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STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
OFFICE OF HUMAN SERVICES
DIVISION FOR CHILDREN, YOUTH & FAMILIES

Jeffrey A. Meyers
Commissioner

Joseph E. Ribsam, Jr
Director

129 PLEASANT STREET, CONCORD, NH 03301-3857
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January 16, 2018

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division for Children, Youth and Families (DCYF) to enter into a **retroactive** agreement with Granite State College, Vendor #177491, 25 Hall Street, Concord, New Hampshire 03301, in an amount not to exceed \$2,383,851 to develop, update and maintain learning curricula based on agency practice and policy for the professional development and learning needs of DCYF staff and other DCYF identified partners, to be effective **retroactive** to January 1, 2018, upon date of Governor and the Executive Council approval through December 31, 2019. 90% Federal Funds 10% General Funds

Funds to support this request are available in the following accounts for SFY 2018 and SFY 2019, and are anticipated to be available in SFY 2020, upon the availability and continued appropriation of funds in the future operating budgets, with authority to adjust amounts within the price limitation and adjust encumbrances between State Fiscal Years through the Budget Office if needed and justified, without approval from Governor and Executive Council.

05-095-42-421010-29600000-HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT OF, HHS: CHILD PROTECTION, ORGANIZATIONAL LEARNING & QUALITY IMPROVEMENT

Fiscal Year	Class/Object	Title	Activity Code	Total Amount
2018	066-500543	Continuing Profess. Education	42106016	\$575,306.00
2019	066-500543	Continuing Profess. Education	42106016	\$1,142,656.00
2020	066-500543	Continuing Profess. Education	42106016	\$561,889.00
			Sub-Total:	\$2,279,851.00

05-095-42-421010-29700000-HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT OF, HHS: CHILD PROTECTION, TEEN INDEPENDENT LIVING

Fiscal Year	Class/Object	Title	Activity Code	Total Amount
2018	102-500734	Contracts for Program Services	42106016	\$26,000.00
2019	102-500734	Continuing Profess. Education	42106016	\$52,000.00
2020	102-500734	Continuing Profess. Education	42106016	\$26,000.00
			Sub-Total:	\$104,000.00
			Total:	\$2,383,851.00

EXPLANATION

This request for **retroactive** approval is to avoid a gap in services to DCYF staff training and to move forward with the recommendations made to the state from the Center for the Support of Families regarding training in DCYF practices.

Funds in this agreement will be used for a professional development partnership that provides education and learning opportunities to DCYF staff, including child protection, juvenile justice, and other DCYF identified parties that are specific to working with children and families served by DCYF. This will include the designing, developing, coordinating, administering and leading the professional development and learning program with curricula based on industry best practice and agency policy, for DCYF staff throughout New Hampshire, in collaboration with DCYF and in accordance with federal and state requirements and agency practice priorities.

Assessment of the professional development and learning needs of DCYF staff and other DCYF partners as well as evaluation of knowledge and skill development will be identified through meetings with these groups on a regular basis, which includes participation in various workgroups and quality assurance activities, as well as regular visits to DHHS offices throughout the state, and evaluation of the training system components. Qualified instructors/facilitators who have content area expertise and experience will deliver both classroom learning and group/individual coaching on curriculum content.

Registration and attendance information for all the learning sessions and for all staff associated will be input and tracked into the Statewide Automated Child Welfare Information System (SACWIS). Participation in the Building Educational Excellence (BEE), DCYF's Professional Development Taskforce, the Department's Organizational Development and Training groups will assist with integrating professional development and learning programming with other DCYF related learning and education partners.

The State of New Hampshire, DHHS, DCYF is mandated by State and Federal regulations, 45 CFR 1356.60 Fiscal Requirements, Title IV E, to deliver pre-service and ongoing educational and training opportunities to DCYF staff specific to children and families

served by the Division. These educational and training opportunities include instruction on: the assessment and service provision of care for children in and out of home placement; as well as family engagement strategies that strengthen families toward the use of natural resources, and independence from the use of state staff for support.

Notwithstanding any other provision of the Contract to the contrary, no services shall be provided after June 30, 2019, and the Department shall not be liable for any payments for services provided after June 30, 2019, unless and until an appropriation for these services has been received from the state legislature and funds encumbered for the SFY 2020-2021 biennia.

Should the Governor and Executive Council not authorize this request, the Division would be unable to ensure that the training needs and requirements of the Division for Children, Youth and Families staff be met, which would adversely affect staff's ability to engage with clients on assessing their needs for services to better care for their children as well as determine service delivery for the children themselves.

Granite State College was selected for this project through a competitive bid process. A Request for Proposals was posted on The Department of health and Human Services' web site from September 29, 2017 through November 13, 2017. The Department received two (2) proposals. The proposals were reviewed and scored by a team of individuals with program specific knowledge. The review included a thorough discussion of the strengths and weaknesses of the proposals. The Bid Summary is attached.

As referenced in the Request for Proposals and in Exhibit C-1 of this contract, this Agreement has the option to extend for up to four (4) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and approval of the Governor and Council.

The following performance measures/objectives will be used to measure the effectiveness of the agreement:

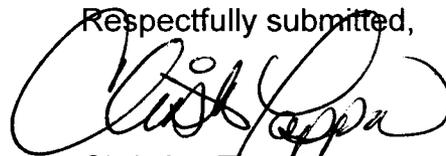
- Receipt of biweekly written reports of activities, and outcome data for the previous week that are related to accomplishments of the contract goals;
- Receipt of quarterly reports that provide registration and attendance data for each learning session, curriculum/topics developed, updated or worked on, and evaluation results for that quarter, specifically linked to performance outcomes;
- Receipt of an end of year report within sixty (60) days of the end of the State Fiscal Year which will provide a complete program overview, accomplishments towards program goals and performance measures linked to outcomes and including return on investment; registration and attendance during the report year; learning needs assessment gathered during the report year; learning session(s) evaluation results; program cost effectiveness, which shall include costs per attendee and/or course.

Area Served: Statewide

Source of Funds: 10% General Funds, 90% Federal Funds from the Catalog of Federal Domestic Assistance (CFDA) # 93.658, U.S. Department of Health and Human Services, Administration for Children and Families, Title IV-E Foster Care Program, Federal Award Identification Number (FAIN) # 1701NHFOST and the U.S. Department of Health and Human Services, Administration for Children and Families, Chafee Foster Care Independent Program, FAIN # 1701NHCILP.

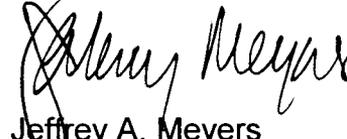
In the event that the Federal Funds become no longer available, General Funds will not be requested to support this program.

Respectfully submitted,



Christine Tappan
Associate Commissioner

Approved by:



Jeffrey A. Meyers
Commissioner



New Hampshire Department of Health and Human Services
 Office of Business Operations
 Contracts & Procurement Unit
 Summary Scoring Sheet

Center for Professional Excellence in
 Child Welfare

RFP Name

RFP-2018-DCYF-06-CENTER

RFP Number

Reviewer Names

1. Dan Barry, Youth Counselor III
2. Tyler Colby (JPPO at Dover JPPO Office)
3. Lora Jordan, CPSW
4. Michele Rosenthal, Training Coordinator
5. Heidi Young, Administrator I
6. Kathy Grondine, Administrator II (Cost)
7. Rebecca Lorden, Administrator III (Cost)
8. Seung Kim, Financial Analyst (Cost)

Pass/Fail	Maximum Points	Actual Points
	300	258
	300	240

Bidder Name

1. Granite State College
2. University of New Hampshire
- 3.
- 4.
- 5.
- 6.

COOPERATIVE PROJECT AGREEMENT

between the

STATE OF NEW HAMPSHIRE, **Department of Health and Human Services**

and the

Granite State College of the UNIVERSITY SYSTEM OF NEW HAMPSHIRE

- A. This Cooperative Project Agreement (hereinafter "Project Agreement") is entered into by the State of New Hampshire, **Department of Health and Human Services**, (hereinafter "State"), and the University System of New Hampshire, acting through **Granite State College**, (hereinafter "Campus"), for the purpose of undertaking a project of mutual interest. This Cooperative Project shall be carried out under the terms and conditions of the Master Agreement for Cooperative Projects between the State of New Hampshire and the University System of New Hampshire dated November 13, 2002, except as may be modified herein.
- B. This Project Agreement and all obligations of the parties hereunder shall become effective on the date the Governor and Executive Council of the State of New Hampshire approve this Project Agreement ("Effective date") and shall end on **12/31/19**. If the provision of services by Campus precedes the Effective date, all services performed by Campus shall be performed at the sole risk of Campus and in the event that this Project Agreement does not become effective, State shall be under no obligation to pay Campus for costs incurred or services performed; however, if this Project Agreement becomes effective, all costs incurred prior to the Effective date that would otherwise be allowable shall be paid under the terms of this Project Agreement.
- C. The work to be performed under the terms of this Project Agreement is described in the proposal identified below and attached to this document as Exhibit A, the content of which is incorporated herein as a part of this Project Agreement.

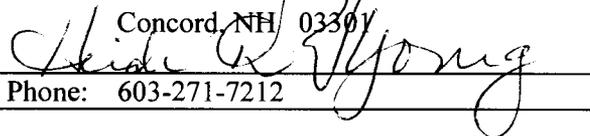
Project Title: **Center for Professional Excellence in Child Welfare**

- D. The Following Individuals are designated as Project Administrators. These Project Administrators shall be responsible for the business aspects of this Project Agreement and all invoices, payments, project amendments and related correspondence shall be directed to the individuals so designated.

State Project Administrator

Name: Heidi Young, Administrator I
Address: Div. for Children, Youth and Families
129 Pleasant Street
Concord, NH 03301

Phone: 603-271-7212



Campus Project Administrator

Name: Lisa Shawney
Address: 25 Hall Street
Concord, NH 03301

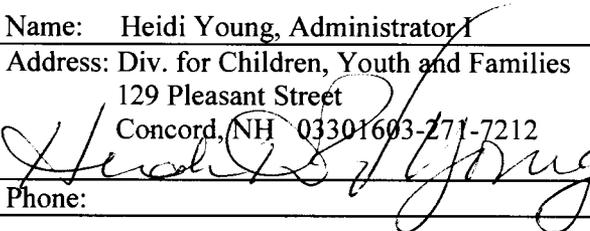
Phone: 603-513-1335

- E. The Following Individuals are designated as Project Directors. These Project Directors shall be responsible for the technical leadership and conduct of the project. All progress reports, completion reports and related correspondence shall be directed to the individuals so designated.

State Project Director

Name: Heidi Young, Administrator I
Address: Div. for Children, Youth and Families
129 Pleasant Street
Concord, NH 03301

Phone: 603-271-7212



Campus Project Director

Name: Suzanne Moberly
Address: 25 Hall Street
Concord, NH 03301

Phone: 603-513-1335

F. Total State funds in the amount of **\$2,383,851** have been allotted and are available for payment of allowable costs incurred under this Project Agreement. State will not reimburse Campus for costs exceeding the amount specified in this paragraph.

Check if applicable

Campus will cost-share **25 %** of total costs during the term of this Project Agreement.

Federal funds paid to Campus under this Project Agreement are from Grant/Contract/Cooperative Agreement No. _____ from **Catalog of Federal Domestic Assistance, Federal Agency Department of Health and Human Services, Administration for Children and Families, Foster Care Title IV-E under CFDA # 93.658; Administration for Children and Families, Chafee Foster Care Independence Program under CFDA#93.674.** Federal regulations required to be passed through to Campus as part of this Project Agreement, and in accordance with the Master Agreement for Cooperative Projects between the State of New Hampshire and the University System of New Hampshire dated November 13, 2002, are attached to this document as Exhibit B, the content of which is incorporated herein as a part of this Project Agreement.

G. Check if applicable

Article(s) **17** of the Master Agreement for Cooperative Projects between the State of New Hampshire and the University System of New Hampshire dated November 13, 2002 is/are hereby amended to read:

All electronics, computers, and audio/visual equipment purchased through this contract shall be retained as property of the Division for Children, Youth and Families when this project is terminated. This includes but is not limited to: Laptop, Desktop, and handheld computers; LCD and other projectors; and Voce and video recorders and players.

H. State has chosen **not to take** possession of equipment purchased under this Project Agreement.

State has chosen **to take** possession of equipment purchased under this Project Agreement and will issue instructions for the disposition of such equipment within 90 days of the Project Agreement's end-date. Any expenses incurred by Campus in carrying out State's requested disposition will be fully reimbursed by State.

This Project Agreement and the Master Agreement constitute the entire agreement between State and Campus regarding this Cooperative Project, and supersede and replace any previously existing arrangements, oral or written; all changes herein must be made by written amendment and executed for the parties by their authorized officials.

IN WITNESS WHEREOF, the University System of New Hampshire, acting through the **Granite State College** and the State of New Hampshire, **Department of Health and Human Services** have executed this Project Agreement.

**By An Authorized Official of:
Granite State College**

Name: Lisa Shawney

Title: Vice President for Finance and Administratoin

Signature and Date: _____

L. Shawney 1/19/18

By An Authorized Official of: the New Hampshire Office of the Attorney General

Name: John Conforti

Title: Assistant Attorney General

**By An Authorized Official of:
Department of Health and Human Services**

Name: Christine Tappan

Title: Associate Commissioner

Signature and Date: _____

Christine Tappan 1/19/18

By An Authorized Official of: the New Hampshire Governor & Executive Council

Name: _____

Title: _____

Signature and Date:



1/23/2018

Signature and Date:



Scope of Services

1. Provisions Applicable to All Services

- 1.1. The Contractor shall submit a detailed description of the language assistance services they will provide to persons with limited English proficiency to ensure meaningful access to their programs and/or services within ten (10) days of the contract effective date.
- 1.2. The Contractor agrees that, to the extent future legislative action by the New Hampshire General Court or federal or state court orders may have an impact on the Services described herein, the State Agency has the right to modify Service priorities and expenditure requirements under this Agreement so as to achieve compliance therewith.
- 1.3. Notwithstanding any other provision of the Contract to the contrary, no services shall continue after June 30, 2019, and the Department shall not be liable for any payments for services provided after June 30, 2019, unless and until an appropriation for these services has been received from the state legislature and funds encumbered for the SFY 2020-2021 biennia.

2. Scope of Services

- 2.1. The Contractor shall meet with DCYF staff and other DCYF identified partners on a regular basis to identify and evaluate professional development and learning needs. This shall include participation in various workgroups, meetings and quality assurance activities, as well as regular visits to DHHS offices throughout the state and the facility itself.
- 2.2. The Contractor shall develop and administer an annual learning needs assessment for staff in collaboration with DCYF, using the results to inform curriculum development and learning offerings.
- 2.3. The Contractor shall develop, update and maintain learning curricula based on agency practice and policy, as well as current research, by working in collaboration with DCYF and other subject matter experts for prioritization and strategic planning. This includes, but is not limited to national experts providing training to trainers and staff.
- 2.4. The Contractor shall input and track registration and attendance information for all of the learning sessions, and for all staff associated, into the Statewide Automated Child Welfare Information System (SACWIS) and once developed, transfer this information to and use the Comprehensive Child Welfare Information System (CCWIS).

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- 2.5. The Contractor shall participate in the Building Educational Excellence (BEE) and DCYF Professional Development Taskforce groups in order to integrate professional development and learning programming with other DCYF related learning and education partners.
 - 2.6. The Contractor shall provide and maintain all required office supplies and equipment for learning sessions;
 - 2.7. The Contractor shall maintain and secure all learning materials in a confidential, locked area;
 - 2.8. The Contractor shall apply a spectrum of learning methodologies to maximize transfer of learning for participants, with a primary emphasis on adult learning modalities, specifically skill-building opportunities such as a simulation laboratory, and flipped classroom methods, coaching outside of the classroom, micro learning opportunities, and online learning;
 - 2.9. The Contractor shall provide location, publicity, registration, learning materials and administrative support for learning sessions;
 - 2.10. The Contractor shall design, develop, and deliver or update existing web based training (WBT) lessons for hosting on the Division's learning management system (LMS), Moodle.
 - 2.11. The Contractor shall design, co-develop, and co-coordinate an annual agency Teen Summit and a two (2) day biennial agency (every other year) conference in collaboration with and approval from DCYF and other appropriate Division stakeholders;
 - 2.12. The Contractor shall manage, coordinate, support and expand the DCYF Youth Action Pool to maintain a pool of former youth in care who can provide consultation, learning and presentations to incorporate youth voice into Division and stakeholder activities;
 - 2.13. The Contractor shall maintain a list of and provide access to educational resources in either hard copy or electronic form that would enhance or reinforce learning content for staff;
 - 2.14. The Contractor shall maintain a learning calendar accessible to all DCYF staff that includes all available upcoming learning opportunities; and
 - 2.15. The Contractor shall work collaboratively with DCYF to facilitate cycles of training to meet the requirement for staff's ongoing training needs and advanced planning for staff's schedules.

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Exhibit A

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- 2.16. The Contractor shall operate programs in a manner that is responsive to the needs and preferences of the served population statewide in terms of access, content and scheduling.
- 2.17. The Contractor shall build programs based upon best practices or evidence-based elements; available locally, regionally or nationally, designed in a manner conducive to adult learning, and be particularly inclusive of the voice perspective of birth parents and youth.
- 2.18. The Contractor shall market these programs to the populations described in Section 2.1 using methods that enhance attendance and transfer of learning.
- 2.19. The Contractor shall offer and administer the following learning programs in the stated numbers, and at frequencies that will address the needs of the populations served as determined by the State in locations agreed upon by the State:
- 2.19.1. CPSW/JPPO/SYSC Pre-Service Learning – The Contractor shall coordinate four (4) complete statewide Pre-Service series trainings annually based on DCYF needs, unless otherwise authorized by the BOLQI Training Administrator (or designee). The Pre-Service Learning series shall include all Child Protection and Juvenile Justice Staff (inclusive of juvenile probation and parole and Sununu Youth Services Center) Core Academy offerings in the same order in each series. The current Core Academy offerings are listed on the “DCYF Core Academy” attachment (Appendix O) which can be located at: <http://www.unh.edu/cpe/training>
- 2.19.2. Supervisory Pre-Service – The Contractor shall identify, develop or adapt a supervisory pre-service curriculum (that will incorporate DCYF supervisory standards and best practices) and deliver it in a format that can be offered to new field child protection and juvenile justice supervisors (inclusive of all DCYF supervisors) within six (6) months of their hire. This series shall be approved by the State and be provided at a frequency essential to achieving the required six (6) month time frames.
- 2.19.3. Attorney Pre-Service – The Contractor shall coordinate with the New Hampshire Department of Justice, Office of the Attorney General, a pre-service learning continuum for agency DCYF assigned attorneys’ that provides knowledge and skill development in providing legal services in child welfare cases within six (6) months of hire. This continuum must include, at a minimum, content on trial skills, preparation of witnesses,

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and child protection practices. The Contractor shall coordinate the child protection practice components of the continuum which should be linked to the DCYF Core Academy trainings on child protection investigations and other child welfare pertinent topics. Learning opportunities shall be provided at a frequency required to achieve the required time frames. In the first year all DCYF assigned attorneys' shall be trained.

2.19.4. Ongoing Learning Opportunities – The Contractor shall provide five (5) sets of in-service learning offerings annually between January and December which shall be identified in collaboration with DCYF. These offerings shall:

- 2.19.4.1. Provide enhanced skill development;
- 2.19.4.2. Address DCYF quality improvement priorities;
- 2.19.4.3. Refresh key skills and knowledge of staff; and
- 2.19.4.4. Shall include staff's annual learning needs assessment information.

2.19.5. Learning sessions shall be available to staff statewide and include no fewer than thirty (30) hours in each set, for a minimum total of topics to include sixty (60) hours annually. The Contractor shall work collaboratively with DCYF to facilitate cycles of training to meet the requirement for staff's ongoing training needs and advanced planning for staff's schedules. Attention should be paid to collaborating with specific stakeholder groups in joint trainings such as with medical, mental health, schools, law enforcement, CASA, AG, and Court Improvement. This shall include coordination with the Attorney General's office on ongoing training with annual CEU's necessary for attorneys to maintain licensure.

2.19.6. New Employee Mentoring – The Contractor shall provide four (4) New Employee Mentoring series annually, statewide, in conjunction with Core Academy series based on DCYF needs, unless otherwise authorized by the BOLQI Training Administrator or designee.

2.19.7. Advanced Mentoring Training – Building off new employee mentoring foundational curriculum, the Contractor shall develop, coordinate, and deliver one (1) Advanced Mentoring Series annually. Foundational curriculum is available to be built upon. This is a generalized professional development program with skill development in technical

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Exhibit A

management. In addition, the Data Leaders program is a second option that highlights the use of data in practice and is a separate program with curriculum that is available to build upon. The expectation is to run the two (2) options in alternating years. Schedule to be proposed to the Division.

2.20. Project Management

2.20.1. The Contractor shall establish a project management strategy that shall ensure the project's:

- 2.20.1.1. Tasks and activities are identified, monitored and tracked.
- 2.20.1.2. Risks and issues are identified.
- 2.20.1.3. Deliverables meet the stated requirements and are delivered on time.

2.20.2. The Contractor shall conduct a project kick-off meeting within ten (10) business days of the contract effective date.

2.20.3. The Contractor shall provide a work plan/timeline that defines the milestones, activities, deliverables, and due dates within ten (10) business days of the kick-off meeting.

2.20.4. The Contractor shall provide a written monthly progress report that provides at a minimum, a summary of the key work performed during the monthly period; encountered and foreseeable key issues and problems; and scheduled work for the upcoming period including progress against the work plan.

2.20.5. The Contractor shall identify potential risks and issues and include a mitigation strategy for each, in the monthly progress report.

2.20.6. The Contractor shall be responsible for scheduling weekly project status meetings, and providing notes from the meetings to the Department within three (3) business days from the date of the meeting.

2.21. Materials and Location

2.21.1. The Contractor shall provide and maintain all materials, and equipment used for this project.

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2.21.2. The Contractor shall maintain the physical space in the state's Concord and Manchester locations.

2.22. Staffing

2.22.1. The Contractor shall provide logistical and staff support for the professional development and education programs delivered. The staffing plan shall include sufficient expertise and support at a minimum in the following areas:

- 2.22.1.1. Program administration with adult learning education and program background;
- 2.22.1.2. Quality assurance inclusive of program evaluation;
- 2.22.1.3. Program/learning session planning and coordination;
- 2.22.1.4. Curriculum development;
- 2.22.1.5. Instructional design; and
- 2.22.1.6. Trainer/Coaches for all DCYF staff support.

2.22.2. The Contractor shall collaborate with DCYF to design/update/deliver learning sessions and educational opportunities based upon agency priorities, such as the comprehensive and ongoing assessment of safety and risk in child abuse investigations and ongoing case work with families. The Contractor shall demonstrate an in depth understanding of Change Management, and the Continuous Quality Improvement cycle with trainings that are delivered to staff that relate to Organizational Effectiveness Models such as Change Management, leadership, coaching and mentoring, and the Define, Assess, Plan, Implement, and Monitor (DAPIM) model, to integrate with the existing Organizational Effectiveness practices of DCYF.

2.22.2.1. The Contractor shall provide training in this area for staff on topics that relate to organizational functioning, culture and climate, Division practices and federal regulations for inclusion which shall also include safety and security on the job, the Child and Family Services Review; Practice Model; Solution Based Casework; and adoption of evidence-based practices, (i.e. Trauma Informed approaches).

2.22.2.2. The Contractor shall have primary responsibility for executing deliverables associated with design,



Exhibit A

delivery and updates of these trainings with approval from DCYF.

- 2.22.3. The Contractor shall ensure qualified facilitator/coaches are available to deliver each learning session described in Section 2.19. Qualified facilitator/coaches shall include a minimum of one (1) birth parent and one (1) youth.
- 2.22.4. The Contractor shall ensure all trainers are qualified to teach specific courses/topics. These trainer/coaches shall possess a minimum of three (3) to five (5) years' experience in the health and human services field with additional experience as a trainer/educator. As needed, and with DCYF's recommendation and approval, the Contractor shall provide support and development of trainers.
- 2.22.5. The Contractor shall function as one (1) component of a larger, integrated learning system within DCYF that includes several other State programs and contractors. The Contractor shall be expected to share advice, assistance and lessons learned as a part of the integrated learning system.
- 2.22.6. The Contractor shall attend and meaningfully participate in the Building Education Excellence (BEE) and DCYF Professional Development Taskforce groups in order to integrate programming with other professional development and learning partners.
- 2.22.7. The Contractor shall integrate with and provide overall support for the biennial (every other year) two (2) day DCYF Conference. The first one shall occur in the spring of 2019 or as designated by the Division. In collaboration with DCYF, support shall include, but not be limited to:
 - 2.22.7.1. Be solely responsible for all payments associated with the conference;
 - 2.22.7.2. Plan and organize the Conference;
 - 2.22.7.3. Coordinate the venue;
 - 2.22.7.4. Select food;
 - 2.22.7.5. Develop brochures;
 - 2.22.7.6. Promote the event to DCYF approved audiences;
 - 2.22.7.7. Track participant registration;

[Handwritten Signature]

[Handwritten Date: 4/19/18]



Exhibit A

2.22.7.8. Conduct conference evaluation; and

2.22.7.9. Coordination on the day of the event.

2.22.8. The Contractor shall manage the Youth Action Pool (YAP) in partnership with the Division, which shall include, but not be limited to:

2.22.8.1. Recruiting and maintaining a group of ten (10) or more NH youth currently or previously involved with DCYF, in either child protection or juvenile justice.

2.22.8.2. Enhancing youth and family voice and engagement by using members to:

- a) Serve as panelists as subject matter experts;
- b) Serve as presenters, trainers, facilitators;
- c) Serve as consultants with staff, and;
- d) Facilitate meetings with other youth.

2.22.8.3. Provide coaching, support, and training as needed to prepare YAP members;

2.22.8.4. Maintain monthly contact with all members via in person, phone call, or email;

2.22.8.5. Attend quarterly DCYF youth advisory board meetings to promote the YAP and conduct YAP meetings;

2.22.8.6. Collaborate with DCYF to determine appropriate ways to promote the YAP's activities;

2.22.8.7. Establishing and/or maintain a mechanism for organizations to complete the YAP activity request form online;

2.22.8.8. Arrange for the YAP member who has appropriate training, such as strategic sharing, experience and interest, to perform specific activities as requested, provide support, encouragement and coaching as necessary;

2.22.8.9. Creating and/or maintaining an evaluation form to be completed by organizations following YAP activities;

2.22.8.10. Checking in with the YAP member for development as a facilitator within seventy-two (72) hours of an activity to debrief how the activity went and review of the

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- evaluations with them to provide feedback as necessary;
- 2.22.8.11. Providing Strategic Sharing training twice a year to support YAP members;
 - 2.22.8.12. Facilitating YAP member participation in Granite State College Delivering Effective Training course, as needed;
 - 2.22.8.13. Meeting quarterly with DCYF to provide a summary of YAP requests, events participated in and evaluation results;
 - 2.22.8.14. Providing regular YAP updates at DCYF leadership meetings and in the Connector, (a newsletter that is sent out quarterly); and
 - 2.22.8.15. Promoting the YAP by staffing an informational table at both the annual DCYF Conference and the DCYF Teen Summit.
- 2.22.9. The Contractor shall host the youth portion of the online NH Trails curriculum on the Division's LMS Moodle; and shall track data on youth's completion of said content in collaboration with the Division.
- 2.22.10. The Contractor shall coordinate the annual Teen Summit in partnership with the Division, the NH Youth Advisory Board (YAB), and Youth Action Pool (YAP) which shall include, but not be limited to:
- 2.22.10.1. Being solely responsible for all payments associated with the Conference;
 - 2.22.10.2. Planning and organize the conference;
 - 2.22.10.3. Coordinating the venue;
 - 2.22.10.4. Selecting food;
 - 2.22.10.5. Developing brochures;
 - 2.22.10.6. Promote the event to DCYF approved audiences;
 - 2.22.10.7. Tracking participant registration; and
 - 2.22.10.8. Conducting conference evaluation.



Exhibit A

2.22.11. The Contractor shall assist the Court Improvement Project (CIP) with the coordination of up to two (2) protocol learnings during a two (2) year period, as needed, which shall include DCYF staff as a portion of the audience.

2.22.12. The Contractor shall be responsible for the following duties for the two (2) protocol learnings which shall include, but not be limited to:

- 2.22.12.1. Assist in program planning;
- 2.22.12.2. Assist with venue coordination;
- 2.22.12.3. Prepare for copying learning materials;
- 2.22.12.4. Track participant registration; and
- 2.22.12.5. Coordination on the day of the event.

2.22.13. The Contractor shall be responsible for professional development and learning program data collection, with particular attention to the return on investment, including, but not limited to:

- 2.22.13.1. Location;
- 2.22.13.2. Number and demographic information regarding attendees;
- 2.22.13.3. Individual learning session records for all DCYF staff;
- 2.22.13.4. Facilitator/coaches;
- 2.22.13.5. Courses/learning sessions offered;
- 2.22.13.6. Learning attendance costs to include per participant costs;
- 2.22.13.7. Learning evaluations; and linked to practice outcomes;
- 2.22.13.8. All learning session attendance requirements (certificates/attendance/completion); and
- 2.22.13.9. Curriculum archiving in DHHS network drives.
- 2.22.13.10. A combination of satisfaction and performance data.

2.22.14. The Contractor shall maintain data in the Division's SACWIS, NH Bridges, or other state system as approved by DCYF, in order to enhance system integration.

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2.22.15. The Contractor shall be responsible for the creation and maintenance of a database to track those elements not compatible with NH Bridges.

2.22.16. The Contractor shall pay for all approved in-state registration and out-of-state travel related expenses for DCYF staff for professional development including mileage, tolls, meals, hotel and related costs in accordance with the collective bargaining agreement in effect at the time of contract.

2.22.17. The Contractor shall be responsible for requesting documentation required for reimbursement.

2.23. Course Evaluation

The Contractor shall develop and maintain an evaluation system/structure using best practice learning evaluation methodologies, which at the minimum shall include measures of:

2.23.1. Participant satisfaction at the end of every learning course delivered;

2.23.2. Pre and post knowledge and skill tests to assess gains in knowledge and skill from before to after learning;

2.23.3. Transfer of participant learning of the course material;

2.23.4. Connection to family case outcomes of learning; and

2.23.5. The evaluation of curriculum content (alignment with NH policy and the Practice Model), trainer fidelity to curricula, trainer competence in learning delivery (e.g. knowledge, skill in managing a face to face classroom or on-line environment) and participant engagement should also be part of the learning evaluation system.

Other evaluation measures submitted, which exceed these minimal requirements, that are part of the learning evaluation approach, shall be taken into consideration by the Department in scoring.

The evaluation system must ensure learning delivery that is aligned with the DCYF mission, the New Hampshire Practice Model, and must be approved by the DCYF BOLQI Training Administrator, or designee.

2.24. Student Evaluation

Competency Based Learning Opportunities

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2.24.1. The Contractor shall evaluate the competency based learning opportunities via:

- 2.24.1.1. Participant reaction questionnaires after every training event, including behavioral anchors.
- 2.24.1.2. Pre and post knowledge and skills test before and after all new worker training.
- 2.24.1.3. Pre and post knowledge and skills test before and after all ongoing training longer than one (1) day.
- 2.24.1.4. Pre and post knowledge and skills test before and after the Supervisory Core Academy.
- 2.24.1.5. Evaluate transfer of learning for new worker training at minimum using a tool such as the Curry, et al. (2011) TOL Scale, but preferably adding additional measures of transfer of learning as part of the coaching and mentoring program.
- 2.24.1.6. Evaluate transfer of learning for ongoing training, at minimum using a tool such as the Curry, et al. (2011) TOL Scale, but preferably adding additional measures as possible.
- 2.24.1.7. Link the gain in knowledge and skills and TOL to practice behaviors as demonstrated in the case practice reviews and to outcomes for children. The Contractor shall partner with DCYF to gain access to case review and outcomes data so as to tie those results to the Contractor's training records and evaluation data.

2.25. Reporting and Deliverable Requirements

2.25.1. The Contractor shall provide a biweekly written report in a manner and form acceptable to DCYF of activities to the DCYF, BOLQI Training Administrator, or designee, including the major contract activities for the week that are related to accomplishments of the contract goals and performance measures in relationship to return on investment and links to outcome data.

2.25.2. The Contractor shall complete and submit quarterly reports that provide registration and attendance data for each learning session,

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curriculum/topics developed, updated or worked on, and evaluation results for that quarter, specifically linked to performance outcomes. The reports are due within thirty (30) days of the conclusion of each quarter and must be given to the BOLQI Training Administrator, or designee. Note: There are four (4) quarters within each SFY; Q1 – July thru September, Q-2 – October thru December, Q3 – January thru March, & Q-4 April thru June.

2.25.3. The Contractor shall complete and submit an end of year report within sixty (60) days of the end of the SFY which provides, at a minimum:

- 2.25.3.1. A complete program overview;
- 2.25.3.2. Accomplishments towards program goals and performance measures linked to outcomes and including return on investment data;
- 2.25.3.3. Registration and attendance during the report year;
- 2.25.3.4. Learning needs assessment gathered during the report year;
- 2.25.3.5. Learning session(s) evaluation results;
- 2.25.3.6. Program cost effectiveness, which shall include costs per attendee and/or course; and
- 2.25.3.7. One (1) electronic copy and five (5) hard copies of report shall be submitted to the DCYF BOLQI Training Administrator, or designee, for distribution.

2.25.4. The Contractor shall adhere to the schedules of Deliverables in attached Appendix L for the period January 1, 2018 through June 30, 2018; Appendix M for the period July 1, 2018 through June 30, 2019; and Appendix N for the period July 1, 2019 through December 31, 2019.

2.26. Anticipated Outcomes

2.26.1. The Contractor shall provide competency-based, outcomes-focused learning and educational opportunities that support the DCYF Mission and Practice Model, which supports high quality services for children and families.

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2.26.2. The Contractor shall design, develop, coordinate, and administer learning programs and curricula in accordance with federal requirements, and in accordance with state and federal requirements found in the Child and Family Services Plan; incorporating best practices.

2.26.3. The Contractor shall deliver cost effective learning and learning opportunities in a manner that ensures measurable quality and cost effectiveness.

2.26.4. The Contractor shall ensure that the learning coordinated or delivered through this contract is approved by the DHHS and integrated with DCYF quality improvement activities including, but not limited to:

2.26.4.1. Case Practice Reviews;

2.26.4.2. DCYF provider reviews; and

2.26.4.3. Federal Child and Family Services Reviews.

2.27. Confidentiality

2.27.1. The Contractor shall comply with the confidentiality provisions of RSA 170-G: 8-a. All information regarding DCYF clients, client families, foster families, and other involved individuals that the Contractor may learn about is strictly confidential and shall not be discussed with anyone except the Division's personnel in the performance of contracted services.

2.27.2. The Contractor shall maintain and secure all learning materials in a confidential area. This shall include, but not be limited to:

2.27.2.1. Any and all case scenarios;

2.27.2.2. Photographs;

2.27.2.3. Case information;

2.27.2.4. Learning data; and

2.27.2.5. Learning records of attendees made available through this contract.

3. Staffing

3.1. The Contractor shall simultaneously work to develop a high quality and reliable bank of adjunct faculty to become instructors for the program. The Contractor's



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faculty shall be vetted through DCYF and recruited as to their backgrounds in child welfare and juvenile justice issues. Faculty shall be experts in the following areas, which shall include, but not be limited to:

- 3.1.1. Trauma informed care;
 - 3.1.2. Solution based casework;
 - 3.1.3. Restorative Practices;
 - 3.1.4. Child maltreatment and its effects upon children and families;
 - 3.1.5. Domestic violence;
 - 3.1.6. Legal processes in child welfare;
 - 3.1.7. Mental Health intervention;
 - 3.1.8. Addiction and recovery;
 - 3.1.9. Foster and residential care;
 - 3.1.10. Working with birth parents and youth; and
 - 3.1.11. Any other subject matter necessary to complete the work.
- 3.2. Faculty shall be recruited and interviewed by the Contractor and/or DCYF staff and shall be required to provide documentation of education and interest in teaching for the program.
- 3.3. The Contractor shall recruit faculty from the following, which shall include, but is not limited to:
- 3.3.1. All disciplines associated with the program;
 - 3.3.2. Recently retired DCYF staff;
 - 3.3.3. Collaboration with the University of New Hampshire and Plymouth State University's Social Work Departments; and
 - 3.3.4. Any of the Contractor's existing appropriate faculty.
- 3.4. Faculty shall be trained by the Contractor in the DCYF Practice Model by Contractor/CPE/DCYF staff to assure the agency mission is being effectively

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communicated across the Division as a whole, the community and to all associated partners and stakeholders.

3.5. The Contractor shall ensure the inclusion of the following staff:

- 3.5.1. Five (5) trainer/coaches as follows, all of whom have related field experience in New Hampshire's practice in the following areas and who are trained and skilled in a professional coaching model, such as that which is offered and trained by UC Davis: <https://extension.ucdavis.edu/certificate-program/coaching-life-and-work>;
 - 3.5.1.1. Three (3) of whom shall be from child protection;
 - 3.5.1.2. One (1) who shall be from juvenile justice/legal;
 - 3.5.1.3. One (1) who shall be a birth parent responsible for parent and youth activities; and
- 3.5.2. One (1) Program Director, whom shall be one half (.50) FTE, and be responsible for the duties and meet the qualifications as outlined in the attached Appendix A.
- 3.5.3. One (1) Program Training Coordinator, who shall be one half (.50) FTE, and shall be responsible for the duties and meet the qualifications as outlined in the attached Appendix B.
- 3.5.4. One (1) Quality Assurance Specialist who shall be one (1) FTE, and shall be responsible for the duties and meet the qualifications as outlined in the attached Appendix C.
- 3.5.5. One (1) Program Support Assistant who shall be one (1) FTE and be responsible for the duties and meet the qualifications as outlined in the attached Appendix D.
- 3.5.6. One (1) Instructional Designer whom shall be one (1) FTE and be responsible for the duties and meet the qualifications as outlined in the attached Appendix E.
- 3.5.7. One (1) Curriculum Specialist whom shall be one (1) FTE, and shall be responsible for the duties and meet the qualifications as outlined in the attached Appendix F.

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- 3.5.8. Three (3) Child Protection Trainer/Coaches each of whom shall each be one (1) FTE (a total of 3 FTE's), as referenced in sub-section 3.5.1 and shall be responsible for the duties and meet the qualifications as outlined in the attached Appendix G.
 - 3.5.9. One (1) Juvenile Justice Trainer/Coach whom shall be one (1) FTE, as referenced in sub-section 3.5.1 and shall be responsible for the duties and meet the qualifications as outlined in the attached Appendix H.
 - 3.5.10. One (1) Birth Parent/Youth Trainer/Coach whom shall be one (1) FTE, as referenced in sub-section 3.5.1 and shall be responsible for the duties and meet the qualifications as outlined in the attached Appendix I.
 - 3.5.11. One (1) Assistant Program Director whom shall be one half (.50) FTE, and shall be responsible for the duties and meet the qualifications as outlined in the attached Appendix J.
 - 3.5.12. One (1) Attorney and SYSC Training Specialist whom shall be one (1) FTE, and shall be responsible for the duties and meet the qualifications as outlined in the attached Appendix K.

4. Reporting

- 4.1. The Contractor shall submit biweekly written reports of activities including major contract activities for the week that are related to accomplishments of the contract goals and performance measures in relationship to return on investment and links to outcome data.
- 4.2. Monthly reporting submitted to the Division shall contain the following, which shall include, but not be limited to:
 - 4.2.1. A monthly progress report which shall include, but not be limited to:
 - 4.2.1.1. Key work performed during the period;
 - 4.2.1.2. Encountered and foreseeable key issues and problems;
 - 4.2.1.3. Scheduled work for the upcoming period, including progress against the work plan.
 - 4.2.2. Title of offered courses, including number of participants and number of training hours;



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- 4.2.3. Reports on Core, Attorney, Staff, and SYSC trainings, including development of new courses and collaboration with subject matter experts and DCYF staff;
 - 4.2.4. Tracking reports of staff completion of Core Academy and ongoing training requirements;
 - 4.2.5. Curricula development including involvement of subject matter experts, format, and progress on previously established timeline;
 - 4.2.6. Reports, meetings, and other activities program staff participated in through the month;
 - 4.2.7. Any problems encountered and mitigation strategies for each;
 - 4.2.8. Potential risks and problems foreseen and mitigation strategies for each;
 - 4.2.9. Scheduled work for the upcoming month/quarter and measurement against timeline agreed upon in initial meetings; and
 - 4.2.10. Any other information the Division wishes to include.
- 4.3. The Contractor shall complete and submit quarterly reports to the BOLQI Training Administrator, or designee, within thirty (30) days of the conclusion of each quarter that provide registration and attendance data for each learning session, curriculum/topics developed, updated or worked on, and evaluation results for that quarter specifically linked to performance outcomes.
 - 4.4. The Contractor shall prepare and analyze a Quarterly Continuous Quality Improvement Report which shall contain the compilation and analysis of course evaluation data.
 - 4.5. The Contractor shall complete and submit one (1) electronic copy and five (5) hard copies of an end of year report within sixty (60) days of the end of the State Fiscal Year (SFY) to the DCYF BOLQI Training Administrator, or designee for distribution, which provides, at a minimum:
 - 4.5.1. Complete program overview;
 - 4.5.2. Accomplishments towards program goals and performance measures linked to outcomes and including return on investment data;
 - 4.5.3. Registration and attendance during the report year;



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- 4.5.4. Learning needs assessment gathered during the report year;
 - 4.5.5. Learning session(s) evaluation results; and
 - 4.5.6. Program cost effectiveness, which shall include costs per attendee and/or course.
- 4.6. The Contractor shall provide an Annual Report to the Division reporting on fulfillment of the contract, work completed, and work to be conducted in the future.

5. Work Plan

- 5.1. The Contractor shall use the APHSA Define – Access - Plan – Implement – Monitor (DAPIM) project management method to design, manage and measure improvement and change at the program level, which shall include, but not be limited to:
- 5.1.1. Assess needs initially with a kick-off meeting to be held within ten (10) business days of the start of the contract;
 - 5.1.2. Base initial recommendations on the Quality Assurance Review of the Division of Children, Youth and Families study submitted by The Center for the Support of Families (CSF);
 - 5.1.3. Meet with DCYF staff, CPSWs, JPPOs, SYSC, birth parents, and youth to learn those areas of continuous improvement that shall make each training better;
 - 5.1.4. Use the needs collected through the kick-off meeting to suggest design, curriculum content, and implementation of the training series already in place and to be developed;
 - 5.1.5. Needs shall be prioritized so that essential training is revised or developed first;
 - 5.1.6. Project Director shall be involved in the NH Child Welfare Systems Transformation Training;
 - 5.1.7. First round of ongoing training shall be a review of existing trainings as they are updated and key content converted to online formats as appropriate; and,



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- 5.1.8. Participants shall be polled regarding previous training and again after the revised training to determine if the module provided them with the skills, knowledge, and confidence to implement effectively.
- 5.2. The Contractor shall work with DCYF staff and other DCYF identified partners to identify and evaluate professional development/learning needs, which shall include, but not be limited to:
- 5.2.1. Participate in meetings, work groups, and other activities to identify, develop, and evaluate learning needs throughout the state;
- 5.2.2. Conduct an assessment on whether staff:
- 5.2.2.1. Are able to access needed courses;
 - 5.2.2.2. Are satisfied with each course, as a participant;
 - 5.2.2.3. Have access to proper tools/equipment for training; and
 - 5.2.2.4. Have achieved the learning outcomes designated for each course.
- 5.3. The Contractor shall utilize State technologies equipment to assure training of DCYF staff in the use of the Bridges and SACWIS systems which shall include, but not be limited to:
- 5.3.1. Simulating actual data entry to develop skill; and
- 5.3.2. All curricula shall be saved in DCYF Department network servers.
- 5.4. The Contractor shall use the Process Evaluation model by the Substance Abuse and Mental Health Services Administration (SAMHSA) as one tool to monitor evaluation and process implementation, tying together the DAPIM project management model to plan the programs and the Organizational Effectiveness Learning Outcomes model to capture the following:
- 5.4.1. Staff evaluation;
- 5.4.2. Learning outcomes; and
- 5.4.3. Behavioral changes.
- 5.5. The Contractor shall collect the Organizational Effectiveness Learning Outcomes through the following:



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- 5.5.1. Course and student evaluations;
 - 5.5.2. Self-assessment of learning;
 - 5.5.3. Embedded knowledge checks;
 - 5.5.4. Supervisor checklists of learning objectives;
 - 5.5.5. Trainer/mentor evaluations of behavioral impacts; and
 - 5.5.6. Longer-term, performance results.
- 5.6. The Contractor shall include the measures from Sections 5.4 and 5.5 in a learning portfolio for each staff member to monitor progress. These shall also be used in aggregate across staff members to assess course strengths and gaps.
- 5.7. The Contractor, in collaboration with DCYF, shall examine the Outcome Process Evaluation measures which shall include:
- 5.7.1. Who delivers the course?
 - 5.7.2. Is the frequency of delivery optimal?
 - 5.7.3. Is the course implemented as planned? If not, why not?
 - 5.7.4. What barriers exist to course delivery?
 - 5.7.5. How do staff and trainers rate the course?
- 5.8. The Contractor shall collaborate with DCYF to provide curricula which shall benefit from current research, the input of subject matter experts, and shall meet the priorities of DCYF.
- 5.9. The Contractor shall update and maintain the CPE website, which is the portal to enable access to on-line calendars for courses, facilitating DCYF's Speaker's Bureau engagements, and can be the foundation for information concerning training and professional development opportunities, course materials, and library resources.
- 5.10. The Contractor shall continue to manage the current library in addition to the virtual library.
- 5.11. The Contractor shall provide qualified instructors to teach the curricula, who shall be trained as coaches as well to be able to deliver classroom knowledge and to coach staff individually on practice/experiential portions of the curriculum.



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With DCYF's recommendation and approval, this may include hiring national subject matter experts to train trainers and staff in current best practices, which shall include but not be limited to:

- 5.11.1. The Center for Support of Families;
 - 5.11.2. Dr. Anita Barbee;
 - 5.11.3. UC-Davis;
 - 5.11.4. Coursera (and other) Massive Open Online Courses(MOOCs); and
 - 5.11.5. The Contractor's own staff.
- 5.12. The Contractor shall actively assess program capacity as the program develops and make recommendations to the Division for remediation.
- 5.13. The Contractor shall monitor progress, impact and lessons learned for accountability and on-going adjustments, along with effectiveness and return on investment of each module offered through the following, which shall include but not be limited to:
- 5.13.1. Direct feedback from program participants through individual course evaluations of participants based upon evaluation recommendations from evaluation experts such as, Dr. Anita Barbee;
 - 5.13.2. Assessment of supervisors and field administrators as to the impact and effectiveness of trainings and ongoing educational opportunities;
 - 5.13.3. Analysis of Needs Assessments;
 - 5.13.4. Feedback from associated partners and stakeholders as to the effectiveness and value of programming;
 - 5.13.5. Location or online delivery of each module;
 - 5.13.6. Information about attendees and their learning records and module facilitators and coaches;
 - 5.13.7. Per participant attendance cost;
 - 5.13.8. Learning evaluations tied to practice outcomes;
 - 5.13.9. Certificate of attendance and/or completion;

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- 5.13.10. Course and student satisfaction measures shall be collected;
 - 5.13.11. Communicate with the BOLQI Training Administrator to determine schedule of trainings;
 - 5.13.12. Build upon existing curricula;
 - 5.13.13. Analyze and collaborate, simultaneously, with DCYF staff on effectiveness and adherence to the Practice Model; and
 - 5.13.14. Work toward the long term goal of decreasing the number of DCYF staff delivering trainings as the program moves through time.
- 5.14. The Contractor shall evaluate and demonstrate staff's success in learning by several measures embedded in the training cycle and needs assessment process, utilizing Kirkpatrick's Learning outcomes to measure organizational effectiveness, which shall include, but not be limited to the following chart:

Item Measured	Metrics	Who Evaluates?
Pre-training	Strengths and Gaps	GSC CPE staff
Each training:	Gain shown	Instructor, GSC CPE staff
Pre- and post-knowledge checks		
Embedded knowledge checks	Correct answers	Instructor, GSC CPE staff
Post-training:	Positive outcome	Trainee
Self-assessment of outcome		
Checklist of learning objectives	Mastery	Supervisor, GSC CPE staff
Behavioral Impacts	Using what learned	Trainer/Coaches, GSC CPE staff
Longer term:	Positive review, retention	Supervisor, GSC CPE staff
Performance results	Improvement	Supervisor, GSC CPE staff
Strengths and Gaps		

- 5.15. The Contractor shall evaluate and demonstrate Instructors' success in delivering the training, which shall include, but not be limited to the following:
- 5.15.1. Instructors shall be kept up to date regarding new initiatives in training and new developments that directly impact the content and delivery of course materials;
 - 5.15.2. Professional development on the use of Moodle and other technologies, Bridges/SACWIS if needed;
 - 5.15.3. Uniform grading procedures;
 - 5.15.4. Consistent assessment procedures; and



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- 5.15.5. Staff shall use an observation system for both face to face and online classes, including quality of student interaction, adherence to curriculum, and coverage of learning outcomes.
- 5.16. Instructor and trainee feedback shall be used to improve program delivery.
- 5.17. Criteria for instructor performance evaluations shall include:
- 5.17.1. Flexibility and mastery of instructional design skills;
 - 5.17.2. Instructional delivery skills,
 - 5.17.3. Content expertise; and
 - 5.17.4. Training management skills.
- 5.18. The Contractor shall research subject matter, be aware of current research, and confer with subject matter experts, including DCYF staff to ensure material is reflective of current Practice Model and current best practices in child protection and juvenile justice work.
- 5.19. The Contractor shall build relevance and meaning to adult learners by developing curricula to strategically address immediate practice/knowledge needs, and inspire additional learning.
- 5.20. The Contractor shall employ a variety of learning modalities to promote interaction and sharing among learners, such as, but not limited to the following:
- 5.20.1. Open labs;
 - 5.20.2. Simulations; and
 - 5.20.3. Sociocultural oriented curricula.
- 5.21. The Contractor shall alleviate the accessibility barrier for adult learners by developing course delivery in a wide array of course options, available online on a quarterly, semi-annually, or annual basis as required through the program.
- 5.22. The Contractor shall revise and develop a new approach to Core Academy streamlining the following, which includes, but is not limited to:
- 5.22.1. Essential information;
 - 5.22.2. Incorporate live learning labs;



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- 5.22.3. Pre-course online assignments, including:
- 5.22.3.1. Reading and observations;
 - 5.22.3.2. Direct application of knowledge in a simulated environment;
 - 5.22.3.3. Working with District Office Supervisors and staff to establish shadowing opportunities for new staff; and
 - 5.22.3.4. Specific assignments, for new staff that are shadowing, to bring back to a group learning environment to analyze and share with fellow Core Academy participants.
- 5.23. The Contractor shall analyze Core Academy course offerings, as indicated in Appendix O, to determine appropriate content, including the development of experiential learning opportunities in consultation with DCYF Field staff.
- 5.24. The Contractor shall develop a series of content review brain boosters for the program, to be delivered via email or other DCYF approved format to individual participants.
- 5.25. The Contractor shall develop a mini-review tutorial as a follow-up resource for participants;
- 5.26. The Contractor shall utilize members of the Parent Leader Group and Youth Action Pools to deliver and participate in Core Academy.
- 5.27. The Contractor shall coordinate the Better Together with Birth Parents Workshop, as part of their Core Academy experience, with the Division's Better Together Coordinator and Parent Leaders.
- 5.28. The Contractor shall use the Statewide Automated Child Welfare Information System (SACWIS) and once developed, the Comprehensive Child Welfare Information System (CCWIS), to track the following:
- 5.28.1. Registration of participants;
 - 5.28.2. Completion of trainings; and
 - 5.28.3. Attendance of participants.
- 5.29. The Contractor shall be an active participant in Building Educational Excellence (BEE) and DCYF Professional Development Taskforce groups to integrate learning opportunities with other DCYF training and with related learning and education partners.



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- 5.30. The Contractor shall provide office supplies and equipment required for learning sessions, until such time as those curricula migrate to an online environment when DCYF staff shall use computers and wireless connections supplied by the Department.
- 5.31. The Contractor has policies and procedures in place to protect PII such as, staff training records, learning assessments and evaluations, which include, but is not limited to:
- 5.31.1. Learning materials shall remain in a locked area;
 - 5.31.2. Electronic data shall be stored using the USNH online systems and protocols currently in place for its own student and course content materials; and
 - 5.31.3. Electronic data shall also be stored on DCYF systems, using DCYF security protocols.
- 5.32. The Contractor shall draw upon best practices for adult learning with skill-building opportunities which shall include, but not be limited to:
- 5.32.1. Face to face;
 - 5.32.2. Online;
 - 5.32.3. Simulation and practice labs;
 - 5.32.4. Coaching;
 - 5.32.5. Flipped classrooms;
 - 5.32.6. Develop checklists for learning outcomes;
 - 5.32.7. Micro learning reinforcements, including simple email brain boosters will help students internalize practices and procedures; and
 - 5.32.8. Other evidence-based methodologies.
- 5.33. The Contractor shall provide location, publicity, registration, learning materials and administrative support, which shall include, but not be limited to:
- 5.33.1. Use available classrooms, which shall include, but is not limited to:
 - 5.33.1.1. DCYF facilities at the Dolloff Building, Concord;



Exhibit A

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- 5.33.1.2. DCYF facilities at SYSC in Manchester;
 - 5.33.1.3. DHHS district offices as space and delivery logistics allow;
 - 5.33.1.4. Contractor's locations, if available; and
 - 5.33.1.5. Police Standards and Training facility if available.
- 5.33.2. Publicity, which shall include, but not be limited to the following:
- 5.33.2.1. Dates of and courses offered;
 - 5.33.2.2. Annual DCYF Teen Summit; and
 - 5.33.2.3. 2-Day Biennial DCYF Conference
- 5.33.3. Registration for in-state and travel for out-of-state of participants including, but not limited to:
- 5.33.3.1. Travel expenses;
 - 5.33.3.2. Tracking registrations of all participants;
 - 5.33.3.3. Payment for all approved in-state conference/training registrations; and
 - 5.33.3.4. Processing of all participant registrations.
- 5.33.4. Host courses on the DCYF instance of Moodle, face-to-face trainings or a combination thereof.
- 5.34. The Contractor shall host the Annual DCYF Teen Summit and the 2-Day Biennial DCYF Conference, which involves DCYF and other stakeholders.
- 5.35. The Contractor shall coordinate the annual Teen Summit in partnership with the Division, the NH Youth Advisory Board (YAB), and the Youth Action Pool (YAP), as outlined in Section 2.22.10.
- 5.36. The Contractor shall manage the Youth Action Pool (YAP) in partnership with the Division as outlined in Section 2.22.8.
- 5.37. The Contractor shall host the online NH Trails curriculum for youth completion and track data on the completion of individual youth's completion of said content in collaboration with the Division, which shall be on the Division's designated Learning Management System (LMS), Moodle.
- 5.38. The Contractor shall assist the Court Improvement Project (CIP) with the coordination of up to two (2) protocol learnings during the two (2) year period, as needed, which shall include DCYF staff as a portion of the audience.



Exhibit A

5.39. The Contractor shall incorporate the youth voice into DCYF and stakeholder activities, which shall include, but not be limited to:

5.39.1. Consultation;

5.39.2. Learning; and

5.39.3. Presentations.

5.40. The Contractor shall maintain a pool of at least ten (10) youth currently involved in or who were previously involved to bring a youth voice to advisory boards, conferences, and speakers' bureaus. These youth shall be accommodated to allow for their involvement in school, college, or work.

5.41. The Contractor shall maintain a searchable collection of GSC CPE resources.

5.42. The Contractor shall maintain a full current calendar accessible to DCYF staff, which includes all (GSC and non GSC) trainings available.

5.43. The Contractor shall collaborate with DCYF to plan training cycles for the following to include, but not be limited to:

5.43.1. New staff;

5.43.2. Ongoing training;

5.43.3. Supervisors; and

5.43.4. Attorneys.

5.44. The Contractor shall be responsive to needs and preferences of populations served through the ongoing cycle of training evaluation, and shall revise or schedule trainings according to the access and needs of the served populations.

5.45. The Contractor shall use best practices, evidence-based learning methods, and the perspectives of birth parents and youth to develop the program training materials.

5.46. The Contractor shall engage the populations to be served in a manner to encourage attendance and increase learning.

5.47. The Contractor shall meet with and potentially train supervisory and field staff to be active participants in knowledge management and application, to work with new hires.

YS

11/9/18



Exhibit A

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- 5.48. The Contractor shall provide brief orientations for new and ongoing staff that have varying levels of familiarity, skill and comfort with Moodle and other online technologies to be used.
- 5.49. The Contractor shall provide face-to-face components as well as online instruction, or a blended format of training.
- 5.49.1. Face-to-face trainings and simulations shall be scheduled during staff working hours.
- 5.49.2. For those unavailable during working hours because of employment or school, training segments that do not require face to face interaction with birth parents and youth, can be recorded for use during training. If live interaction is necessary, either videoconferencing can be used during a break in the birth parent/youth's day or the Contractor shall work to schedule a time during the work day that is convenient for all participants.
- 5.49.3. Trainings that are being moved to an online format shall be available to those employees with a computer, affording them the convenience of completing pre-service and ongoing trainings at their workspace rather than attending a class at an exact time.
- 5.50. The Contractor shall develop an online verification system for CPE.
- 5.50.1. Moodle users shall create a strong password prior to using the system;
- 5.50.2. An attestation page shall appear the first time staff log in; and
- 5.50.3. Staff shall acknowledge and accept the attestation.
- 5.51. The Contractor shall deliver material from birth parents, youth, foster parents, or personnel from other organizations via video-on-demand (asynchronous) format if interaction between trainer and staff is not critical, possibly with the use of monitored discussion forums.
- 5.52. The Contractor shall incorporate and teach the following in trainings, including but not limited to:
- 5.52.1. APHSA's Organizational Effectiveness Model;
- 5.52.2. Continuous Quality Improvement (CQI) Cycles; and



Exhibit A

5.52.3. Change management.

5.53. The Contractor shall work with BOLQI to ensure that continuous improvement efforts meet the needs of DCYF.

5.54. The Contractor's Program and Curriculum Specialist, along with trainers, shall stay up-to-date on assessment of safety and risk in child abuse investigations and case work methods with families and integrate that learning into appropriate trainings on the Practice Model and solution-based casework, using the DAPIM model by participating in the following, which shall include, but not be limited to:

5.54.1. Attend workshops;

5.54.2. Participate in webinars; and

5.54.3. Conduct research on topics relating to child welfare and juvenile justice.

5.55. The Contractor shall select instructors for courses based upon individual subject matter expertise and specific disciplines, which shall include but not be limited to:

5.55.1. Recommendations from DCYF;

5.55.2. Contractor's instructors;

5.55.3. Mental Health disciplines;

5.55.4. Law enforcement and/or legal disciplines; and

5.55.5. Other external stakeholders deemed useful through consultation with DCYF.

5.56. The Contractor shall vet all instructors through DCYF.

5.57. The Contractor shall require background checks on recurring instructors if an initial check has not been performed.

5.58. The Contractor shall use individual course evaluations to assess the effectiveness of each course.



Exhibit A

5.59. The Contractor shall compile and analyze the evaluation data on a quarterly basis and provide to DCYF through the Continuous Quality Improvement Report.

5.60. The Contractor shall evaluate the curriculum content (in alignment with NH policy and the Practice Model), trainer fidelity to curricula, trainer competence in learning delivery (e.g. knowledge, skill in managing a face to face classroom or on-line environment) and participant engagement should also be part of the learning evaluation system.

Other evaluation measures developed as part of the current research on evaluation must be submitted and approved by the Division for compliance to the contract deliverables.

The evaluation system must ensure learning delivery that is aligned with the DCYF mission, the New Hampshire Practice Model, and must be approved by the DCYF BOLQI Training Administrator, or designee.

5.61. The Contractor shall, within the first year of the contract, conduct two (2) DCYF staff Needs Assessments and an additional Needs Assessment of various stakeholders which shall be used to accomplish the following, which shall include, but not be limited to:

5.61.1. Determine training needs;

5.61.2. Identify strengths and gaps;

5.61.3. Seek out remedies to revise and/or change the approach of trainings;

5.61.4. Compare how entities associated with the Division are perceiving worker preparedness, effectiveness, and overall response to the needs of children and youth in care, and the community as a whole; and

5.61.5. The results shall be analyzed separately and then compared for overlap and insight.

5.62. The Contractor shall assign Trainer/Coaches to conduct individual staff needs assessments, which shall include, but not be limited to:

5.62.1. Spend one (1) day per week at a District Office;

5.62.2. Work with staff members in the respective District Office;



Exhibit A

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- 5.62.3. Rotate through all District Offices and facilities twice yearly so they have an opportunity to work with all staff;
 - 5.62.4. Determine what staff training needs are expressed;
 - 5.62.5. Determine which trainings work well or need improvement based on staff comments about applying the training concepts in the field;
 - 5.62.6. Maintain records of the individual staff needs assessments;
 - 5.62.7. Evaluate what skill gaps can be filled for individual training needs.
 - 5.62.8. Results of evaluations shall be combined to provide a larger assessment of training improvements and extensions to inform course evaluation, to point to areas where individual instructors need professional development or additional work on training delivery..
- 5.63. The Contractor shall partner with BOLQI to develop an annually administered survey of workforce satisfaction and analyze the results to make continuous improvement.
- 5.64. The Contractor shall provide five (5) sets of in-service learning sessions annually between January and December which shall be identified in collaboration with DCYF, and which shall:
- 5.64.1. Provide enhanced skill development;
 - 5.64.2. Address DCYF quality improvement priorities;
 - 5.64.3. Refresh key skills and knowledge of staff; and
 - 5.64.4. Be available to staff statewide and include no fewer than thirty (30) hours in each set, for a minimum total of topics to include sixty (60) hours annually;
 - 5.64.5. Include staff's annual learning needs assessment information.
- 5.65. The Contractor shall work collaboratively with DCYF to facilitate cycles of training to meet the requirement for staff's ongoing training needs and advanced planning for staff's schedules.
- 5.66. The Contractor shall meet the program delivery needs of the population served with the following, which shall include, but not be limited to:



Exhibit A

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- 5.66.1. Four (4) annual Pre-service learning series to CPSW/JPPPO and SYSC staff;
- 5.66.2. Supervisory pre-service learning;
- 5.66.3. Attorney pre-service learning;
- 5.66.4. Ongoing learning opportunities for all populations specified; and
- 5.66.5. Durations specified.
- 5.67. The Contractor shall collaborate with DCYF to meet the training needs of the designated populations with the following, which shall include, but not be limited to:
- 5.67.1. Revise trainings as needed to enhance learning;
- 5.67.2. Develop annual new employee training;
- 5.67.3. Develop annual new employee mentoring series; and
- 5.67.4. Develop advanced mentoring trainings as specified.
- 5.68. The Contractor shall assist staff, who are located in remote parts of New Hampshire, where broadband internet access with download and upload speeds sufficient to deliver training is not available, to locate nearby sites where this access is available, whether in a nearby district office or town facility.
- 5.69. The Contractor shall provide replacement staff with the necessary background and skills as quickly as possible and provide that staff with intensive training to bring them up to speed on the project, should key personnel, over the course of the contract, leave or be reassigned.
- 5.70. The Contractor shall make every effort to schedule trainings at times, frequencies, locations and modalities that fit the needs and preferences of the populations served.
- 5.71. The Contractor shall collaborate with various stakeholders and Division staff to plan, develop and establish timelines for project completion and intervals when collaborators need to be involved, which shall include, but not be limited to:
- 5.71.1. Track progress;



Exhibit A

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- 5.71.2. Continuous check-in with DCYF staff involved in curriculum development at pre-established intervals;
 - 5.71.3. Manage documents and online materials;
 - 5.71.4. Track workflow and personnel assigned to each project;
 - 5.71.5. Track any arising issues as each Core Academy series, ongoing training, and additional courses run;
 - 5.71.6. Increase the involvement of birth and foster parents within trainings as well as including youth and former youth in care in the development and implementation of training;
 - 5.71.7. Provide opportunities for individualized feedback to training participants in online trainings by discussion forums, interactive self-assessments, and other evidence-based learning tools; and
 - 5.71.8. Attend to changes and adjustment as each course proceeds into active use.
- 5.72. The Contractor shall design an ongoing project management plan based upon the American Public Human Services Association (APHSA) model of project management and shall proceed as follows:
- 5.72.1. Define priority improvements.
 - 5.72.1.1. Collaborate with the Division to define what is in progress and what measures will need to be taken to meet the recommendations made in the *2016 Quality Assurance Review by the Center for the Support of Families*.
 - 5.72.1.2. Incorporate and increase the use of simulation labs in the development of new and existing trainings.
 - 5.72.1.3. Use the DAPIM methods to construct and adapt programs that meet the needs of the targeted staff and associated populations.

6. Deliverables

- 6.1. The Contractor shall ensure that the following performance indicators are annually achieved and monitored monthly to measure the effectiveness of the agreement:



Exhibit A

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- 6.1.1. Submit all reports as indicated in Section 4 Reporting.
 - 6.1.2. Within ten (10) days of the contract effective date, the Contractor shall submit a detailed description of the language assistance services they will provide to persons with limited English proficiency to ensure meaningful access to their programs and/or services.
 - 6.1.3. Within ten (10) business days of the contract effective date, the Contractor shall conduct a project kick-off meeting.
 - 6.1.4. Within ten (10) business days of the kick-off meeting, the Contractor shall provide a work plan/timeline that defines the milestones, activities, deliverables, and due dates.
 - 6.1.5. Schedule weekly project status meetings and provide notes from those meetings to the Department within three (3) business days from the date of the meeting.
 - 6.1.6. Trainer/Coaches shall be assigned to spend one day per week at a District Office working with staff.
 - 6.1.7. Trainer/Coaches shall rotate through all District Offices and facilities twice yearly so they have an opportunity to work with all staff.
 - 6.1.8. Within the first six (6) months of the date of the contract, review existing curricula which shall include, but not be limited to:
 - 6.1.8.1. Identify what is currently working well;
 - 6.1.8.2. What needs immediate remedy; and
 - 6.1.8.3. What needs should be addressed in the future.
 - 6.1.9. Within six (6) months of hiring new field child protection and juvenile justice supervisors, identify, develop or adapt a supervisory pre-service curriculum and deliver it in a format that can be offered to these new staff.
 - 6.1.10. Within six (6) months of hiring new DCYF attorneys, coordinate with the New Hampshire Department of Justice, Office of the Attorney General, a pre-service learning continuum for these staff, which shall provide knowledge and skill development in providing legal services in child welfare cases.



Exhibit A

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- 6.1.11. Services as indicated in the Deliverables of Appendices A, B, and C.
 - 6.1.12. An annual new employee mentoring series.
 - 6.1.13. Offer five (5) annual in-service trainings for the sixty (60) hours required, or management and payment for approved outside (in-state or out-of-state) workshops.
 - 6.1.14. Within the first year of the contract, conduct two (2) DCYF staff Needs Assessments to determine the actual needs of the workforce.
 - 6.1.15. Each successive year, conduct annual Needs Assessments of all stakeholders associated with the program to identify strengths and gaps in training and to seek out remedies to address potential gaps and need to revise and/or change the approach of trainings.
 - 6.1.16. Deliver Four (4) annual Core Academy training series for Child Protective Service Workers, Juvenile Probation and Parole Officers, and Sununu Youth Services Center staff, to be taken in their first six (6) months of employment.
 - 6.1.17. Annually, partner with BOLQI to administer a survey of workforce satisfaction and analyze the results to make continuous improvements.
 - 6.1.18. By Year-2 of the program implementation, train faculty in the DCYF Practice Model by GSC/CPE/DCYF staff in order to assure the agency mission is being effectively communicated across the Division as a whole, the community, and to all associated partners and stakeholders, thereby dramatically reducing the current reliance of the program to primarily employ DCYF staff as instructors.
 - 6.1.19. Assist the Court Improvement Project (CIP) with the coordination of up to two (2) protocol learnings during a two (2) year period, as needed.
 - 6.1.20. Checking in regularly with the YAP members for development as a facilitator within seventy-two (72) hours of an activity to debrief how the activity went and review of the evaluations with them to provide feedback as necessary.
 - 6.1.21. Implement action plans while managing communication and capacity.
 - 6.1.22. Define priority improvements.



Exhibit A

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- 6.1.23. Proposed staff shall participate with DCYF supervisors to complete the UC-Davis Extension 'Coaching Skills for Managers' in a combined training at the start of the program to include coaching skill building with the expert staff.
 - 6.1.24. Host the Annual DCYF Teen Summit in the summer of 2018 and the 2-day Biennial DCYF conference, the first one of which shall occur in the Spring of 2019 or as designated by the Division.
 - 6.1.25. Annually, the Contractor shall develop and submit to the DHHS, a corrective action plan for any performance measure that was not achieved.



Exhibit B

Method and Conditions Precedent to Payment

- 1) The State shall pay the contractor an amount not to exceed the Form P-37, Block 1.8, Price Limitation for the services provided by the Contractor pursuant to Exhibit A, Scope of Services.
 - 1.1. This contract is funded with funds from the U.S. Department of Health & Human Services, Administration for Children & Families, Children's Bureau, Title IV-E Foster Care Program, Catalog of Federal Domestic Assistance (CFDA) #93.658, Federal Award Identification Number (FAIN), 1701NHFOST and U.S. Department of Health and Human Services, Administration for Children and Families, Chafee Foster Care Independent Program, FAIN #1701NHCILP. 90% Federal Funds.
 - General Funds 10%
 - 1.2. The Contractor agrees to provide the services in Exhibit A, Scope of Service in compliance with funding requirements. Failure to meet the scope of services may jeopardize the funded contractor's current and/or future funding.
- 2) Payment for said services shall be made monthly as follows:
 - 2.1. Payment shall be on a cost reimbursement basis for actual expenditures incurred in the fulfillment of this agreement, and shall be in accordance with the approved line item.
 - 2.2. The Contractor will submit an invoice in a form satisfactory to the State by the twentieth working day of each month, which identifies and requests reimbursement for authorized expenses incurred in the prior month. The invoice must be completed, signed, dated and returned to the Department in order to initiate payment. The Contractor agrees to keep records of their activities related to Department programs and services.
 - 2.3. The State shall make payment to the Contractor within thirty (30) days of receipt of each invoice, subsequent to approval of the submitted invoice and if sufficient funds are available. Contractors will keep detailed records of their activities related to DHHS-funded programs and services.
 - 2.4. The final invoice shall be due to the State no later than sixty (60) days after the contract Form P-37, Block 1.7 Completion Date.
 - 2.5. In lieu of hard copies, all invoices may be assigned an electronic signature and emailed to Heidi.Young@dhhs.nh.gov, or invoices may be mailed to:

Financial Administrator
Department of Health and Human Services
Division for Children, Youth and Families
129 Pleasant Street
Concord, NH 03301
 - 2.6. Payments may be withheld pending receipt of required reports or documentation as identified in Exhibit A, Scope of Services and in this Exhibit B.
- 3) Notwithstanding paragraph 18 of the General Provisions P-37, changes limited to adjusting amounts between budget line items, related items, amendments of related budget exhibits within the price limitation, and to adjusting encumbrances between State Fiscal Years, may be made by written agreement of both parties and may be made without obtaining approval of the Governor and Executive Council.

YS
1/9/18

New Hampshire Department of Health and Human Services
COMPLETE ONE BUDGET FORM FOR EACH BUDGET PERIOD

Bidder/Program Name: Granite State College/CPE

Budget Request for: Center for Professional Excellence in Child Welfare
RFP-2018-DCYF-06-CENTER

Budget Period: January 1, 2018 - June 30, 2018

Line Item	Total Program Cost		Contractor Share / Match		Funded by DHHS contract share		Total
	Direct Incremental	Indirect Fixed	Direct Incremental	Indirect Fixed	Direct Incremental	Indirect Fixed	
1. Total Salary/Wages	\$ 375,993.00	\$ -	\$ 375,993.00	\$ -	\$ 375,993.00	\$ -	\$ 375,993.00
2. Employee Benefits	\$ 146,391.00	\$ -	\$ 146,391.00	\$ -	\$ 146,391.00	\$ -	\$ 146,391.00
3. Consultants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4. Equipment:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rental	\$ 858.00	\$ -	\$ 858.00	\$ -	\$ 858.00	\$ -	\$ 858.00
Repair and Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Purchase/Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5. Supplies:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Educational	\$ 4,075.00	\$ -	\$ 4,075.00	\$ -	\$ 4,075.00	\$ -	\$ 4,075.00
Lab	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pharmacy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Medical	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6. Travel	\$ 5,500.00	\$ -	\$ 5,500.00	\$ -	\$ 5,500.00	\$ -	\$ 5,500.00
7. Occupancy	\$ 4,200.00	\$ -	\$ 4,200.00	\$ -	\$ 4,200.00	\$ -	\$ 4,200.00
8. Current Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone	\$ 2,976.00	\$ -	\$ 2,976.00	\$ -	\$ 2,976.00	\$ -	\$ 2,976.00
Postage	\$ 250.00	\$ -	\$ 250.00	\$ -	\$ 250.00	\$ -	\$ 250.00
Subscriptions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Audit and Legal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Board Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9. Software (Moodle)	\$ 25,000.00	\$ -	\$ 25,000.00	\$ -	\$ 25,000.00	\$ -	\$ 25,000.00
10. Marketing/Communications	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11. Staff Education and Training	\$ 6,100.00	\$ -	\$ 6,100.00	\$ -	\$ 6,100.00	\$ -	\$ 6,100.00
12. Subcontracts/Agreements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13. Other (specific details mandatory):	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Coaching Certification through Coursea	\$ 15,000.00	\$ -	\$ 15,000.00	\$ -	\$ 15,000.00	\$ -	\$ 15,000.00
DCYF Staff Training Conference (SFY19 only)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Teen Summit Conference (FY19, FY20 only)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Better Together business meals, 2 sessions/2 days	\$ 1,800.00	\$ -	\$ 1,800.00	\$ -	\$ 1,800.00	\$ -	\$ 1,800.00
Business meals	\$ 425.00	\$ -	\$ 425.00	\$ -	\$ 425.00	\$ -	\$ 425.00
F&A Expenditures	\$ -	\$ 213,174.00	\$ -	\$ 213,174.00	\$ -	\$ 213,174.00	\$ 213,174.00
TOTAL	\$ 588,568.00	\$ 213,174.00	\$ 801,742.00	\$ 17,082.00	\$ 818,824.00	\$ 17,082.00	\$ 835,906.00

36.2%

Indirect As A Percent of Direct

New Hampshire Department of Health and Human Services
COMPLETE ONE BUDGET FORM FOR EACH BUDGET PERIOD

Bidder/Program Name: Granite State College / Center for Professional Excellence

Budget Request for: Center for Professional Excellence in Child Welfare
RFP-2018-DCYF-06-CENTER

Budget Period: July 1, 2018 - June 30, 2019

Line Item	Total Program Cost		Contractor Share / Match		Funded by DHHS contract share		Total
	Direct Incremental	Indirect Fixed	Direct Incremental	Indirect Fixed	Direct Incremental	Indirect Fixed	
1. Total Salary/Wages	\$ 716,484.00	\$ -	\$ 18,569.00	\$ -	\$ 697,915.00	\$ -	\$ 697,915.00
2. Employee Benefits	\$ 285,680.00	\$ -	\$ 7,780.00	\$ -	\$ 277,900.00	\$ -	\$ 277,900.00
3. Consultants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4. Equipment:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rental	\$ 1,767.00	\$ -	\$ -	\$ -	\$ 1,767.00	\$ -	\$ 1,767.00
Repair and Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Purchase/Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5. Supplies:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Educational	\$ 8,150.00	\$ -	\$ -	\$ -	\$ 8,150.00	\$ -	\$ 8,150.00
Lab	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pharmacy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Medical	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6. Travel	\$ 11,000.00	\$ -	\$ -	\$ -	\$ 11,000.00	\$ -	\$ 11,000.00
7. Occupancy	\$ 8,400.00	\$ -	\$ 8,400.00	\$ -	\$ -	\$ -	\$ 8,400.00
8. Current Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone	\$ 6,131.00	\$ -	\$ -	\$ -	\$ 6,131.00	\$ -	\$ 6,131.00
Postage	\$ 500.00	\$ -	\$ -	\$ -	\$ 500.00	\$ -	\$ 500.00
Subscriptions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Audit and Legal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Board Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9. Software	\$ 25,000.00	\$ -	\$ -	\$ -	\$ 25,000.00	\$ -	\$ 25,000.00
10. Marketing/Communications	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11. Staff Education and Training	\$ 12,600.00	\$ -	\$ -	\$ -	\$ 12,600.00	\$ -	\$ 12,600.00
12. Subcontracts/Agreements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13. Other (specific details mandatory):	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Coaching Certification through Coursera	\$ 15,000.00	\$ -	\$ -	\$ -	\$ 15,000.00	\$ -	\$ 15,000.00
DCYF Staff Training Conference (SFY19 only)	\$ 80,000.00	\$ -	\$ -	\$ -	\$ 80,000.00	\$ -	\$ 80,000.00
Teen Summit Conference (FY19 FY20 only)	\$ 12,500.00	\$ -	\$ -	\$ -	\$ 12,500.00	\$ -	\$ 12,500.00
Better Together business meals, 2 sessions/2 days	\$ 3,600.00	\$ -	\$ -	\$ -	\$ 3,600.00	\$ -	\$ 3,600.00
Business meals	\$ 850.00	\$ -	\$ -	\$ -	\$ 850.00	\$ -	\$ 850.00
F&A Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 1,187,662.00	\$ 405,213.00	\$ 34,749.00	\$ 363,470.00	\$ 1,152,913.00	\$ 41,743.00	\$ 1,194,656.00

34.1%

Indirect As A Percent of Direct

New Hampshire Department of Health and Human Services
COMPLETE ONE BUDGET FORM FOR EACH BUDGET PERIOD

Bidder/Program Name: Granite State College / Center for Professional Excellence

Budget Request for: Center for Professional Excellence in Child Welfare
RFP-2018-DCYF-06-CENTER

Budget Period: July 1, 2019 - December 31, 2019

Line Item	Total Program Cost		Contractor Share / Match		Funded by DHHS contract share		Total
	Direct Incremental	Indirect Fixed	Direct Incremental	Indirect Fixed	Direct Incremental	Indirect Fixed	
1. Total Salary/Wages	\$ 361,014.00	\$ -	\$ 9,458.00	\$ -	\$ 351,556.00	\$ -	\$ 351,556.00
2. Employee Benefits	\$ 141,274.00	\$ -	\$ 3,963.00	\$ -	\$ 137,311.00	\$ -	\$ 137,311.00
3. Consultants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4. Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rental	\$ 910.00	\$ -	\$ -	\$ -	\$ 910.00	\$ -	\$ 910.00
Repair and Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Purchase/Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5. Supplies:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Educational	\$ 4,075.00	\$ -	\$ -	\$ -	\$ 4,075.00	\$ -	\$ 4,075.00
Lab	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pharmacy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Medical	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6. Travel	\$ 4,000.00	\$ -	\$ -	\$ -	\$ 4,000.00	\$ -	\$ 4,000.00
7. Occupancy	\$ 4,200.00	\$ -	\$ 4,200.00	\$ -	\$ -	\$ -	\$ 4,200.00
8. Current Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone	\$ 3,166.00	\$ -	\$ -	\$ -	\$ 3,166.00	\$ -	\$ 3,166.00
Postage	\$ 250.00	\$ -	\$ -	\$ -	\$ 250.00	\$ -	\$ 250.00
Subscriptions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Audit and Legal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Board Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9. Software	\$ 25,000.00	\$ -	\$ -	\$ -	\$ 25,000.00	\$ -	\$ 25,000.00
10. Marketing/Communications	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11. Staff Education and Training	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12. Subcontracts/Agreements	\$ 6,300.00	\$ -	\$ -	\$ -	\$ 6,300.00	\$ -	\$ 6,300.00
13. Other (specific details mandatory):	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Coaching Certification through Coursera	\$ 15,000.00	\$ -	\$ -	\$ -	\$ 15,000.00	\$ -	\$ 15,000.00
DCYF Staff Training Conference (SFY19 only)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Teen Summit Conference (FY19, FY20 only)	\$ 12,500.00	\$ -	\$ -	\$ -	\$ 12,500.00	\$ -	\$ 12,500.00
Center Together business meals, 2 sessions/2 days	\$ 1,800.00	\$ -	\$ -	\$ -	\$ 1,800.00	\$ -	\$ 1,800.00
Business meals	\$ 425.00	\$ -	\$ -	\$ -	\$ 425.00	\$ -	\$ 425.00
F&A Expenditures	\$ -	\$ 203,939.00	\$ -	\$ 178,343.00	\$ -	\$ 25,596.00	\$ 25,596.00
TOTAL	\$ 579,914.00	\$ 203,939.00	\$ 17,621.00	\$ 178,343.00	\$ 562,293.00	\$ 25,596.00	\$ 587,889.00

35.2%

Indirect As A Percent of Direct



SPECIAL PROVISIONS

Contractors Obligations: The Contractor covenants and agrees that all funds received by the Contractor under the Contract shall be used only as payment to the Contractor for services provided to eligible individuals and, in the furtherance of the aforesaid covenants, the Contractor hereby covenants and agrees as follows:

1. **Compliance with Federal and State Laws:** If the Contractor is permitted to determine the eligibility of individuals such eligibility determination shall be made in accordance with applicable federal and state laws, regulations, orders, guidelines, policies and procedures.
2. **Time and Manner of Determination:** Eligibility determinations shall be made on forms provided by the Department for that purpose and shall be made and remade at such times as are prescribed by the Department.
3. **Documentation:** In addition to the determination forms required by the Department, the Contractor shall maintain a data file on each recipient of services hereunder, which file shall include all information necessary to support an eligibility determination and such other information as the Department requests. The Contractor shall furnish the Department with all forms and documentation regarding eligibility determinations that the Department may request or require.
4. **Fair Hearings:** The Contractor understands that all applicants for services hereunder, as well as individuals declared ineligible have a right to a fair hearing regarding that determination. The Contractor hereby covenants and agrees that all applicants for services shall be permitted to fill out an application form and that each applicant or re-applicant shall be informed of his/her right to a fair hearing in accordance with Department regulations.
5. **Gratuities or Kickbacks:** The Contractor agrees that it is a breach of this Contract to accept or make a payment, gratuity or offer of employment on behalf of the Contractor, any Sub-Contractor or the State in order to influence the performance of the Scope of Work detailed in Exhibit A of this Contract. The State may terminate this Contract and any sub-contract or sub-agreement if it is determined that payments, gratuities or offers of employment of any kind were offered or received by any officials, officers, employees or agents of the Contractor or Sub-Contractor.
6. **Retroactive Payments:** Notwithstanding anything to the contrary contained in the Contract or in any other document, contract or understanding, it is expressly understood and agreed by the parties hereto, that no payments will be made hereunder to reimburse the Contractor for costs incurred for any purpose or for any services provided to any individual prior to the Effective Date of the Contract and no payments shall be made for expenses incurred by the Contractor for any services provided prior to the date on which the individual applies for services or (except as otherwise provided by the federal regulations) prior to a determination that the individual is eligible for such services.
7. **Conditions of Purchase:** Notwithstanding anything to the contrary contained in the Contract, nothing herein contained shall be deemed to obligate or require the Department to purchase services hereunder at a rate which reimburses the Contractor in excess of the Contractors costs, at a rate which exceeds the amounts reasonable and necessary to assure the quality of such service, or at a rate which exceeds the rate charged by the Contractor to ineligible individuals or other third party funders for such service. If at any time during the term of this Contract or after receipt of the Final Expenditure Report hereunder, the Department shall determine that the Contractor has used payments hereunder to reimburse items of expense other than such costs, or has received payment in excess of such costs or in excess of such rates charged by the Contractor to ineligible individuals or other third party funders, the Department may elect to:
 - 7.1. Renegotiate the rates for payment hereunder, in which event new rates shall be established;
 - 7.2. Deduct from any future payment to the Contractor the amount of any prior reimbursement in excess of costs;

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- 7.3. Demand repayment of the excess payment by the Contractor in which event failure to make such repayment shall constitute an Event of Default hereunder. When the Contractor is permitted to determine the eligibility of individuals for services, the Contractor agrees to reimburse the Department for all funds paid by the Department to the Contractor for services provided to any individual who is found by the Department to be ineligible for such services at any time during the period of retention of records established herein.

RECORDS: MAINTENANCE, RETENTION, AUDIT, DISCLOSURE AND CONFIDENTIALITY:

8. **Maintenance of Records:** In addition to the eligibility records specified above, the Contractor covenants and agrees to maintain the following records during the Contract Period:
- 8.1. **Fiscal Records:** books, records, documents and other data evidencing and reflecting all costs and other expenses incurred by the Contractor in the performance of the Contract, and all income received or collected by the Contractor during the Contract Period, said records to be maintained in accordance with accounting procedures and practices which sufficiently and properly reflect all such costs and expenses, and which are acceptable to the Department, and to include, without limitation, all ledgers, books, records, and original evidence of costs such as purchase requisitions and orders, vouchers, requisitions for materials, inventories, valuations of in-kind contributions, labor time cards, payrolls, and other records requested or required by the Department.
 - 8.2. **Statistical Records:** Statistical, enrollment, attendance or visit records for each recipient of services during the Contract Period, which records shall include all records of application and eligibility (including all forms required to determine eligibility for each such recipient), records regarding the provision of services and all invoices submitted to the Department to obtain payment for such services.
 - 8.3. **Medical Records:** Where appropriate and as prescribed by the Department regulations, the Contractor shall retain medical records on each patient/recipient of services.
9. **Audit:** Contractor shall submit an annual audit to the Department within 60 days after the close of the agency fiscal year. It is recommended that the report be prepared in accordance with the provision of Office of Management and Budget Circular A-133, "Audits of States, Local Governments, and Non Profit Organizations" and the provisions of Standards for Audit of Governmental Organizations, Programs, Activities and Functions, issued by the US General Accounting Office (GAO standards) as they pertain to financial compliance audits.
- 9.1. **Audit and Review:** During the term of this Contract and the period for retention hereunder, the Department, the United States Department of Health and Human Services, and any of their designated representatives shall have access to all reports and records maintained pursuant to the Contract for purposes of audit, examination, excerpts and transcripts.
 - 9.2. **Audit Liabilities:** In addition to and not in any way in limitation of obligations of the Contract, it is understood and agreed by the Contractor that the Contractor shall be held liable for any state or federal audit exceptions and shall return to the Department, all payments made under the Contract to which exception has been taken or which have been disallowed because of such an exception.
10. **Confidentiality of Records:** All information, reports, and records maintained hereunder or collected in connection with the performance of the services and the Contract shall be confidential and shall not be disclosed by the Contractor, provided however, that pursuant to state laws and the regulations of the Department regarding the use and disclosure of such information, disclosure may be made to public officials requiring such information in connection with their official duties and for purposes directly connected to the administration of the services and the Contract; and provided further, that the use or disclosure by any party of any information concerning a recipient for any purpose not directly connected with the administration of the Department or the Contractor's responsibilities with respect to purchased services hereunder is prohibited except on written consent of the recipient, his attorney or guardian.



Notwithstanding anything to the contrary contained herein the covenants and conditions contained in the Paragraph shall survive the termination of the Contract for any reason whatsoever.

11. **Reports:** Fiscal and Statistical: The Contractor agrees to submit the following reports at the following times if requested by the Department.
 - 11.1. **Interim Financial Reports:** Written interim financial reports containing a detailed description of all costs and non-allowable expenses incurred by the Contractor to the date of the report and containing such other information as shall be deemed satisfactory by the Department to justify the rate of payment hereunder. Such Financial Reports shall be submitted on the form designated by the Department or deemed satisfactory by the Department.
 - 11.2. **Final Report:** A final report shall be submitted within thirty (30) days after the end of the term of this Contract. The Final Report shall be in a form satisfactory to the Department and shall contain a summary statement of progress toward goals and objectives stated in the Proposal and other information required by the Department.
12. **Completion of Services: Disallowance of Costs:** Upon the purchase by the Department of the maximum number of units provided for in the Contract and upon payment of the price limitation hereunder, the Contract and all the obligations of the parties hereunder (except such obligations as, by the terms of the Contract are to be performed after the end of the term of this Contract and/or survive the termination of the Contract) shall terminate, provided however, that if, upon review of the Final Expenditure Report the Department shall disallow any expenses claimed by the Contractor as costs hereunder the Department shall retain the right, at its discretion, to deduct the amount of such expenses as are disallowed or to recover such sums from the Contractor.
13. **Credits:** All documents, notices, press releases, research reports and other materials prepared during or resulting from the performance of the services of the Contract shall include the following statement:
 - 13.1. The preparation of this (report, document etc.) was financed under a Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services.
14. **Prior Approval and Copyright Ownership:** All materials (written, video, audio) produced or purchased under the contract shall have prior approval from DHHS before printing, production, distribution or use. The DHHS will retain copyright ownership for any and all original materials produced, including, but not limited to, brochures, resource directories, protocols or guidelines, posters, or reports. Contractor shall not reproduce any materials produced under the contract without prior written approval from DHHS.
15. **Operation of Facilities: Compliance with Laws and Regulations:** In the operation of any facilities for providing services, the Contractor shall comply with all laws, orders and regulations of federal, state, county and municipal authorities and with any direction of any Public Officer or officers pursuant to laws which shall impose an order or duty upon the contractor with respect to the operation of the facility or the provision of the services at such facility. If any governmental license or permit shall be required for the operation of the said facility or the performance of the said services, the Contractor will procure said license or permit, and will at all times comply with the terms and conditions of each such license or permit. In connection with the foregoing requirements, the Contractor hereby covenants and agrees that, during the term of this Contract the facilities shall comply with all rules, orders, regulations, and requirements of the State Office of the Fire Marshal and the local fire protection agency, and shall be in conformance with local building and zoning codes, by-laws and regulations.
16. **Equal Employment Opportunity Plan (EEOP):** The Contractor will provide an Equal Employment Opportunity Plan (EEOP) to the Office for Civil Rights, Office of Justice Programs (OCR), if it has received a single award of \$500,000 or more. If the recipient receives \$25,000 or more and has 50 or



more employees, it will maintain a current EEOP on file and submit an EEOP Certification Form to the OCR, certifying that its EEOP is on file. For recipients receiving less than \$25,000, or public grantees with fewer than 50 employees, regardless of the amount of the award, the recipient will provide an EEOP Certification Form to the OCR certifying it is not required to submit or maintain an EEOP. Non-profit organizations, Indian Tribes, and medical and educational institutions are exempt from the EEOP requirement, but are required to submit a certification form to the OCR to claim the exemption. EEOP Certification Forms are available at: <http://www.ojp.usdoj/about/ocr/pdfs/cert.pdf>.

17. **Limited English Proficiency (LEP):** As clarified by Executive Order 13166, Improving Access to Services for persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination on the basis of limited English proficiency (LEP). To ensure compliance with the Omnibus Crime Control and Safe Streets Act of 1968 and Title VI of the Civil Rights Act of 1964, Contractors must take reasonable steps to ensure that LEP persons have meaningful access to its programs.

18. **Pilot Program for Enhancement of Contractor Employee Whistleblower Protections:** The following shall apply to all contracts that exceed the Simplified Acquisition Threshold as defined in 48 CFR 2.101 (currently, \$150,000)

CONTRACTOR EMPLOYEE WHISTLEBLOWER RIGHTS AND REQUIREMENT TO INFORM EMPLOYEES OF
WHISTLEBLOWER RIGHTS (SEP 2013)

(a) This contract and employees working on this contract will be subject to the whistleblower rights and remedies in the pilot program on Contractor employee whistleblower protections established at 41 U.S.C. 4712 by section 828 of the National Defense Authorization Act for Fiscal Year 2013 (Pub. L. 112-239) and FAR 3.908.

(b) The Contractor shall inform its employees in writing, in the predominant language of the workforce, of employee whistleblower rights and protections under 41 U.S.C. 4712, as described in section 3.908 of the Federal Acquisition Regulation.

(c) The Contractor shall insert the substance of this clause, including this paragraph (c), in all subcontracts over the simplified acquisition threshold.

19. **Subcontractors:** DHHS recognizes that the Contractor may choose to use subcontractors with greater expertise to perform certain health care services or functions for efficiency or convenience, but the Contractor shall retain the responsibility and accountability for the function(s). Prior to subcontracting, the Contractor shall evaluate the subcontractor's ability to perform the delegated function(s). This is accomplished through a written agreement that specifies activities and reporting responsibilities of the subcontractor and provides for revoking the delegation or imposing sanctions if the subcontractor's performance is not adequate. Subcontractors are subject to the same contractual conditions as the Contractor and the Contractor is responsible to ensure subcontractor compliance with those conditions.

When the Contractor delegates a function to a subcontractor, the Contractor shall do the following:

- 19.1. Evaluate the prospective subcontractor's ability to perform the activities, before delegating the function
- 19.2. Have a written agreement with the subcontractor that specifies activities and reporting responsibilities and how sanctions/revocation will be managed if the subcontractor's performance is not adequate
- 19.3. Monitor the subcontractor's performance on an ongoing basis



- 19.4. Provide to DHHS an annual schedule identifying all subcontractors, delegated functions and responsibilities, and when the subcontractor's performance will be reviewed
- 19.5. DHHS shall, at its discretion, review and approve all subcontracts.

If the Contractor identifies deficiencies or areas for improvement are identified, the Contractor shall take corrective action.

DEFINITIONS

As used in the Contract, the following terms shall have the following meanings:

COSTS: Shall mean those direct and indirect items of expense determined by the Department to be allowable and reimbursable in accordance with cost and accounting principles established in accordance with state and federal laws, regulations, rules and orders.

DEPARTMENT: NH Department of Health and Human Services.

FINANCIAL MANAGEMENT GUIDELINES: Shall mean that section of the Contractor Manual which is entitled "Financial Management Guidelines" and which contains the regulations governing the financial activities of contractor agencies which have contracted with the State of NH to receive funds.

PROPOSAL: If applicable, shall mean the document submitted by the Contractor on a form or forms required by the Department and containing a description of the Services to be provided to eligible individuals by the Contractor in accordance with the terms and conditions of the Contract and setting forth the total cost and sources of revenue for each service to be provided under the Contract.

UNIT: For each service that the Contractor is to provide to eligible individuals hereunder, shall mean that period of time or that specified activity determined by the Department and specified in Exhibit B of the Contract.

FEDERAL/STATE LAW: Wherever federal or state laws, regulations, rules, orders, and policies, etc. are referred to in the Contract, the said reference shall be deemed to mean all such laws, regulations, etc. as they may be amended or revised from the time to time.

CONTRACTOR MANUAL: Shall mean that document prepared by the NH Department of Administrative Services containing a compilation of all regulations promulgated pursuant to the New Hampshire Administrative Procedures Act. NH RSA Ch 541-A, for the purpose of implementing State of NH and federal regulations promulgated thereunder.

SUPPLANTING OTHER FEDERAL FUNDS: The Contractor guarantees that funds provided under this Contract will not supplant any existing federal funds available for these services.

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REVISIONS TO GENERAL PROVISIONS

1. Subparagraph 4 of the General Provisions of this contract, Conditional Nature of Agreement, is replaced as follows:
 4. **CONDITIONAL NATURE OF AGREEMENT.**
Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including without limitation, the continuance of payments, in whole or in part, under this Agreement are contingent upon continued appropriation or availability of funds, including any subsequent changes to the appropriation or availability of funds affected by any state or federal legislative or executive action that reduces, eliminates, or otherwise modifies the appropriation or availability of funding for this Agreement and the Scope of Services provided in Exhibit A, Scope of Services, in whole or in part. In no event shall the State be liable for any payments hereunder in excess of appropriated or available funds. In the event of a reduction, termination or modification of appropriated or available funds, the State shall have the right to withhold payment until such funds become available, if ever. The State shall have the right to reduce, terminate or modify services under this Agreement immediately upon giving the Contractor notice of such reduction, termination or modification. The State shall not be required to transfer funds from any other source or account into the Account(s) identified in block 1.6 of the General Provisions, Account Number, or any other account, in the event funds are reduced or unavailable.
2. Subparagraph 10 of the General Provisions of this contract, Termination, is amended by adding the following language;
 - 10.1 The State may terminate the Agreement at any time for any reason, at the sole discretion of the State, 30 days after giving the Contractor written notice that the State is exercising its option to terminate the Agreement.
 - 10.2 In the event of early termination, the Contractor shall, within 15 days of notice of early termination, develop and submit to the State a Transition Plan for services under the Agreement, including but not limited to, identifying the present and future needs of clients receiving services under the Agreement and establishes a process to meet those needs.
 - 10.3 The Contractor shall fully cooperate with the State and shall promptly provide detailed information to support the Transition Plan including, but not limited to, any information or data requested by the State related to the termination of the Agreement and Transition Plan and shall provide ongoing communication and revisions of the Transition Plan to the State as requested.
 - 10.4 In the event that services under the Agreement, including but not limited to clients receiving services under the Agreement are transitioned to having services delivered by another entity including contracted providers or the State, the Contractor shall provide a process for uninterrupted delivery of services in the Transition Plan.
 - 10.5 The Contractor shall establish a method of notifying clients and other affected individuals about the transition. The Contractor shall include the proposed communications in its Transition Plan submitted to the State as described above.
3. The Division reserves the right to renew the Contract for up to four (4) additional years, subject to the continued availability of funds, satisfactory performance of services and approval by the Governor and Executive Council.



CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Sections 5151-5160 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701 et seq.), and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

ALTERNATIVE I - FOR GRANTEES OTHER THAN INDIVIDUALS

**US DEPARTMENT OF HEALTH AND HUMAN SERVICES - CONTRACTORS
US DEPARTMENT OF EDUCATION - CONTRACTORS
US DEPARTMENT OF AGRICULTURE - CONTRACTORS**

This certification is required by the regulations implementing Sections 5151-5160 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701 et seq.). The January 31, 1989 regulations were amended and published as Part II of the May 25, 1990 Federal Register (pages 21681-21691), and require certification by grantees (and by inference, sub-grantees and sub-contractors), prior to award, that they will maintain a drug-free workplace. Section 3017.630(c) of the regulation provides that a grantee (and by inference, sub-grantees and sub-contractors) that is a State may elect to make one certification to the Department in each federal fiscal year in lieu of certificates for each grant during the federal fiscal year covered by the certification. The certificate set out below is a material representation of fact upon which reliance is placed when the agency awards the grant. False certification or violation of the certification shall be grounds for suspension of payments, suspension or termination of grants, or government wide suspension or debarment. Contractors using this form should send it to:

Commissioner
NH Department of Health and Human Services
129 Pleasant Street,
Concord, NH 03301-6505

1. The grantee certifies that it will or will continue to provide a drug-free workplace by:
 - 1.1. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
 - 1.2. Establishing an ongoing drug-free awareness program to inform employees about
 - 1.2.1. The dangers of drug abuse in the workplace;
 - 1.2.2. The grantee's policy of maintaining a drug-free workplace;
 - 1.2.3. Any available drug counseling, rehabilitation, and employee assistance programs; and
 - 1.2.4. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
 - 1.3. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);
 - 1.4. Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will
 - 1.4.1. Abide by the terms of the statement; and
 - 1.4.2. Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
 - 1.5. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph 1.4.2 from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer on whose grant activity the convicted employee was working, unless the Federal agency



- has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
- 1.6. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph 1.4.2, with respect to any employee who is so convicted
 - 1.6.1. Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
 - 1.6.2. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
 - 1.7. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs 1.1, 1.2, 1.3, 1.4, 1.5, and 1.6.
2. The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant.

Place of Performance (street address, city, county, state, zip code) (list each location)

Check if there are workplaces on file that are not identified here.

Contractor Name:

1/19/18
Date

[Signature]
Name: Lisa Shanney
Title: VPFA

Contractor Initials [Signature]
Date 1/19/18



CERTIFICATION REGARDING LOBBYING

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Section 319 of Public Law 101-121, Government wide Guidance for New Restrictions on Lobbying, and 31 U.S.C. 1352, and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

US DEPARTMENT OF HEALTH AND HUMAN SERVICES - CONTRACTORS
US DEPARTMENT OF EDUCATION - CONTRACTORS
US DEPARTMENT OF AGRICULTURE - CONTRACTORS

Programs (indicate applicable program covered):

- *Temporary Assistance to Needy Families under Title IV-A
- *Child Support Enforcement Program under Title IV-D
- *Social Services Block Grant Program under Title XX
- *Medicaid Program under Title XIX
- *Community Services Block Grant under Title VI
- *Child Care Development Block Grant under Title IV

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, 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 the awarding of any Federal contract, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement (and by specific mention sub-grantee or sub-contractor).
2. 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 this Federal contract, grant, loan, or cooperative agreement (and by specific mention sub-grantee or sub-contractor), the undersigned shall complete and submit Standard Form LLL, (Disclosure Form to Report Lobbying, in accordance with its instructions, attached and identified as Standard Exhibit E-1.)
3. The undersigned shall require that the language of this certification be included in the award document for sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Contractor Name:

1/19/18
Date

[Signature]
Name: Lisa Shawney
Title: VPFA



**CERTIFICATION REGARDING DEBARMENT, SUSPENSION
AND OTHER RESPONSIBILITY MATTERS**

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Executive Office of the President, Executive Order 12549 and 45 CFR Part 76 regarding Debarment, Suspension, and Other Responsibility Matters, and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

INSTRUCTIONS FOR CERTIFICATION

1. By signing and submitting this proposal (contract), the prospective primary participant is providing the certification set out below.
2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. If necessary, the prospective participant shall submit an explanation of why it cannot provide the certification. The certification or explanation will be considered in connection with the NH Department of Health and Human Services' (DHHS) determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when DHHS determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, DHHS may terminate this transaction for cause or default.
4. The prospective primary participant shall provide immediate written notice to the DHHS agency to whom this proposal (contract) is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
5. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549: 45 CFR Part 76. See the attached definitions.
6. The prospective primary participant agrees by submitting this proposal (contract) that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by DHHS.
7. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions," provided by DHHS, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or involuntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the Nonprocurement List (of excluded parties).
9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and

Handwritten signature and date: 1/19/13



information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal government, DHHS may terminate this transaction for cause or default.

PRIMARY COVERED TRANSACTIONS

11. The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:
 - 11.1. are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
 - 11.2. have not within a three-year period preceding this proposal (contract) been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or a contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
 - 11.3. are not presently indicted for otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (I)(b) of this certification; and
 - 11.4. have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.
12. Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal (contract).

LOWER TIER COVERED TRANSACTIONS

13. By signing and submitting this lower tier proposal (contract), the prospective lower tier participant, as defined in 45 CFR Part 76, certifies to the best of its knowledge and belief that it and its principals:
 - 13.1. are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.
 - 13.2. where the prospective lower tier participant is unable to certify to any of the above, such prospective participant shall attach an explanation to this proposal (contract).
14. The prospective lower tier participant further agrees by submitting this proposal (contract) that it will include this clause entitled "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion - Lower Tier Covered Transactions," without modification in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

Contractor Name:

1/19/18
Date

[Signature]
Name: Lisa Shawney
Title: VPFA

Contractor Initials [Signature]
Date 1/19/18



**CERTIFICATION OF COMPLIANCE WITH REQUIREMENTS PERTAINING TO
FEDERAL NONDISCRIMINATION, EQUAL TREATMENT OF FAITH-BASED ORGANIZATIONS AND
WHISTLEBLOWER PROTECTIONS**

The Contractor identified in Section 1.3 of the General Provisions agrees by signature of the Contractor's representative as identified in Sections 1.11 and 1.12 of the General Provisions, to execute the following certification:

Contractor will comply, and will require any subgrantees or subcontractors to comply, with any applicable federal nondiscrimination requirements, which may include:

- the Omnibus Crime Control and Safe Streets Act of 1968 (42 U.S.C. Section 3789d) which prohibits recipients of federal funding under this statute from discriminating, either in employment practices or in the delivery of services or benefits, on the basis of race, color, religion, national origin, and sex. The Act requires certain recipients to produce an Equal Employment Opportunity Plan;
- the Juvenile Justice Delinquency Prevention Act of 2002 (42 U.S.C. Section 5672(b)) which adopts by reference, the civil rights obligations of the Safe Streets Act. Recipients of federal funding under this statute are prohibited from discriminating, either in employment practices or in the delivery of services or benefits, on the basis of race, color, religion, national origin, and sex. The Act includes Equal Employment Opportunity Plan requirements;
- the Civil Rights Act of 1964 (42 U.S.C. Section 2000d, which prohibits recipients of federal financial assistance from discriminating on the basis of race, color, or national origin in any program or activity);
- the Rehabilitation Act of 1973 (29 U.S.C. Section 794), which prohibits recipients of Federal financial assistance from discriminating on the basis of disability, in regard to employment and the delivery of services or benefits, in any program or activity;
- the Americans with Disabilities Act of 1990 (42 U.S.C. Sections 12131-34), which prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, State and local government services, public accommodations, commercial facilities, and transportation;
- the Education Amendments of 1972 (20 U.S.C. Sections 1681, 1683, 1685-86), which prohibits discrimination on the basis of sex in federally assisted education programs;
- the Age Discrimination Act of 1975 (42 U.S.C. Sections 6106-07), which prohibits discrimination on the basis of age in programs or activities receiving Federal financial assistance. It does not include employment discrimination;
- 28 C.F.R. pt. 31 (U.S. Department of Justice Regulations – OJJDP Grant Programs); 28 C.F.R. pt. 42 (U.S. Department of Justice Regulations – Nondiscrimination; Equal Employment Opportunity; Policies and Procedures); Executive Order No. 13279 (equal protection of the laws for faith-based and community organizations); Executive Order No. 13559, which provide fundamental principles and policy-making criteria for partnerships with faith-based and neighborhood organizations;
- 28 C.F.R. pt. 38 (U.S. Department of Justice Regulations – Equal Treatment for Faith-Based Organizations); and Whistleblower protections 41 U.S.C. §4712 and The National Defense Authorization Act (NDAA) for Fiscal Year 2013 (Pub. L. 112-239, enacted January 2, 2013) the Pilot Program for Enhancement of Contract Employee Whistleblower Protections, which protects employees against reprisal for certain whistle blowing activities in connection with federal grants and contracts.

The certificate set out below is a material representation of fact upon which reliance is placed when the agency awards the grant. False certification or violation of the certification shall be grounds for suspension of payments, suspension or termination of grants, or government wide suspension or debarment.

Exhibit G

Certification of Compliance with requirements pertaining to Federal Nondiscrimination, Equal Treatment of Faith-Based Organizations and Whistleblower protections

Contractor Initials

YB

Date

11/11/18

New Hampshire Department of Health and Human Services
Exhibit G



In the event a Federal or State court or Federal or State administrative agency makes a finding of discrimination after a due process hearing on the grounds of race, color, religion, national origin, or sex against a recipient of funds, the recipient will forward a copy of the finding to the Office for Civil Rights, to the applicable contracting agency or division within the Department of Health and Human Services, and to the Department of Health and Human Services Office of the Ombudsman.

The Contractor identified in Section 1.3 of the General Provisions agrees by signature of the Contractor's representative as identified in Sections 1.11 and 1.12 of the General Provisions, to execute the following certification:

1. By signing and submitting this proposal (contract) the Contractor agrees to comply with the provisions indicated above.

Contractor Name:

1/19/18
Date

[Signature]
Name: Anna Shabney
Title: VPFA

Exhibit G

Contractor Initials [Signature]

Certification of Compliance with requirements pertaining to Federal Nondiscrimination, Equal Treatment of Faith-Based Organizations and Whistleblower protections

Date 1/19/18



CERTIFICATION REGARDING ENVIRONMENTAL TOBACCO SMOKE

Public Law 103-227, Part C - Environmental Tobacco Smoke, 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, 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 does not apply to children's services provided in private residences, facilities funded solely by Medicare or Medicaid funds, and portions of facilities used for inpatient drug or alcohol treatment. Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to \$1000 per day and/or the imposition of an administrative compliance order on the responsible entity.

The Contractor identified in Section 1.3 of the General Provisions agrees, by signature of the Contractor's representative as identified in Section 1.11 and 1.12 of the General Provisions, to execute the following certification:

1. By signing and submitting this contract, the Contractor agrees to make reasonable efforts to comply with all applicable provisions of Public Law 103-227, Part C, known as the Pro-Children Act of 1994.

Contractor Name:

1/19/18
Date

Lisa Shawney
Name: *Lisa Shawney*
Title: *VPFA*



Exhibit I

HEALTH INSURANCE PORTABILITY ACT
BUSINESS ASSOCIATE AGREEMENT

The Contractor identified in Section 1.3 of the General Provisions of the Agreement agrees to comply with the Health Insurance Portability and Accountability Act, Public Law 104-191 and with the Standards for Privacy and Security of Individually Identifiable Health Information, 45 CFR Parts 160 and 164 applicable to business associates. As defined herein, "Business Associate" shall mean the Contractor and subcontractors and agents of the Contractor that receive, use or have access to protected health information under this Agreement and "Covered Entity" shall mean the State of New Hampshire, Department of Health and Human Services.

(1) Definitions.

- a. "Breach" shall have the same meaning as the term "Breach" in section 164.402 of Title 45, Code of Federal Regulations.
- b. "Business Associate" has the meaning given such term in section 160.103 of Title 45, Code of Federal Regulations.
- c. "Covered Entity" has the meaning given such term in section 160.103 of Title 45, Code of Federal Regulations.
- d. "Designated Record Set" shall have the same meaning as the term "designated record set" in 45 CFR Section 164.501.
- e. "Data Aggregation" shall have the same meaning as the term "data aggregation" in 45 CFR Section 164.501.
- f. "Health Care Operations" shall have the same meaning as the term "health care operations" in 45 CFR Section 164.501.
- g. "HITECH Act" means the Health Information Technology for Economic and Clinical Health Act, Title XIII, Subtitle D, Part 1 & 2 of the American Recovery and Reinvestment Act of 2009.
- h. "HIPAA" means the Health Insurance Portability and Accountability Act of 1996, Public Law 104-191 and the Standards for Privacy and Security of Individually Identifiable Health Information, 45 CFR Parts 160, 162 and 164 and amendments thereto.
- i. "Individual" shall have the same meaning as the term "individual" in 45 CFR Section 160.103 and shall include a person who qualifies as a personal representative in accordance with 45 CFR Section 164.501(g).
- j. "Privacy Rule" shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 CFR Parts 160 and 164, promulgated under HIPAA by the United States Department of Health and Human Services.
- k. "Protected Health Information" shall have the same meaning as the term "protected health information" in 45 CFR Section 160.103, limited to the information created or received by Business Associate from or on behalf of Covered Entity.



Exhibit I

- I. "Required by Law" shall have the same meaning as the term "required by law" in 45 CFR Section 164.103.
- m. "Secretary" shall mean the Secretary of the Department of Health and Human Services or his/her designee.
- n. "Security Rule" shall mean the Security Standards for the Protection of Electronic Protected Health Information at 45 CFR Part 164, Subpart C, and amendments thereto.
- o. "Unsecured Protected Health Information" means protected health information that is not secured by a technology standard that renders protected health information unusable, unreadable, or indecipherable to unauthorized individuals and is developed or endorsed by a standards developing organization that is accredited by the American National Standards Institute.
- p. Other Definitions - All terms not otherwise defined herein shall have the meaning established under 45 C.F.R. Parts 160, 162 and 164, as amended from time to time, and the HITECH Act.

(2) **Business Associate Use and Disclosure of Protected Health Information.**

- a. Business Associate shall not use, disclose, maintain or transmit Protected Health Information (PHI) except as reasonably necessary to provide the services outlined under Exhibit A of the Agreement. Further, Business Associate, including but not limited to all its directors, officers, employees and agents, shall not use, disclose, maintain or transmit PHI in any manner that would constitute a violation of the Privacy and Security Rule.
- b. Business Associate may use or disclose PHI:
 - I. For the proper management and administration of the Business Associate;
 - II. As required by law, pursuant to the terms set forth in paragraph d. below; or
 - III. For data aggregation purposes for the health care operations of Covered Entity.
- c. To the extent Business Associate is permitted under the Agreement to disclose PHI to a third party, Business Associate must obtain, prior to making any such disclosure, (i) reasonable assurances from the third party that such PHI will be held confidentially and used or further disclosed only as required by law or for the purpose for which it was disclosed to the third party; and (ii) an agreement from such third party to notify Business Associate, in accordance with the HIPAA Privacy, Security, and Breach Notification Rules of any breaches of the confidentiality of the PHI, to the extent it has obtained knowledge of such breach.
- d. The Business Associate shall not, unless such disclosure is reasonably necessary to provide services under Exhibit A of the Agreement, disclose any PHI in response to a request for disclosure on the basis that it is required by law, without first notifying Covered Entity so that Covered Entity has an opportunity to object to the disclosure and to seek appropriate relief. If Covered Entity objects to such disclosure, the Business



Exhibit I

Associate shall refrain from disclosing the PHI until Covered Entity has exhausted all remedies.

- e. If the Covered Entity notifies the Business Associate that Covered Entity has agreed to be bound by additional restrictions over and above those uses or disclosures or security safeguards of PHI pursuant to the Privacy and Security Rule, the Business Associate shall be bound by such additional restrictions and shall not disclose PHI in violation of such additional restrictions and shall abide by any additional security safeguards.

(3) Obligations and Activities of Business Associate.

- a. The Business Associate shall notify the Covered Entity's Privacy Officer immediately after the Business Associate becomes aware of any use or disclosure of protected health information not provided for by the Agreement including breaches of unsecured protected health information and/or any security incident that may have an impact on the protected health information of the Covered Entity.
- b. The Business Associate shall immediately perform a risk assessment when it becomes aware of any of the above situations. The risk assessment shall include, but not be limited to:
 - o The nature and extent of the protected health information involved, including the types of identifiers and the likelihood of re-identification;
 - o The unauthorized person used the protected health information or to whom the disclosure was made;
 - o Whether the protected health information was actually acquired or viewed
 - o The extent to which the risk to the protected health information has been mitigated.

The Business Associate shall complete the risk assessment within 48 hours of the breach and immediately report the findings of the risk assessment in writing to the Covered Entity.

- c. The Business Associate shall comply with all sections of the Privacy, Security, and Breach Notification Rule.
- d. Business Associate shall make available all of its internal policies and procedures, books and records relating to the use and disclosure of PHI received from, or created or received by the Business Associate on behalf of Covered Entity to the Secretary for purposes of determining Covered Entity's compliance with HIPAA and the Privacy and Security Rule.
- e. Business Associate shall require all of its business associates that receive, use or have access to PHI under the Agreement, to agree in writing to adhere to the same restrictions and conditions on the use and disclosure of PHI contained herein, including the duty to return or destroy the PHI as provided under Section 3 (l). The Covered Entity shall be considered a direct third party beneficiary of the Contractor's business associate agreements with Contractor's intended business associates, who will be receiving PHI



Exhibit I

pursuant to this Agreement, with rights of enforcement and indemnification from such business associates who shall be governed by standard Paragraph #13 of the standard contract provisions (P-37) of this Agreement for the purpose of use and disclosure of protected health information.

- f. Within five (5) business days of receipt of a written request from Covered Entity, Business Associate shall make available during normal business hours at its offices all records, books, agreements, policies and procedures relating to the use and disclosure of PHI to the Covered Entity, for purposes of enabling Covered Entity to determine Business Associate's compliance with the terms of the Agreement.
- g. Within ten (10) business days of receiving a written request from Covered Entity, Business Associate shall provide access to PHI in a Designated Record Set to the Covered Entity, or as directed by Covered Entity, to an individual in order to meet the requirements under 45 CFR Section 164.524.
- h. Within ten (10) business days of receiving a written request from Covered Entity for an amendment of PHI or a record about an individual contained in a Designated Record Set, the Business Associate shall make such PHI available to Covered Entity for amendment and incorporate any such amendment to enable Covered Entity to fulfill its obligations under 45 CFR Section 164.526.
- i. Business Associate shall document such disclosures of PHI and information related to such disclosures as would be required for Covered Entity to respond to a request by an individual for an accounting of disclosures of PHI in accordance with 45 CFR Section 164.528.
- j. Within ten (10) business days of receiving a written request from Covered Entity for a request for an accounting of disclosures of PHI, Business Associate shall make available to Covered Entity such information as Covered Entity may require to fulfill its obligations to provide an accounting of disclosures with respect to PHI in accordance with 45 CFR Section 164.528.
- k. In the event any individual requests access to, amendment of, or accounting of PHI directly from the Business Associate, the Business Associate shall within two (2) business days forward such request to Covered Entity. Covered Entity shall have the responsibility of responding to forwarded requests. However, if forwarding the individual's request to Covered Entity would cause Covered Entity or the Business Associate to violate HIPAA and the Privacy and Security Rule, the Business Associate shall instead respond to the individual's request as required by such law and notify Covered Entity of such response as soon as practicable.
- l. Within ten (10) business days of termination of the Agreement, for any reason, the Business Associate shall return or destroy, as specified by Covered Entity, all PHI received from, or created or received by the Business Associate in connection with the Agreement, and shall not retain any copies or back-up tapes of such PHI. If return or destruction is not feasible, or the disposition of the PHI has been otherwise agreed to in the Agreement, Business Associate shall continue to extend the protections of the Agreement, to such PHI and limit further uses and disclosures of such PHI to those purposes that make the return or destruction infeasible, for so long as Business



Exhibit I

Associate maintains such PHI. If Covered Entity, in its sole discretion, requires that the Business Associate destroy any or all PHI, the Business Associate shall certify to Covered Entity that the PHI has been destroyed.

(4) Obligations of Covered Entity

- a. Covered Entity shall notify Business Associate of any changes or limitation(s) in its Notice of Privacy Practices provided to individuals in accordance with 45 CFR Section 164.520, to the extent that such change or limitation may affect Business Associate's use or disclosure of PHI.
- b. Covered Entity shall promptly notify Business Associate of any changes in, or revocation of permission provided to Covered Entity by individuals whose PHI may be used or disclosed by Business Associate under this Agreement, pursuant to 45 CFR Section 164.506 or 45 CFR Section 164.508.
- c. Covered entity shall promptly notify Business Associate of any restrictions on the use or disclosure of PHI that Covered Entity has agreed to in accordance with 45 CFR 164.522, to the extent that such restriction may affect Business Associate's use or disclosure of PHI.

(5) Termination for Cause

In addition to Paragraph 10 of the standard terms and conditions (P-37) of this Agreement the Covered Entity may immediately terminate the Agreement upon Covered Entity's knowledge of a breach by Business Associate of the Business Associate Agreement set forth herein as Exhibit I. The Covered Entity may either immediately terminate the Agreement or provide an opportunity for Business Associate to cure the alleged breach within a timeframe specified by Covered Entity. If Covered Entity determines that neither termination nor cure is feasible, Covered Entity shall report the violation to the Secretary.

(6) Miscellaneous

- a. Definitions and Regulatory References. All terms used, but not otherwise defined herein, shall have the same meaning as those terms in the Privacy and Security Rule, amended from time to time. A reference in the Agreement, as amended to include this Exhibit I, to a Section in the Privacy and Security Rule means the Section as in effect or as amended.
- b. Amendment. Covered Entity and Business Associate agree to take such action as is necessary to amend the Agreement, from time to time as is necessary for Covered Entity to comply with the changes in the requirements of HIPAA, the Privacy and Security Rule, and applicable federal and state law.
- c. Data Ownership. The Business Associate acknowledges that it has no ownership rights with respect to the PHI provided by or created on behalf of Covered Entity.
- d. Interpretation. The parties agree that any ambiguity in the Agreement shall be resolved to permit Covered Entity to comply with HIPAA, the Privacy and Security Rule.



Exhibit I

- e. Segregation. If any term or condition of this Exhibit I or the application thereof to any person(s) or circumstance is held invalid, such invalidity shall not affect other terms or conditions which can be given effect without the invalid term or condition; to this end the terms and conditions of this Exhibit I are declared severable.
- f. Survival. Provisions in this Exhibit I regarding the use and disclosure of PHI, return or destruction of PHI, extensions of the protections of the Agreement in section (3) I, the defense and indemnification provisions of section (3) e and Paragraph 13 of the standard terms and conditions (P-37), shall survive the termination of the Agreement.

IN WITNESS WHEREOF, the parties hereto have duly executed this Exhibit I.

Department of Health and Human Services

The State

Christie Tappan
Signature of Authorized Representative

Christie Tappan
Name of Authorized Representative

Associate Commissioner
Title of Authorized Representative

1/19/18
Date

Granite State College
Name of the Contractor

Lisa Shawney
Signature of Authorized Representative

Lisa Shawney
Name of Authorized Representative

VP for Finance & Admin
Title of Authorized Representative

1/19/18
Date



**CERTIFICATION REGARDING THE FEDERAL FUNDING ACCOUNTABILITY AND TRANSPARENCY
ACT (FFATA) COMPLIANCE**

The Federal Funding Accountability and Transparency Act (FFATA) requires prime awardees of individual Federal grants equal to or greater than \$25,000 and awarded on or after October 1, 2010, to report on data related to executive compensation and associated first-tier sub-grants of \$25,000 or more. If the initial award is below \$25,000 but subsequent grant modifications result in a total award equal to or over \$25,000, the award is subject to the FFATA reporting requirements, as of the date of the award.

In accordance with 2 CFR Part 170 (Reporting Subaward and Executive Compensation Information), the Department of Health and Human Services (DHHS) must report the following information for any subaward or contract award subject to the FFATA reporting requirements:

1. Name of entity
2. Amount of award
3. Funding agency
4. NAICS code for contracts / CFDA program number for grants
5. Program source
6. Award title descriptive of the purpose of the funding action
7. Location of the entity
8. Principle place of performance
9. Unique identifier of the entity (DUNS #)
10. Total compensation and names of the top five executives if:
 - 10.1. More than 80% of annual gross revenues are from the Federal government, and those revenues are greater than \$25M annually and
 - 10.2. Compensation information is not already available through reporting to the SEC.

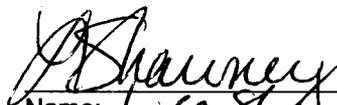
Prime grant recipients must submit FFATA required data by the end of the month, plus 30 days, in which the award or award amendment is made.

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of The Federal Funding Accountability and Transparency Act, Public Law 109-282 and Public Law 110-252, and 2 CFR Part 170 (Reporting Subaward and Executive Compensation Information), and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

The below named Contractor agrees to provide needed information as outlined above to the NH Department of Health and Human Services and to comply with all applicable provisions of the Federal Financial Accountability and Transparency Act.

Contractor Name:

1/19/18
Date


Name: Lisa Shawney
Title: VPPA



FORM A

As the Contractor identified in Section 1.3 of the General Provisions, I certify that the responses to the below listed questions are true and accurate.

1. The DUNS number for your entity is: 790050223
2. In your business or organization's preceding completed fiscal year, did your business or organization receive (1) 80 percent or more of your annual gross revenue in U.S. federal contracts, subcontracts, loans, grants, sub-grants, and/or cooperative agreements; and (2) \$25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements?

NO YES

If the answer to #2 above is NO, stop here

If the answer to #2 above is YES, please answer the following:

3. Does the public have access to information about the compensation of the executives in your business or organization through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C.78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986?

NO YES

If the answer to #3 above is YES, stop here

If the answer to #3 above is NO, please answer the following:

4. The names and compensation of the five most highly compensated officers in your business or organization are as follows:

Name: <u>Mark Rubinstein</u>	Amount: <u>240,000</u>
Name: <u>Scott Stanley</u>	Amount: <u>154,480</u>
Name: <u>Lisa Shanley</u>	Amount: <u>147,000</u>
Name: <u>Tara Payne</u>	Amount: <u>114,000</u>
Name: <u>Ken Whitelaw</u>	Amount: <u>100,570</u>



Exhibit K

DHHS INFORMATION SECURITY REQUIREMENTS

1. Confidential Information: In addition to Paragraph #9 of the General Provisions (P-37) for the purpose of this SOW, the Department's Confidential information includes any and all information owned or managed by the State of NH - created, received from or on behalf of the Department of Health and Human Services (DHHS) or accessed in the course of performing contracted services - of which collection, disclosure, protection, and disposition is governed by state or federal law or regulation. This information includes, but is not limited to Personal Health Information (PHI), Personally Identifiable Information (PII), Federal Tax Information (FTI), Social Security Numbers (SSN), Payment Card Industry (PCI), and or other sensitive and confidential information.
2. The vendor will maintain proper security controls to protect Department confidential information collected, processed, managed, and/or stored in the delivery of contracted services. Minimum expectations include:
 - 2.1. Contractor shall not store or transfer data collected in connection with the services rendered under this Agreement outside of the United States. This includes backup data and Disaster Recovery locations.
 - 2.2. Maintain policies and procedures to protect Department confidential information throughout the information lifecycle, where applicable, (from creation, transformation, use, storage and secure destruction) regardless of the media used to store the data (i.e., tape, disk, paper, etc.).
 - 2.3. Maintain appropriate authentication and access controls to contractor systems that collect, transmit, or store Department confidential information where applicable.
 - 2.4. Encrypt, at a minimum, any Department confidential data stored on portable media, e.g., laptops, USB drives, as well as when transmitted over public networks like the Internet using current industry standards and best practices for strong encryption.
 - 2.5. Ensure proper security monitoring capabilities are in place to detect potential security events that can impact State of NH systems and/or Department confidential information for contractor provided systems.
 - 2.6. Provide security awareness and education for its employees, contractors and sub-contractors in support of protecting Department confidential information
 - 2.7. Maintain a documented breach notification and incident response process. The vendor will contact the Department within twenty-four 24 hours to the Department's contract manager, and additional email addresses provided in this section, of a confidential information breach, computer security incident, or suspected breach which affects or includes any State of New Hampshire systems that connect to the State of New Hampshire network.
 - 2.7.1. "Breach" shall have the same meaning as the term "Breach" in section 164.402 of Title 45, Code of Federal Regulations. "Computer Security Incident" shall have the same meaning "Computer Security Incident" in section two (2) of NIST Publication 800-61, Computer Security Incident Handling Guide, National Institute of Standards and Technology, U.S. Department of Commerce.

Breach notifications will be sent to the following email addresses:

 - 2.7.1.1. DHHSChiefInformationOfficer@dhhs.nh.gov
 - 2.7.1.2. DHHSInformationSecurityOffice@dhhs.nh.gov
 - 2.8. If the vendor will maintain any Confidential Information on its systems (or its sub-contractor systems), the vendor will maintain a documented process for securely disposing of such data upon request or contract termination; and will obtain written certification for any State of New Hampshire data destroyed



by the vendor or any subcontractors as a part of ongoing, emergency, and or disaster recovery operations. When no longer in use, electronic media containing State of New Hampshire data shall be rendered unrecoverable via a secure wipe program in accordance with industry-accepted standards for secure deletion, or otherwise physically destroying the media (for example, degaussing). The vendor will document and certify in writing at time of the data destruction, and will provide written certification to the Department upon request. The written certification will include all details necessary to demonstrate data has been properly destroyed and validated. Where applicable, regulatory and professional standards for retention requirements will be jointly evaluated by the State and the vendor prior to destruction.

- 2.9. If the vendor will be sub-contracting any core functions of the engagement supporting the services for State of New Hampshire, the vendor will maintain a program of an internal process or processes that defines specific security expectations, and monitoring compliance to security requirements that at a minimum match those for the vendor, including breach notification requirements.
3. The vendor will work with the Department to sign and comply with all applicable State of New Hampshire and Department system access and authorization policies and procedures, systems access forms, and computer use agreements as part of obtaining and maintaining access to any Department system(s). Agreements will be completed and signed by the vendor and any applicable sub-contractors prior to system access being authorized.
 4. If the Department determines the vendor is a Business Associate pursuant to 45 CFR 160.103, the vendor will work with the Department to sign and execute a HIPAA Business Associate Agreement (BAA) with the Department and is responsible for maintaining compliance with the agreement.
 5. The vendor will work with the Department at its request to complete a survey. The purpose of the survey is to enable the Department and vendor to monitor for any changes in risks, threats, and vulnerabilities that may occur over the life of the vendor engagement. The survey will be completed annually, or an alternate time frame at the Departments discretion with agreement by the vendor, or the Department may request the survey be completed when the scope of the engagement between the Department and the vendor changes. The vendor will not store, knowingly or unknowingly, any State of New Hampshire or Department data offshore or outside the boundaries of the United States unless prior express written consent is obtained from the appropriate authorized data owner or leadership member within the Department.
 6. Data Security Breach Liability. In the event of any security breach Contractor shall make efforts to investigate the causes of the breach, promptly take measures to prevent future breach and minimize any damage or loss resulting from the breach. The State shall recover from the Contractor all costs of response and recovery from the breach, including but not limited to: credit monitoring services, mailing costs and costs associated with website and telephone call center services necessary due to the breach.

YS

11/19/18

Granite State College
Center for Professional Excellence (CPE)
Program Director (FTE .50)

Job Description

This position requires an individual with the intellectual capacity to view the program and program activities and overall structure and function as a whole while also being able to analyze how individual functions contribute to the effectiveness and efficiency of the program as a whole. This position also requires the ability to look beyond individual course and instructor evaluations and be able to evaluate how the program in reality is meeting the real educational needs of new and established workforce in order to perform their job functions expertly and deliver a high quality level of support and interaction to New Hampshire families. This individual must possess an eye for ongoing change and the intellectual flexibility to implement change and develop a process to create systemic change throughout the training unit.

Qualifications: EdD preferred. Experience in educational program development and content; experience managing staff; experience with online program development and instructions; a solid background of teaching experience with adult populations; knowledge of the child welfare system of NH; experience with budget development; experience in evaluation/assessment development and analysis.

PROGRAM ADMINISTRATION:

Responsibilities include:

- Ensure that the vision and mission of the Center for Professional Excellence at GSC are aligned with that of the Division for Children Youth and Families (DCYF) and are flexible and responsive to shifts in DCYF philosophy and practice including the emphasis on birth parent and youth participation in all aspects of the program.
- Maintain strong lines of communication in relationship to the Partnership's program and budget expectations between Granite State College (GSC) and DCYF.
- Accountability for continually reassessing and maximizing the effectiveness of CPE operational systems, in coordination with those of the University System of NH, GSC, and the Division for Children Youth and Families.
- Approve and monitor contract expenditures.
- Ensure timely billing to DCYF.
- Monitor program status and budget, and contractual reporting requirements and contract deliverables to NH DCYF: weekly, monthly, quarterly and annually.
 - Write and produce the Annual Report on program activities.

Program supervision includes:

- Responsible for overall program function, deliverables, and supervision of program staff.
- Responsible for developing and supervising program evaluation and implementation of required changes.

Appendix A

- Coordination and facilitation of Better Together Workshops with the Bureau of Well-Being as required by the needs of DCYF staff training and foster and birth parent development. Annual DCYF Staff Needs Assessment in conjunction with DCYF Leadership
- Annual Needs Assessment of Resource Parents and Residential Providers
- All program activities.
- Coordination of training delivery
- Hiring of program faculty
- Adherence and development of program budget
- Supervise development of course content
- Supervise delivery of courses
- Supervise online delivery of courses.

STAFF SUPERVISION:

- Provide direction and over-all leadership to staff in all activities related to program implementation and maintenance.
- Provide oversight to ensure that CPE staff work cooperatively with birth parents and youth, DCYF, GSC staff, child placing agency staff and community partners such as USNH institutions, The Parent Leader Program, the Youth Advisory Board and the Youth Action Pool, the Foster and Adoptive Parent Association, Directors of Residential facilities and other DCYF training partners.
- Ensure all program staff receives consistent supervision.
- Collaborate with program staff to determine workload responsibilities and program priorities on a regular basis.
- Approve staff leave time.
- Accountable for annual GSC staff performance evaluations.
- Responsible for follow through on personnel matters.

PROGRAM PLANNING AND OUTCOME MEASUREMENT:

Develop and deliver trainings for DCYF staff and associated partners. Responsible for all curricula development and adherence to DCYF policies. Responsible for ensuring classes for DCYF Supervisors. Supervise hiring of program faculty, development of online courses, and all course delivery.

- Actively engage with the Curriculum Planning Specialist to assure that all curriculum learning outcomes and language are current with DCYF practice.
 - Monitor (DAPIM) project management method to design, manage, and measure improvement and change and evaluation process.
- Prepare plan for professional development for CPE instructors that reflect the DCYF Practice Model and support the Program Development Specialist in the implementation of the plan.
- Accountable for vision and direction to the marketing plan to move to electronic marketing practices by ensuring that logo, bi-line, mission and vision clearly reflect both the DCYF Practice Model, and the measures that Granite State College has in place to support it.
- Supervise the planning and delivery of the DCYF Conference, the DCYF Teen Summit, and Court Improvement Project Training.

Appendix A

- Supervise the coordination and planning of technical support for Better Together Workshops throughout the State.

Committee Participation:

- Participate in BEE Building Educational Excellence.
- Promote interaction between DCYF training partners across BOLQI.
- Participate in quarterly DCYF Professional Development Taskforce Meetings, including fostering relationships between members on a continuous basis.
- Attendance and participation in DCYF Monthly Leadership Meetings.
- Better Together Steering Committee Meetings, and any other entities necessary for effective and efficient program delivery.
- Actively engage in the DCYF Parent Leaders to ensure training is in sync with the over-all plan to strengthen sustainable relationships between children and their birth parents/families.
- Participate in the New England Child Welfare Directors Group.

Granite State College
Center for Professional Excellence
Program Training Coordinator (.50 FTE Positions)
Job Description

Position Summary: The Training Coordinator is responsible for all instructional technology; facilitate work groups and work with content experts to create new and update current training. Write and edit curriculum, prepare curriculum for transfer from classroom and online instructors, provide ongoing training to keep instructors up to date with current teaching and online learning trends; serve as proxy for Project Director, train students how to take online classes.

Qualifications: Bachelor's degree and two years' experience in industrial or educational training programs. Experience in training, technology, needs assessment development, administration, child welfare, online learning management systems, and online instruction.

Organizational skills, communication and group facilitation skills, attention to detail, ability to work with team, creativity, ability to take initiative.

LMS Moodle, Word, Excel, YouTube, Jing, Photoshop, Access, Outlook, and other programs necessary to fulfill contractual obligations.

Duty/Responsibility: Program Development

Percent of Time: 30%

- Use instructional technology to review, revise, and edit all online trainings for DCYF/JJ staff.
- Recruit, interview, hire, and supervise instructors for online and classroom training(s).
- Collaborate with Curriculum Specialist and Pre-Service Coordinator and Instructors to convert and transfer fully written curricula to online format.
- Work with Curriculum Specialist, content experts, and Pre-Service Coordinator and Instructors to create new trainings and update current training(s) to meet best practice standards.
- Oversee course planning, scheduling, and training site coordination to meet the needs of targeted audience and contractual obligations.
- Attend training(s) and work group meetings to determine best practice standards and materials for content specific topics.
- Recruit participants for classes and provide daily oversight of logistical matters pertaining to attendance, cancellations/rescheduling, preparation of materials, and class delivery.
- Recruit and train youth and parent partners for inclusion in training(s).
- Provide training in the classroom and online to eligible participants.
- Create and provide training on "how to take an online class" for eligible participants.
- Recruit participants for all classes.
- Aggressively work to convert CPE course content into DCYF Moodle in collaboration with other staff.

Duty/Responsibility: Technology

Percent of Time: 50%

- Train instructors on the use of Moodle to deliver online classes, including overall template functionality, use of discussion groups, grading, and instructor presence in the class.

Appendix B

- Develop tools to enhance instructor understanding of teaching and learning online.
- Train CPE and BOLQI staff on the use of editing tools in Moodle.
- Provide ongoing technical support and instruction to online faculty.
- Continually update online training(s) through instructional technology.
- Prepare for online classes each term by ensuring that all systems function accurately prior to each class start.
- Perform backup and restore for all online trainings each term.
- Create online templates for classroom training(s) without fully written curricula.
- Provide outreach and follow-up to participants including welcome letter and instructions, technical assistance via email and phone, and follow-up to ensure customer satisfaction.
- Provide follow-up contact to all online participants to ensure receipt of training information.
- Create upload documents and manually upload participants into all online trainings.
- Upload instructors into online classes.
- Monitor online classes for instructor presence, student participation, and content flow.
- Attend all meetings related to CPE Moodle instruction and technology.
- Learn new Moodle upgrade specifications after Moodle updates.
- Create Quia evaluations for all online and Eworkbook training(s).

Duty/Responsibility: Continuous Quality Improvement

Percent of Time: 15%

- Identify, track, and assess community training needs.
- Monitor participant course evaluations, provide follow-up to concerns with site, curricula, and instructor.
- Monitor instructor feedback of classes, provide follow-up to concerns with site, curricula, and participants.
- Contribute to the professional development and support of CPE instructors.
- Provide email and phone support on a daily basis to all instructors and participants.
- Implement improvement measures for instructors needing additional supports.
- Assist with content management on website instructor page.
- Develop and conduct training needs assessment for resource parents. Present results to State District Offices as well as stakeholders. Utilize assessment results to determine trainings to be offered regionally and online.

Duty/Responsibility: Program Representation and Administration Responsibilities

Percent of Time: 5%

- Attend professional development opportunities.
- Attend and assist with all program conferences.
- Attend and present at DCYF meetings for the purpose of updating workers with CPE training information and course recruitment strategies.
- Provide ongoing collaboration with staff and stakeholders.
- Provide support to Director when needed.
- Attend and participate in CPE staff meetings.
- Attend and participate in all required BOLQI BEE meetings, including subcommittee work.
- Work collaboratively with GSC, CPE, DCYF, and BOLQI staff to effectively meet the goals of the program.
- Meet and collaborate with ETP/CPE staff individually for project related purposes.

Appendix C

Granite State College – Center for Professional Excellence Quality Assurance Specialist (1 FTE Position Available) Job Description

Position Summary: The Quality Assurance Specialist works under the CPE Director to provide support in diverse and complex office support functions, and reports to the Assistant Director in order to inform the CQI process.

Qualifications:

High school graduation and five years of related experience involving progressive responsible duties requiring discretion and independent judgment or Associate's Degree and three years of related experience or a combination of higher education and related experience equal to five years.

Experience with data collection, Microsoft Word, Excel, Access, PowerPoint required.

Ability to establish and maintain effective working relationships with ETP/CPE, DCYF, , as well as the general public.

Experience with InDesign, Moodle, HTML, and graphics preferred.

Percent of Time: 35%

Duty/Responsibility: To assure quality programming, input and track all data pertaining to staff training attendance, action plans, participant evaluations, training hours, Annual Individualized Training Plans, training waivers, and training logistics, in addition to maintaining hard copies of staff training records.

Percent of Time: 15%

Duty/Responsibility: Receive and process all requests from DCYF staff to attend outside trainings. This includes registering staff, tracking costs, inputting Federal funding codes, and maintaining all necessary documentation for Federal reporting requirements. This also includes maintaining ongoing contact with DCYF staff, as well as a multitude of outside agencies who provide the training opportunities.

Percent of Time: 10%

Duty/Responsibility: Website management tasks include updating content to reflect changes in policies, changes in training scheduling, changes to forms and brochures and any other related content. Takes responsibility of posting new online courses on the CPE website and removing outdated courses as needed.

Percent of Time: 15%

Duty/Responsibility: Responsible for ensuring that all of CPE's trainings are marketed to its stakeholders. This includes inputting information into the DCYF Bridges System, scheduling training rooms using the Dolloff reservation system, updating the CPE training calendar

Percent of Time: 15%

Duty/Responsibility: Take the lead on creating and updating all of CPE's forms, manuals, and marketing materials. This includes the CPE Year in Review, CPE brochure, the new hire pamphlet, instructional forms/manuals, training announcements and all related training documents and templates

Percent of Time: 5%

Duty/Responsibility: Maintain confidentiality in communicating sensitive information and in handling confidential materials such as staff records and files.

Percent of Time: 5%

Duty/Responsibility: Perform related duties as assigned and all other duties assigned by the Director.

Appendix D

**Granite State College – Center for Professional Excellence
Program Support Assistant (1 FTE Position Available)
Job Description**

Position Summary: The Program Support Assistant works under the CPE Director to provide support in diverse and complex office support functions, and reports to the Assistant Director in order to inform the CQI process.

Qualifications:

High school graduation and five years of related experience involving progressive responsible duties requiring discretion and independent judgment or Associate's Degree and three years of related experience or a combination of higher education and related experience equal to five years.

Experience with data collection, Microsoft Word, Excel, Access, PowerPoint required.

Ability to establish and maintain effective working relationships with CPE, DCYF staff, as well as the general public.

Experience with InDesign, Moodle, HTML, and graphics preferred.

Percent of Time: 35%

Duty/Responsibility: Assist with training materials preparation, training record maintenance, library maintenance, and general support to the CPE staff.

Percent of Time: 15%

Duty/Responsibility: Assist with making arrangements for facilities and audiovisual/support equipment and assisting during event/activity as requested.

Percent of Time: 5%

Duty/Responsibility: Gather material for reports, forms and summaries, check accuracy, and present information in usable and understandable format.

Percent of Time: 10%

Duty/Responsibility: Assist in managing the CPE website, interface with GSC departments, the N.H. Division for Children, Youth, and Families as needed, and support the data collection work of CPE.

Percent of Time: 10%

Duty/Responsibility: Prepare reports, summaries or replies to inquiries by recording, researching, and selecting relevant information from a variety of sources, such as reports, documents, other offices, computerized databases, etc., and presenting information in professional format including tables, graphs, and charts.

Percent of Time: 5%

Duty/Responsibility: Maintain confidentiality in communicating sensitive information and in handling confidential materials such as CPE records and files.

Percent of Time: 5%

Duty/Responsibility: Perform related duties as assigned.

Percent of Time: 15%

Duty/Responsibility: Travel to the Sununu Youth Services Center to provide training support; tasks include preparation of training materials and data entry. Approximately 6 hours per week.

Granite State College
Center for Professional Excellence
Instructional Designer (1 FTE Positions)
Job Description

Position Summary: The instructional designer is responsible for the development and ongoing support of online/hybrid courses as well as resource development that support excellence in teaching and learning.

Minimum Qualifications: Bachelor's degree and 5 to 7 years of experience. Experience teaching / training adults, higher education, instructional technology and online education.

Other qualifications:

- 5 years of relevant experience (e.g. instructional technology, online education, adult learning, higher education) with at least 3 years of instructional design experience.
- A working knowledge of instructional design theory and practice particularly in relation to delivering online/hybrid courses.
- Significant teaching or training experience.
- Able to manage multiple projects, meet project deadlines, communicate with stakeholders, and work in a team environment as well as independently on projects.
- Excellent presentation, communications, problem-solving and interpersonal skills.
- Experience working with faculty from a variety of academic disciplines and technological skills.
- Relevant experience with Moodle or other learning management system.
- Computer skills as required by department.
- Able to learn new technologies quickly.

Additional Preferred Qualifications:

- Master's degree in instructional design or closely related field.
- Experience teaching/training adult learners.
- Experience with web-conferencing tools (e.g. Bb Collaborate, Adobe Connect, Zoom or GoToMeeting), social media, mobile apps, Google Drive tools, open educational resources and emerging educational technologies.
- Experience with multi-media software, interactive video production (i.e. Articulate Storyline or Captivate).
- Knowledge of HTML and web design principles.

Percent of Time: 20%

Duty/Responsibility:

Provide faculty across diverse educational disciplines with high quality instructional design guidance and support in creating or redesigning courses in online/hybrid format using established course templates. Must be able to provide effective support in a variety of formats, including in person and at a distance (email, phone, live chat or webinar). This will include working with faculty from DCYF, GSC, as well as from partner institutions. Must take into consideration the unique expectations, policies and procedures of specific departments or institutions.

Appendix E

Percent of Time: 15%

Duty/Responsibility:

Assess online courses as assigned for quality using established rubrics. Consult with faculty as needed to identify improvements for their courses including resources, learning objects, activities, multi-media instructional assets and delivery techniques with attention to universal design principles.

Percent of Time: 15%

Duty/Responsibility:

Manage course development process for assigned courses meeting tight deadlines. Work with faculty to meet those deadlines. Track the progress of each faculty/course and communicate with the hiring supervisor as needed.

Percent of Time: 15%

Duty/Responsibility:

Research, Develop and deliver training for faculty on new educational technologies and online pedagogy. Topics are offered in a variety of delivery formats including but not limited to face-to-face, simulation, webinar and online. Evaluate the training and make recommendations for improvements for future offerings.

Percent of Time: 15%

Duty/Responsibility:

Develop and manage documentation and resources in a variety of formats including print, graphics, audio, video and interactive learning modules. Manage and update content shared on websites for both faculty and students.

Percent of Time: 15%

Duty/Responsibility:

Collaborate with colleagues within the Instructional Design team to research and recommend new tools, methodologies, processes and resources to support the work of faculty and the college in relation to online/blended courses and the learning management system.

Percent of Time: 5%

Duty/Responsibility:

Serve on committees and/or task forces as needed.

Granite State College
Center for Professional Excellence
Curriculum Specialist (FTE 1.0 Positions)
Job Description

Position Summary: The primary duties of the Curriculum Specialist position include writing, creating, and developing child welfare focused curricula in consultation with assorted DCYF staff and associated partners. This position also includes assisting with the instructional design of online course offerings and serving as support to the program training coordinators and pre-service faculty. The Curriculum Specialist is also required to teach both online and face to face classes, serve on various committees in the child welfare system of New Hampshire.

Minimum Qualifications: Master's degree in field appropriate to training assignments and two years of experience in training/development programs in higher education or private industry or Bachelor's degree and four years of similar experience.

It is absolutely imperative that successful candidates for this position possess excellent writing, presentational, instructional, and analytical skills and be able to take an abstract concept and turn it into usable curricula within a short period of time.

Candidates for this position must possess a minimum of a Bachelor's degree in Education, Human Services, or comparable disciplines; possess high level computer skills; and the ability to consistently manage a wide variety of day to day changes in tasks and duties with creativity, enthusiasm, and flexibility. Demonstrated experience with the child welfare system of New Hampshire is also a strong point, as well as experience in both face to face and online instruction.

Preferred candidates must possess extensive experience in classroom instruction, online instruction and instructional design, curriculum development, and experience in developing online curriculum as well face to face course delivery. Must be willing to drive throughout the state and be willing to work evenings and weekends as required.

Percent of Time: 60%

Duty/Responsibility:

- Identify and develop new courses as needed through research and consultation with staff, content experts, and program stakeholders.
- Revise existing curricula to update and keep current with contemporary research and changes in practice of the child welfare system both in NH and nationally.
- Work in concert with colleagues to update courses for delivery during each term by updating content and online links, update and include Knowledge Checks in each curriculum.
- Track the development of new courses including: solicit input, prioritize sequence of development, present drafts and learning outcomes for approval to the Director and other staff as appropriate.
- Participate in and represent the program in committees of the larger child welfare system of New Hampshire as related to the program.
- Participate in ongoing program evaluation activities through the inclusion of Knowledge Checks in new and existing curricula, creation and analysis of the program's annual Needs Assessment activities, and assisting the Director in updating and creating effective evaluation criteria.

Appendix F

Percent of Time: 20%

Duty/Responsibility:

- Participate in the successful coordination of the Bi-Annual NHDCYF Conference, Court Improvement Trainings, Teen Summit, and Better Together Workshops as needed.
- Write various program materials as required by the Director.
- Participate in and provide supports to all other program activities as required by the Director.
- Actively pursue and assist with the use of Parents and Youth Voices within all programming.
- Work in partnership with the Program Director, DCYF staff, and CPE staff to accomplish program goals and contractual obligations.

Percent of Time: 20%

Duty/Responsibility:

- Be proactive in expanding the program's role throughout DCYF.
- Serve as ambassador for the program both within and outside of the child welfare system of New Hampshire.
- Assist in instructor staff development.
- Assist in the formatting of curricula both online and face to face.
- Any additional duties assigned to promote the overall efficiency and effective functioning of the program.

Appendix G

Granite State College Center for Professional Excellence Child Protection Trainer/Coach (3 FTE Positions)

Job Description

Position Summary: This position is a full-time faculty/staff position for the Center for Professional Excellence at Granite State College. This program integrates the study of strategic thinking, family structure, DCYF Practice Model, social work, juvenile justice, family dynamics, and organizational culture into a unique and focused educational experience designed to help to prepare, guide, and advance a rewarding career suited to the Human Services professional.

Minimum Qualifications: Commitment to teaching excellence and a high-level of workforce service required. A strong proven record of teaching experience (face to face, online and blended) is expected and required.

Substantial real-world professional experience within the child protection services field is critical.

Proficiency with current technology standards such as Banner, CRM, e-portfolios, LMS, and other higher education systems is needed.

A degree in a related area (e.g. Human Services, Social Work, Juvenile Justice, or Education) is required.

Preferred Qualifications: Master's degree in related area.

Duties/Responsibilities: Teaching and Curricula Development

Percent of Time: 70%

- Primary responsibilities include the delivery of pre-service and ongoing educational opportunities for NH Division of Children, Youth and Families staff. This program is offered in both online and blended formats (including simulation activities) to meet the needs of busy working professionals.
- Teaching of online on-going training for DCYF workforce.
- Provide consultation on curriculum development, program evaluation, reporting, and faculty recruitment and mentoring.
- Responsible for coordinating course material development with Curriculum Specialists and Instructional Designers.
- Continually provide feedback on trainings and participant needs to Director and Assistant Director.
- Responsible for training up your own professional development needed to successfully teach assigned courses.

Duties/Responsibilities: Coaching

Percent of Time: 20%

- Meeting with individual training participants to determine reaction to and training needs.
- Responsible for assessing how to address individual needs in consultation with other staff and record keeping of meeting content with individuals.

Appendix G

- Responsible for coordinating on-going training needs of pre-service participants with their immediate supervisors for purposes of providing ongoing coaching and mentoring within their District Office.
- Responsible for assisting in collecting evaluation data which includes the measurement of knowledge and skill acquisition.

Duties/Responsibilities: Administrative Duties

Percent of Time: 10%

- Coordinate scheduling of trainings with Pre-Service Training Coordinator.
- Responsible for providing attendance reports and maintaining an up to date grade Program; and reporting of grades to Administrative Support.
- Serve on committees as assigned by the Director.
- Other duties assigned by the Director needed to keep the program and trainings running smoothly and effectively.
- Travel as needed to provide trainings and attend meetings.

Granite State College
Center for Professional Excellence
Juvenile Justice Trainer/Coach (1 FTE Positions)
Job Description

Position Summary: This position is a full-time faculty/staff position for the Center for Professional Excellence at Granite State College. This program integrates the study of strategic thinking, family structure, DCYF Practice Model, social work, juvenile justice, family dynamics, and organizational culture into a unique and focused educational experience designed to help to prepare, guide, and advance a rewarding career suited to the Human Services professional.

Minimum Qualifications: Commitment to teaching excellence and a high-level of workforce service required. A strong proven record of teaching experience (face to face, online and blended) is expected and required.

Substantial real-world professional experience within the child protection services field is critical.

Proficiency with current technology standards such as Banner, CRM, e-portfolios, LMS, and other higher education systems is needed.

A degree in a related area (e.g. Human Services, Social Work, Juvenile Justice, or Education) is required.

Preferred Qualifications: Master's degree in related area.

Percent of Time: 70%

Duties/Responsibilities:

Teaching and Curricula Development:

- Primary responsibilities include the delivery of pre-service and ongoing educational opportunities for NH Division of Children, Youth and Families staff inclusive of Sununu Youth Services Center staff. This program is offered in both online and blended formats (including simulation activities) to meet the needs of busy working professionals.
- Teaching of online on-going training for DCYF (inclusive of SYSC) workforce.
- Provide consultation on curriculum development, program evaluation, reporting, and faculty recruitment and mentoring.
- Responsible for coordinating course material development with Curriculum Specialists and Instructional Designers.
- Continually provide feedback on trainings and participant needs to Director and Assistant Director.
- Responsible for training up your own professional development needed to successfully teach assigned courses.

20% Coaching:

- Meeting with individual training participants to determine reaction to and training needs.
- Responsible for assessing how to address individual needs in consultation with other staff and record keeping of meeting content with individuals.

Appendix H

- Responsible for coordinating on-going training needs of pre-service participants with their immediate supervisors for purposes of providing ongoing coaching and mentoring within their District Office and SYSC.
- Responsible for assisting in collecting evaluation data which includes the measurement of knowledge and skill acquisition.

10% Administrative Duties:

- Coordinate scheduling of trainings with Pre-Service Training Coordinator and Training Coordinators.
- Responsible for providing attendance reports and maintaining an up to date grade program, and reporting of grades to Administrative Support.
- Serve on committees as assigned by the Director.
- And other duties assigned by the Director needed to keep the program and trainings running smoothly and effectively.
- Travel as needed to provide trainings and attend meetings.

Granite State College
Center for Professional Excellence
Birth Parent/Youth Trainer/Coach (1 FTE Position Available)
Job Description

Position Summary: This position is a full-time staff position for the Center for Professional Excellence in Child Welfare at Granite State College. This program integrates the study of strategic thinking, family structure, DCYF Practice Model, social work, juvenile justice, family dynamics, and organizational culture into a unique and focused educational experience designed to help to prepare, guide, and advance a rewarding career suited to the Human Services professional.

Minimum Qualifications: Substantial real-world experience within the field is critical.

High school diploma or bachelor's degree in a related area (e.g. Human Services, Social Work, Juvenile Justice, or Education). Travel required. Must possess a valid driver's license and reliable transportation.

Preferred Qualifications: Familiarity with the DCYF Parent Leader program is preferred. Personal experience with the NH child protection system and/or juvenile justice is preferred. Candidates willing to pursue their education may also be given preference.

Percent of Time: 70%

Duties/Responsibilities:

- Primary responsibilities include coordinating the participation of birth parents and youth within the pre-service and ongoing educational opportunities for NH Division of Children, Youth and Families staff.
- Working with the DCYF Parent Leader Group and Bureau of Well-Being staff to promote the on-going professional development of Parent Leaders to participate in and support pre-service, on-going, and face to face trainings, including Strategic Storytelling and support in trainings.
- Actively engage in the DCYF Parent Leaders to ensure training is in sync with the over-all plan to strengthen sustainable relationships between children and their birth parents/families.
- Participating in trainings for all DCYF staff as needed.
- Coordinating the schedules of Parent Leaders and Youth participants with Training Coordinators.
- Maintain on-going communication with the DCYF Adolescent Program staff in order to coordinate youth participation in trainings.
- Attending and participating in the Youth Advisory Board (YAB) and facilitating the regional Youth Action Pools (YAP) with the assistance of the Adolescent Program Specialist and Adolescent CPSWs.

Appendix I

- Provide continuous communication with Director and Training Coordinators on Parent and youth Leader training needs.

Percent of Time: 20%

- Assist in coordinating and participating in Better Together Workshops.
- Provide support to Events Coordinator in technical assistance in Better Together Workshops.
- Assist in the scheduling of parents and youth participation in trainings.
- Assist in the recruitment of Parent Leaders and on-going mentoring of birth parent and youth trainers.

Percent of Time: 10%

Duties/Responsibilities: Administrative

- Maintain records of parent and youth participation and provide materials for program evaluation.
- Consult on curricula development.

Committee Participation:

- Participate in BEE Building Educational Excellence.
- Better Together Steering Committee Meetings, and any other entities necessary for effective and efficient program delivery.
- Participation in Youth Advisory Board
- And any other activities assigned by the Director.

Granite State College
Center for Professional Excellence (CPE)
Assistant Program Director (FTE .50)

Job Description

This position also requires the ability to look beyond individual course and instructor evaluations and be able to evaluate how the program in reality is meeting the real educational needs of new and established workforce in order to perform their job functions expertly and deliver a high quality level of support and interaction to New Hampshire families. This individual must possess an eye for ongoing change and the intellectual flexibility to implement change and develop a process to create systemic change throughout the training unit.

Responsibilities include:

- Provide support to the Director in the smooth operation of program functions.
- Assist in supervision of staff.
- Assist in the production of program reports.
- Assist the Director to ensure that the vision and mission of the Center for Professional Excellence at GSC are aligned with that of the Division for Children Youth and Families (DCYF) and are flexible and responsive to shifts in DCYF philosophy and practice including the emphasis on birth parent and youth participation in all aspects of the program.
- Maintain strong lines of communication in relationship to the Partnership's program between Granite State College (GSC) and DCYF.
- Development of high level evaluation processes including the measurement of skill acquisition of both DCYF staff and foster/adoptive/relative/residential caregivers both pre and post learning activities. Additionally, measurement of learning and the outcomes for families will be conducted and reported on.
- Accountability for continually reassessing and maximizing the effectiveness of CPE operational systems, in coordination with those of the University System of NH, GSC, and the Division for Children Youth and Families.

PROGRAM PLANNING AND OUTCOME MEASUREMENT:

Develop and deliver trainings for DCYF staff and associated partners. Responsible for all curricula development and adherence to DCYF policies. Supervise hiring of program faculty, development of online courses, and all course delivery.

- Actively engage with the Curriculum Planning Specialist and Instructional Designers to assure that all curriculum learning outcomes and language are current with DCYF practice.
 - Monitor (DAPIM) project management method to design, manage, and measure improvement and change and evaluation process.

Appendix J

- Prepare plan for professional development for CPE instructors that reflect the DCYF Practice Model and support the Program Development Specialist in the implementation of the plan.
- Accountable for vision and direction of electronic marketing practices by ensuring that logo, bi-line, mission and vision clearly reflect both the DCYF Practice Model, and that the measures that Granite State College has in place to support it. Assure that all stakeholders receive communication on course offerings and trainings as appropriate.

Supervisory Duties:

- Responsible for the direct supervision of Instructional Design staff and Curriculum Specialist work assignments, production, quality of work, and ability to meet program course delivery schedules.
- Assist the Director in garnering staff collaboration and other stakeholder staff to adhere to schedules, and creation of conferences.

Committee Participation:

- Support the Director in maintaining program participation in the following:
 - Participate in BEE Building Educational Excellence.
 - Promote interaction between DCYF training partners across BOLQI.
 - Participate in quarterly DCYF Professional Development Taskforce Meetings including: fostering relationships between members on a continuous basis.
 - Attendance and participation in DCYF Monthly Leadership Meetings.
 - Better Together Steering Committee Meetings, and any other entities necessary for effective and efficient program delivery.
 - Actively engage in the DCYF Parent Leaders to ensure training is in sync with the over-all plan to strengthen sustainable relationships between children and their birth parents/families.
 - Participate in the New England Child Welfare Directors Group

Granite State College
Center for Professional Excellence
Attorney and SYSC Training Specialist (1 FTE Positions)
Job Description

Position Summary: This position is a full-time faculty/staff position for the Center for Professional Excellence at Granite State College. This program integrates the study of strategic thinking, family structure, DCYF Practice Model, social work, juvenile justice, family dynamics, and organizational culture into a unique and focused educational experience designed to help to prepare, guide, and advance a rewarding career suited to legal professional.

Minimum Qualifications: Commitment to teaching excellence and a high-level of workforce service required. A strong proven record of teaching experience (face to face, online and blended) is expected and required.

Substantial real-world professional experience within the child protection services field is critical.

Proficiency with current technology standards such as Banner, CRM, e-portfolios, LMS, and other higher education systems is needed.

A degree in a related area (e.g. Law, Human Services, Social Work, Juvenile Justice, or Education) is required.

Preferred Qualifications: Law Degree or a Master's degree in related area and experience in legal advocacy.

Duties/Responsibilities: Teaching and Curricula Development

Percent of Time: 70%

- Primary responsibilities include the coordination and delivery of pre-service and ongoing educational opportunities for NH Division of Children, Youth and Families SYSC staff as well as staff attorneys in collaboration with the Attorney General's Office as well as the Court Improvement Project and other appropriate legal partners to provide a continuum of learning. This program is offered in both online and blended formats to meet the needs of these attorneys, including licensure requirements.
- Coordinating and/or Teaching face to face and online on-going training for DCYF attorneys and SYSC staff.
- Provide consultation on curriculum development, program evaluation, reporting, and faculty recruitment and mentoring.
- Responsible for coordinating course material development with Curriculum Specialists and Instructional Designers.
- Continually provide feedback on trainings and participant needs to Director and Assistant Director.
- Required to engage professional development needed to successfully teach assigned courses.

Appendix K

Duties/Responsibilities: Coaching

Percent of Time: 20%

- Meeting with individual training participants to determine reaction to and training needs.
- Assessing how to address individual needs in consultation with other Legal entities and DCYF and record keeping of meeting content with individuals.
- Coordinating on-going training needs of pre-service participants with their immediate supervisors for purposes of providing ongoing coaching and mentoring within their District Office or facility.
- Assisting in collecting evaluation data which includes the measurement of knowledge and skill acquisition.

Duties/Responsibilities: Administrative Duties

Percent of Time: 10%

- Coordinate scheduling of trainings with Pre-Service Training Coordinator.
- Responsible for providing attendance reports and maintaining an up to date grade program, and reporting of grades to Administrative Support.
- Serve on committees as assigned by the Director.
- And other duties assigned by the Director needed to keep the program and trainings running smoothly and effectively.
- Travel as needed to provide trainings and attend meetings.

Appendix L - Deliverables
1/1/2018 through 6/30/2018

#	Deliverable	Projected Deliver Date	Adjusted Delivery Date	Price	Payment Delivery Date	Payment Amount
	Annual Training Needs Assessment (Developed and delivered annually)	2/14/2018				
1	4 Annual Pre Service series (Supervisory Pre-Service/Attorney Pre-Service)					
	1 Pre-Service Training	2/28/2018				
	2 Pre-Service Training	5/28/2018				
	3 Pre-Service Training					
	4 Pre-Service Training					
	5 Pre-Service Offering for Supervisors	To be negotiated				
	6 Pre-Service Coordinated Offering for Attorneys	To be negotiated				
2	5 Annual In Service Learning Offerings (60 hours annually)					
	1 In-Service Learning Offering	2/28/2018				
	2 In-Service Learning Offering	4/28/2018				
	3 In-Service Learning Offering	6/28/2018				
	4 In-Service Learning Offering					
	5 In-Service Learning Offering					
	6 In-Service Learning Coordinated Offering for Attorneys	To be negotiated				
3	4 New Employee Mentoring Series					
	1 Employee Mentoring Series	2/28/2018				
	2 Employee Mentoring Series	5/28/2018				
	3 Employee Mentoring Series					
	4 Employee Mentoring Series					
4	1 Advanced Mentoring/Data Leaders Series Annually	3/28/2018				
5	Court Improvement Project (CIP) 2 Learning Sessions					
	Session One	2/28/2018				
	Session Two	5/28/2018				
6	Attendance and Participation in BEE and LiLaC	To be negotiated				
7	Quality Improvement Training Opportunity	To be negotiated				
8	DCYF Conference (bi-ennial)	To be negotiated				
9	Youth Action Pool					
	Recruitment					
	Training					
	Monthly Contact					
	YAP Meetings					
	Case Management					
	Strategic Sharing Training (2 times per year)					
	NH Trail's Curriculum monitoring					
10	Annual Teen Summit	Aug-18				
	Venue					
	Food					
	Brochures/Advertisement					
	Registration/Maintenance of Attendance					
	Coordination of Event Day					
	Evaluation/after costs					
11	Data Collection/Tracking	On Going				
12	Development of Evaluation System Courses Based	2/28/2018				
13	Development of Evaluation System Students Based	2/28/2018				
14	Quarterly Reports					
	Q1: July - September					
	Q2: October - December					
	Q3: January - March	4/30/2018				
	Q4: April - June	7/30/2018				
15	End of Year Report	8/30/2018				

Notes

Lines blacked out due to this being based on 6 month initial time frame
Adjusted delivery date is based on contractors ability to deliver and agreement with the department

Appendix M - Deliverables
7/1/2018 through 6/30/2019

#	Deliverable	Projected Deliver Date	Adjusted Delivery Date	Price	Payment Delivery Date	Payment Amount
1	4 Annual Pre Service series (Supervisory Pre-Service/Attorney Pre-Service)					
	1 Pre-Service Training	10/1/2018				
	2 Pre-Service Training	12/31/2018				
	3 Pre-Service Training	3/31/2019				
	4 Pre-Service Training	6/30/2019				
	5 Pre-Service Offering for Supervisors	To be negotiated				
	6 Pre-Service Coordinated Offering for Attorneys	To be negotiated				
2	5 Annual In Service Learning Offerings (60 hours annually)					
	1 In-Service Learning Offering	8/1/2018				
	2 In-Service Learning Offering	10/1/2018				
	3 In-Service Learning Offering	1/1/2019				
	4 In-Service Learning Offering	3/1/2019				
	5 In-Service Learning Offering	5/1/2019				
	6 In-Service Learning Coordinated Offering for Attorneys	To be negotiated				
3	4 New Employee Mentoring Series					
	1 Employee Mentoring Series	9/3/2018				
	2 Employee Mentoring Series	1/2/2019				
	3 Employee Mentoring Series	4/2/2019				
	4 Employee Mentoring Series	6/3/2019				
4	1 Advanced Mentoring/Data Leaders Series Annually	3/28/2019				
5	Court Improvement Project (CIP) 2 Learning Sessions					
	Session One	To be negotiated				
	Session Two	To be negotiated				
6	Attendance and Participation in BEE and LLaC	To be negotiated				
7	Quality Improvement Training Opportunity	To be negotiated				
8	DCYF Conference (bi-ennial)	To be negotiated				
9	Youth Action Pool	To be negotiated				
	Recruitment					
	Training					
	Monthly Contact					
	YAP Meetings					
	Case Management					
	Strategic Sharing Training (2 times per year)					
	NH Trail's Curriculum monitoring					
10	Annual Teen Summit					
	Venue					
	Food					
	Brochures/Advertisement					
	Registration/Maintenance of Attendance					
	Coordination of Event Day					
	Evaluation/after costs					
11	Data Collection/Tracking	On Going				
12	Development of Evaluation System Courses Based	n/a				
13	Development of Evaluation System Students Based	n/a				
14	Quarterly Reports					
	Q1: July - September	9/17/2018				
	Q2: October - December	1/16/2019				
	Q3: January - March	4/17/2019				
	Q4: April - June	7/17/2019				
15	End of Year Report	8/30/2019				

Notes

Lines blacked out due to this being based on 6 month initial time frame
Adjusted delivery date is based on contractors ability to deliver and agreement with the department

Appendix N - Deliverables
7/1/2019 through 12/31/2019

#	Deliverable	Projected Deliver Date	Adjusted Delivery Date	Price	Payment Delivery Date	Payment Amount
1	4 Annual Pre Service series (Supervisory Pre-Service/Attorney Pre-Service)					
	1 Pre-Service Training	10/1/2019				
	2 Pre-Service Training	12/31/2019				
	3 Pre-Service Training					
	4 Pre-Service Training					
	5 Pre-Service Offering for Supervisors	To be negotiated				
	6 Pre-Service Coordinated Offering for Attorneys	To be negotiated				
2	5 Annual In Service Learning Offerings (60 hours annually)					
	1 In-Service Learning Offering	8/1/2019				
	2 In-Service Learning Offering	10/1/2019				
	3 In-Service Learning Offering					
	4 In-Service Learning Offering					
	5 In-Service Learning Offering					
	6 In-Service Learning Coordinated Offering for Attorneys	To be negotiated				
3	4 New Employee Mentoring Series					
	1 Employee Mentoring Series	9/3/2019				
	2 Employee Mentoring Series					
	3 Employee Mentoring Series					
	4 Employee Mentoring Series					
4	1 Advanced Mentoring/Data Leaders Series Annually					
5	Court Improvement Project (CIP) 2 Learning Sessions					
	Session One	To be negotiated				
	Session Two	To be negotiated				
6	Attendance and Participation in BEE and LILaC					
		To be negotiated				
7	Quality Improvement Training Opportunity					
		To be negotiated				
8	DCYF Conference (bi-ennial)					
9	Youth Action Pool					
	Recruitment	To be negotiated				
	Training					
	Monthly Contact					
	YAP Meetings					
	Case Management					
	Strategic Sharing Training (2 times per year)					
	NH Trail's Curriculum monitoring					
10	Annual Teen Summit					
	Venue	To be negotiated				
	Food					
	Brochures/Advertisement					
	Registration/Maintenance of Attendance					
	Coordination of Event Day					
	Evaluation/after costs					
11	Data Collection/Tracking					
		On Going				
12	Development of Evaluation System Courses Based					
		n/a				
13	Development of Evaluation System Students Based					
		n/a				
14	Quarterly Reports					
	Q1: July - September	9/17/2019				
	Q2: October - December	1/16/2020				
	Q3: January - March					
	Q4: April - June					
15	End of Year Report					
		1/31/2020				

Notes

Lines blacked out due to this being based on 6 month initial time frame
Adjusted delivery date is based on contractors ability to deliver and agreement with the department

APPENDIX O

DCYF Core Academy

(Updated 7/14/2017)

Enroll	CPSP	JPP	SYSC	Training Title	Duration
			✓	Tier 1 Assessment Management and Defensive Tactics	1 day
				Tier 1 Assessment in Juvenile Probation & Parole (SAVRY)	2 hours
				Tier 1 Assessment in Solution Based Child Protection	3 days
				Tier 1 Basic Bridges for CPS	1 day
				Tier 1 Basic Bridges for JPP	half day
				Tier 1 Better Together with Birth Parents (To enroll, call Gerald Pilarski at 271-0532. Attendance is by invite only. Limit of 10 staff per session.)	2 days
				Tier 1 Case Planning in Solution Based Child Protection	3 days
				Tier 1 Community Based Supervision	2 hours
			✓	Tier 1 Courtstream	half day
			✓	Tier 1 CPR/AED/First Aid	1 day
				Tier 1 Engaging Families in Solution Based Child Protection and Juvenile Probation & Parole	2 days
				Tier 1 Introduction to Predispositions	half day
				Tier 1 Investigations in Solution Based Child Protection	3 days
			✓	Tier 1 Ombudsman Program	1 hour
			✓	Tier 1 Proper Use of Handcuffs	half day
				Tier 1 Report Writing for CPS	1 day
				Tier 1 Report Writing for JPP	1 day
			✓	Tier 1 Report Writing for SYSC	1 day
			✓	Tier 1 Restorative Practices	half day
			✓	Safe Driver Program (This training is offered by DHHS OOTS either in the classroom or online.)	half day
			✓	Tier 1 Searches	2.5 hours
			✓	Tier 1 Sexual Harassment and Assault Awareness	2 hours
				Tier 1 Staying Safe During Home and Office Visits	1 day
			✓	Tier 1 SYSC Fire Safety	1 hour
			✓	Tier 1 SYSC Guide to Behavioral Learning, Expectations, and Related Practices	half day
			✓	Tier 1 SYSC Programming	2 hours
			✓	Tier 1 SYSC Safety and Security	4 hours
			✓	Tier 1 Therapeutic Crisis Intervention (TCI)	3 days
			✓	Tier 1 Youth Suicide Prevention	1 day
Tier 2 (First 9 months of employment)					
Enroll	CPSP	JPP	SYSC	Training Title	Duration
				Tier 2 A Trauma Informed Approach to Assessing the Mental Health Needs of Families	1.5 days
			✓	Tier 2 Adolescent Development	1 day
			✓	Tier 2 Adolescent Mental Health	2 hours
				Tier 2 Adolescent Toolbox	1 day
			✓	Tier 2 Art of Mentoring (It is strongly encouraged that mentees attend this training with their mentors.)	half day
			✓	Tier 2 Blood Borne Pathogens/Psychotropic Drugs/Med Pass	half day
				Tier 2 Central Registry	half day
			✓	Tier 2 Cognitive Self Change	1.5 hours
				Communicable and Infectious Diseases (Register online at etp.prairie.edu/schedule/cat for this Education & Training Partnership webinar.)	12 hours
			✓	Tier 2 Core Capstone for Graduates (This training is held the day of Core Graduation. You are enrolled when you are invited to graduate.)	2 hours
				Tier 2 Cultural Competency	1 day
			✓	Tier 2 DCYF Orientation: Our Practice Model	1 day
				Tier 2 Effects of Abuse and Neglect	2 days
			✓	Tier 2 Foundations of NH Child Protection and Juvenile Justice	1 day
			✓	Tier 2 Gang Knowledge	half day
				Tier 2 ICI (Interstate Compact on Juveniles)	2 hours
				Tier 2 ICPC (Interstate Compact on the Placement of Children)	half day
				Tier 2 Impact of Domestic Violence	1 day
				Initial Training on Addiction & Recovery (To enroll, email AODTrainingCoord.natore@dhhs.nh.gov or call Shannon Quinn at 271-5889. This training is offered by the NH Bureau of Drug and Alcohol Services.)	1 day
				Tier 2 Jail Compliance	1 hour
				Tier 2 JDAI (Juvenile Detention Alternative Initiative)	1 hour
				Tier 2 Legal Aspects of Family-Centered Child Protection	2 days
				Tier 2 Legal Aspects of Juvenile Probation & Parole (includes motions/violations)	2 days
				Tier 2 OC Spray	2 hours
			✓	Tier 2 Procedures for Parole	2 hours
				Tier 2 Revenue Enhancement (includes RMS (Random Moment Sample))	1 day
			✓	Tier 2 Select Populations	2 hours
				Tier 2 Separation, Placement and Reunification in Solution Based Child Protection	2 days
				Tier 2 Special Education in Child Protection and Juvenile Probation & Parole	1 day
			✓	Tier 2 Substance Abuse in Juvenile Justice	1 day
				Tier 2 Working with Families Coping with Mental Health Issues	1 day

Enrollment Key:

- Enroll via the Bridges training module (On the Workshop Search screen, select "DCYF" in the "Department" field before searching)
- Enroll by contacting the individual or agency specified after the training title
- ✓ SYSC Staff, please enroll in trainings by contacting Eric Skillings (Eric.Skillings@dhhs.nh.gov) or call 625 5471, ext. 372.