8. Demonstrates an ability to manage conflict by compromising and collaborating to problem-solve and determine solutions.
Comments:	
PromiseShip Values	
	1. Demonstrates keeping child, families and stakeholders first by seeking involvement with NFC children, families and stakeholders.
	2. Demonstrates internal collaboration by working in a solution-focused manner with other departments to produce the best possible results by utilizing other internal departmental strengths to achieve success for families and youth.
	3. Demonstrates external collaboration by professionally representing and working with outside organizations to produce the best possible results by responding to correspondence timely, initiating face to face meetings, and utilizing outside professional strengths to achieve success for families and youth
	4. Demonstrates accountability for outcomes by taking ownership for performance, accepts feedback, implements feedback, demonstrates initiative with work, and is solution-focused.
	5. Demonstrates inspirational leadership by encouraging, motivating, refraining from engaging in inappropriate and negative conversations, following all PromiseShip and DHHS policy and inspiring others, especially families and NFC staff.
Comments:	
Communication	
	1. Demonstrates effective communication with direct supervisor as demonstrated by immediate notification of critical incidents, discussion of mandatory consultation points (to include removals, placement changes, etc), staffing of family progress and service needs and prioritizing supervision.
	2. Demonstrates effective communication with other PromiseShip staff (ie team, training, directors, other departments) as demonstrated by being clear, concise, respectful, objective and factual in correspondence and/or in person.
	3. Demonstrates effective communication with families as demonstrated by being clear, concise, respectful, objective, and factual in correspondence and/or in person.
	4. Demonstrates effective communication with providers, legal parties and law enforcement as

	demonstrated by being clear, concise, respectful, objective, and factual in correspondence and/or in person.
	5. Demonstrates the ability to bridge the communication between all parties involved in a child welfare case (ie. family, informal supports, legal parties, providers, law enforcement, etc.) by coordinating services, resources, and meetings to ensure that all needs of the family are being met.
Comments:	
Family Team Meetings	
	1. Demonstrates ability to identify, and utilize Wraparound Principles during a Family Team Meeting and explain how these principles impact facilitating a Family Team Meeting.
	2. Demonstrates ability to identify necessary participants to be present at a Family Team Meeting and the knowledge of the PromiseShip process to invite the family, providers, informal supports, and legal agents to the meeting.
	3. Demonstrates knowledge of what documents are essential to bring to a Family Team Meeting and how to utilize the PromiseShip Family Team Meeting Framework to facilitate a solution-focused meeting (ie agenda, case plan, court orders, safety plans, etc.).
	4. Demonstrates ability to help family identify natural supports to assist in creating an effective family team.
	5. Demonstrates understanding of how culture, race, religion, socio-economic status impact a family and their abilities to work with their family team toward meeting the permanency objective.
	6. Demonstrates ability to facilitate a family team meeting effectively by sticking to an agenda, assertively seeking information, managing conflict within the meeting, soliciting input from others and using an overall team-based approach.
Comments:	
Case Plans	
	1. Demonstrates knowledge of case plan time frames and ability to utilize needs and strengths from the FSNA to create individualized case plans for families.
	2. Demonstrates ability to utilize family voice and choice and strength-based strategies in building and developing the case plan with the family during family team meetings.
	3. Demonstrates ability to monitor and adapt case plan goals and strategies to the changing needs of families by updating case plan progress and getting input from the family team about continued successes.
Comments:	
Structured Decision Making	
	1. Demonstrates knowledge of the Family Strengths and Needs Assessment (FSNA) and the impact the FSNA has in case management.
	a. Knows time frames of when the FSNA is completed.
	2. Demonstrates knowledge of the Risk Reassessment and the impact the Risk Reassessment has in case management.
	a. Knows time frames of when the Risk Reassessment is completed.
	3. Demonstrates knowledge of the Reunification Assessment and the impact the Reunification has in case management.
	a. Knows time frames of when the Reunification Assessment is completed.
	4. Demonstrates knowledge of the Safety Assessment and the impact the Safety Assessment has in case management.

	a. Knows time frames of when the Safety Assessment is completed.
	4. Demonstrates knowledge of the Assessment for Placement Safety and Suitability (APSS) and the impact the APSS has in case management.
	a. Knows time frames of when the APSS is completed.
Comments:	
	Court and Legal
	1. Demonstrates knowledge of the various legal parties of a case in Juvenile Court. (Judge, Guardian ad Litem, Defense Attorney, County Attorney, Parent Guardian ad Litem, DHHS legal, Bailiff, PromiseShip legal, etc.)
	2. Demonstrates knowledge of the legal process in Juvenile Court and the purpose of the different hearings. (Detention, Adjudication, Pre-hearing conference, disposition, review, permanency, placement, etc.)
	3. Demonstrates knowledge of legal documents and how to read and process the information enclosed within. (court orders, petitions, subpoenas, motions, affidavits, etc.)
	4. Demonstrates knowledge and skill in writing court reports.
	5. Demonstrates knowledge of the FPS's role in the court and legal process for case management.
	6. Demonstrates understanding of PromiseShip's role within the child welfare system related with Juvenile Probation.
	7. Demonstrates ability to effectively articulate on-going case information to their supervisor as they would present that information to the court.
Comments:	
	Well-Being
	1. Demonstrates knowledge of child well-being while in care and follows up on information not documented in child's file. (i.e. mental, physical, and educational needs)
Comments:	
	Safety/Safety Planning
	1. Demonstrates ability to complete a quality safety plan using services that are least restrictive and include family and community strengths
	2. Demonstrates ability to identify and assess unsafe situations for families and youth.
	3. Demonstrates ability to monitor and assess safety plan on an ongoing basis to determine that it is still meeting the safety needs of the family.
Comments:	
	Permanency
	1. Demonstrates knowledge of different permanency objectives for youth and the definition of each.
	a. Reunification
	b. Adoption
	c. Guardianship
	d. Family Preservation
	e. Independent Living
	2. Demonstrates knowledge of ASFA and the impact it has on permanency for youth.
Comments:	

	Critical Thinking
	1. Demonstrates knowledge of services available and how those services can meet the needs of youth and families served.
	2. Demonstrates the ability to problem solve barriers to serving families and children.
Comments:	
	Documentation
	1. Demonstrates the ability to obtain and review any historical information on families assigned.
	2. Demonstrates the ability to document accurately, thoroughly, appropriately, and timely all required case management information (ie. SDM assessments, case plans, court reports, placements, etc.) as well as meetings, phone calls, emails, and texts in regards to or from families, providers, and other professionals involved in child welfare cases into NFOCUS .
	3. Demonstrates knowledge of required monthly contacts for families and providers and time frames for that documentation to be entered into NFOCUS.
	4. Demonstrates the ability to write documentation that supports the following:
	a. A child/family's safety
	b. A child/family's well-being
	5. Demonstrates the ability to create and monitor effective parenting time plans by making sure to include parent and youth voice and choice in determining times, place, and days of the week, including input from foster parents, and adapting to changing circumstances of the family.
	6. Demonstrates ability to write an effective service referral by identifying specific needs of the family, how the service that is being referred for will meet that family's needs, and setting the family up for success by indicating times the family is available to participate in each service referred.
	7. Demonstrates ability to maintain organized and complete records of families involved in a child welfare case.
	8. Demonstrates knowledge of confidentiality policy and practice by following all DHHS and PromiseShip standards of confidentiality.
Comments:	

Additional Comments/Plan to Achieve Competency:



Appendix 9

FPS Signature: _____

Date: _____

Supervisor Signature: _____

Date: _____

Trainer Signature: _____

Date: _____

PromiseShip 2019 New Worker (Family Permanency Specialist-FPS) Training

Phase 1

In phase 1, each classroom week and field week have specific assigned duties for the trainee, mentor and supervisor.

Week 1 (Classroom)	Trainee	Attend New Employee Orientation Day 1
		Attend New Employee Orientation Day 2
		Attend Cultural Humility Day 1
		Attend Cultural Humility Day 2
		Attend Phone Training
		Attend Child Passenger Safety Training
	Supervisor	Attend Meet and Greet on New Employee Orientation Day 1
		Schedule 30 minute check-in with new staff
	Mentor	Attend Meet and Greet on New Employee Orientation Day 1
Attend New Worker Lunch on New Employee Orientation Day 1		
Exchange email and phone numbers with assigned trainee		

Week 2 (Field)	Trainee		Will receive and discuss Field Training Book	
			Will receive all Binders for classroom training	
			Will receive and discuss Calendar for the remainder of training	
			Will discuss education verification and background checks	
			Will discuss time management for field and classroom, professionalism, evaluations and weekly check-ins	
		Written Assignments due by Friday at 5 PM	Child Welfare Reader	
			Partner's Activity and Agency Overview Assignment	
			Online Trainings due by Friday at 5 PM	Introduction to Child Welfare
				Child Maltreatment
				Critical Thinking Pre-read
	Supervision			
	Sudden Infant Death Syndrome and Safe Sleep			
	Supervisors	Will schedule and conduct 1 hour supervision to discuss the following	Parenting Time	
			Expectations of worker	
			How to demonstrate accountability in the workplace and with providers and the court	
			The role of law enforcement in the beginning of working with a family	
			Review the role of PromiseShip Cultural Liaison and in what situation you would utilize this worker	
			Schedule ongoing weekly supervisions (classroom weeks for 30 minutes and field weeks an hour)	
			Review time sheets and the importance of reporting your time accurately. Assist them with locating it on Navigator	
			Review the overtime/time off policy as well as the employee concern policy located on Navigator	
			Discuss and review the Life360 App. Add trainee to app during this meeting	
Review and discuss Goalpost system we utilize for recognition				
Have trainee fill out the 'Employee Recognition Questionnaire' form				
Mentors	Will attend Phase 1 meeting at mentee's scheduled building.	Discuss and review the car seat check out process		
		Complete Human Resources Checklist		
		There will be two meeting times. One at the Main and one at Sarpy		
Mentors	Review and complete the Field Tasks for the week	Help trainee Locate Printer/Scanner/Fax/Mailbox		
		Mentor will review the Partner Activity and Agency Overview Assignment		
		Help trainee Locate Quick Links on Navigator: - Goalpost		

			<ul style="list-style-type: none"> - FAMcare Website - PromiseShip Phone Lists - PromiseShip Policies - Web for Employees - Practice Notes
			Mentor will introduce trainee to team(s)
		Field Observations	Face to face Parent, Face to face Provider, Face to face Child, Family Team Meeting, Attend Court Hearings, Observe walkthrough, Attend an internal/external staffing, Observe a meeting with another seasoned staff, Observe Mentor's Supervision

Week 3 (Classroom)	Trainee	Attend Solution Focused Interviewing
		Attend Critical Thinking
		Attend Case Management 101
		Attend Nonviolent Crisis Intervention
		Attend Darkness to Light
		Attend Walkthroughs
		Attend Family Team Meetings
	Supervisor	Schedule and conduct a 30 minute check-in with trainee to discuss field week 1, feelings on classroom training, concerns/barriers at this time

Week 4 (Field)	Trainee	Attend NFOCUS training on the first working day of the week	
		Written Assignments due by Friday at 5 PM	Critical Thinking
			Documentation Assignment
			Genogram
			Ecomap
		Online Assignments due by Friday at 5 PM	Education
			Reasonable and Prudent Parenting Standards
			Mental Health Overview
			Child and Family Service Review
			Indian Child Welfare Act Pre-Read
	Case Plan Pre-Read		
	Supervisor	Will schedule and conduct 1 hour supervision to discuss the following	Discuss the importance of Mandatory Consultation Points and how they are documented once discussed
			Discuss contact requirements with children, youth, and families to include those youth placed out of state
			Discuss and Review the process for Interstate Compact Placement Contracts
			Discuss documentation standards and expectations
			Discuss least restrictive to most restrictive placement levels and how they are determined for children and youth
			Review the Change of Placement Form and process before placement can be made
Review placement packets, both licensed and relative, where to locate the packets, and how to complete the packets			
Review the role of the Project Coordinator who focuses on education issues and in what situation you would utilize this worker			
Review the role of the Project Coordinator who focuses on court/Indian Child Welfare Act issues and in what situations you would utilize this worker			
Review the importance of Superintendent letters and how they coincide with change of placement, new school year, new school, and ward status			

	Mentors	Review and complete the Field Tasks for the week	Mentor will talk through steps taken to complete ecomap and genogram
			Have trainee complete NFOCUS Scavenger Hunt for either Court or Non-Court
Have trainee build a Family Team Meeting agenda for an upcoming Family Team Meeting			
Discuss, Review, and Locate with trainee the Relative/Sibling Notification in NFOCUS and the process			
Have trainee review your Face to face or Family Team Meeting documentation			
Have trainee review an intake from one of the family's you work with			
Have trainee take notes and document 1 meeting (Face to face or Family Team Meeting)			
		Field Observations	Face to face Parent, Face to face Provider, Face to face Child, Family Team Meeting, Attend Court Hearings, Observe walkthrough, Attend an internal/external staffing, Observe a meeting with another seasoned staff, Observe Mentor's Supervision

Week 5 (Classroom)	Trainee	Attend Trauma/Self-Care
		Attend Structured Decision Making Day 1 & 2
		Attend Safety Plans
		Attend Case Plans
		Attend Indian Child Welfare Act/Multi-ethnic Placement Act
		Attend Face to face Role Plays
	Attend Family team Meetings Role Plays	
Supervisors	Schedule and conduct a 30 minute check-in with trainee to discuss field week 2, feelings on classroom training, concerns/barriers at this time	

Week 6 (Field)	Trainee	Written Assignments due by Friday at 5 PM	Family Strengths and Needs Assessment	
			Risk-Reassessment (Non-court) or Reunification Assessment (Court)	
			Case Plan	
			Online Assignments due by Friday at 5 PM	Concurrent Planning
				Methamphetamine 101
	Supervision	Will schedule and conduct 1 hour supervision to discuss the following	Discuss role of Law Enforcement Ongoing and protocol for contacting	
			Discuss Critical Incident Reporting Processes	
			Discuss what Prevention Services are and what the process is for getting a family connected with this service	
			Discuss utilizing community resources for locating mental health and substance use services	
			Discuss and review release and medical consent information	
Review case transfer process for both internal transfers and transfers from Department of Health and Human Services				
		Review the role of the Court Appointed Special Advocates and what types of information they utilize to complete their job duties		
		Discuss and review medication transport logs and how they pertain to the role of a Family Permanency Specialist		
	Review and complete the Field Tasks for the week	Have trainee review one of your Case Plans in NFOCUS		
Review permanency objective and concurrent plan (if present) with mentor and why certain objectives were selected and how				

	Mentors		date is determined
			Review with you trainee how the Family Strengths and Needs Assessment, collateral information and interviews with families are used to develop and modify case plans
			Have trainee review a completed Ansell Casey Assessment and discuss how it is used for the Independent Living Plans
			Have trainee review an Individual Diagnosis Interview, psychological, and/or psychiatric evaluation. Ensure that they understand all of the language, diagnoses, and recommendations
			Have trainee review an Initial Safety Assessment in NFOCUS
			Have trainee review a Reunification Assessment in NFOCUS
			Have trainee review a Risk-Reassessment in NFOCUS
			Have trainee review an Assessment for Placement Safety and Suitability (APSS) in NFOCUS
			Have trainee review a Safety Plan in NFOCUS
		Field Observations	Face to face Parent, Face to face Provider, Face to face Child, Family team meeting, Attend Court Hearings, Observe walkthrough, Attend an internal/external staffing, Observe a meeting with another seasoned staff, Observe Mentor's Supervision, Facilitate and Document a Meeting (Face to face/Family team meeting)

Week 7 (Classroom)	Trainee	Attend Court and Legal
		Attend Testifying Techniques
		Attend Court Reports
		Attend Sex Trafficking
		Attend Substance Use
		Attend Domestic Violence
		Attend Independent Living
	Supervisors	Schedule and conduct a 30 minute check-in with trainee to discuss field week 3, feelings on classroom training, concerns/barriers at this time

Week 8 (Field)	Trainee	Written Assignments due by Friday at 5 PM	Court Reports
			Domestic Violence
			Any Structure Decision Making Revisions
		Online Assignments due by Friday at 5 PM	Utilization Management Services
	Phase II Preparation	Nebraska Caregiver responsibilities	
		Develop a Tracking Sheet(s)	
		Develop a Professional Resume	
	Will attend Phase II Meeting at the Main Office	Meet with Records Department	
		Meet with Mentor Panel	
	Supervisors	Will schedule and conduct 1 hour supervision to discuss the following	Discuss Phase II expectations (observation requirements, Triage shadowing, invite protocol, court attendance, evaluation of mentors and trainers)
Discuss Judge specific expectations and court room procedures			
Review Nebraska Caregiver responsibilities with Trainee			
Review the process for youth missing from placement			
Review when provider reports are due to PromiseShip and what to do if they are not being received in the correct time frame			
Discuss the role of the Foster Care Review Office in Child Welfare			
Phase II Preparation	Review Court Report routing slip and discuss this process		
	Review New Case/Family checklist		

		Staff Phase II families that trainee will be receiving	
	Mentors	Review and complete the Field Tasks for the week	Have trainee take notes and document one meeting (Face to face or Family Team Meeting) Review a Transitional Living Plan in NFOCUS and discuss with your trainee why and how they are developed. Also discuss how an Ansell Casey ties into a Transitional Living Plan Review a progress update from a provider in Document Imaging/FamCare
		Field Observations	Face to face Parent, Face to face Provider, Face to face Child, Family team meeting, Attend Court Hearings, Observe walkthrough, Attend an internal/external staffing, Observe a meeting with another seasoned staff, Observe Mentor's Supervision, Facilitate and Document a Meeting (Face to face/Family team meeting)

Week 9 (Finish up Classroom and Move to Phase 2)	Trainee	Written Assignments	Any assignment revisions
		Classroom Trainings	Attend Adoption training (ALL DAY) Attend FAMcare/UM training (Morning)
		Phase II Families can be assigned starting 3 rd working day of the week	Begin completing New Case/Family checklist on families assigned

Agency	Service	Provides the service to PromiseShip(Y/N)	Service is performed in all zip codes of the ESA (Douglas and Sarpy County) (Y/N)	Douglas County Zip Codes (Part 1)									
				68054	68077	68024	68022	68022	68099	68022	68021	68026	
OMNI	Foster Care	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Group Home	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Home Study	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Intensive In-Home	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Kinship Support	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Parenting Time	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Pathways to Permanency	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Relinquishment Counseling	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Respite Crisis	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Respite Planned - Kinship	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Respite Planned - Provider	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	ThGH	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Home Studies	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Assessment Drug and Alcohol	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Community Based Evaluation	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Community Treatment Aid	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Evaluation Consultation	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Evaluation Other	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Family Assessment	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Family Therapy	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Individual Therapy	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Initial Diagnostic Interview	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Intensive Outpatient	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Parenting Assessment	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Psychological Testing	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Sex Offender Risk Assessment	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
OMNI	Substance Abuse Evaluation	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Owens	Day Reporting	Y	N				Y						
Owens	Drug Testing	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Owens	Family Support	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Owens	Intensive In-Home	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Owens	Intermittent Monitoring	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Owens	Parenting Time	Y											
Owens	Safety Monitoring	Y											
Paradigm	Crisis Response	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Paradigm	Family Preservation	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Paradigm	Family Support	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Paradigm	Intensive In-Home	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Paradigm	Intermittent Monitoring	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Paradigm	Parenting Time	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Paradigm	Pathways to Permanency	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Reconnect	Day Reporting	Y	N										
Release	Crisis Response	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Release	Crisis Stabilization	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Release	Family Preservation	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Release	Family Support	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Release	Foster Care	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Release	Home Study	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Release	Intensive In-Home	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Release	Intermittent Monitoring	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Release	Interpreter/Translation Services	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Release	Intensive Residential Behavioral Intervention	Y	N										
Release	Kinship Support	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Release	Parenting Time	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Release	Pathways to Permanency	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Release	Respite Planned - Kinship	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Release	Respite Planned - Provider	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Release	Home Studies	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Uta Hallee	Group Home	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Uta Hallee	Residential/Shelter Services	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Uta Hallee	Medication Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Uta Hallee	Psychological Testing	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Uta Hallee	Crisis Stabilization	Y - March 2019	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
WCA	Domestic Violence Education	Y											
Youth Care and Beyond	Day Reporting	Y	N					Y					
Youth Care and Beyond	Family Support	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Youth Care and Beyond	Group Home	Y	N					Y					

Agency	Service	Provides the service to PromiseShip(Y/N)	Service is performed in all zip codes of the ESA (Douglas and Sarpy County) (Y/N)	Douglas County Zip Codes (Part 4)					
				68108	68105	68103	68102	68101	68100
Capstone	Initial Diagnostic Interview	Y		Y	Y	Y	Y	Y	Y
Capstone	Parenting Assessment	Y		Y	Y	Y	Y	Y	Y
Capstone	Psychological Testing	Y		Y	Y	Y	Y	Y	Y
Capstone	Substance Abuse Evaluation	Y		Y	Y	Y	Y	Y	Y
CEDARS	Family Support	Y		Y	Y	Y	Y	Y	Y
CEDARS	Foster Care	Y	Y	Y	Y	Y	Y	Y	Y
CEDARS	Home Study	Y	Y	Y	Y	Y	Y	Y	Y
CEDARS	Kinship Support	Y	Y	Y	Y	Y	Y	Y	Y
CEDARS	Respite Crisis	Y	Y	Y	Y	Y	Y	Y	Y
CEDARS	Respite Planned - Kinship	Y	Y	Y	Y	Y	Y	Y	Y
CEDARS	Respite Planned - Provider	Y	Y	Y	Y	Y	Y	Y	Y
CEDARS	Home Studies	Y	Y	Y	Y	Y	Y	Y	Y
Children's Square	Foster Care	Y		Y	Y	Y		Y	Y
Children's Square	Family Support	Y	Y	Y	Y	Y	Y	Y	Y
Children's Square	Home Study	Y	Y	Y	Y	Y	Y	Y	Y
Children's Square	Intermittent Monitoring	Y	Y	Y	Y	Y	Y	Y	Y
Children's Square	Kinship Support	Y	Y	Y	Y	Y	Y	Y	Y
Children's Square	Parenting Time	Y	Y	Y	Y	Y	Y	Y	Y
Children's Square	Respite Crisis	Y	Y	Y	Y	Y	Y	Y	Y
Children's Square	Respite Planned - Kinship	Y	Y	Y	Y	Y	Y	Y	Y
Children's Square	Respite Planned - Provider	Y	Y	Y	Y	Y	Y	Y	Y
Children's Square	Home Studies	Y	Y	Y	Y	Y	Y	Y	Y
Christian Heritage	Foster Care	Y	Y	Y	Y	Y	Y	Y	Y
Christian Heritage	Kinship Support	Y	Y	Y	Y	Y	Y	Y	Y
ClubZ!	Academic Tutoring	Y	Y	Y	Y	Y	Y	Y	Y
Concord Mediation	Family Group Conferencing	Y	N						Y
Concord Mediation	PreHearingTermination Conference (TPR)	Y	N						Y
Concord Mediation	PreHearing Permanency Review Conference (PPR)	Y	N						Y
Concord Mediation	Family Team Meeting	Y	N						
Concord Mediation	Parenting Plan Mediation	Y	N						
Concord Mediation	Permanency Planning Review (PPR)	Y	N						
CSI	Crisis Response	Y	Y	Y	Y	Y	Y	Y	Y
CSI	Crisis Stabilization	Y	Y	Y	Y	Y	Y	Y	Y
CSI	Family Perservation	Y	Y	Y	Y	Y	Y	Y	Y
CSI	Family Support	Y	Y	Y	Y	Y	Y	Y	Y
CSI	Foster Care	Y	Y	Y	Y	Y	Y	Y	Y
CSI	Home Study	Y	Y	Y	Y	Y	Y	Y	Y
CSI	Intensive In-Home	Y	Y	Y	Y	Y	Y	Y	Y
CSI	Kinship Support	Y	Y	Y	Y	Y	Y	Y	Y
CSI	Pathways to Permanency	Y	Y	Y	Y	Y	Y	Y	Y
CSI	Relinquishment Counseling	Y	Y	Y	Y	Y	Y	Y	Y
CSI	Residential/Shelter Services	Y	N						
CSI	Respite Crisis	Y	Y	Y	Y	Y	Y	Y	Y
CSI	Respite Planned - Kinship	Y	Y	Y	Y	Y	Y	Y	Y
CSI	Respite Planned - Provider	Y	Y	Y	Y	Y	Y	Y	Y
CSI	Home Studies	Y	Y	Y	Y	Y	Y	Y	Y
CSI	Family Assessment	Y	N						
CSI	Family Therapy	Y	N						
CSI	Individual Therapy	Y	N						
CSI	Initial Diagnostic Interview	Y	N						
DrugTek	Drug Testing	Y	Y	Y	Y	Y	Y	Y	Y
FDS	Family Perservation	Y	Y	Y	Y	Y	Y	Y	Y
FDS	Family Support	Y	Y	Y	Y	Y	Y	Y	Y
FDS	Intensive In-Home	Y	Y	Y	Y	Y	Y	Y	Y
FDS	Intermittent Monitoring	Y	Y	Y	Y	Y	Y	Y	Y
FDS	Parenting Time	Y	Y	Y	Y	Y	Y	Y	Y
HFS	Better Together	Y	N						
HFS	Crisis Response	Y	N						
HFS	Family Support	Y	Y	Y	Y	Y	Y	Y	Y
HFS	Pathways to Permanency	Y	Y	Y	Y	Y	Y	Y	Y
HFS	Assessment Drug and Alcohol	Y							
HFS	Community Based Evaluation	Y							
HFS	Family Therapy	Y							
HFS	IDI with Psychiatrist	Y							
HFS	Individual Therapy	Y							
HFS	Initial Diagnostic Interview	Y							

Agency	Service	Provides the service to PromiseShip(Y/N)	Service is performed in all zip codes of the ESA (Douglas and Sarpy County) (Y/N)	Douglas County Zip Codes (Part 4)					
				68108	68103	68107	68122	68127	68130
Owens	Intermittent Monitoring	Y	Y	Y	Y	Y	Y	Y	Y
Owens	Parenting Time	Y							
Owens	Safety Monitoring	Y							
Paradigm	Crisis Response	Y	Y	Y	Y	Y	Y	Y	Y
Paradigm	Family Perservation	Y	Y	Y	Y	Y	Y	Y	Y
Paradigm	Family Support	Y	Y	Y	Y	Y	Y	Y	Y
Paradigm	Intensive In-Home	Y	Y	Y	Y	Y	Y	Y	Y
Paradigm	Intermittent Monitoring	Y	Y	Y	Y	Y	Y	Y	Y
Paradigm	Parenting Time	Y	Y	Y	Y	Y	Y	Y	Y
Paradigm	Pathways to Permanency	Y	Y	Y	Y	Y	Y	Y	Y
Reconnect	Day Reporting	Y	N						
Release	Crisis Response	Y	Y	Y	Y	Y	Y	Y	Y
Release	Crisis Stabilization	Y	Y	Y	Y	Y	Y	Y	Y
Release	Family Perservation	Y	Y	Y	Y	Y	Y	Y	Y
Release	Family Support	Y	Y	Y	Y	Y	Y	Y	Y
Release	Foster Care	Y	Y	Y	Y	Y	Y	Y	Y
Release	Home Study	Y	Y	Y	Y	Y	Y	Y	Y
Release	Intensive In-Home	Y	Y	Y	Y	Y	Y	Y	Y
Release	Intermittent Monitoring	Y	Y	Y	Y	Y	Y	Y	Y
Release	Interpreter/Translation Services	Y	Y	Y	Y	Y	Y	Y	Y
Release	Intensive Residential Behavioral Intervention	Y	N						
Release	Kinship Support	Y	Y	Y	Y	Y	Y	Y	Y
Release	Parenting Time	Y	Y	Y	Y	Y	Y	Y	Y
Release	Pathways to Permanency	Y	Y	Y	Y	Y	Y	Y	Y
Release	Respite Planned - Kinship	Y	Y	Y	Y	Y	Y	Y	Y
Release	Respite Planned - Provider	Y	Y	Y	Y	Y	Y	Y	Y
Release	Home Studies	Y	Y	Y	Y	Y	Y	Y	Y
Uta Hallee	Group Home	Y	Y	Y	Y	Y	Y	Y	Y
Uta Hallee	Residential/Shelter Services	Y	Y	Y	Y	Y	Y	Y	Y
Uta Hallee	Medication Management	Y	Y	Y	Y	Y	Y	Y	Y
Uta Hallee	Psychological Testing	Y	Y	Y	Y	Y	Y	Y	Y
Uta Hallee	Crisis Stabilization	Y - March 2019	Y	Y	Y	Y	Y	Y	Y
WCA	Domestic Violence Education	Y							
Youth Care and Beyond	Day Reporting	Y	N						
Youth Care and Beyond	Family Support	Y	Y	Y	Y	Y	Y	Y	Y
Youth Care and Beyond	Group Home	Y	N						

PromiseShip Transition Plan Draft

	Topic	PromiseShip TASKS TO BE COMPLETED	Assigned To	Timeline	New Lead Agency (L.A.)	Assigned To	Date Due
1. Employee/Employment Issues:							
A	Benefits	Notify Benefits Providers/Administrator. Notify terminated staff. Work with new lead agency to answer questions regarding the overlap in coverage and help expedite the transition of benefits from PromiseShip to their agency.	Human Resources	60 days prior to change to send letters to terminated staff	Negotiate waiver of waiting period for transfer of benefits. Confirm and communicated with staff.	LA Management Team	60 days prior to start date
B	FSA (Flexible Spending) Benefits	Initiate early Employee communications (emails, flyers, intranet) so no funds are left by those who participate in this program. Notify staff of last day to utilize funds. Send reminder letters to employees.	Human Resources	30, 60 and 90 days prior to termination			
C	LOA's (FMLA/Workers Comp)	Determine who is on leave or scheduled for leave. Evaluate to determine fiscal impact and position availability.	Human Resources	60 days to termination	Discuss affected employees during transition. Negotiation Item for new L.A.	LA Management Team	60 days prior to start date
D	Retirement	Communicate options to staff.	Human Resources	Immediately	Determine the impact	LA Management Team	immediately
E	Vacation pay-out	Discuss with new lead agency during negotiations. Meet with Human Resources to determine impact. Request spreadsheet of unused time. Communicate final decision to L.A. to staff ASAP.	Human Resources	Begin process immediately	Negotiation Item for new L.A.	LA Management Team	Begin process immediately
F	Write Letters to Staff	Communicate termination date to staff.	Human Resources with the help of specific ECA Management Team	60 days prior to termination date of contract	Prepare and release offer letters to staff, advertise for other positions. Letters will be sent to all staff members transferring to new lead agency. Retrieve list of current employees who will transfer. Send New Hire paperwork with offer letter or set deadline for submission date.	LA Management Team	to be completed two weeks prior to start date
G	EEOC Claims/Grievances	Determine if any outstanding cases and organization's maximum liability. If re-employment is an option, determine availability of suitable position	Human Resources	Begin immediately			
H	Personnel Info/Performance Eval.	Share information on employees in good standing. Provide information to new lead agency. Determine what new L.A. needs such as salary, date of hire, demographic data, performance reviews, screening, etc) Determine if new L.A. is on an annual review schedule; if transferring staff eligible for merit increases; if transferring staff will be given credit for tenure.	Human Resources and PromiseShip Management	60 days prior to termination date of contract	Negotiation Item for new L.A.		
I	Screenings	Provide DHHS screening info to new Lead Agency if they choose not to complete their own re-screening.	Human Resources	60 days prior to termination date of contract	L.A. will need to determine if they will re-screen all employees. Also will need to determine if they wish to do drug screens.	LA Management Team	By Start date
J	COBRA and Job Assistance	Ensure that processes are in place to assist any employee who will not be joining the new agency is briefed on COBRA and is connected with employment assistance services.	Human Resources, PromiseShip Executive Leadership Team	Process in place and communicated within 5 business days of notification			
K	Staff allocation adjustments for budget	Provide fiscal information including allocation splits.	HR/Finance	ongoing			
L	Final payroll processing/vacation payout	Sent letters to staff. Coordinate with HR to determine payout schedule and notify staff.	HR/Finance	Complete 30 days prior to termination of contract			
2. Space, Equipment and Service Issues							
A	Facility Leases	Formal correspondence with lease holder; provide copies of leases and contact information to new lead agency.	PromiseShip Legal	As soon as transition decisions have been made.	New Lead agency may desire to re-negotiate leases.	LA Management Team	Within 60 days of start date
B	Cancel Cell Phones	Collect phones & cancel plans 30 days ahead if newlead agency will not transfer phone services. Provide list of to new lead agency. IT staff at each location on the 30th to collect.	PromiseShip IT,	30 days prior to transfer.	Determine new L.A. plan for cell phones.	LA Management Team	Complete one month prior to start date

	Topic	PromiseShip TASKS TO BE COMPLETED	Assigned To	Timeline	New Lead Agency (L.A.)	Assigned To	Date Due
C	Network Connectivity	Provide contact information to new L.A.	PromiseShip IT.	60 days prior to transfer.	Determine Network Connectivity Plan and coordinate execution.	LA Management Team	By start date
D	Equipment Leases	Determine disposition of leased equipment.	Office/Facilities Manager		Make arrangements for any required leased equipment.	LA Management Team	
E	Postage Meters	PromiseShip will cancel and provide contact information to new L.A.	Office/Facilities Manager	By Termination date	L.A. will make own arrangements	LA Management Team	30 days prior to start date
F	Information Technology Inventory	Develop IT inventory list. Coordinate with new L.A. to establish a plan to transfer equipment. Develop plan to dispose of any excess equipment; dispose/transfer equipment as directed by DHHS.	PromiseShip IT.	Complete within 60 days of termination	L.A. should establish a list of mission critical equipment needs based on inventory available for transfer. Hire staff to configure units as well as identify assets and reconcile them with PromiseShip.	LA Management Team	30 days prior to start date
G	Security System	Provide contact information to new L.A. Provide list of badge holders. Provide instruction on how to activate /deactivate.	PromiseShip Facilities and Office Manager	Complete within 60 days of termination	L.A. contact provider for contract. Reconcile list of card holders. Deactivate those of individuals who are not staying with L.A.	LA Management Team	60 days prior to start date
H	Furniture & Equipment Inventory	Provide current list of furniture and non expendable property to new lead agency. Schedule a walk through.	PromiseShip Facilities and Office Manager	30 - 45 days prior to termination date	Schedule walk through of facilities prior to 30 days of termination. Retrieve a copy of non-computer equipment and establish a list of furniture for transfer.	LA Management Team	30 days prior to start date
I	Copier Inventory	Provide current non-computer inventory. Pull Maintenance contract	PromiseShip Facilities and Office Manager	30 - 45 days prior to termination date	Will copiers remain or be purchased? Set up maintenance agreement.	LA Management Team	30 - 45 days prior to start date
J	Software Licenses	Provide inventory of software licenses and determine when to cancel them.	PromiseShip IT.	60 days prior to termination	Determine what licenses are needed to perform work.	LA Management Team	60 days prior to start date
K	Utilities	Utilities included in rent.	PromiseShip Facilities and Office Manager	60 days prior to termination	Utilities are paid for in the rent amounts therefore will remain in landlord's name if they remain in same facility.	LA Management Team	60 days prior to start date
L	Phone Service	Determine when service will be terminated or transferred and what service will be required post contract termination.	PromiseShip IT.	60 days prior to termination	L.A. needs to determine whether changes will be made.	LA Management Team	60 days prior to start date
M	Postal Forwarding	Change of address.	PromiseShip Facilities and Office Manager	30 days prior to termination	LA will work out with landlord.	LA Management Team	30 days prior to start date
3. Financial Matters, Client Services Contracts, Letters of Agreement, Service Authorizations.:							
A	In coordination with DHHS and the new agency develop plan for the transfer of Client Services Contracts, Letters of Agreement and Service Authorizations to include the effective date that PromiseShips responsibility for payment ends and the new Agency's responsibility commences.	Participate in plan development	CEO, VP, Finance and VP, Network	As soon as possible after intent to award contract to new agency is announced	Participate in plan development	LA Management Team	As soon as possible after intent to award contract to new agency is announced
B	In coordination with DHHS develop a plan for the close-out of the subaward to include last date for disbursements and funding for all close out activities post contract termination.	Participate in plan development	CEO, VP, Finance and VP, Network	As soon as possible after intent to award contract to new agency is announced			
C	Final Payments for all non-client services.	Based upon transition decisions concerning leases, equipment and the effective date of contract termination, develop a plan to process all final payments for non-client services.	VP, Finance	As soon as possible after intent to award contract to new agency is announced			
D	Final Payments to Relatives / Kinship Caregivers	Based upon the plan discussed in 3A above develop a plan for the final payments to Relative / Kinship Caregivers	VP, Finance	As soon as possible after intent to award contract to new agency is announced			
E	Final Payments for all Client Services	Based upon the plan discussed in 3A above develop a plan for the final payments for client services contracts, LOAs and service authorizations.	VP, Finance	As soon as possible after intent to award contract to new agency is announced			
F	Final Disbursements	Ensure that all final disbursements against the subaward are completed.	VP, Finance	All payments made by date set in the plan discussed in 3B above.			
G	Accounting	Prepare final financial reports. Ensure all financial data has been entered into NFOCUS.	VP, Finance	Timeline set in plan discussed in 3B above			

	Topic	PromiseShip TASKS TO BE COMPLETED	Assigned To	Timeline	New Lead Agency (L.A.)	Assigned To	Date Due
H	Close out subaward	Complete final reconciliation and all subaward close out activities.	VP, Finance	Timeline set in plan discussed in 3B above			
I	Notice to Relative / Kinship Caregivers	Mail notice to all Relative / Kinship caregivers informing them of when to expect final payment from PromiseShip and contact information for the new agency.	VP, Network.	To be completed 45 days prior to termination	Send letters to Relative / Kinship Caregivers informing them of plan for continued support.	LA Management Team	45 days prior to start date
J	Notice to Client Services Subcontractors	Mail notice to all client services subcontractors informing them of final invoice requirement and when to expect final payment from PromiseShip and contact information for the new agency.	VP, Network.	To be completed 45 days prior to termination	Determine which contracts to continue. Issue contracts.	LA Management Team	45 days prior to start date
K	Notice to all providers operating with a LOA	Mail notice to all providers operating with LOA informing them of final invoice requirement and when to expect final payment from PromiseShip and contact information for the new agency.	VP, Network.	To be completed 45 days prior to termination	Communicate with LOA providers concerning on-going servi and payment.	LA Management Team	45 days prior to start date
L	Service Authorization Closeout	Review every service authorization; notify provider of service ending date and invoicing requirement.	VP, Network.	To be completed 30 days prior to termination	Provide service authorization to providers who will be delivering service once financial responsibility transfers to new agency.	LA Management Team	30 days prior to start date
M	Notify MCOs	PromiseShip will notify MCOs of status change.	VP, Network.	60 days prior to termination date	LA will need to coordinate with MCOs.	LA Management Team	Begin within 60 days of start of contract
N	Purchasing Cards	Develop plan to collect purchasing cards and make final payments.	VP, Finance	To be completed 30 days prior to termination			
4. Insurance:							
A	Trailing Liability Insurance Coverage	Working with DHHS and PromiseShip Board of Directors determine liability insurance coverage required after contract is terminated. This includes determining the source of funding for this coverage.	PromiseShip Board and Management	By Termination date			
B	Other Policy Coverage	Once the issue of trailing liability insurance coverage has been resolved, determine the disposition of any other insurance plans.	PromiseShip Board and Management	By Termination date			
5. Public Relations:							
A	Internal Communications Plan	Develop plan to keep all PromiseShip staff informed	CEO, Communications	Immediately	Participate in planning and execution	LA Management Team	Immediately
B	External Communications Plan	Develop and execute plan in coordination with DHHS and new agency.	CEO Communications	Immediately	Participate in planning and execution	LA Management Team	Immediately
6. Data Systems Issues:							
A	NFOCUS	Identify users who need to be transferred to new agency and those who's access needs to be terminated.	PromiseShip IT.	30 - 45 days prior to termination date	Complete access forms, security forms, etc. with for all LA employees. Establish a transfer plan. Create new id's and building access interface , if applicable	LA Management Team	30 days of start of contract
B	FamCare	Determine what is required to complete close-out. Cancel system support. Archive data	PromiseShip IT.	30 - 45 days prior to termination date	Determine if agency wishes to use system. Complete transfer activities if necessary.	LA Management Team	60 days prior to start date
C	MindShare	Determine close-out data for contract	VP, Quality	30 - 45 days prior to termination date	Determine if LA wishes to use this system.	LA Management Team	60 days prior to start date
7. Client Records:							
A	Client File	Develop plan for transfer of client files to new agency	VP, Quality	Immediately	Develop plan for transfer of client files to new agency	LA Management Team	Immediately
B	NFOCUS	Develop plan to ensure that all documentation has been uploaded to NFOCUS	VP, Quality	Immediately			
8. Open Case Review and Transfer:							
A	Case Review	In coordination with DHHS and new agency, develop a plan for PromiseShip and Lead Agency staff to review all open cases	VP, Operations	Immediately	In coordination with DHHS and new agency, develop a plan for PromiseShip and Lead Agency staff to review all open cases	LA Management Team	Immediately

	Topic	PromiseShip TASKS TO BE COMPLETED	Assigned To	Timeline	New Lead Agency (L.A.)	Assigned To	Date Due
B	Case Responsibility	In coordination with DHHS and new agency ensure that all parties are clear as to how cases will be transferred, when new agency assumes responsibility for decisions in open cases and when the new agency will commence accepting new case referrals from DHHS.	CEO VP, Operations	Immediately	In coordination with DHHS and new agency ensure that all parties are clear as to how cases will be transferred, when new agency assumes responsibility for decisions in open cases and when the new agency will commence accepting new case referrals from DHHS.	LA Management Team	Immediately

PromiseShip Performance Dashboards

PromiseShip has partnered with MindShare Technology, a third party vendor, to develop dashboards to visually track, analyze and report on performance indicators to monitor and optimize operational and strategic targets. The landing page into the Mindshare application is pictured below and lists a variety of dashboards and reports that are currently being utilized by PromiseShip.

PromiseShip
Tue Mar 26 2019 08:24:26 GMT-0500 (Central Daylight Time)

PromiseShip

- Critical Indicators**
 - Critical Indicators Balanced Scorecard
 - Critical Indicators Scorecard Detail Guide
 - KPI Measures Detail
 - KPI Measures Detail Guide
 - CFSR Measures Detail
 - CFSR Measures Detail Guide
- Forward Looking Indicators**
 - Permanency in 12 Months
 - Permanency 12-23 Months
 - Permanency 24 Months
 - Non-Court Timeliness
- Well Being**
 - Sibling Separation
- Permanency**
 - Permanency Report
 - Intensive In-Home Services
 - Intensive In-Home Form
 - CRI
 - CRI Intake Form
 - CRI Intake Report
 - Non Court to Court Transfers
 - Non Court to Court Reentry
 - New Perm Subsidy Form
- Data Packets**
 - Intensive In-Home Data Report
- Permanency Reports**
 - Target Date Changes

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Key Indicators Scorecard

The Key Indicators Scorecard displays six Key Performance Indicators (KPI's) that were developed by PromiseShip and five of the Child & Family Services Review (CFSR) measures. Executive management as well as the director and supervisory teams are able to access this dashboard to view and analyze performance. The dashboard has three views – *Overall, PromiseShip KPI's by Director and CFSR by Director*. The Overall view is a display of PromiseShip's performance as an organization. The PromiseShip KPI's by Director and CFSR by Director shows performance by director teams. The three views are used by the Permanency teams to view trends to help with coaching and planning.

Key Indicators Scorecard – Overall

In home Indicators (top half) and Out of Home Indicators (bottom half)

Key Indicators Scorecard		Main Menu		Report Created: 03/22/2019 07				
Overall	PromiseShip KPI's by Director	CFSR by Director						
 Refresh								
Description	Target	FY 2017	FY 2018	FY 2019				
Non-Court Successful Discharge	> 95%	-	71.16%	67.29%				
Non-Court Return to Service	> 90%	78.85%	81.85%	85.56%				
Non-Court Timeliness	> 92%	-	73.52%	85.17%				
In Home Court Successful Discharge	> 90%	75.5%	84.48%	80.54%				
In Home Court Return to Service	> 90%	84.95%	83.97%	87.22%				
In Home Court Timeliness	> 95%	59.52%	62.16%	61.13%				
 Refresh								
Description	Target	Sep 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019
Permanency in 12 Months	> 43.8%	40.82%	40.76%	41.43%	42%	41.88%	31.97%	32.34%
Permanency in 12-23 Months	> 46.2%	53.51%	52.97%	54.56%	51.85%	48.87%	47.92%	48.52%
Permanency in 24+ Months	> 36.3%	41.77%	41.79%	42.37%	41.92%	42.26%	41.22%	42.2%
Placement Stability	< 4.12	3.33	3.52	3.5	3.45	3.42	0	0
Re-entry to Out of Home Care In 12 Months (365 Days)	< 8.3%	2.8%	2.55%	2.22%	1.72%	1.82%	2.17%	3.95%

Key In Home Indicators Scorecard – PromiseShip KPI's by Director

Key Indicators Scorecard Main Menu			
			Report Created: 03/25/2019 12:40:05 pm
Overall PromiseShip KPI's by Director CFSR by Director			
Refresh			
Director	FY 2017	FY 2018	FY 2019
[-] Indicator: Non-Court Successful Discharge (Target: >95%)			
Team Ott	-	86.27%	75%
Team Nebesniak	*	78.26%	66.67%
Team Miller	*	90%	100%
Team Barber	*	70.65%	68.3%
Other	*	58.33%	46.15%
[-] Indicator: Non-Court Return to Service (Target: >90%)			
Team Ott	64.71%	65.85%	90%
Team Nebesniak	31.58%	100%	80.65%
Team Miller	77.78%	88.46%	93.22%
Team Barber	79.85%	82.18%	85.3%
Other	76.99%	76.19%	87.64%
[-] Indicator: Non-Court Timeliness (Target: >92%)			
Team Ott	*	56.82%	16.67%
Team Nebesniak	*	57.41%	50%
Team Miller	*	42.59%	45.45%
Team Barber	*	75.09%	86.35%
Other	*	87.5%	83.33%
[-] Indicator: In Home Court Successful Discharge (Target: >90%)			
Team Ott	83.28%	84.06%	88%
Team Nebesniak	78.54%	80.19%	62.96%
Team Miller	75.91%	89.86%	83.87%
Team Barber	57.58%	78.13%	93.33%
Other	65.98%	92.31%	100%
[-] Indicator: In Home Court Return to Service (Target: >90%)			
Team Ott	89.15%	80.77%	90%
Team Nebesniak	79.41%	87.21%	89.91%
Team Miller	85.57%	87.2%	89.92%
Team Barber	100%	85%	100%
Other	68.42%	65%	0%
[-] Indicator: In Home Court Timeliness (Target: >95%)			
Team Ott	54.27%	51.81%	57.63%
Team Nebesniak	61.63%	73.65%	70.83%
Team Miller	62.2%	60.57%	65.93%
Team Barber	65%	73.33%	52%
Other	70%	100%	37.5%

Key Indicators Scorecard – CFRS items by Director

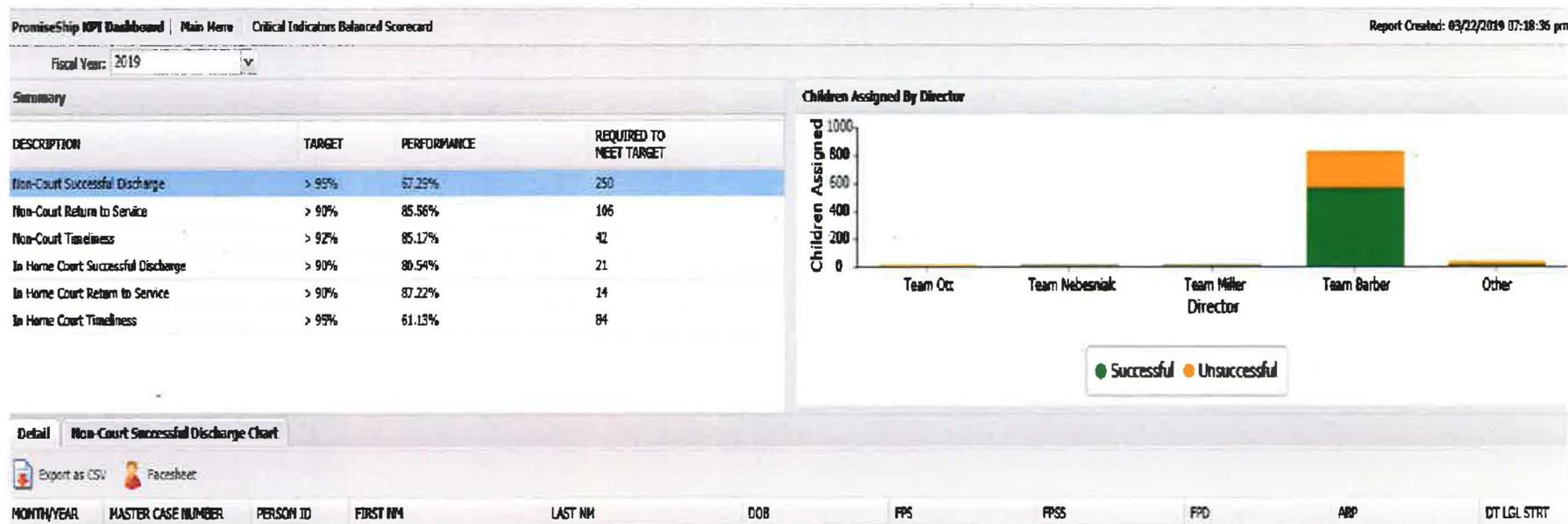
Key Indicators Scorecard		North Albany		Report 1			
Overall		Partnership RPT's by Director		CFRS by Director			
Category	Indicator	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019
Indicator: Permanency in 12 Months (Target: >43.8%)							
Team DE	74.1%	75.83%	78.87%	75.38%	43.71%	34.0%	31.9%
Team Nicosiak	32.2%	31.97%	35.9%	27.8%	44.97%	34.0%	31.2%
Team Miller	34.6%	31.7%	31.6%	34.7%	32.2%	31.0%	31.5%
Team Barker	29.2%	24.4%	24.4%	27.6%	31.8%	34.0%	38.6%
Other	30.6%	39.7%	25.5%	34.5%	45.1%	61.0%	45.4%
Indicator: Permanency in 13-24 Months (Target: >43.3%)							
Team DE	63.6%	51.1%	64.3%	60.8%	43.3%	42.3%	31.6%
Team Nicosiak	43.5%	41.5%	45.4%	41.9%	41.5%	42.2%	43.6%
Team Miller	63.1%	43.6%	44.5%	47.4%	48.1%	43.7%	47.8%
Team Barker	63.2%	60.8%	61.6%	51.1%	61.2%	63.2%	63.7%
Other	22.2%	2%	2%	12.5%	3%	7%	71.3%
Indicator: Permanency in 24+ Months (Target: >44.3%)							
Team DE	71.9%	69%	62.6%	75.1%	58.2%	55.4%	58.3%
Team Nicosiak	48.2%	48.7%	41.7%	43.6%	43.7%	43.4%	42.9%
Team Miller	38.4%	34.2%	38.4%	38.6%	43.6%	43.5%	43.4%
Team Barker	35%	25.5%	27.5%	31.2%	43.3%	44.4%	46%
Other	5.8%	6.5%	3.7%	11.1%	14.3%	14.8%	14.2%
Indicator: Placement Stability (Target: <4.1%)							
Team DE	1.1%	2.8%	2.4%	2.5%	3.2%	3	3
Team Nicosiak	3.9%	4.2%	4.1%	3.9%	4.3%	3	3
Team Miller	3.2%	3.5%	3.3%	3.4%	3.1	3	3
Team Barker	2.4%	1.8%	2.4%	2.4%	3.4%	2	3
Other	4.5%	3.8%	3.8%	3.4%	3.8%	3	3
Indicator: Recidivism to Out of Home Care in 12 Months (365 Days) (Target: <4.3%)							
Team DE	4.9%	4.4%	4.2%	3.6%	3.8%	3.3%	3.4%
Team Nicosiak	5%	5%	5%	4.6%	3.8%	3.3%	3.3%
Team Miller	3.7%	2.6%	3.3%	3.8%	3.3%	3.1%	4.2%
Team Barker	6%	6%	6%	6%	6%	6%	6%
Other	6%	6%	6%	6%	6%	6%	6%

PromiseShip also developed individual dashboards for the KPI's and CFSR's which allows for visualization via graphs, the ability to view case details for the selected measure dataset and an option to export for additional analysis. A dashboard feature called 'Facesheet' is available to enable users to select any youth from the dataset to view all case management information associated to the selected youth. Summary information with the number of cases needed to impact the measure is displayed along with a graphical visualization of the measure by director.

The PromiseShip KPI's are used to evaluate and compare by fiscal year how effectively PromiseShip is performing on the following measures:

- **Non-Court Successful Discharge** – The percentage of Non-Court youth whose cases successfully closed within a year.
PromiseShip Performance Target: >95%
- **Non-Court Return to Service** – The percentage of Non-Court youth whose cases closed and who did not return to service within one year.
PromiseShip Performance Target: >90%
- **Non-Court Timeliness** – The percentage of Non-Court youth whose cases successfully closed within 120 days of entering the Child Welfare system.
PromiseShip Performance Target: >92%
- **In Home Court Successful Discharge** – The percentage of Court involved youth who were placed with parent and the case successfully closed within a year. PromiseShip Performance Target: >90%
- **In Home Court Return to Service**– The percentage of Court involved youth who were placed with parent when the case closed and did not return to service within one year.
PromiseShip Performance Target: >90%
- **In Home Court Timeliness** – The percentage of Court involved youth whose cases successfully closed within 120 days of being placed with parent.
PromiseShip Performance Target: >95%

PromiseShip In Home KPI Dashboard - Measures Detail



The CFPSR dashboard allows PromiseShip to monitor performance of the measures which is current as of the last business day and to report them on a monthly basis. PromiseShip has set the organizational targets for the Permanency in 12 Months measures higher than the federal standards.

PromiseShip CFSR Dashboard - Measures Detail



As part of PromiseShip’s commitment to help every youth achieve permanency in 12 months, PromiseShip has developed forward looking dashboards for the CFSR measure *Permanency in 12 Month for Children Entering Foster Care*. This dashboard has three different views into the dataset for all children entering care: *Days Remaining to Meet Permanency in 12 Months*, *Performance by KPI Month* and *Performance by Cohort Month*. The Facesheet feature is available on all the views.

The first view allows director teams to view information on the number of youth in each team approaching 12 months in care. This is displayed in 90 day ranges and end users are able to export data for all records, a specific director team, or a specific supervisor and further filter by date range or specific case details. Teams use this information to review the cases and to adjust case plans as needed to safely help youth achieve permanency in the 12 month time period.

The second view shows the performance of each director team as of the last business day. Teams can view performance information for the current month as well as projections for the upcoming 23 months to help further analyze individual cases, spot trends and evaluate strategies to help youth safely achieve permanency sooner.

The third view displays performance by cohort based on removal month. Each month represents a group of youth removed from the home in a specific month. For example, the “February 2018 cohort” represents youth removed in February 2018. This view shows an Overall Summary and Supervisor Summary of the CFSR metric by month. Teams use this information to evaluate trends by supervisor and to enhance coaching strategies.

Permanency in 12 Months – Days Remaining to Meet Permanency in 12 Months

Permanency in 12 Months - Metrics | Main Menu Report Created: 03/22/2019 06:

Days Remaining to Meet Permanency in 12 | Performance by KPI Month | Performance by Cohort Month

Children Entering Care from March 22, 2018 to March 21, 2019

Summary

DIRECTOR TEAM	0 - 90 DAYS REMAINING	91 - 180 DAYS REMAINING	181 - 270 DAYS REMAINING	271 - 365 DAYS REMAINING
Team Ott	41	47	63	61
Team Nebesniak	54	35	51	45
Team Miller	47	38	66	60
Team Barber	1	1	0	3
Other	8	1	3	2
Total	151	122	203	171

Detail

Export as CSV | Facesheet

COHORT NO...	KPI MONTH ST...	KPI MONTH END	DAYS REMAIN...	ARP	MASTER CASE...	FIRST NM	LAST NM	DOB	FPS	FPSS	FPD	DT RMVL	DT LGL STRT	LGL STAT	DT CASE EPISODE STRT
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Permanency in 12 Months – Performance by KPI Month

Report Created: 03/21/2019 12:49:47 pm

Days Remaining to Meet Permanency in 12 Months | Performance by KPI Month | Performance by Cohort Month

Overall Summary							Director Summary					
KPI MONTH	SUCCESSFUL	UNSUCCESSFUL	TOTAL	PERFORMANCE	DAYS REMAINING	REQUIRED TO MEET TARGET	DIRECTOR	SUCCESSFUL	UNSUCCESSFUL	TOTAL	PERFORMANCE	REQUIRED TO MEET TARGET
Mar 2019	358	575	933	41.66%	5	11	Team Ott	111	137	248	44.76%	0
Apr 2019	318	649	967	32.89%	35	195	Team Nebesnick	118	155	273	43.22%	2
May 2019	257	637	894	31.8%	56	113	Team Miller	149	225	374	39.84%	15
Jun 2019	283	611	894	31.66%	96	109	Team Barber	9	8	17	52.94%	0
Jul 2019	269	577	846	31.8%	127	102	Other	11	10	21	52.38%	0
Aug 2019	262	546	808	31.64%	138	131						
Sep 2019	223	554	777	28.7%	188	113						
Oct 2019	215	587	802	26.81%	219	137						
Nov 2019	204	636	840	24.29%	249	154						
Dec 2019	184	647	831	22.14%	289	180						
Jan 2020	173	662	835	20.72%	311	133						
Feb 2020	151	661	812	18.6%	340	235						
Mar 2020	128	632	760	16.84%	371	235						
Apr 2020	93	580	673	13.82%	401	202						

Export as CSV | Facesheet

KPI MONTH	COHORT MONTH	ARP	CID	PID	FIRST NM	LAST NM	DOB	FPS	FPSS	FPD	DT RMVL	DT PLOHT BGN	DT PLOHT E
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Permanency in 12 Months – Performance by Cohort Month

Report Created: 03/26/2019 12:49:47 pm

Days Remaining to Meet Permanency in 12 Months | Performance by KPI Month | Performance by Cohort Month

Overall Summary							Supervisor Summary				
COHORT MONTH	SUCCESSFUL	UNSUCCESSFUL	TOTAL	PERFORMANCE	REQUIRED TO MEET TARGET	SUPERVISOR	SUCCESSFUL	UNSUCCESSFUL	TOTAL	PERFORMANCE	REQUIRED TO MEET TARGET
Apr 2018	38	45	83	45.66%	1						
May 2018	18	39	57	31.58%	7						
Jun 2018	25	34	59	42.37%	1						
Jul 2018	9	25	34	26.47%	6						
Aug 2018	28	31	59	47.46%	7						
Sep 2018	17	25	42	40.48%	6						
Oct 2018	10	74	84	11.9%	27						
Nov 2018	11	69	80	13.75%	25						
Dec 2018	14	53	67	20.9%	16						
Jan 2019	10	62	72	13.89%	22						
Feb 2019	9	55	64	14.06%	20						
Mar 2019	0	27	27	0%	12						

Export as CSV | Facesheet

COHORT MONTH	ARP	CID	PID	FIRST NM	LAST NM	DOB	FPS	FPSS	FPD	DT RMVL	DT PLOHT BGN	DT PLOHT END
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Sibling Separation

The Sibling Separation dashboard tracks youth within a case that are placed together or separated. It displays the Sibling Connections in Foster Care (Agency, DHHS Licensed Home, Kinship Approved and Licensed, Realtive Approved and Licensed) as well as the Sibling Connections in Placement (all facility types). It outlines the Total Sibling Groups and the Total Number of Children within those Groups. The dashboard also displays the number and percent of two or more Siblings Placed together, the number and percent of Siblings placed together and the number and percent of Siblings that are currently separated.

The dashboard uses the address of each child to determine the connections and a Proximity Mapping feature also allows for the use of Google maps to view how close siblings are placed with street views of the placement facilities if available.

