



State of New Hampshire

DEPARTMENT OF HEALTH AND HUMAN SERVICES
129 PLEASANT STREET, CONCORD, NH 03301-3857
603-271-9200 FAX: 603-271-4912 TDD ACCESS: RELAY NH 1-800-735-2964

*replacement letter
7A submitted at meeting*

JEFFREY A. MEYERS
COMMISSIONER

March 8, 2016

Her Excellency, Governor Margaret Wood Hassan
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Health and Human Services to enter into a **sole source** agreement with the Center for the Support of Families, Inc. (Vendor #TBD) of 1107 Spring Street, Suite 2C, Silver Spring, Maryland, to conduct an independent quality assurance review of the Division for Children, Youth and Families, in an amount not to exceed \$223,360.00, effective upon Governor and Executive Council approval through December 31, 2016. 56.21% Federal Funds, 43.79% General Funds.

Funds to support this request are available in the following account for State Fiscal Year 2016, with authority to adjust encumbrances between State Fiscal Years through the Budget Office, if needed and justified without further approval from the Governor and Executive Council:

05-095-045-DFA450010-61250000 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT OF HHS; TRANSITIONAL ASSISTANCE, DIV OF FAMILY ASSISTANCE, DIRECTOR'S OFFICE

Fiscal Year	Class/Account	Class/Title	Amount
2016	103-500731	Contracts for Operations Services	\$223,360
		Total:	\$223,360

EXPLANATION

This Request is submitted as a **sole source** agreement due to the urgent need for an independent quality assurance review of the Division for Children, Youth and Families (DCYF). This agreement, if approved, will be part of the State's effort to thoroughly examine the Division for Children, Youth and Families policies and practices related to child protection. Through collaboration with the Governor's Office and the Attorney General, an expedited nationwide search of highly qualified and specialized consultants in the field of child protection were researched as potential contractors to conduct the review. After consideration of three informally proposed approaches to conduct the review, the Center for the Support of Families was selected.

The independent review follows the Division's own review of its assessment practices and outcomes for reported child abuse and neglect. The Division worked with the Child Welfare Capacity Building Collaborative Center for States, within the US Department of Health and Human Services, and with local law enforcement and child serving organizations to identify improvements to practice. Deeper analysis is now needed by an independent reviewer, with significant expertise in evaluating child protection systems, to ensure the State is well-positioned to design system improvements that will best serve and protect New Hampshire's children.

The services to be provided by the Contractor include examining and analyzing DCYF's practices and capacity to protect the health, safety and the life of children who are under its care. The review will utilize a problem-solving approach that uses data and qualitative information to define problems and to identify the most promising solutions. The review is designed to answer three key research questions:

- Are children and their household family members who come to the attention of DCYF through reports of maltreatment receiving a response that ensures the children in the household are safe from immediate threats to their health, safety and future risk of harm?
- Are children and their household family members who are in open DCYF cases and receiving services, being served in ways that ensure the children are protected from immediate threats to their health, safety and future risk of harm?
- Do systemic factors and DCYF's organizational capacity support the achievement of positive safety and risk outcomes for children?

As part of its review design, the Contractor will review one hundred randomly selected cases, including: cases of screened-out reports of maltreatment at intake; reports of maltreatment of children in which the reports were screened in, investigated and the maltreatment was confirmed/not confirmed; and cases involving children/families who were open for services during a specified period of time. The selection may include both children being served in their own homes and children in foster care placement.

The review design also looks at systemic factors. The Contractor will examine prior efforts to make improvements and how those improvements have been implemented. The Contractor will conduct structured interviews and focus groups with a variety of participants, including Department staff and stakeholders, as part of its information gathering process. Additionally, DCYF policies and protocols will be examined.

Upon conclusion of the review, the Center for the Support of Families will provide a consolidated report of its findings and will be available for an in-person presentation upon the Department's request. The final report is due 30-60 days after the review is completed.

The agreement, if approved, will deliver the Center's nationally-recognized subject matter experts to resource this independent review. Since 1991, the Center has performed reviews and assessments, collaborating with government and private agencies, to improve services and outcomes for child and families through program development, improvement and redesign. The agreement contains an all-cost inclusive fixed fee deliverables schedule to ensure the review is conducted and completed on schedule.

Should the Governor and Executive Council not authorize this agreement, the Department's review of the Division for Children, Youth and Families may not yield the breadth of information or contain the requisite data and qualitative analysis to appropriately support and inform redesign of New Hampshire's child protection system, the goal of which is to improve outcomes for children and families served by the Division.

Her Excellency, Governor Margaret Wood Hassan
and the Honorable Council
Page 3
March 8, 2016

Area served: Statewide.

Source of Funds for this contract: 13.6% Federal Funds from the Department of Health and Human Services, Centers for Medicare and Medicaid Services, Medical Assistance Program, Title IX, Medicaid, Catalog of Federal Domestic Assistance #93.778; 26.71% Federal Funds from the Department of Health and Human Services, Administration for Children and Families, Title IV-E, Foster Care, Catalog of Federal Domestic Assistance #93.658; 15.9% Federal Funds from the Department of Health and Human Services, Administration for Children and Families, Temporary Assistance for Needy Families, Catalog of Federal Domestic Assistance #93.558; and 43.79% General Funds.

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

Respectfully submitted,



Jeffrey A. Meyers
Commissioner

Subject: Quality Assurance Review of DCYF SS-2016-03-QUALI

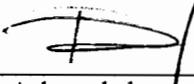
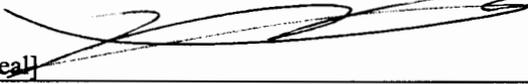
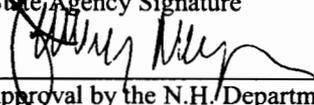
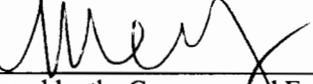
Notice: This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

AGREEMENT

The State of New Hampshire and the Contractor hereby mutually agree as follows:

GENERAL PROVISIONS

1. IDENTIFICATION.

1.1 State Agency Name Department of Health and Human Services		1.2 State Agency Address 129 Pleasant Street Concord, NH 03301-3857	
1.3 Contractor Name Center for the Support of Families, Inc.		1.4 Contractor Address 1107 Spring St., Suite 2C Silver Spring, MD 20910	
1.5 Contractor Phone Number 301-387-9622	1.6 Account Number 045-6125-103	1.7 Completion Date December 31, 2016	1.8 Price Limitation \$223,360.00
1.9 Contracting Officer for State Agency Eric Borrin, Director		1.10 State Agency Telephone Number 603-271-9558	
1.11 Contractor Signature 		1.12 Name and Title of Contractor Signatory T. VERNON DREW JR / President	
1.13 Acknowledgement: State of <u>Maryland</u> , County of <u>Montgomery</u> On <u>03/01/2016</u> , before the undersigned officer, personally appeared the person identified in block 1.12, or satisfactorily proven to be the person whose name is signed in block 1.11, and acknowledged that he/she executed this document in the capacity indicated in block 1.12.			
1.13.1 Signature of Notary Public or Justice of the Peace  [Seal]			
1.13.2 Name and Title of Notary or Justice of the Peace Lance S. Melton			
1.14 State Agency Signature  Date: <u>3/2/16</u>		1.15 Name and Title of State Agency Signatory Commissioner, Jeffrey A. Meyers	
1.16 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: _____ Director, On: _____			
1.17 Approval by the Attorney General (Form, Substance and Execution) (if applicable) By:  On: <u>Megan A. Yon - Attorney</u> <u>3/3/16</u>			
1.18 Approval by the Governor and Executive Council (if applicable) By: _____ On: _____			

2. EMPLOYMENT OF CONTRACTOR/SERVICES TO BE PERFORMED. The State of New Hampshire, acting through the agency identified in block 1.1 ("State"), engages contractor identified in block 1.3 ("Contractor") to perform, and the Contractor shall perform, the work or sale of goods, or both, identified and more particularly described in the attached EXHIBIT A which is incorporated herein by reference ("Services").

3. EFFECTIVE DATE/COMPLETION OF SERVICES.
3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, if applicable, this Agreement, and all obligations of the parties hereunder, shall become effective on the date the Governor and Executive Council approve this Agreement as indicated in block 1.18, unless no such approval is required, in which case the Agreement shall become effective on the date the Agreement is signed by the State Agency as shown in block 1.14 ("Effective Date").

3.2 If the Contractor commences the Services prior to the Effective Date, all Services performed by the Contractor prior to the Effective Date shall be performed at the sole risk of the Contractor, and in the event that this Agreement does not become effective, the State shall have no liability to the Contractor, including without limitation, any obligation to pay the Contractor for any costs incurred or Services performed. Contractor must complete all Services by the Completion Date specified in block 1.7.

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 hereunder, are contingent upon the availability and continued appropriation of funds, and in no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate this Agreement immediately upon giving the Contractor notice of such termination. The State shall not be required to transfer funds from any other account to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

5. CONTRACT PRICE/PRICE LIMITATION/PAYMENT.
5.1 The contract price, method of payment, and terms of payment are identified and more particularly described in EXHIBIT B which is incorporated herein by reference.
5.2 The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance hereof, and shall be the only and the complete compensation to the Contractor for the Services. The State shall have no liability to the Contractor other than the contract price.

5.3 The State reserves the right to offset from any amounts otherwise payable to the Contractor under this Agreement those liquidated amounts required or permitted by N.H. RSA 80:7 through RSA 80:7-c or any other provision of law.
5.4 Notwithstanding any provision in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made hereunder, exceed the Price Limitation set forth in block 1.8.

6. COMPLIANCE BY CONTRACTOR WITH LAWS AND REGULATIONS/ EQUAL EMPLOYMENT OPPORTUNITY.
6.1 In connection with the performance of the Services, the Contractor shall comply with all statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal opportunity laws. This may include the requirement to utilize auxiliary aids and services to ensure that persons with communication disabilities, including vision, hearing and speech, can communicate with, receive information from, and convey information to the Contractor. In addition, the Contractor shall comply with all applicable copyright laws.
6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of race, color, religion, creed, age, sex, handicap, sexual orientation, or national origin and will take affirmative action to prevent such discrimination.
6.3 If this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all the provisions of Executive Order No. 11246 ("Equal Employment Opportunity"), as supplemented by the regulations of the United States Department of Labor (41 C.F.R. Part 60), and with any rules, regulations and guidelines as the State of New Hampshire or the United States issue to implement these regulations. The Contractor further agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with all rules, regulations and orders, and the covenants, terms and conditions of this Agreement.

7. PERSONNEL.
7.1 The Contractor shall at its own expense provide all personnel necessary to perform the Services. The Contractor warrants that all personnel engaged in the Services shall be qualified to perform the Services, and shall be properly licensed and otherwise authorized to do so under all applicable laws.
7.2 Unless otherwise authorized in writing, during the term of this Agreement, and for a period of six (6) months after the Completion Date in block 1.7, the Contractor shall not hire, and shall not permit any subcontractor or other person, firm or corporation with whom it is engaged in a combined effort to perform the Services to hire, any person who is a State employee or official, who is materially involved in the procurement, administration or performance of this

Agreement. This provision shall survive termination of this Agreement.

7.3 The Contracting Officer specified in block 1.9, or his or her successor, shall be the State's representative. In the event of any dispute concerning the interpretation of this Agreement, the Contracting Officer's decision shall be final for the State.

8. EVENT OF DEFAULT/REMEDIES.

8.1 Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder ("Event of Default"):

8.1.1 failure to perform the Services satisfactorily or on schedule;

8.1.2 failure to submit any report required hereunder; and/or

8.1.3 failure to perform any other covenant, term or condition of this Agreement.

8.2 Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:

8.2.1 give the Contractor a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) days from the date of the notice; and if the Event of Default is not timely remedied, terminate this Agreement, effective two (2) days after giving the Contractor notice of termination;

8.2.2 give the Contractor a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the contract price which would otherwise accrue to the Contractor during the period from the date of such notice until such time as the State determines that the Contractor has cured the Event of Default shall never be paid to the Contractor;

8.2.3 set off against any other obligations the State may owe to the Contractor any damages the State suffers by reason of any Event of Default; and/or

8.2.4 treat the Agreement as breached and pursue any of its remedies at law or in equity, or both.

9. DATA/ACCESS/CONFIDENTIALITY/PRESERVATION.

9.1 As used in this Agreement, the word "data" shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, papers, and documents, all whether finished or unfinished.

9.2 All data and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason.

9.3 Confidentiality of data shall be governed by N.H. RSA chapter 91-A or other existing law. Disclosure of data requires prior written approval of the State.

10. TERMINATION. In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall deliver to the Contracting Officer, not later than fifteen (15) days after the date of termination, a report ("Termination Report") describing in detail all Services performed, and the contract price earned, to and including the date of termination. The form, subject matter, content, and number of copies of the Termination Report shall be identical to those of any Final Report described in the attached EXHIBIT A.

11. CONTRACTOR'S RELATION TO THE STATE. In the performance of this Agreement the Contractor is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither the Contractor nor any of its officers, employees, agents or members shall have authority to bind the State or receive any benefits, workers' compensation or other emoluments provided by the State to its employees.

12. ASSIGNMENT/DELEGATION/SUBCONTRACTS. The Contractor shall not assign, or otherwise transfer any interest in this Agreement without the prior written notice and consent of the State. None of the Services shall be subcontracted by the Contractor without the prior written notice and consent of the State.

13. INDEMNIFICATION. The Contractor shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based or resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Contractor. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

14. INSURANCE.

14.1 The Contractor shall, at its sole expense, obtain and maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 comprehensive general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than \$1,000,000 per occurrence and \$2,000,000 aggregate ; and

14.1.2 special cause of loss coverage form covering all property subject to subparagraph 9.2 herein, in an amount not less than 80% of the whole replacement value of the property.

14.2 The policies described in subparagraph 14.1 herein shall be on policy forms and endorsements approved for use in the State of New Hampshire by the N.H. Department of Insurance, and issued by insurers licensed in the State of New Hampshire.

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or his or her successor, a certificate(s) of insurance for all insurance required under this Agreement. Contractor shall also furnish to the Contracting Officer identified in block 1.9, or his or her successor, certificate(s) of insurance for all renewal(s) of insurance required under this Agreement no later than thirty (30) days prior to the expiration date of each of the insurance policies. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference. Each certificate(s) of insurance shall contain a clause requiring the insurer to provide the Contracting Officer identified in block 1.9, or his or her successor, no less than thirty (30) days prior written notice of cancellation or modification of the policy.

15. WORKERS' COMPENSATION.

15.1 By signing this agreement, the Contractor agrees, certifies and warrants that the Contractor is in compliance with or exempt from, the requirements of N.H. RSA chapter 281-A (*"Workers' Compensation"*).

15.2 To the extent the Contractor is subject to the requirements of N.H. RSA chapter 281-A, Contractor shall maintain, and require any subcontractor or assignee to secure and maintain, payment of Workers' Compensation in connection with activities which the person proposes to undertake pursuant to this Agreement. Contractor shall furnish the Contracting Officer identified in block 1.9, or his or her successor, proof of Workers' Compensation in the manner described in N.H. RSA chapter 281-A and any applicable renewal(s) thereof, which shall be attached and are incorporated herein by reference. The State shall not be responsible for payment of any Workers' Compensation premiums or for any other claim or benefit for Contractor, or any subcontractor or employee of Contractor, which might arise under applicable State of New Hampshire Workers' Compensation laws in connection with the performance of the Services under this Agreement.

16. WAIVER OF BREACH. No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event of Default, or any subsequent Event of Default. No express failure to enforce any Event of Default shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other Event of Default on the part of the Contractor.

17. NOTICE. Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses given in blocks 1.2 and 1.4, herein.

18. AMENDMENT. This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire unless no

such approval is required under the circumstances pursuant to State law, rule or policy.

19. CONSTRUCTION OF AGREEMENT AND TERMS.

This Agreement shall be construed in accordance with the laws of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assigns. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party.

20. THIRD PARTIES. The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.

21. HEADINGS. The headings throughout the Agreement are for reference purposes only, and the words contained therein shall in no way be held to explain, modify, amplify or aid in the interpretation, construction or meaning of the provisions of this Agreement.

22. SPECIAL PROVISIONS. Additional provisions set forth in the attached EXHIBIT C are incorporated herein by reference.

23. SEVERABILITY. In the event any of the provisions of this Agreement are held by a court of competent jurisdiction to be contrary to any state or federal law, the remaining provisions of this Agreement will remain in full force and effect.

24. ENTIRE AGREEMENT. This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire Agreement and understanding between the parties, and supersedes all prior Agreements and understandings relating hereto.



Scope of Services

1. Provisions Applicable to All Services

- 1.1. The Contractor will 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.

2. Scope of Services

2.1. Purpose and Research Approach

- 2.1.1. The Contractor shall conduct a quality assurance review of the Division of Children, Youth and Family Services (DCYF) to better understand the practices and capacity of the Division to protect the health, safety, and life of children who are under its care and/or responsibility.

The review shall focus on safety and child protection when children come to the attention of DCYF, and during the time that they remain under the care and responsibility of DCYF. This shall include using the data collected to understand practice and performance and to make recommendations based on that understanding.

- 2.1.2. In conducting its review, the Contractor shall utilize a clear problem-solving approach that uses data and qualitative information to define problems to be addressed and to identify the most promising solutions to the problems. This shall include a significant focus on the principles of implementation research, including not only what is being implemented but how it is being implemented to ensure the best chances of success in improving outcomes.

- 2.1.3. The Contractor will address the review areas specified in subsection 2.1.1. through three specific research questions, and related sub-questions. Two research questions shall pertain to practice, and the third shall pertain to systemic/capacity issues. The three research questions shall be:

- Are children and their household family members who come to the attention of DCYF through reports of maltreatment receiving a response that ensures the children in the household are safe from immediate threats to their health, safety, and future risk of harm?
- Are children and their household family members who are in open DCYF cases and receiving services, being served in ways that ensure the children are protected from immediate threats to their health, safety, and future risk of harm?
- Do systemic factors and DCYF's organizational capacity support the achievement of positive safety and risk outcomes for children?



- 2.1.3.1. The Contractor shall utilize the following sources of information to answer the questions specified in subsection 2.1.3:
- a. Case review of a randomly-selected sample of children and families served by DCYF;
 - b. Analysis of administrative data reports (to be provided by DCYF) according to selected safety-related criteria;
 - c. Review of DCYF standards, policies, and protocols related to safety and risk of children;
 - d. Interviews and focus groups;
 - e. Review of literature; and
 - f. Electronic Survey.

2.2. Case Review

- 2.2.1. The Contractor shall conduct a review of 100 randomly-selected DCYF cases with regard to child health, safety, and risk of harm that is focused on the practices identified to be relevant to this area of child welfare. The Contractor shall stratify the sample to include cases of screened-out reports of maltreatment at intake; reports of maltreatment of children in which the reports were screened in, investigated, and the maltreatment was confirmed/not confirmed; and cases involving children/families who were open for services during a specified period of time in order to review for ongoing safety/risk assessment by DCYF. The sample may include both children being served in their own homes and children in foster care placement.
- 2.2.1.1. DCYF shall select the universe of cases to be reviewed, factoring in any identified specific criteria or stratification on the population to be reviewed, and will provide that information to the Contractor. The Contractor shall accordingly pull the random samples.
- 2.2.1.2. The Contractor shall establish a uniform timeframe for reviewing casework activities, i.e., the period under review (PUR), such as the most recent 12-month period for which case files could be expected to be current with relevant information. The Contractor shall ensure that the review includes a mixture of cases that were open and receiving services at the onset of the PUR and remained open for a specified minimum timeframe during the PUR, as well as cases that were newly opened during the PUR.
- 2.2.2. The case reviews shall be framed and designed based on the requirements specified in subsections 2.3. Practice and Outcomes Review and 2.4. Systemic Factors Review.
- 2.2.3. The Contractor shall develop the case review instrument to be used for the case review, and shall test and refine the instrument before using it in the review.
- 2.2.4. The Contractor shall conduct inter-rater reliability reviews of a designated number of cases reviewed by each reviewer used by the Contractor in the review process.



Exhibit A

- 2.2.5. The Contractor shall ensure that all cases reviewed undergo a quality assurance review and that corrections identified by the quality assurance reviewer are made before the case review is finalized and included in the analysis.
- 2.2.6. Prior to commencing the case review, the Contractor shall develop a schedule for completing the case reviews in collaboration with DCYF. This schedule shall be subject to DCYF approval.

2.3. Practice and Outcomes Review

- 2.3.1. To assist the State in determining whether DCYF acted appropriately to protect the health, safety and life of children involved in DCYF cases, the Contractor shall review DCYF practice and outcomes through inquiry into the following areas:
 - Were DCYF's current policies, standards, and procedures appropriately followed?
 - Does DCYF have the appropriate relationship with law enforcement, the medical community, and schools?
 - Were DCYF's policies, standards, and procedures adequate for addressing these cases?
- 2.3.2. The Contractor shall frame its review of DCYF practice and outcomes through the two research questions and sub-questions identified in Table 1. For each of the sub-questions, the Contractor shall compile questions to be answered on individual cases during the case review and through the Contractor's analysis of aggregate data on DCYF's performance in working with children and families. The questions will allow the Contractor to explore the casework and investigative practices within DCYF that are directly related to children's health, safety and risk of harm, and to understand how those practices comport with accepted child welfare standards and DCYF policies.

Table 1	
Research Question 1:	Are children and their household family members, who come to the attention of DCYF through reports of maltreatment, receiving a response that ensures the children in the household are safe from immediate threats to their health, safety and future risk of harm? (Sources of information: case review; data analysis; review of policies, standards and protocols.)
Sub-Questions:	<ul style="list-style-type: none"> • Were the reports screened in/out for investigation/assessment appropriately and in accordance with DCYF policy? • Are investigations initiated and completed in a time frame that is in accordance with policy and the type and priority of allegation? • Is safety appropriately assessed and safety threats identified during initial contacts with the family?



Exhibit A

	<ul style="list-style-type: none"> • Is risk of future harm appropriately assessed and identified? • Is there evidence of supervisory oversight of casework processes at this point in the process?
<p>Research Question 2:</p>	<p>Are children and their household family members, who are in open DCYF cases and receiving services, being served in ways that ensure the children are protected from immediate threats to their health, safety and future risk of harm? (Sources of information: case review; data analysis; review of policies, standards and protocols.)</p>
<p>Sub-Questions:</p>	<ul style="list-style-type: none"> • Is there an assessment in place (beyond the investigation) that addresses parental protective factors and risk factors for the child(ren)? If so, is it in accordance with agency policy? • Are all relevant family members engaged in decision making/service plan development? • Is there an identifiable strategy in place to ensure that safety threats and risk factors are being addressed on an ongoing basis and routinely monitored? • Is information regarding protective and risk factors incorporated into the service plan? • Are services provided to support parental protective capacity and address risk factors? • Are services monitored and adjusted as needed based on progress/lack of progress or changes in the family's situation? • Is the child's well-being (including health and education) addressed through assessment, case planning and service delivery? • Are processes in place to assess safety, risk, child well-being and protective capacity prior to closing the case, if applicable? • Is there evidence of supervisory oversight of these processes?



2.4. Systemic Factors Review

2.4.1. The Contractor shall conduct an assessment of the systemic factors related to DCYF's capacity to protect the health and safety of children. As part of this assessment, the Contractor shall include an examination of prior efforts to make improvements and how those improvements have been implemented. Information gathered from the case reviews, described in subsections 2.2 and 2.3, will inform the systemic factors review in addition to the information-gathering processes, identified in Table 2, that the Contractor shall complete, and the research question and sub-questions, identified in Table 3, that the Contractor shall compile information on to answer.

Table 2	
1.	Review DCYF standards, policies, and protocols to ensure they are adequate to protect the health, safety, and life of children, and make any necessary recommendations for improvement.
2.	Review intake policies, protocols, and standards, and make any recommendations for improvements. <ul style="list-style-type: none"> • Is risk to children appropriately assessed in the intake process? • Is DCYF following up on reports in a timely basis? • Is intake staff appropriately trained and staffed? • Should there be a 24-hour/7-day a week intake/response capability?
3.	Review access to resources. <ul style="list-style-type: none"> • How can DCYF learn about ongoing and prior cases in border states about both the children and alleged abusers? • Do DCYF workers have online access to statewide records about children and alleged abusers? • Do DCYF workers have access to data in the field? • Do DCYF workers have appropriate access to qualified supervisors?
4.	Review assessment and investigation procedures, and make any recommendations for improvement. <ul style="list-style-type: none"> • Are DCYF workers appropriately trained in injury assessments? • Are DCYF workers appropriately trained in conducting a thorough investigation? • Should DCYF separate investigative functions from ongoing protective services work? • What is the DCYF injury evaluation procedure, and can it be improved? • What is a DCYF worker average caseload and how does it impact ability to investigate and conduct follow up on cases? • Are DCYF worker investigations regularly reviewed and evaluated by qualified supervisors?
5.	Review DCYF legal unit and procedures, and make any necessary recommendations for improvement. <ul style="list-style-type: none"> • Are DCYF lawyers properly trained to take emergency legal steps to protect children? • Are DCYF lawyers properly trained in court processes, including appeals? • Are DCYF lawyers properly trained in rules of evidence to establish



Exhibit A

burden of proof and know what prior investigations/findings can be considered by Court? <ul style="list-style-type: none"> Do DCYF lawyers have adequate access to legal resources and attorney supervisors? Are the lawyers viewed as effective advocates by the judges?
6. Review DCYF interactions and relationships with law enforcement, Child Advocacy Centers, CASA, and the medical community, and make any recommendations necessary for improvement.
7. Review State laws pertaining to child abuse and neglect and make any necessary recommendations to improve agency's ability to protect health, safety and lives of children. <ul style="list-style-type: none"> Retention of records. Law enforcement access to records.

Table 3	
Research Question 3:	Do systemic factors and DCYF's organizational capacity support the achievement of positive safety and risk outcomes for children?
Sub-Questions:	<ul style="list-style-type: none"> Are DCYF's standards, policies, and protocols, and New Hampshire statutes adequate to protect the health, safety and life of children in the care and responsibility of DCYF? (Sources of information: review of policies, standards, and protocols; literature review.) Is DCYF staff and attorney training adequate to carry out essential functions related to the health, safety, and life of children in the care and responsibility of DCYF? (Sources of information: electronic survey; interviews and focus groups; review of policies, standards, and protocols.) Are identified DCYF resources adequate to support child protection work by staff in the field and the agency's attorneys? (Sources of information: electronic survey; interviews and focus groups; review of policies, standards, and protocols; literature review.) Are interagency relationships and interactions adequate and functional to ensure the health and safety of children in DCYF's care and responsibility? (Sources of information: electronic survey; interviews and focus groups; review of policies, standards, and protocols, e.g., memoranda of understanding.)



2.5. Data Analysis

- 2.5.1. The Contractor shall provide an analysis of selected safety-related statewide administrative data upon receipt of such data from DCYF. The data for this purpose shall include administrative data reports provided by DCYF; the specific data that will be needed will be identified in collaboration with DCYF.
- 2.5.2. The Contractor shall request such data in the first month of the project and analyze the data, upon receipt, for purposes of identifying trends and possible relationships among areas of performance and outcomes.
- 2.5.3. The primary purpose of using data analysis shall be for the Contractor to assess the status of outcomes and performance indicators at the aggregate level.
- 2.5.4. The Contractor shall conduct a survey of relevant DCYF staff to review information not available from other sources.
- 2.5.5. The Contractor shall survey relevant stakeholders in order to review for perceptions from collaterals such as the courts, service providers, and so forth. The Contractor shall develop an appropriate survey tool, subject to DCYF approval, and conduct the survey accordingly.
- 2.5.6. The Contractor shall conduct structured interviews and focus groups with a variety of participants, including staff and stakeholders, in order to gather qualitative information to help in explaining trends, results of data reports, and the survey.
 - 2.5.6.1. In collaboration with DCYF, the Contractor shall:
 - a. Develop the instruments/interview guides to be used in the interviews and focus groups; and
 - b. Determine the types of agency and community representatives that should be included in this part of the assessment.
 - 2.5.6.2. The Contractor shall interview individually those representatives whose input will be important to the Contractor's understanding of the safety and risk-related functions/effectiveness of the DCYF staff and attorneys in New Hampshire.
- 2.5.7. To the extent needed, the Contractor shall conduct a review of relevant professional literature in order to understand how certain standards, policies, and protocols within DCYF comport with national standards and/or recommendations where such standards/recommendations exist. This may include comparing DCYF's performance on selected data indicators with federal standards in the current round (Round Three) of the CFSR, and comparing DCYF's caseload numbers/standards with recommended standards of the Child Welfare League of America and/or the Council on Accreditation.
- 2.5.8. The Contractor shall utilize data analysis software to enter data from the completed case review instruments for analysis of the findings.



3. Staffing

- 3.1. The Contractor shall providing staffing to complete the services specified in Section 2. Scope of Services. The Contractor shall ensure that all resources provided are appropriately qualified and experienced to perform such services. At minimum, the Contractor shall ensure that:
 - 3.1.1. The Contractor provides experienced reviewers, such as individuals that were reviewers in previous federal CFSR reviews, and in sufficient quantify;
 - 3.1.2. The Contractor provides training to the reviewers on completion of the instrument and review process;
 - 3.1.3. A Case Review Manager is provided to coordinate the review activities, provide guidance to the child welfare case reviewers, and perform quality assurance reviews of all completed review instruments; and
 - 3.1.4. A Project Director is provided who shall manage the project, oversee the completion of all required activities, and approve the work products produced by the Contractor's staff and consultants.
- 3.2. DCYF shall provide office space and computers in DCYF's Manchester office location, or other mutually agreeable site, for the reviewers and Case Review Manager, and will provide access to the electronic (or hard file, as available) case records onsite. Additionally, DCYF shall provide the Contractor with an orientation to the DCYF case information system and electronic files.
- 3.3. DCYF shall assign a staff member to serve as the DCYF Project Officer for this contract. The DCYF Project Officer shall discuss methodology, findings, and progress, as needed, during the weeks in which case reviews are being conducted onsite. In the interim periods, the Contractor shall coordinate all review activities with the DCYF Project Officer in regard to determining dates of review activities, identifying the sample of cases, and so forth. The Contractor shall also arrange to meet with and/or otherwise discuss, explain, and present the case review findings in collaboration with the DCYF Project Officer.
- 3.4. The DCYF Project Officer and the Contractor's Project Director shall collaborate to ensure that: appropriate messaging to DCYF staff and stakeholders regarding the project is developed and distributed; monthly progress meetings are held and support fulfillment of the contract requirements on a timely basis; the provision of appropriate space to conduct interviews and focus groups in are secured by DCYF; other administrative oversight functions that may be needed are addressed.

4. Reporting

- 4.1. Upon conclusion of the review and analysis, the Contractor shall provide one consolidated report of its findings, along with an Excel file for DCYF's further analysis. The final report shall be framed within a problem-solving context. The Contractor shall shape its recommendations within the context of implementation science, based on its prior experience, such as how to approach implementing recommended improvement strategies in ways that are supported by the research.
 - 4.1.1. The report shall be submitted to DCYF within 30-60 days of completing the review.



Exhibit A

4.2. Upon DCYF request, the Contractor shall provide an in-person presentation/discussion of its findings, to the audience specified by DCYF, at a DCYF specified location in New Hampshire.

5. Project Timeline

5.1. The Contractor shall fulfill its contractual requirements based on the timeline specified in Table 4. Modifications of this timeline shall be subject to DCYF approval.

Table 4	
Month One	
<ul style="list-style-type: none"> • Hold an orientation/planning meeting with DCYF in order to finalize the timeframe of activities and specific contract/review activities. • Develop case review instrument in collaboration with DCYF. • Develop interview guides for individual interviews and focus groups. • Develop list of documents needed for the review and request documents. • Request universe of cases from which the Contractor will select the random sample of cases to be reviewed. • Collaborate with DCYF to determine the composition of focus groups/individual interviews to be conducted. • Begin development of electronic survey. • Identify case reviewers and schedule training. • Request administrative data reports from DCYF. 	
Month Two	
<ul style="list-style-type: none"> • Finalize review instrument. • Select random sample of cases to be reviewed. • Schedule individual interviews/focus groups. • Begin review of identified documents. • Conduct test review of case review instrument and modify as needed. • Conduct training of case reviewers. • DCYF orients reviewers to the automated (if applicable) information system. • Receive and begin analysis of administrative data reports. • Meet with designated DCYF staff to update on progress. 	
Month Three	
<ul style="list-style-type: none"> • Conduct first half of case reviews (approximately 50), including quality assurance reviews. • Conduct inter-rater reliability reviews for each case reviewer. • Conduct individual interviews and focus groups. • Conduct review of relevant documents. • Finalize electronic survey(s) – to be informed in part by initial findings in case reviews. • Analyze administrative data reports. • Review identified documents. • Provide interim status report (verbal) to designated DCYF staff on progress to date. 	
Month Four	
<ul style="list-style-type: none"> • Conduct second half of case reviews (approximately 50), including quality assurance reviews. • Conduct individual interviews and focus groups. • Conduct review of relevant documents. • Administer electronic survey. 	



<ul style="list-style-type: none">Analyze aggregate data files.Review identified documents.Meet with designated DCYF staff to update on progress.
Months Five and Six
<ul style="list-style-type: none">Analyze results of case reviews.Analyze results of electronic survey.Analyze results of individual interview and focus groups.Compile results of documents reviews.Compile recommendations where relevant.Meet with designated DCYF staff to update on progress.Begin preparation of final report.
Month Seven
<ul style="list-style-type: none">Provide draft of final report to DCYF prior to finalization.Finalize and transmit report of review.Provide onsite presentation/discussion of report in New Hampshire, as requested.



Method and Conditions Precedent to Payment

1. The State shall pay the Contractor an amount not to exceed the Price Limitation, block 1.8, of the General Provisions (P-37) of this Agreement, in consideration for the Contractor's compliance with the terms and conditions of this Agreement and for the services provided by the Contractor pursuant to Exhibit A, Scope of Services.
2. Contract period: March 9, 2016 through December 31, 2016.
3. The Contractor shall be reimbursed for providing and delivering the services described in Exhibit A, Scope of Services, on a deliverables basis and pursuant to the Deliverable Schedule (Table 1) as follows:

Table 1		
Case Reviews	Timeline*	Amount
• Develop, approve, test/revise case review instrument.	March-May	\$12,800
• Case reviewers conduct case reviews.	June-August	\$80,000
• Review oversight.	June-August	\$32,000
• Project management.	June-August	\$15,360
Systemic Factors Review		
• Develop interview guides, survey instruments, format for focus groups and scheduling.	March-May	\$16,000
• Review of documents, conduct interviews and focus groups, administration of survey(s).	June-August	\$32,000
Analysis & Report		
• Prepare, deliver and present final report (includes analysis of case review findings).	August-September	\$35,200

*Dates may change subject to the parties' mutual agreement.

4. The services described in Exhibit A, Scope of Services, are funded as follows:

(% of Contract)	Amount	Funding Source
13.60%	\$30,376.96	CFDA #93.778, US Department of Health and Human Services, Centers for Medicaid and Medicaid Services, Title XIX, Medicaid, Medicaid Assistance Program
26.71%	\$59,659.46	CFDA #93.658, US Department of Health and Human Services, Administration for Children and Families, Title IV-E, Foster Care
15.90%	\$35,514.24	CFDA #93.558, US Department of Health and Human Services, Administration for Children and Families, Temporary Assistance for Needy Families
43.79%	\$97,809.34	General Funds

5. The Contractor agrees to provide the services described in Exhibit A, Scope of Services, in compliance with the Federal requirements applicable to the funding source stated in paragraph 4.



6. The Contractor shall submit a monthly invoice, in a form satisfactory to the Department, which details the deliverables met in the prior month. The Department shall make payment to the Contractor, within thirty (30) days of receipt of such invoice, for services provided pursuant to this Agreement. The final invoice shall be due to the Department no later than thirty (30) days after the Contract Period's expiration. The invoice shall be sent to:

Mary Calise, Administrator IV
NH Department of Health and Human Services
129 Pleasant Street
Concord, NH 03301
Email: mary_calise@dhhs.state.nh.us

7. Notwithstanding anything to the contrary herein, the Contractor agrees that funding under this Agreement may be withheld, in whole or in part, in the event of noncompliance with any State or Federal law, rule or regulation applicable to the services provided, or if the said services have not been completed in accordance with the terms and conditions of this Agreement.



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;



- 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 (EEO):** The Contractor will provide an Equal Employment Opportunity Plan (EEO) 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.

Contractor Initials PHH
Date 3/1/16



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. Subparagraph 10 of Exhibit C – Special Provisions of this contract is replaced as follows:
 10. **Confidentiality of Records:** The services covered by this Contract are part of the Department’s quality assurance program subject to RSA 126-A:4, IV (b) and are also subject to the confidentiality provisions of RSA 169-C:25,III and RSA 170-G:8-a. These statutes require that all documents and records reviewed, collected, produced or generated by Contractor as a result of the services, including but not limited to the product of interviews, internal or external reviews or investigations, case, assessment or screening records and data, statements, minutes, and other documentation, as well as any final report generated



based on the services are confidential and privileged. All such documentation shall be protected from direct or indirect disclosure, discovery or subpoena. All documents collected, produced or generated as a result of the services, including but not limited to any drafts and the final report, shall be marked by the Contractor as confidential and shall not be disclosed, produced or released by Contractor, except to the Department, its attorneys and the Office of the Governor, without the specific written consent of the Department or a valid order by a court of competent jurisdiction following a decision on appeal. Contractor shall promptly give the Department notice of all requests for any documents related to the services.

This provision shall not limit the Department's ability, in consultation with legal counsel from the Department of Justice, to release information only as is necessary in order to effectuate the goals of the quality assurance review in RSA 126-A:4,IV (a).

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

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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)

CST
1107 Spring St 2-C
Silver Spring MD 20910

DHHS
129 Pleasant St
CONCORD NH 03301-3857

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

Contractor Name:

3/1/16
Date

 D
Name: T. VERNON DREW JR
Title: PRESIDENT



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-I.)
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:

3/1/16
Date

DI
Name: T. VERNON DREW JR
Title: President



**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



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:

3/1/16
Date

[Signature]
Name: T VERNON DREW JR
Title: President



**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

Contractor Initials D

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



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:

3/1/16
Date

RD
Name: TVERNON DREW JR
Title: President

Exhibit G

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

Contractor Initials RD

Date 3/1/16



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:

3/1/16
Date

TD
Name: T VERDON DREW JR
Title: President



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

- l. “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 (I). 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.

The State

Center for the Support of Families Inc.
Name of the Contractor

[Signature]
Signature of Authorized Representative

[Signature]
Signature of Authorized Representative

Sally Mason
Name of Authorized Representative

T. Vernon Drown Jr
Name of Authorized Representative

Commissioner
Title of Authorized Representative

President
Title of Authorized Representative

3/13/16
Date

3/1/16
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:

3/1/16
Date

[Signature]
Name: T. VERNAN DREW JR.
Title: President



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: 876 474 297
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?

 X 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?

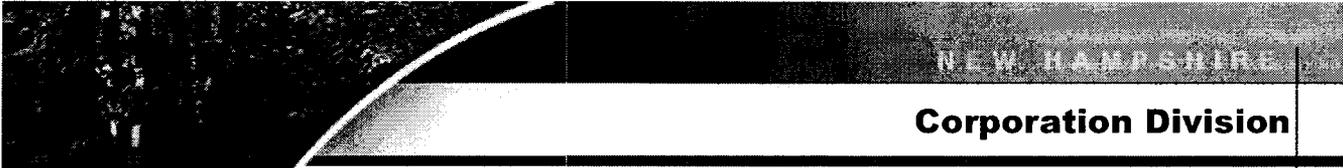
_____ NO _____ YES

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: _____	Amount: _____



NEW HAMPSHIRE
Corporation Division

Search
By Business Name
By Business ID
By Registered Agent
Annual Report
File Online
Guidelines
Name Availability
Name Appeal Process

Date: 3/3/2016 **Filed Documents**
(Annual Report History, View Images, etc.)

For a blank Annual Registration Report, click here.

Business Name History

Name	Name Type
Center for the Support of Families, Inc.	Legal
Center for the Support of Families, Inc.	Home State

Corporation - Foreign - Information

Business ID: 739662
Status: Good Standing
Entity Creation Date: 2/26/2016
State of Business.: MD
Principal Office Address: 1107 Spring Street Suite 2C
Silver Spring MD 20910
Principal Mailing Address: 1107 Spring Street Suite 2C
Silver Spring MD 20910
Last Annual Report Filed Date:
Last Annual Report Filed: 0

Registered Agent

Agent Name: C T Corporation System
Office Address: 9 Capitol Street
Concord NH 03301

Mailing Address:

NEW! File Annual Report Online.

Important Note: The status reflected for each entity on this website only refers to the status of the entity's filing requirements with this office. It does not necessarily reflect the disciplinary status of the entity with any state agency. Requests for disciplinary information should be directed to agencies with licensing or other regulatory authority over the entity.

STATE OF MARYLAND
Department of Assessments and Taxation

I, HEIDI DUDDERAR OF THE STATE DEPARTMENT OF ASSESSMENTS AND TAXATION OF THE STATE OF MARYLAND, DO HEREBY CERTIFY THAT THE DEPARTMENT, BY LAWS OF THE STATE, IS THE CUSTODIAN OF THE RECORDS OF THIS STATE RELATING TO THE FORFEITURE OR SUSPENSION OF CORPORATIONS, OR THE RIGHTS OF CORPORATIONS TO TRANSACT BUSINESS IN THIS STATE, AND THAT I AM THE PROPER OFFICER TO EXECUTE THIS CERTIFICATE.

I FURTHER CERTIFY THAT THE CENTER FOR THE SUPPORT OF FAMILIES, INC., INCORPORATED DECEMBER 03, 1991, IS A CORPORATION DULY INCORPORATED AND EXISTING UNDER AND BY VIRTUE OF THE LAWS OF MARYLAND AND THE CORPORATION HAS FILED ALL ANNUAL REPORTS REQUIRED, HAS NO OUTSTANDING LATE FILING PENALTIES ON THOSE REPORTS, AND HAS A RESIDENT AGENT. THEREFORE, THE CORPORATION IS AT THE TIME OF THIS CERTIFICATE IN GOOD STANDING WITH THIS DEPARTMENT AND DULY AUTHORIZED TO EXERCISE ALL THE POWERS RECITED IN ITS CHARTER OR CERTIFICATE OF INCORPORATION, AND TO TRANSACT BUSINESS IN MARYLAND.

IN WITNESS WHEREOF, I HAVE HEREUNTO SUBSCRIBED MY SIGNATURE AND AFFIXED THE SEAL OF THE STATE DEPARTMENT OF ASSESSMENTS AND TAXATION OF MARYLAND AT BALTIMORE ON THIS FEBRUARY 29, 2016.



Heidi Dudderar
Associate Director



301 West Preston Street, Baltimore, Maryland 21201
Telephone Balto. Metro (410) 767-1340 / Outside Balto. Metro (888) 246-5941
MRS (Maryland Relay Service) (800) 735-2258 TT/Voice

CERTIFICATE OF VOTE

I, Linda Darter, do hereby certify that:
(Name of the elected Officer of the Agency; cannot be contract signatory)

1. I am a duly elected Officer of Center for the Support of Families, Inc.
(Agency Name)

2. The following is a true copy of the resolution duly adopted at a meeting of the Board of Directors of
the Agency duly held on Sept.30, 2015 :
(Date)

RESOLVED: That the President
(Title of Contract Signatory)

is hereby authorized on behalf of this Agency to enter into the said contract with the State and to
execute any and all documents, agreements and other instruments, and any amendments, revisions,
or modifications thereto, as he/she may deem necessary, desirable or appropriate.

3. The forgoing resolutions have not been amended or revoked, and remain in full force and effect as of
the 1st day of March, 2016 .
(Date Contract Signed)

4. Vernon Drew is the duly elected President
(Name of Contract Signatory) (Title of Contract Signatory)

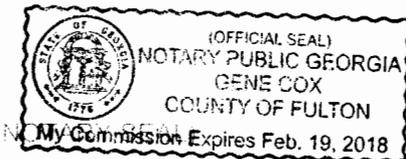
of the Agency.

Linda Darter
(Signature of the Elected Officer)

STATE OF Georgia
County of Fulton

The forgoing instrument was acknowledged before me this 1 day of March, 2016.

By Linda Darter
(Name of Elected Officer of the Agency)



Gene Cox
(Notary Public/Justice of the Peace)

Commission Expires: 2/19/18



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
2/29/2016

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

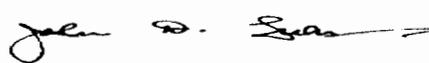
PRODUCER Howard Eales Inc 5157 MacArthur Blvd NW Washington DC 20016	CONTACT NAME: John Luhman PHONE (A/C, No, Ext): (202) 363-4088 FAX (A/C, No): (202) 363-7391 E-MAIL ADDRESS: John.Luhman@howardeales.com	
	INSURER(S) AFFORDING COVERAGE	
INSURED Center for the Support Of Families, Inc 1107 Spring St Ste C2 Silver Spring MD 20910	INSURER A: Hartford Casualty Insurance Co NAIC #: 29424	INSURER B: Hartford Companies NAIC #: 00914
	INSURER C: RLI Insurance Company NAIC #: 13056	INSURER D:
	INSURER E:	INSURER F:

COVERAGES **CERTIFICATE NUMBER:** CL1622950314 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			42SBABS1099	11/15/2015	11/15/2016	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 Non-owned \$ 2,000,000	
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			42SBABS1099	11/15/2015	11/15/2016	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$	
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			42SBABS1099	11/15/2015	11/15/2016	EACH OCCURRENCE \$ 3,000,000 AGGREGATE \$ 3,000,000 \$	
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	42WECBW3437	12/20/2015	12/20/2016	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000	
C	Professional Liability			RTP0004127	8/3/2015	8/3/2016	Each Claim 3,000,000 Annual Aggregate 3,000,000	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 State of New Hampshire Department of Health and Human Services are added as additional insured on a primary, non-contributory basis as required by written contract.

CERTIFICATE HOLDER The State of New Hampshire Department of Health and Human Services 129 Pleasant Street Concord, NH 03301-3857	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE John Luhman/JDL 
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ELIZABETH S. BLACK

Ms. Black serves as a Senior Associate for the Center for the Support of Families, Inc. (CSF) with a primary focus on child welfare. Ms. Black has worked in the public and non-profit sectors in the fields of child welfare and education since 1993. Her work has been concentrated in the areas of leadership and management, public policy and systems implementation, specifically using implementation science informed approaches to implementation. She was previously the executive director of the Office of Child Permanency at the Tennessee Department of Children's Service in Nashville. Ms. Black's work in Tennessee and nationally has focused on the challenge of providing quality services to children and families who are involved with the public child welfare system and the development and implementation of policies and interventions to ensure that children are safely and permanently cared for within their own families and communities.

CSF WORK EXPERIENCE

Ms. Black has been a Senior Associate with CSF since April 2012. In this capacity, she has worked on the following projects:

JBS International, Inc.

April 2012 to Present

CSF subcontracts with JBS International, Inc. to serve on the Permanency Innovations Initiative Training and Technical Assistance Project Team, in conjunction with the National Implementation Research Network (NIRN), to provide integrated and coordinated training and technical assistance to six grantees that have been funded by the U.S. Department of Health and Human Services to improve the outcomes for identified populations of children and youth who have the most serious barriers to permanency.

Ms. Black has provided technical assistance to two of the grantees, the Los Angeles Gay and Lesbian Center's Recognize.Intervene.Support.Empower. (RISE) project and the Illinois Department of Children and Family Services, to assist them in reducing the risk of long-term foster care for children and youth in foster care in Los Angeles County and Illinois, respectively, using principles of implementation science and evidenced-based child welfare practice.

Michigan Department of Human Services Child Welfare Implementation Plan Project

April 2012 to Present

Ms. Black is a member of CSF's team responsible conducting a broad systemic assessment of Michigan's child welfare system and the development and implementation of a practice model to improve service delivery performance and outcomes for children and families pursuant to both the requirements of the *Dwayne B. v. Snyder Modified Settlement Agreement and Court Order* and the Michigan Child and Family Services Review Program Improvement Plan. She had primary responsibility for enhancing the trauma-informed practice model in Michigan, MITEAM, including individual practice guides for each of the model's core competencies.

Mississippi Department of Human Services Child Welfare Practice Model Project

January 2013 to Present

Ms. Black is providing support to the Mississippi Department to implement a statewide model for performance based contracting to improve outcomes for children and families and to assist the Department in implementing a the *Olivia Y. v. Bryant Modified Settlement Agreement and Reform Plan*.

Center for the Study of Social Policy

April 2012 to December 2013

CSF subcontracted with the Center for the Study of Social Policy to serve on the Pregnant and Parenting Youth in Foster Care National Peer Learning Network (NPLN) Technical Assistance Team. Funded through the Annie E. Casey Foundation, the NPLN Technical Assistance (TA) Team provided assistance to four grantees.

Ms. Black served as the TA lead for one of the grantees, the State of Tennessee Department of Children's Services, to assist them in improving outcomes for pregnant and parenting youth in foster care and their families.

PREVIOUS WORK EXPERIENCE

Center for the Study of Social Policy

Senior Associate, January 2011 to March 2012

Ms. Black was responsible for supporting efforts to improve child welfare systems and public policy, with a special focus on children and youth experiencing long stays in foster care, and assisting public agencies in reforming their systems in the context of litigation. She served as a monitor for the *LaShawn A. v. Gray Implementation and Exit Plan* in the District of Columbia.

Tennessee Department of Children's Services

Executive Director, Office of Child Permanency, March 2004 to December 2010

Ms. Black was responsible for foster care, adoption and other permanency services for abused and neglected children and youth in Tennessee's public child welfare system. This included work related to improving targeted outcomes for children and families through the *Brian A. v. Bredesen Modified Settlement Agreement*, development of a State Automated Child Welfare Information System (SACWIS), implementation of a Title IV-E waiver to create Tennessee's subsidized guardianship program and the implementation of performance based contracting through a partnership with Chapin Hall at the University of Chicago. She was a key member of the team responsible for the development and implementation of the plans for improvement required as a part of the Child and Family Service Review (CSFR) and class action litigation.

She lead Tennessee's effort to seek and receive Title IV-E waiver authority to operate a five-year demonstration of private guardianship as a federally subsidized permanency option, which resulted in overall increases in family permanence and cost-neutral IV-E claiming. She was also one of the primary drivers of Tennessee's Kinship Improvement Project, which has resulted in notable increases in the number and proportion of initial placements of children and youth with their own family members in identified pilot regions in Tennessee.

Family to Family and Kinship Care Program Coordinator

July 2000 to March 2004

Ms. Black was responsible for the implementation of Tennessee's Relative Caregiver and Kinship Foster Care Programs, enacted through state legislation in June 2000 and June 1997, respectively. She coordinated implementation of pilot child welfare reform effort known as Family to Family with the assistance, support and guidance of the Annie E. Casey Foundation.

EDUCATION

UNIVERSITY OF TENNESSEE, Knoxville, TN
M.S.S.W., 1998

MILLSAPS COLLEGE, Jackson, MS
B.A., 1993

PROFESSIONAL AFFILIATIONS

Congressional Coalition on Adoption Institute, Washington, DC
Advisory Board Member, April 2011 to Present

Millsaps College, Jackson, MS
Alumni Association Board of Directors, January 2009 to Present

National Association of Public Child Welfare Administrators, Washington, DC
Executive Committee, January 2009 to December 2010

Annie E. Casey Foundation, Baltimore, MD
Fellow, Child and Family Fellowship Program, May 2010 to November 2011



WILL HORNSBY

Will Hornsby serves as the Director for Child Welfare for the Center for the Support of Families, Inc. (CSF). Mr. Hornsby brings over 20 years of public sector child welfare/human services experience on the local, state and federal levels. During his employment with the federal Children's Bureau he managed the Child and Family Service Reviews (CFSR) of State child welfare services programs in all 50 states, the District of Columbia, and Puerto Rico. The CFSR is a federal review of Title IV-E and IV-B State Plan requirements that all states must undergo periodically. Prior to his employment with the federal government he worked for the Alabama Department of Human Resources focusing on reforming child welfare practice at the state and local level in accordance with System of Care principles. At the state and federal levels, his work has involved the design, implementation, and management of ongoing processes for evaluating the effectiveness of child welfare practices and policies on the outcomes for children and families, and recommending improvement strategies. His past work experiences have also been concentrated in the areas of management and administration, resource development, technical assistance, and direct child welfare and child support activities. At CSF, his work is focused on assisting State and local child welfare agencies in evaluating their child welfare programs and implementing needed improvements in their practice, policies, and procedures.

CSF WORK EXPERIENCE

Mr. Hornsby has been the Director for Child Welfare with the Center for the Support of Families, Inc. since March 2010. In this capacity, he has worked on the following projects:

Michigan Department of Health and Human Services, Children's Services Administration, Division of Continuous Quality Improvement

October 2015 through December 2015

Mr. Hornsby provided project management for the development and provision of a training on using data to identify strengths and areas needing improvement and moving from data to action to the Administration's Division of Continuous Quality Improvement staff.

Capacity Building Center for Courts

August 2015 to Present

Mr. Hornsby provides assistance to the federally-funded Capacity Building Center for Courts, which is the technical assistance resource for juvenile/family courts, State Court Improvement Projects (CIP), and State child welfare agencies. CSF's work is provided through a contract with the American Bar Association, the contractor for the Center. CSF's work is focused on developing technical assistance resources for courts, CIPs, and State child welfare agencies in the area of court involvement in the Federal Child and Family Service Reviews.

Capacity Building Center for States

August 2015 to Present

Mr. Hornsby provides assistance to the federally-funded Capacity Building Center for States, which is the technical assistance resource for state child welfare agencies. CSF's work is provided through a contract with ICF, Inc., the contractor for the Center. CSF's work is focused on developing technical assistance resources for state child welfare agencies in the area of Continuous Quality Improvement.

JBS International, Inc.

May 2013 to December 2014

Mr. Hornsby provided expert consultation through a sub-contract with JBS International, funded by the U.S. Department of Health and Human Services, to support the development and implementation of an

innovative training model including coaching to build capacity for Continuous Quality Improvement (CQI) processes within state IV-E child welfare agencies. The CQI Training Academy was a 17-month initiative to improve the capacity of child welfare managers to develop and carry out CQI functions utilizing a problem solving approach that leads to effective state CQI processes and systems that fully support improved outcomes for children and families.

Massachusetts Office of the Attorney General

August 2012 to November 2012

Mr. Hornsby participated in the project to provide an assessment of the Massachusetts Department of Children and Families for the *Connor B. vs. Patrick* class action lawsuit.

Michigan Department of Health and Human Services, Children's Services Administration

January 2012 to Present

Mr. Hornsby is CSF's project manager for this project wherein CSF has provided an expert assessment of identified aspects of the state's child welfare system as it relates to the requirements of the Dwayne B. v. Snyder Modified Settlement Agreement (MSA) and Court Order. CSF, in consultation with the Michigan Department of Health and Human Services (DHHS), has further developed content of the MiTEAM case practice model and developed an expanded Continuous Quality Improvement plan. CSF has facilitated, in coordination with DHHS, the establishment and operation of a Child Welfare Implementation Team structure along with the development of a master statewide implementation plan for completing requirements of the MSA that is based on the agency's vision. CSF staff is providing in-person coaching focused on the integrated implementation of the MiTEAM case practice model and expanded CQI plan starting in a set of initial counties and CSF staff is also working with DHHS on broader statewide implementation efforts.

Massachusetts Department of Children and Family Services Program Improvement Plan Project

June 2011 to August 2013

Mr. Hornsby participated as a reviewer in the review of case records and reporting on progress in the State's efforts to comply with Federal Child and Family Service Review Program Improvement Plan requirements.

JBS International, Inc.

October 2010 to Present

Mr. Hornsby is CSF's project director for this subcontract with JBS International, Inc. to serve as the Permanency Innovations Initiative Training and Technical Assistance Project Team to provide integrated and coordinated implementation science informed training and technical assistance to five grantees that have been funded by the U.S. Department of Health and Human Services to improve the outcomes for subgroups of children that have the most serious barriers to permanency.

Children's Rights, Inc.

June 2010 to January 2011

Mr. Hornsby supervised a project to review a statistically valid sample of child welfare cases, provide analysis and a final report in connection with class action lawsuit proceedings on behalf of children in foster care in a State.

Mississippi Department of Human Services Child Welfare Practice Model Project

March 2010 to Present

Mr. Hornsby is providing project management support to assist the Mississippi Department to implement a statewide model of child welfare practice and to assist the Department in implementing a statewide settlement agreement. He is providing technical assistance to assist with the development and implementation of the Department's Continuous Quality Improvement system. He has also provided

technical assistance to assist the Department with the development and implementation of an expedited licensure process for relative placements, including waivers of non-safety related licensure standards.

PREVIOUS WORK EXPERIENCE

Children's Bureau, Administration for Children and Families, U.S. Department of Health and Human Services

Supervisory Senior Child Welfare Specialist, March 2008 to March 2010

Mr. Hornsby developed, planned, organized, and implemented overall strategies, specific operational activities and collaborative efforts to oversee the effective and efficient conduct of the federal Child and Family Services Review (CFSR) process. The CFSR is the federal approach to monitoring state child welfare programs (all 50 States, Puerto Rico, and District of Columbia). States are assessed for substantial conformity with certain Federal requirements for child protective, foster care, adoption, family preservation and family support, and independent living services. He supervised the CFSR Unit whose responsibilities encompassed the implementation of the CFSR process. He communicated program and management goals to staff, identified targeted results/outcomes, and timeframes. He allocated and adjusted resources in response to workload and priority changes. He ensured the timely and effective dissemination of findings from the CFSR process. He communicated substantive issues to Associate Commissioner and Deputy Associate Commissioner to facilitate consistent interpretation and application of program policies and procedures across federal Regions. He additionally coordinated with States in preparation for their onsite CFSR; he served as overall review team leader and local site leader for numerous CFSRs; and finalized CFSR final reports.

Senior Child Welfare Specialist, July 2003 to March 2008

Mr. Hornsby oversaw multiple CFSR responsibilities, including: coordinating with states in preparation for their onsite CFSR; serving as overall review team leader and local site leader for numerous CFSRs; finalizing CFSR final reports; and managing with states and Children's Bureau Regional Offices the development and monitoring of CFSR Program Improvement Plans (PIP). He worked intensively with states and Regional Offices to resolve data issues, program strategies, evaluation methods, and barriers to achieving improvement goals. He provided authoritative guidance to states, federal staff, technical assistance providers, and contractors on a timely basis with regard to all relevant CFSR activities. He served as a subject matter expert on current child welfare practice in the field. He provided guidance to others in the CFSR Unit regarding their assigned activities, and he worked closely with the Capacity Building Division to set up and conduct a series of nationwide joint meetings that included child welfare, Medicaid, and child support staff at the federal and state levels. He also served as a national presenter on CFSR-related issues at numerous meetings and conferences.

Child Welfare Specialist, February 2001 to July 2003

Mr. Hornsby oversaw multiple CFSR responsibilities, including: coordinating with states in preparation for their onsite CFSR; serving as overall review team leader and local site leader for numerous CFSRs; finalizing CFSR final reports; and managing with states and Children's Bureau Regional Offices the development and monitoring of CFSR Program Improvement Plans (PIP). He worked intensively with States and Regional Offices to resolve data issues, program strategies, evaluation methods, and barriers to achieving improvement goals. He also provided authoritative guidance to States, Federal staff, technical assistance providers, and contractors on a timely basis with regard to all relevant CFSR activities. He served as a subject matter expert on current child welfare practice in the field, and as a national presenter on CFSR-related issues at numerous meetings and conferences.

Alabama Department of Human Resources

State Quality Assurance Specialist, December 1998 to February 2001

Mr. Hornsby provided consultation, guidance, and recommendations to County DHR Offices regarding child and family service practice in terms of compliance with a federal consent decree, federal laws, state laws, and departmental policy. He advised County DHR Offices in organizing on-going child and family service quality assurance functions. He trained staff and local community quality assurance committee members on child and family service quality assurance related issues; and he communicated both verbally and in writing regarding the outcomes of foster care and protective service case reviews and quality assurance reviews of County DHR Offices' child and family service operations. He provided written reports to the Federal Court Monitor, State DHR, and County DHR Offices regarding the County Department's compliance status with the federal consent decree (best child and family service practice). He interviewed children, family members, DHR staff members, and community stakeholders while conducting quality assurance reviews of child and family service practice; and he monitored child and family service programs through analyzing key indicator information.

St. Clair County Department of Human Resources

Supervisor of Child Welfare and Adult Services, October 1998 to December 1998

Mr. Hornsby supervised service social workers whose responsibilities included: intake regarding reports of child abuse/neglect and adult services; investigation of abuse/neglect reports (CA/N and AA/N) concerning children and adults; on-going services for adult services; and the quality assurance (QA)/resource development (RD) coordinator for child and family service activities. He prioritized and assigned CA/N and AA/N investigations to service social workers. He conducted performance appraisals with unit members.

Houston County Department of Human Resources

Acting Supervisor of the Resource Unit, August 1997 to October 1998

Mr. Hornsby served as Acting Supervisor of the Resource Unit (service social workers responsible for Foster Home Licensing, Adoptive Resources, and Day Care) and as QA/RD coordinator for child and family service activities. He conducted performance appraisals with unit members and participated in interview process for employment of new service social workers. He oversaw the county department child and family service QA system and served as the liaison between state level QA, the county department, and the county QA committee (comprised of community stakeholders). He collected data and compiled information as requested on the quarterly QA report, and he interpreted key indicator information to monitor and assess desired child and family service practice outcomes. He managed county resource development efforts, directed volunteers, and supervised student's field placement activities.

Quality Assurance/Resource Development Coordinator, September 1996 to August 1997

Mr. Hornsby oversaw the county department child and family service QA system and served as the liaison between state level QA, the county department, and the county QA committee (comprised of community stakeholders). He collected data and compiled information as requested on the quarterly QA report, and he interpreted key indicator information to monitor, document, and assess achievement of desired child and family service outcomes. He managed county resource development efforts, volunteers, and supervised student's field placement activities, participated in flex fund budget requests and presentation of budget needs to State DHR, and spoke to community groups and media regarding child and family service issues and needs.

Special Projects, May 1996 to August 1996

Mr. Hornsby tracked flex fund expenditures for child and family service activities; he collected, analyzed and monitored outcome data for child and family service QA purposes; and he participated in special projects relating to child and family service activities as assigned.

Tuscaloosa County Department of Human Resources

Child Support Caseworker, September 1991 to May 1996

Mr. Hornsby managed a child support caseload and reviewed case information such as payment records. He attended/participated/testified in court; he analyzed income data for noncustodial parents and custodial parents to determine court action; he completed administrative review for IRS offset and referral to credit bureaus; he communicated with custodial parents, noncustodial parents, judges, attorneys, and public; he completed adjustment process for distribution of child support money; and he responded to parent's requests for information and reports of problems in a timely manner.

EDUCATION

THE UNIVERSITY OF ALABAMA, TUSCALOOSA, ALABAMA
Master's Degree in Social Work, Planning and Management Concentration, 1996

THE UNIVERSITY OF ALABAMA, TUSCALOOSA, ALABAMA
B.A., English, minor Political Science, 1989

PUBLICATIONS

Milner, J., Mitchell, L., Hornsby W. (2001). The Child and Family Service Review: A framework for changing practice. *Journal of Family Social Work*, 6 (4), 5-18.

Milner, J., Hornsby, W. (2004). Training of Child Welfare Staff and Providers: Findings from the Child and Family Service Review. *Protecting Children*, 19 (3), 4-14.

Mitchell, L., Hornsby, W., Smollar, J., Milner, J. (2007). Adoption from the Foster Care System: Findings from the Child and Family Services Review. *Adoption Factbook IV* by the National Council for Adoption, 341-346.

GLEND A G. MCMILLAN

Ms. McMillan serves as a Senior Associate for the Center for the Support of Families, Inc. (CSF). She brings over 25 years of public sector child welfare experience in a variety of program areas; child protection, family preservation, foster care and adoption. Prior to joining CSF, she served as the Associate Commissioner of Eligibility Operations for the state of Texas. In that position, she managed 9300+ statewide staff in 251 locations, responsible for providing economic support (TANF, SNAP and Medicaid) services to the public. Prior to this, Ms. McMillan served as the Regional Director of Fulton and DeKalb Counties in Georgia. In this role she was responsible for all child welfare and social services functions, including the Kenny A. Consent Decree, a class action lawsuit filed by Children's Rights Inc. (CRI), requiring the State of Georgia to meet its obligations to serve and protect abused and neglected children. Her past work experiences have also been concentrated in the areas of senior and mid-level management and administration, frontline supervision, technical assistance, and direct child welfare delivery. She holds a Masters degree in Social Work from The University of Georgia, and has completed significant coursework towards a PhD in Social Work.

CSF WORK EXPERIENCE

Massachusetts Department of Children and Family Services

April 2014 to Present

Ms. McMillan participates as a reviewer in the review of In Home services cases and provides a qualitative analysis of the findings.

Permanency Innovations Initiative – Training and Technical Assistance Project (PII-TTAP)

May 2014 to October 2014

Ms. McMillan serves as co-lead for the Permanency Innovations Initiative, Training and Technical Assistance Project (PII-TTAP), for the Washoe County, Nevada grantee. This work is funded through a contract with the U.S. Department of Health and Human Services and CSF is a sub-contractor JBS International, Inc., to support grantees in developing and implementing innovative intervention strategies to reduce long-term foster care stays and improve child and family outcomes.

Michigan Department of Human Services

June 2014 Present

Ms. McMillan participates in preparation, curriculum development and training delivery/coaching/facilitation of the MiTEAM Case Practice Model to child welfare staff and supervisors in the State.

Mississippi Department of Human Services

October 2014 Present

Ms. McMillan serves as a practice model coach to supervisors, working to enhanced child welfare practice in the state of Mississippi. She works with supervisory staff to meet and exceed the requirements of the consent decree. Ms. McMillan also provides one-on-one coaching/mentoring to new and existing supervisory staff requiring individual support.

PREVIOUS WORK EXPERIENCE

Health and Human Services, State of Texas

Associate Commissioner of Eligibility Operations, August 2012 to March 2014

Ms. McMillan was responsible for statewide eligibility services delivery, and federal, state and local compliance. In this role she was responsible for the day to day operations of eligibility services, providing economic support to needy Texans [\$28.2 Billion in Medicaid services and over \$6 million in SNAP]. She managed a budget of more than \$81 million annually. She also assisted in managing the implementation of new technology releases, and its impacts to operations. Ms. McMillan's other responsibilities included planning, facilitating, and monitoring the phases of transition for a body of specialized Medicaid work (CHIP) from a vendor to state of Texas staff; commissioned a full training and curriculum development assessment to establish an effective, agile training organization, responsive to the needs of the field, and implemented accepted recommendations; created an effective development and transition team in response to Healthcare Reform mandates; established a regional visits process to close the gap between executive leadership, senior leadership and field staff; facilitated regular engaging communications around key performance indicators, specific regional and local performance, and dialogue about regional successes and challenges.

Fulton County Department of Family and Children Services

Regional Director of Fulton and DeKalb Counties, GA, July 2010 to August 2012

Ms. McMillan was responsible for the operations of the two metropolitan counties under the Kenny A Consent Decree. Her responsibilities included planning, development, management of all aspects of service, service delivery, compliance with state, local and federal policies and protocols [including child protection, foster care programs, adoptions, child care, SNAP and TANF]. She analyzed the impact of policy towards the achievement of the agency's goal and other requirements, and provided recommendations on statewide practice improvement. Ms. McMillan managed facilities, some human resource functions, and a regional budget of \$30 million annually. Additionally, she created new processes and workflow, developed strategies to maintain a balanced workforce, used longitudinal data to develop and implement solutions to new, existing and recurring challenges, and worked with community stakeholders to create a holistic, collective response to child welfare. She compiled and reviewed data necessary to identify problems, significant factors and trends relevant to agency decision-making. She developed and directed programmatic and process enhancements to affect change that better supported youth and families that came to the attention of the agency; as well as tools that consistently and effectively identify and disseminate the findings needed to support the consent decree monitoring reports. She teamed with staff to create intake, investigative and foster care reviews that supported consistency in reviewing, and met the requirements of the consent decree. She coordinated practice, quality assurance, performance measures, and administration efforts for the region through collaboration with administrators, supervisors, case managers, the legal community, and the community at large to ensure that policies, procedures and standards were met, effectively assisting the state in being released from a Child and Family Review Performance Improvement Plan.

State of Georgia Division of Family and Children Services

Regional Director, Gwinnett and Rockdale Counties, GA, August 2007 to July 2010

Ms. McMillan managed child protective services and economic support/eligibility operations for the two county region. This work included 24-hour intake, investigation, family preservation, SNAP (Food Stamps), TANF, Medicaid and child care. She designed and managed the implementation of programmatic processes and monitoring tools to ensure that program accountability and organizational standards were met and maintained. She anticipated and planned for change through constant monitoring and analysis of the agency data (qualitative and quantitative), and employee and community engagement such as surveys, workgroups and informal feedback. She led, guided, and monitored progress toward the fulfillment of the agency's overall mission. She worked with staff to bring into compliance (and maintained) manageable caseloads, and timely completion of initial assessments, risk assessments, investigation conclusions, and timely

follow-up at each case decision point. She ensured compliance with legal mandates, as well as existing policies and procedures; managed every aspect of day to day operations.

State of Georgia Division of Family and Children Services

Regional Director, Gwinnett and Rockdale Counties, GA, August 2005 to August 2007

Ms. McMillan was responsible for the operations of a fourteen (14) county region that included both urban and rural counties. She managed all of the responsibilities of the regional director as described above as well as had greater involvement in managing human resources and facilities for the region, with an annual budget of \$16.5 million. Ms. McMillan effectively identified the individual needs of each county jurisdiction, and worked to create balance among a large and diverse region, restructured the management team, and experienced improved Child and Family Review (CSFR) scores.

State of Georgia Division of Family and Children Services

Lead State Consultant, July 2004 to August 2005

Ms. McMillan served as the team leader to a group of eight (8) consultants/field program specialists (FPS) assigned to local county offices. She supervised the team assigned to support a 10 county area [including all of the metro-Atlanta counties] that provided consultation and support, completed special investigations of child deaths, serious injury, foster homes, institutions and conflict of interest cases. She evaluated county data to assess patterns of concern that impacted key performance indicators, federal mandates and county individual personal improvement plans, made recommendations for improvement, dispatched staff to assist, and assisted with implementation of any designated change process. Ms. McMillan and her staff provided policy clarifications and policy training, assisted with certification of local staff, and reviewed and served as final approving authority for new county foster homes. Ms. McMillan also developed and/or provided innovative training opportunities for staff.

Special Assignment: Assistant Project Manager, December 2004 to August 2005

While in the role as lead consultant, Ms. McMillan was placed on a task force to assist in the development and implementation of a new statewide (Concepts Guided) Risk Assessment. She directly assisted in development of the framework and processes; incorporated current practice; develop new policies and procedures; evaluated existing practice and the impact of change; developed the Parent's Guide to CPS Brochure; assisted with the development of the tool/instrument, curriculum and training development; policy writes and re-writes; implementation planning and rollout of the (e-forms and Microsoft InfoPath) virtual case management system (platform for Risk Assessment tool); assisted with statewide training and implementation of the tool and the technological application.

State of Georgia Division of Family and Children Services

Social Services Administrator, March 2003 to July 2004

Ms. McMillan planned, assigned and organized the work of five (5) Child Protective Services (CPS) investigations units, two (2) ongoing CPS units, one (1) telephone intake unit and one (1) Adult Protective Services (APS) unit in the provision of child welfare and social services. Some of her responsibilities included effectively monitored performance of all sections for accuracy and timeliness in the completion of assignments, and assure compliance with program standards, policies and procedures, oversaw development and implementation of corrective action measures in response to supervisory and quality services review findings, as well as any other programmatic compliance reviews or evaluations, accurately compiled and submitted reports and other assignments timely, including productivity/statistical reports, supervisor review reports, periodic reports, etc. that positively influence expected outcomes.

Ms. McMillan also effectively managed the fiscal components of approval and disbursement of services funding, to include financial waivers, Prevention of Unnecessary Placement (PUP) funds, IV-E, IV-B and family preservation funding. Additionally, she established and maintain effective working relationships with public and private agencies, public officials, and the general public; she created and implemented a cross-training protocol to establish agency-wide competency in social services program delivery and increased

human resource capital. She delivered social services training to local law enforcement and school social workers (in-service training).

State of Georgia Division of Family and Children Services

Social Services CPS Supervisor-Investigations, August 2000 to March 2003

Ms. McMillan provided direct supervision to a seven (7) member section of Social Services Case Managers assigned to investigate allegations of abuse and/or neglect, complete initial assessments and case disposition. She also supervised telephone Intake assigned to receive, document and assess/assign cases according to severity and policy. During her tenure in this role, she developed, implemented and participated in the social services delivery management systems at the county level, established goals and priorities for the assigned work unit to ensure quality services delivery, maintained, implemented and disseminated knowledge of federal and state law, policy and procedures, trends and new developments in the area of social work practice and management, and represented the agency in a variety of interactions with other professionals, partners and the public at large, to enhance community relationships and communications.

State of Georgia Division of Family and Children Services, Decatur, GA

Social Services Investigator/Foster Care Case Manager, November 1994 to August 2000

Ms. McMillan investigated allegations of child abuse and neglect which included interviewing children, parents, other caretakers and collaterals to assess risk. Additionally, she developed and implemented safety measures up to and including filing and supporting deprivation petitions. Ms. McMillan applied knowledge of child protective services policy in determining outcome of allegations and effectively compiled, and analyzed and presented information necessary to make a case determination. She worked directly with clients, consulting with them to determine their needs and priorities, and coordinated.

Ms. McMillan provided monthly services to children in foster care by making monthly face-to-face contact, obtaining appropriate supports for medical, educational, social and emotional needs; provided support services to foster parents and monitored placements; assisted parents in planning and executing identified goals and steps necessary for reunification. Ms. McMillan also delivered oral and written presentations for court proceedings and various staffings with other agencies and service providers.

State of Georgia Division of Family and Children Services

Case Worker Principal/Case Worker Senior, April 1989 to November 1994

Ms. McMillan administered federal, state and local policy, to determine eligibility for TANF, Medicaid and Food Stamp/SNAP. She served as "on the job" trainer/supervisor for unit supervisor in her absence, including resolved immediate emergencies, interpreted policy, and generally assisted staff. Additionally, Ms. McMillan coordinated services interagency and intra-agency and maintained accurate benefits records and produced reports for administrative reviews.

EDUCATION

UNIVERSITY OF GEORGIA, Athens, Georgia

PhD, Social Work, Pending

Master's Degree in Social Work, 2005

WINTHROP UNIVERSITY, Rock Hill, South Carolina

BM., Music, minor Sociology, 1986

JERRY MILNER, D.S.W.

Jerry Milner serves as the Vice President for Child Welfare Practice for the Center for the Support of Families, Inc. (CSF). Dr. Milner brings 40 years of public sector child welfare experience at the local, state and federal levels. During his tenure as State child welfare director in Alabama, he led efforts to reform child welfare practice in the State according to System of Care principles. His work has been concentrated in the areas of administration and management, program evaluation, quality assurance and improvement, technical assistance and training, and adoption. He has served as director of adoption, quality management, and the Family Service Division in Alabama responsible for statewide administration of all child welfare programs, Continuous Quality Improvement activities and resource development. Dr. Milner worked with the Children's Bureau, U.S. Department of Health and Human Services, to implement and manage the Child and Family Service Reviews (CFSR) of state child welfare services programs in all 50 states, the District of Columbia, and Puerto Rico. At the state and federal levels, he has designed, implemented, and managed ongoing processes for evaluating the effectiveness of child welfare practices and policies on the outcomes for children and families, and recommending improvement strategies. At CSF, his work is focused on assisting state and local child welfare agencies in evaluating their child welfare programs and implementing needed improvements in their practice, policies, and procedures. His work includes the use of data, implementation science principles, systematic problem solving, and the direct provision of technical assistance to achieve broad-scale organizational changes and practice improvements.

CSF WORK EXPERIENCE

Capacity Building Center for Courts

August 2015 to Present

Dr. Milner provides assistance to the federally-funded Capacity Building Center for Courts, which is the technical assistance resource for juvenile/family courts, state Court Improvement Projects (CIP), and State child welfare agencies. CSF's work is provided through a contract with the American Bar Association, the contractor for the Center. CSF's work is focused on developing technical assistance resources for courts, CIPs, and state child welfare agencies in the area of court involvement in the federal Child and Family Service Reviews.

Capacity Building Center for States

August 2015 to Present

Dr. Milner provides assistance to the federally-funded Capacity Building Center for States, which is the technical assistance resource for state child welfare agencies. CSF's work is provided through a contract with ICF, Inc., the contractor for the Center. CSF's work is focused on developing technical assistance resources for state child welfare agencies in the area of Continuous Quality Improvement.

Continuous Quality Improvement Project (CQIP)

May 2013 to December 2014

Dr. Milner provides expert consultation through a sub-contract with JBS International, funded by the U.S. Department of Health and Human Services, to support the development of an innovative training model, The Continuous Quality Improvement Training Academy, which included serving as training faculty and providing coaching to state child welfare CQI staff to build capacity for Continuous Quality Improvement processes within the agencies.

Massachusetts Office of the Attorney General

August 2012 to October 2013

Dr. Milner directed the project to provide an assessment of the Massachusetts Department of Children and Families for the *Connor B. vs. Patrick* class action lawsuit, and as needed, to provide expert testimony in the trial.

Permanency Innovations Initiative – Training and Technical Assistance Project (PII-TTAP)

October 2010 to Present

Dr. Milner provides oversight and consultation to CSF staff providing technical assistance to Federal grantees through a contract with the U.S. Department of Health and Human Services and sub-contractor to JBS International, Inc., to assist the Department in reducing the risk of long-term foster care, using principles of implementation science and evidence-based child welfare practices. He provides direct technical assistance to the initiative's site in California.

Missouri Department of Human Services (through Casey Family Programs)

September 2012 through December 2012

Dr. Milner developed and provided statewide training on Continuous Quality Improvement functions to the Department's Quality Assurance and Quality Improvement staff. This training was provided to the State through a contract with and in collaboration with Casey Family Programs.

Michigan Department of Human Services

January 2012 to Present

Dr. Milner provides technical assistance to the State in assessing the status of efforts to implement the Settlement Agreement, including assistance in designing and implementing Continuous Quality Improvement functions, a child welfare practice model, and an implementation plan and teaming structure using implementation science principles.

Massachusetts Department of Children and Family Services Case Review Project

September 2010 to Present

Dr. Milner directed the review of case records and reporting on progress in the State's efforts to comply with its Program Improvement Plan (PIP) resulting from the Federal Child and Family Service Review. With the completion of the PIP reviews, he currently directs the project to review case records of children and families served in their own homes to assess for safety and risk concerns and services.

Children's Rights, Inc.

June 2010 to Approx. December 2011

Dr. Milner served as an expert witness in class action lawsuit proceedings on behalf of children in foster care in a State, and managed the project to complete a review of a statistically representative sample of children served by the State, provide analysis of case review findings, and prepare a final report. Dr. Milner provided a deposition in the case in May 2011.

Mississippi Department of Human Services Child Welfare Practice Model Project

October 2008 to Present

Dr. Milner manages the project to assist the State implement the *Olivia Y* Settlement Agreement. He managed contracts that assessed current child welfare practice in Mississippi and assisted the Department to develop a statewide child welfare practice model and Continuous Quality Improvement process. He managed the completion of several foster care services assessments in the State and the analysis of foster care rates paid on behalf of children in foster care in the State, and a financial assessment for the Department. He currently manages the project to implement the practice model statewide, to develop statewide supervisory training, and provides technical assistance to the State's Continuous Quality Improvement division and data reporting staff. He also managed an initiative to produce 50+ data reports for use in monitoring the State's compliance with the Settlement Agreement.

Connecticut Department of Children and Family Services Child Welfare Practice Model Project

October 2008 to June 2009

Dr. Milner managed the project to assess current child welfare practice in Connecticut and assist the Department to develop a statewide child welfare practice model.

Massachusetts Department of Children and Family Services External Review and Recommendations Project

July 2008 through December 2008

Dr. Milner managed the project to conduct a review of the State's child welfare practices and programs related to child safety, and to make recommendations for improving practice regarding child safety in the State.

Washington State Department of Social and Health Services

July 2008

Dr. Milner provided expert consultation on child welfare practice to the Department in the implementation of its statewide settlement agreement pursuant to the *Braam* lawsuit.

Philadelphia Department of Human Services Child Welfare Re-Design Project

January 2008 to December 2009

Dr. Milner provided technical assistance and project consultation for the re-design project, which was focused on training and consultation for the implementation of an approach to addressing child safety in the City of Philadelphia.

Philadelphia Department of Human Services Title IV-E Eligibility Project

January 2008 to 2010

Dr. Milner provided technical assistance and project consultation for the project which provides quality assurance of the Department's title IV-E foster care eligibility determinations, and conducted studies on various aspects of the City's title IV-E eligibility program.

PREVIOUS WORK EXPERIENCE

Children's Bureau, Administration for Children and Families, U.S. Department of Health and Human Services

Senior Child Welfare Specialist, November 1999 to January 2008

Dr. Milner was responsible for the national implementation and management of the Federal Child and Family Service Review (CFSR) of State child welfare services programs during rounds one and two. The CFSR evaluates the outcomes of State child welfare programs with regard to safety, permanency, and well-being. The review also promotes child welfare principles and practices that support community-based services, family-centered practice, individualizing services to children and families, and increasing the capacity of parents to meet their children's needs. Dr. Milner's responsibilities included leading CFSR reviews nationally; providing review-related guidance to Federal staff in Regional Offices and Central Office; promoting best practices; analyzing and presenting national CFSR findings and results; developing and revising review instruments and guidance; and managing the Program Improvement Plan process resulting from the CFSR. He supervised Federal employees and contractors responsible for CFSR activities in the Children's Bureau, including human resource functions such as developing position descriptions and performance standards, interviewing and recommending new hires, and conducting employee performance appraisals.

Children's Bureau, Administration on Children and Families, U.S. Department of Health and Human Services

Child Welfare Fellow, January 1995 to June 1996 (full-time) and October 1998 to October 1999 (part-time)

Dr. Milner, through an Intergovernmental Personnel Act (IPA) assignment, was responsible for serving on a team that developed an outcome-based approach to Federal reviews of State child welfare services programs (the Child and Family Service Review), including the instruments and procedures manual used in the process, piloting the reviews in 14 States, and drafting Federal regulations governing the review process.

Alabama Department of Human Resources

Director, Family Services Division (State child welfare director), October 1997 to November 1999

Dr. Milner was responsible for administering and managing all child welfare and adult service programs in the State including family preservation and support, foster care, adoptions, child protective services; title IV-E eligibility determinations and revenue maximization functions; training; quality assurance; services to adults including foster care, day care, and protective services; licensing and regulatory functions for child care facilities; management of statewide continuous quality improvement functions for child welfare services; and, executive sponsorship of program operations for the development of the Department's statewide automated child welfare information system (SACWIS), and management of legacy information systems. Dr. Milner was responsible for managing the implementation of child welfare reforms statewide under the provisions of a Federal consent decree framed within System of Care principles and requiring changes in the State's programs to reflect: home and community-based service delivery, individualizing service delivery to children and families, enhanced permanency achievement for children in foster care, and placement of children in foster care in family-based settings rather than congregate placements, among other reforms. He had responsibility for managing the staff of the State's child welfare division, including developing and updating job descriptions, interviewing and hiring staff, and conducting performance appraisals for managers of the division.

Alabama Department of Human Resources

Director, Division of Quality Management, July 1996 to October 1997

Dr. Milner was responsible for administering statewide quality control functions for the Food Stamp and TANF programs and quality assurance functions for child welfare services, as described below. He had personnel and management responsibility for the division of staff providing these functions.

Alabama Department of Human Resources

Director, Division of Quality Management, March 1996 to July 1996

Dr. Milner was responsible for implementing and managing a statewide outcome-based quality assurance system for child welfare services based on statewide and county-level data on the outcomes for children and families served by the agency and qualitative information derived from case reviews and interviews with children, parents, foster parents, agency staff, the courts, and other child welfare stakeholders. Also, this position included programmatic (not technical) responsibility for the Department's existing statewide management information system for child welfare services and development of a new statewide automated child welfare information system (SACWIS), and administration of Federal financial resources for child welfare services. As a newly created division, he was responsible for developing job descriptions and requirements for all the staff in the division, and for hiring and evaluating staff.

Alabama Department of Human Resources

Director, Division of Quality Management, January 1993 to January 1995

Dr. Milner was responsible for coordinating and administering statewide child welfare program areas including foster care and child protective services policy; adoption policy and services; staff and provider training; and title IV-E eligibility for foster care and adoption assistance.

Alabama Department of Human Resources

Supervisor, Office of Adoption, January 1988 to December 1992

Dr. Milner was responsible for administering the statewide adoption program, including policy development, Federal and State adoption assistance, Interstate Compact on Placement of Children, authoring grant proposals, legislative activities, and personnel and staff management responsibilities which included establishing new positions, developing job requirements and descriptions to match the functional requirements of the program, and oversight of employee performance.

Alabama Department of Human Resources

Adoption Consultant, March 1983 to January 1988

Dr. Milner was responsible for providing technical assistance to all County Departments in the State on adoption planning for children, making adoptive placements, approving adoption applications and providing services to adult adoptees.

Lee County Department of Human Resources

Child Welfare Supervisor, October 1979 to March 1983

Dr. Milner was responsible for supervising social work staff providing foster care services, foster home licensing, adoption services, and child protective services, and serving as field instructor for undergraduate social work students in field internships.

Tallapoosa County Department of Human Resources

Social Worker, July 1974 through September 1979

Dr. Milner was responsible for providing child welfare services in a rural setting, including child protective services, foster care and adoption services, counseling, and licensing foster and day care homes.

ADDITIONAL PREVIOUS WORK EXPERIENCE

Presenter at multiple national and regional meetings and conferences, such as meetings sponsored by the Department of Health and Human Services, Child Welfare League of America, Association of Public Human Service Administrators, and other organizations.

Adjunct Assistant Professor, Auburn University at Montgomery, Department of Sociology, 1987 - 1999.
Courses taught: Social Welfare Policy and Programs, Child Welfare. *(Teaching experience)*

Advisory Council, Social Work Program, Alabama State University, 1987 - 1999.

Grant Reviewer for Consolidated Discretionary Funds Program, U.S. Department of Health and Human Services, Children's Bureau, 1988, 1990, 1994 and 1996.

EDUCATION

UNIVERSITY OF ALABAMA
Social Work, Doctor of Social Work, May 1985

UNIVERSITY OF ALABAMA
Social Work, Master of Social Work, May 1979

AUBURN UNIVERSITY
Political Science, Bachelor of Arts, June 1974

PROFESSIONAL AFFILIATIONS

National Association of Social Workers (NASW) 1978-1997, Chairperson, Montgomery Unit, 1986-88,
Chapter Nominations and Leadership Chair 1987-89

Academy of Certified Social Workers (ACSW) 1985-1997
Licensed Certified Social Worker, License No. 0430C, 1985-2001

AWARDS

Assistant Secretary's Exemplary Leadership Award. Administration for Children and Families, U.S. Department of Health and Human Services, 2005.

Assistant Secretary's ACF Honor Award for Organizational Team Achievement.
Administration for Children and Families, U.S. Department of Health and Human Services, 2004.

Distinguished Achievement Award. Administration on Children, Youth and Families (ACYF), Administration for Children and Families, U.S. Department of Health and Human Services, 2001.

Secretary's Award for Distinguished Service. U.S. Department of Health and Human Services, May 2000.

Commissioner's Award. Administration on Children, Youth and Families (ACYF), Administration for Children and Families, U.S. Department of Health and Human Services, 2000.

Assistant Secretary's Excellence Award. Administration for Children and Families, U.S. Department of Health and Human Services, September 1996.

PUBLICATIONS

"The Use of Data in Child Welfare Litigation." For the Welfare of Children: Lessons Learned from Child Welfare Litigation. Center for the Study of Social Policy. Washington DC. January 2012.

"Adoption from the Foster Care System: Findings from the Child and Family Services Review." Adoption Factbook IV. National Council For Adoption. Washington, DC. 2007

"The Child and Family Service Reviews: An Agenda for Changing Practice." Child Welfare for the Twenty-first Century. Gerald Mallon and Peg Hess, Eds. Columbia University Press. 2005 (Edited and re-printed from the Journal of Family Social Work, 6, 4:5-18)

"Training of Child Welfare Staff and Providers: Findings from the Child and Family Service Review." Protecting Children, (2004), Vol 19, No 3.

"The Child and Family Service Reviews: An Agenda for Changing Practice." Journal of Family Social Work, 6, 4:5-18.

"An Ecological Perspective on Duration of Foster Care." Child Welfare, (March - April 1987), 66, 2:113-123.

"Factors Affecting Duration of Foster Care: A Review of Research." Acta Paedologica, (April 1984), 1, 2:151-174.

"Measuring the Adequacy of Relative Resource Evaluation in Case Planning for Children in Foster Care." Proceedings: 23rd National Workshop on Welfare Research and Statistics, Washington, D.C.: U.S. Department of Health and Human Services, Social Security Administration (SSA Publication No. 80-08011), April 1984, pp. 424-434.

"A Model for Black Adoptive Families." Social Perspectives, (May 1979), 6, 2:33-37.

SPECIAL SKILLS

Grantsmanship

- ◆ Project Director: "Training in Recruitment and Group Preparation of Adoptive Families for Special Needs Children" Adoption Opportunities Grant No. 90-CO-0297 09/01/87 - 01/31/89



- ◆ Co-Author/Project Director: “Expediting Placement of Special Needs Children Through Resource Development” Adoption Opportunities Grant No. 90-CO-0377 10/01/87 - 09/30/89
- ◆ Author/Project Director: “Expediting Placement of Minority Children Through Resource Development” Adoption Opportunities Grant No. 90-CO-0437 09/30/89 - 08/31/92
- ◆ Author/Project Director: “Planning for Permanency Through Termination of Parental Rights” Adoption Opportunities Grant No. 90-CO-0595 10/01/91 - 09/30/93
- ◆ Project Advisor: “Recruitment of Rural Families for the Adoption of Special Needs Children” Adoption Opportunities Grant No. 90-CO-0598 10/01/92 - 09/30/94
- ◆ Principal Author: Planning Grant for Alabama in the Family-to-Family Initiative, The Annie E. Casey Foundation 10/01/92 - 06/30/93
- ◆ Principal Author/Project Director: Implementation Grant for Family-to-Family Initiative, The Annie E. Casey Foundation 10/01/93 - 12/31/97

JOAN NELSON PHILLIPS

Ms. Nelson Phillips brings 30 years of expertise in the child welfare profession and is an accomplished leader in program improvement. She has extensive management experience and is skilled in facilitating inter- and intra- agency group processes that strengthen organizational functioning. Ms. Nelson Phillips has overseen the development and implementation of both small and large agency projects with expertise in the federal Child and Family Services Review process, including state program improvement planning. She has expertise in Council on Accreditation (COA) standards and is skilled in preparing public agencies for a successful accreditation experience. She brings experience in building and maintaining continuous quality improvement processes and assessing organizational CQI capacity with her proficiency in the development and use of quality assurance and CQI tools. She brings expertise in the development of state strategic planning documents (federal Child and Family Services Plan and Annual Progress Services Report) and is a skilled facilitator in building strong public/private child welfare partnerships that promote improvements in child welfare system performance. Ms. Nelson Phillips is a proven presenter, communicator and trainer in child welfare policy development and an innovator in identifying and defining new ways to develop and utilize performance data to advance positive outcomes.

CSF WORK EXPERIENCE

Ms. Nelson Phillips joined CSF in February 2015 and is working on the following projects.

Michigan Department of Human Services

February 2015 to Present

Ms. Nelson Phillips is part of CSF's team responsible conducting a broad systemic assessment of Michigan's child welfare system and the development and implementation of a practice model to improve service delivery performance and outcomes for children and families pursuant to both the requirements of the *Dwayne B. v. Snyder Modified Settlement Agreement and Court Order* and the Michigan Child and Family Services Review Program Improvement Plan. Ms. Nelson Phillips is assisting State agency staff in the development and implementation of a cohesive data and measurement process and expansion of their State CQI Plan. She is facilitating coaching labs to ensure the effective implementation by State agency and private provider staff of the Michigan practice model.

Mississippi Department of Human Services Child Welfare Practice Model Project

February 2015 to Present

Ms. Nelson Phillips is assisting State agency staff in the development of a comprehensive approach to performance based contracting.

Capacity Building Center for States

August 2015 to Present

Ms. Nelson Phillips is part of CSF's team responsible for partnering with the new federally funded Capacity Building Center for States in the development of a collaborative learning experience for States to participate in that is being designed to facilitate the assessment and building of agency CQI capacity. Ms. Nelson-Phillips role is to provide leadership in the development of various products that will support the implementation of the process. These products include a CQI Capacity Assessment instrument, guidelines on how to organize a state constituency team and facilitate a Planning for Action session, CQI Skills Training curricula that can be customized for States, CQI Application of Learning (AOL) exercises as well as project coaching guidelines.

PREVIOUS WORK EXPERIENCE

Illinois Department of Children and Family Services, Chicago, Illinois

1985 to January 2015

Deputy Director, Division of Quality Assurance and Research, 2013 to 2015

Ms. Nelson Phillips administered divisional operations encompassing such areas as Quality Assurance, Continuous Quality Improvement, federal compliance and strategic planning, agency operations data analysis, Child and Family Services Review and program improvement planning processes and agency accreditation. She informed an agency-wide research agenda via the administration of university contracts and managed Quality Assurance and Quality Improvement Programs for child protection and child welfare services provided by the agency through over 50 divisional employees. Ms. Nelson Phillips directed and implemented on-going and specialized qualitative reviews towards long-range planning and analysis of statewide Agency programs and services. She developed and evaluated new and revised methods, procedures, and performance standards and oversaw agency data output reporting in collaboration with information technology staff.

Deputy Director, Division of Quality Assurance and Monitoring, 2012 to 2013

Ms. Nelson Phillips provided oversight over broad divisional operations through a workforce of over 100 employees in the areas of Quality Assurance and Agency and Contractual Monitoring. She directed agency programs in the areas of Quality Assurance and Continuous Quality Improvement, federal compliance and strategic planning, Federal Child and Family Services Review and program improvement planning, and agency accreditation. Ms. Nelson Phillips led statewide performance monitoring activities as to contractual private agency providers and served as an executive team member and principal policy formulating administrator for areas of divisional oversight. She directed agency operations analysis activities to ensure that critical outcomes and performance metrics were being achieved in the areas of child safety, permanency and well-being.

Deputy Director, Division of Quality Assurance, 2007 to 2012

Ms. Nelson Phillips administered divisional operations encompassing such areas as Quality Assurance, Continuous Quality Improvement, federal compliance and strategic planning, Child Death Review Teams, agency operations data analysis, Child and Family Services Review and program improvement planning process, and agency accreditation. She managed Quality Assurance and Quality Improvement Programs for child protection and child welfare services provided by the agency through over 50 divisional employees. Ms. Nelson Phillips directed and implemented on-going and specialized qualitative reviews towards long-range planning and analysis of statewide Agency programs and services as well as developing and evaluating new and revised methods, procedures, and performance standards

Special Assistant to the Director/Planning, Analysis, and Research Administrator, Office of the Director, 2006 to 2007

Ms. Nelson Phillips designed and directed long-range planning and analysis of statewide agency programs and services. She served as the Director's chief advisor and expert regarding the federal CFSR and agency accreditation process. She also served as a principal policy administrator to the Director as to intensive research projects and studies and made recommendations to the Director regarding new and revised divisional structures while maintaining significant authority to commit the Department to specific courses of action.

Senior Public Service Administrator, Division of Quality Assurance, Cooks County, Chicago, 1999 to 2006

Ms. Nelson Phillips maintained lead responsibility for quality assurance and continuous quality improvement processes for the agency's largest operational region in the state and directed a team of employees responsible for providing specialized technical assistance and support to Cook County/Chicago-based child welfare staff in CQI activities. She provided leadership and expertise in the development of agency quality assurance review tools and served as lead project manager for agency-wide accreditation

efforts, including the development of the agency self-study, preparation for on-site peer reviews, and provision of technical expertise to staff on COA standards. Ms. Nelson Phillips served as lead project manager as to all activities related to the Federal CFRS process, including development of the statewide assessment, on-site review preparation and state and regional program improvement planning. She represented IDCFS and the Division of Quality Assurance on internal and external workgroups relative to CQI, COA and CFRS activities.

Public Service Administrator, Cook North, Chicago Regional Quality Specialist, 1997 to 1999

Ms. Nelson Phillips provided technical assistance to regional management and casework staff on QA processes and QI techniques and spearheaded the development of the Cook North region's CQI process, including the initiation of regional peer review, consumer satisfaction surveys, and local team, site and regional quality councils. She assisted in the preparation of Cook North regional offices for the COA accreditation process, including the provision of staff training on COA standards and in the conducting of quality assurance case record reviews. Ms. Nelson Phillips also contributed to the development of Best Practice standards for child welfare staff working with intact families.

Public Service Administrator, Foster Care/Permanency Supervisor, Division of Field Operations, 1994 to 1997

Ms. Nelson Phillips managed a team of employees in the provision of permanency/foster care services to children in substitute care and their families and provided clinical supervision to casework staff to ensure that children in substitute care, their families and providers were provided with all services necessary to ensure child safety, permanency and well-being. She ensured that regional performance goals relative to child safety, permanency and well-being were satisfactorily met through the use of program evaluation data and served as the regional representative on all accreditation activities.

Child Welfare Specialist, 1985 to 1994

Ms. Nelson Phillips provided permanency/foster care services to children placed in substitute care and their birth families and participated in juvenile court proceedings to ensure the timely movement of children through the court system. She ensured children and families received full strength-based comprehensive assessments and that timely service linkages were facilitated and developed family service plans with the participation of the child, birth family and substitute care provider. Ms. Nelson Phillips also provided clinical supervision for family visitation activities to enhance child/parent and sibling relationships.

EDUCATION

UNIVERSITY OF CHICAGO, SCHOOL OF SOCIAL SERVICE ADMINISTRATION, Chicago, IL
Master of Arts, 1996

ILLINOIS STATE UNIVERSITY, NORMAL, IL
Bachelor of Social Work, 1983

PROFESSIONAL AFFILIATIONS

Child and Family Services Review – Certified Federal Reviewer and Consultant Team Leader

Council on Accreditation (COA) – Member; Certified Peer Reviewer, Peer Agency Advisory Board

National Resource Center for Organizational Improvement – Peer Consultant

APHSA State Data Center Advisory Board – Member

Casey Family Programs State Child Welfare Data Leaders Workgroup – Member

JBS International – Professional Consultant (Child Welfare CQI Training Academy – Curriculum development and Trainer)

Advanced Analytics for Child Welfare Advancement Training (Chapin Hall – Center for State Child Welfare Data – June 2013) - Certified



VICTORIA RUSSELL, MPP

Ms. Russell has worked in the field of child welfare at the local, state, and national levels for close to 20 years. Her work has been concentrated in the areas of continuous quality improvement, intervention development and implementation (using implementation science informed approaches), and building evidence in child welfare. Prior to joining CSF, she was the Director of the award-winning federal child welfare project, the Permanency Innovations Initiative Training and Technical Assistance Project (PII-TTAP), where she coordinated and led efforts to instill an effective processes for change management in grantee organizations as they developed, implemented, and sustained innovative and evidence-informed intervention strategies to ensure that children are safely and permanently cared for within their own families and communities.

CSF WORK EXPERIENCE

Tori Russell serves as a Senior Associate, since October 2015, for the Center for the Support of Families, Inc. (CSF) , with a primary focus on child welfare.

Michigan Department of Human Services Child Welfare Implementation Plan Project

October 2015 to Present

Ms. Russell is a member of CSF's team responsible for the ongoing systemic assessment of Michigan's child welfare system and the development and implementation of a practice model to improve service delivery performance and outcomes for children and families pursuant to both the requirements of the Dwayne B. v. Snyder Modified Settlement Agreement and Court Order and the Michigan Child and Family Services Review Program Improvement Plan. She has primary responsibility for enhancing the trauma-informed practice model in Michigan, including a domestic violence practice guide. Ms. Russell is also working with Michigan to develop a virtual MiTEAM training platform.

Permanency Innovations Initiative Training and Technical Assistance Project (PII-TTAP), JBS International

October 2015 to Present

Using her experience as the director of PII-TTAP and as a developer of the PII-TTAP approach to intervention development, implementation and assessment, Ms. Russell is developing a PII-TTAP practice manual. This manual will provide guidance in the development of a training and technical assistance program modeled after the PII-TTAP approach to build the capacity of child welfare staff to develop, implement and assess interventions, and ultimately build evidence in child welfare.

PREVIOUS WORK EXPERIENCE

Multi-Level Qualitative Assessment of Unaccompanied Children's Integration into Their Community, JBS International

Senior Principal and Deputy Director, January 2015 to September 2015

Ms. Russell successfully led the development of this proposal. She served as a Senior Principal on the JBS Senior Management Team and as the Deputy Director of the Assistant Secretary for Planning and Evaluation (APSE) project to explore current issues regarding how Unaccompanied Children from Honduras, Guatemala and El Salvador have integrated into their U.S. host communities. Ms. Russell performed leadership functions such as developing a project vision and communicating organization mission and values to team members; developing a project infrastructure and communicating project and work plans to carry out project goals and objectives; and making major programmatic and financial decisions related to the project. She also provided oversight in the development of a literature review and issue memo, site visit selection criteria, site visit protocol development, data analysis, and final report writing.

Permanency Innovations Initiative Training and Technical Assistance Project (PII-TTAP), JBS International

Director, 2010 to September 2015

Ms. Russell successfully led the development of this proposal for an innovative, Implementation-Science informed training and technical assistance approach to build the capacity of grantees to develop, implement and assess interventions, and ultimately build evidence in child welfare. As the Director of the Children's Bureau's (CB) Permanency Innovations Initiative Training and Technical Assistance Project (PII-TTAP) she led the development of the original proposal. Ms. Russell provided oversight for the work of 14 PII-TTAP team members across three different organizations. She was responsible for managing a multi-million budget. She also performed leadership functions such as developing a project vision and communicating organization mission and values to team members; developing a project infrastructure and communicating project and work plans to carry out project goals and objectives; and making major programmatic and financial decisions related to the project.

Ms. Russell developed an implementation science informed approach to intervention development, implementation and assessment in child welfare, and the T/TA, capacity building and coaching tools and techniques to effectively deliver the intervention to grantees. She also developed the original concept and secured funding the created a virtual training and technical assistance Website designed to provide the development, implementation and assessment approach to child welfare administrators, managers and practitioners in the broader field of child welfare. It is the first virtual T/TA website of its kind in the field of child welfare. Ms. Russell developed written products and reports to the client, the field, and to JBS management, including project-related presentations and briefings; position and policy statements; monthly and annual monitoring reports, guidelines and procedures related to the approach; and recommendations and proposals to improve the project process and procedures. She acted as the primary liaison between project and the Federal Government. Ms. Russell provided oversight for the PII Portal, a Web-based project management, communication and social networking site for members of the Initiative. Ms. Russell also led the development of other project bids and proposals regularly with very high rates of success.

Building Child Welfare Capacity for Continuous Quality Improvement Project (CQI Academy), JBS International

Senior Principal-in-Charge, 2013 to 2014

Ms. Russell successfully led development of proposal, for the first virtual training academy of its kind in child welfare. Included a full training curriculum (seven online units) to develop CQI-related competencies that use adult and group learning concepts to equip individuals within child welfare agencies to think critically about current routines and apply new principles and skills in their performance and management of CQI in decision-making. She served as a Senior Principal on the JBS Senior Management Team for the Building Child Welfare Capacity for Continuous Quality Improvement Project (CQI Academy). The CQI Academy helped build the skills and competencies of child welfare managers with significant CQI roles or responsibilities across 50 States, the District of Columbia, and Puerto Rico, to perform and improve CQI activities and processes. Ms. Russell performed leadership functions such as developing a project vision and communicating organization mission and values to team members; developing a project infrastructure and communicating project and work plans to carry out project goals and objectives; managing a multi-million dollar budget; and making major programmatic and financial decisions related to the project.

Child Welfare Reviews Project (CW RP), Children's Bureau (CB), Administration for Children and Families, JBS International

CFSR Data & Technology Director, June 2009 to September 2010/Deputy Project Director, June 2006 to June 2009

Ms. Russell successfully co-led the re-bid of this contract. For three years she served as the Deputy Director of the Child Welfare Reviews Project, a project to support the CB in coordinating the Child and Family Services Review (CFSR), developing and managing CFSR tools and training to States, managing CFSR data collection and analysis, and supporting the CFSR Program Improvement Planning (PIP) processes with States. She was promoted to CFSR Data and Technology Director in June 2009. Ms. Russell worked with the

CB to implement assessments of State child welfare systems through the CFSR process. She also led the development and delivery of the CFSR training to States (State Team Training) for Round 2 of the CFSRs, including curriculum development, training coordination and management, and training delivery. Ms. Russell led multi-disciplinary teams to support the CB in developing and implementing the CFSR process and in developing a methodology for assessing the process. She also led and managed the development of all CFSR Web-based applications and databases, including data collection and management systems (for quantitative and qualitative data). Ms. Russell supervised the work of 11 staff members.

Quality Service Review and Case Practice Unit, District of Columbia Child and Family Services Agency (CFSA)

Supervisor, 2004 to 2006

Ms. Russell served as the Supervisor of the Quality Service Review (QSR) and Case Practice Unit to develop, implement, and build agency capacity to conduct routine organizational, qualitative assessments of child welfare practice in the District of Columbia's child welfare agency. This unit was also responsible for working with all levels of agency staff to implement practice and organizational change based on the results of the reviews. She developed, supervised launch, and managed ongoing operations of the QSR and Case Practice Unit. She also worked with Human Systems and Outcomes, Inc. and the Center for the Study of Social Policy to lead multi-disciplinary teams in developing and implementing the QSR process. Ms. Russell generated, launched and managed a strategic planning process to improve the agency's child welfare practices and system performance using results from the QSRs. She co-created and launched CFSA practice model. She also used QSR administrative and case-level data and social science research to better understand child welfare best practices associated with CFSA's child welfare system. Ms. Russell developed and provided presentations, trainings and other forms of oral communication related to child welfare issues, QSR processes and results of QSR data analyses. Ms. Russell supervised work of five staff members.

Quality Improvement Administration, CFSA

Program Analyst, 2004

Ms. Russell assessed and addressed the quality of practice and services at CFSA. She conducted routine organizational assessments of child welfare practice in the CFSA using administrative data and targeted studies of agency practice. She also worked to support the development of strategic planning processes to improve the agency's child welfare practices. Ms. Russell developed and provided presentations, training and other forms of oral communication related to child welfare issues, CFSA's quality assurance processes, and results of quality assurance analyses. She provided reports to CFSA leadership and to the CFSA Court Monitor's office (the Center for the Study of Social Policy) including written reports using organizational data collected through the studies and reviews; quality assurance, and practice and systemic reform-related presentations and briefings; position and policy statements related to improving child welfare practice through continuous quality improvement efforts; monitoring reports summarizing quality assurance activities; recommendations and proposals to improve or enhance the quality assurance process and procedures.

Income and Benefits Policy Center, The Urban Institute

Research Associate II, 2002 to 2004

Ms. Russell was responsible for co-managing the Welfare Rules Database, a longitudinal database used for tracking State Temporary Assistance for Needy Families (TANF) policies across the United States.

Labor, Human Services, and Population Policy Center

Research Assistant (temporary employee), 2001 to 2002

Ms. Russell supported a national study on the impact of welfare reform on child welfare agencies related to kinship care.

Department for Children and Families, State of Vermont

Domestic Violence Specialist, 1997 to 2000

Ms. Russell identified and made recommendations for improving the implementation of programs and practices to support adult and child victims of domestic violence in Vermont's child welfare system. She provided case consultation on best domestic violence practices in child welfare and worked directly with adult and child victims of domestic violence. She also worked with and led multi-disciplinary teams at the State and local level to develop programs, practices and procedures to address the co-occurrence of domestic violence and child abuse across multiple social-services programs and systems. This included programming to support adult and child victims, as well as programming for perpetrators. Ms. Russell developed and implemented approaches to utilize case-level data to understand the incidence of domestic violence in child welfare cases and determine best practices. She developed and provided public presentations, training and other forms of oral and written communication related to the co-occurrence of domestic violence and child abuse. She also worked with high-level State and county officials to successfully develop and implement best domestic violence practices throughout the State.

EDUCATION

AMERICAN UNIVERSITY, Washington, DC
MPP, School of Public Affairs, 2002

UNIVERSITY OF SAN FRANCISCO, San Francisco, CA
BA, English Literature, Philosophy Minor, 1995

SELECTED BOOKS AND PUBLICATIONS

Framework Workgroup (2014). *A Framework To Design, Test, Spread, and Sustain Effective Practice in Child Welfare*. Children's Bureau, Administration for Children and Families, U.S. Department of Health and Human Services.

Permanency Innovations Initiative Training and Technical Assistance Project & Permanency Innovations Initiative Evaluation Team. (2013). *The PII Approach: Building implementation and evaluation capacity in child welfare* (Rev. ed). Washington, DC: U.S. Department of Health and Human Services, Administration for Children and Families, Children's Bureau, and Office of Planning, Research and Evaluation.

Rowe, G., & Russell, V. (2004). *The Welfare Rules Databook: State policies as of July 2002*. Washington, DC: The Urban Institute.

Russell, V., & Malm, K. (2003). In their own words: Kin speak out about their caregiving experiences. In R. Geen (Ed.), *Kinship care: Making the most of a valuable resource* (pp. 201–230). Washington, DC: The Urban Institute.

Bess, R., Andrews, C., Jantz, A., Russell, V., & Geen, R. (2002). *The cost of protecting vulnerable children, III: What factors affect states' fiscal decisions?* Washington, DC: The Urban Institute.

Jantz, A., Geen, R., Bess, R., Andrews, C., & Russell, V. (2002). *The continuing evolution of state kinship care policies*. Washington, DC: The Urban Institute.

Andrews, C., Bess, R., Jantz, A., & Russell, V. (2002). *Collaboration between state and child welfare agencies*. Washington, DC: The Urban Institute.

SELECTED PRESENTATIONS

Global Implementation Conference, Dublin, Ireland. Identifying and Using Data for Decision-Making in Support of Innovation Implementation. 2015.

Welfare Research and Evaluation Conference, Washington, D.C. The Permanency Innovations Initiative: Strategies for Building and Evaluating Interventions. 2014.

National Conference on Child Abuse and Neglect (NCCAN), New Orleans. Conceptualizing a Framework for Building Evidence and Scaling Evidence-Supported Interventions in Child Welfare. 2014.

Children's Bureau E-Lunch, Washington, D.C. A Framework to Design, Test, Spread, and Sustain Effective Practice in Child Welfare. 2014.

Child Welfare League of America, Washington, D.C. An Approach to Using Implementation Science and Child Welfare Expertise to Inform Change in Child Welfare. 2013.

Child Welfare League of America, Washington, D.C. An Approach to Using Implementation Science and Child Welfare Expertise to Inform Change in Child Welfare. 2013.

Global Implementation Conference, Washington, D.C. The PII Approach: Building Implementation and Evaluation Capacity in Child Welfare. 2013.

HONORS AND AWARDS

2015 AVA Digital Award – Permanency Innovations Initiative T/TA Project: Dr. Rose Video for the Virtual Toolkit Gold Winner

2015 AVA Digital Award – Introduction to the Continuous Quality Improvement (CQI) Training Academy Honorable Mention

2014 Hermes Creative Awards – Introduction to the Continuous Quality Improvement (CQI) Training Academy Platinum Award Category - Website Element/Web Animation

2014 APEX Awards for Publication Excellence – One-of-a-Kind Government Publications category

2014 MARCOM Award for Marketing and Communication Excellence – The PII Approach: Building Implementation and Evaluation Capacity in Child Welfare

2005 Stellar Staffer Award – Washington D.C. Child and Family Services Agency

MARGARET E. SIMKINS

With a background in marketing and family and children programs, Ms. Simkins leads the Center for Support of Families' social services marketing and analysis practice, and is responsible for all engagements related to outreach, recruitment, public awareness, and population/audience analysis. Ms. Simkins specializes in the implementation of Strategic Recruitment™, a data-driven, targeted recruitment strategy which utilizes traditional marketing data to help clients locate, attract, and support resource families who can meet the special needs of children in care. Additionally, Ms. Simkins supports the improvement of child welfare policy and practice through training, review and data analysis.

CSF EXPERIENCE

Mississippi Department of Human Services Leadership Development Program Training

Trainer, April 2015 to Present

Ms. Simkins delivers training to the child welfare Regional Directors, Supervisors and Regional Supervisors of the state. The goals of this training are to strengthen the functionality of the regional management team, increase individual leaders skill sets and to provide continuous quality improvement throughout the state.

Mississippi Department of Human Services Child Welfare Data Validation

Data Report Reviewer, August 2013 to Present

Ms. Simkins validates data reports generated for use in monitoring the State's compliance with the Olivia Y Settlement Agreement. Ms. Simkins evaluates the data accuracy of these reports in the MACWIS case management system and collects information that is used to improve case management practices in Mississippi.

Mississippi Diligent Recruitment Grant

Project Manager, September 2010 to September 2015

Ms. Simkins is working with the State of Mississippi on a five year federal grant to help improve recruitment and retention practices for resource parents who care for children with special needs. Ms. Simkins has used the *Strategic Recruitment*™ methodology to study the motivations and perspectives of populations living in target areas for recruitment, and has developed a set of best practice strategies to improve community support and opinion of child welfare as well as to recruit families to care for children with special needs. Ms. Simkins developed specific strategies and training curriculums for the thirteen recruitment regions of Mississippi, tailored to the receptivity of their particular populations. Additionally, Ms. Simkins analyzed retention rates for resource parents and identified practices to maintain and support resource parents. Ms. Simkins currently supports and trains the state recruitment team and regional resource staff during the implementation and data analysis phases of the grant.

Massachusetts Program Improvement Plan Project

Case Reviewer, April 2014 to June 2014

Ms. Simkins conducted case reviews to support the Program Improvement Plan in Massachusetts. CSF is conducting a review of a statistically valid sample of cases of children served by the Department, provided analysis of the findings and a final report detailing the findings.

Virginia Paternity Establishment Program (PEP) Project

Strategic Recruitment Analyst May 2013 to November 2013

Ms. Simkins worked with the Virginia PEP project to conduct neighborhood segmentation, data analysis to inform the outreach and public relations campaign strategy for the project. This data was used to

design a grass roots campaign in target areas of the state to help improve awareness and receptivity to the PEP program in the state.

Oklahoma Case Review

Case Reviewer, July, 2010 to December, 2010

Ms. Simkins reviewed child welfare cases as part of a project under contract to Children's Rights, Inc., to provide expert testimony in class action lawsuit proceedings on behalf of children in foster care served by the Oklahoma Department of Human Services. CSF conducted a review of a statistically valid sample of cases of children served by the Department, provided analysis of the findings and a final report detailing the findings.

Georgia Recruitment Staff Curriculum Development

Training Developer, May 2010 to July 2010

Ms. Simkins developed a training curriculum focusing on policy and recruitment and retention best practices for the child welfare staff of Georgia's Division of Family and Children Services. Ms. Simkins developed training that emphasizes target recruitment, community networking, marketing techniques and media development, and focuses on building community acceptance and appeal.

State of Oregon, OR-Kids Case Management System

Technical Writer, November 2009 to April 2010

Ms. Simkins wrote the web based user manual for the Oregon SACWIS case management system. This manual supports users of varying computer familiarity and skill. The manual comprehensively outlined the use of each function of the system, and was strategically indexed and hyperlinked to give instant access to information about any subject or function in the system.

Pottstown (PA) Mental Health Linkage Initiative

Project Manager, June 2008 to March 2009

Ms. Simkins conducted a neighborhood segmentation analysis of the school district community for Pottstown Pennsylvania in order to design an outreach strategy to link students in need of mental health services with community resources. Based on this analysis, Ms. Simkins developed a blue print of outreach and best practices to link children in need of mental health intervention with services available to the community and school system.

Iowa KidsNet

Project Manager, Analyst, March 2008 to June 2008

Ms. Simkins conducted a survey of the current resource parents in Iowa caring for children with special needs. The results of the survey were used to assess the characteristics of ideal caretakers for children with special needs. Ms. Simkins conducted a Strategic Recruitment™ population analysis to assess the neighborhood segments that contain the greatest number of the families with these characteristics. Using data from the survey and analysis, Ms. Simkins designed targeted recruitment initiative to increase the number of homes for children with special needs in the state of Iowa.

Florida Explore Adoption Campaign

Project Manager, January 2008 to November 2009

Ms. Simkins worked with Ron Sacs Communications to design a media campaign targeting parents to care for children with special needs. Ms. Simkins conducted a statewide Strategic Recruitment™ population analysis to identify communities with the greatest potential to become adoptive parents for children with special needs in Florida, and wrote psychosocial descriptions outlining the motivations, concerns and receptivity factors for these populations. Ron Sacs communications used this information to design targeted television and radio commercials for the Explore Adoption campaign.

Louisiana Healthy Babies

Strategic Recruitment Analyst, July 2007 to July 2008

Ms. Simkins conducted a statewide neighborhood segmentation analysis used to design a targeted campaign to promote healthy behaviors of at-risk pregnant women in Louisiana. Ms. Simkins provided in depth psychosocial descriptions for the ten largest at-risk neighborhood segments who rated highest for infant mortality in the State.

City of Philadelphia Department of Human Services DCBPS Case Management System *Technical*

Writer/Trainer, May 2007 to September 2007

Ms. Simkins developed training materials and conducted staff training for the Adolescent Anti-Violence Reduction Program (AVRP) case management software system. Ms. Simkins conducted DHS staff user training on the use of the AVRP system. Additionally, Ms. Simkins wrote the training materials including a comprehensive user manual detailing the use of each function in the system. This manual was written with clear, step by step instructions for the use of each field and was fully indexed to give users easy access to information about any function in the system.

Florida Big Bend CBC Strategic Foster Parent Recruitment

Strategic Recruitment Analyst, September 2007 to October 2008

Ms. Simkins conducted a Strategic Recruitment analysis for thirteen counties in the northern pan handle of Florida and identified twelve target populations with the highest potential to provide foster care services in the Florida, Big Bend CBC. Using the data in this analysis, Ms. Simkins designed tailored outreach and media strategies to target these segments. Ms. Simkins conducted a recruitment staff workshop to train providers how to use targeted strategies to increase foster parent recruitment and retention throughout the state.

Public Broadcast System/American Institute for Research Ready to Learn Initiative

Strategic Recruitment Analyst, February 2006 to October 2006

Ms. Simkins worked with the American Institute for Research (AIR) to help promote PBS *Ready to Learn* programming to Title I families with children under the age of six years old. Ms. Simkins conducted a neighborhood segmentation analysis of populations with the highest rates of target families in Baltimore, MD, Toledo, OH, Oakland, CA, San Antonio, TX and Jackson, MS. The data from these analyses was used by AIR to design targeted media and outreach initiatives.

Georgia DHR, Division of Public Health Statewide Recruitment of Parenting Resources for Children with Special Needs

Strategic Recruitment Analyst, October 2004 to June 2006

Using the Strategic Recruitment model, Ms. Simkins designed and implemented foster and adoptive parent outreach strategies and events to improve recruitment of foster and adoptive parents in both rural and metropolitan counties of Georgia. Ms. Simkins studies the populations of Georgia by conducting a neighborhood segmentation analysis, and identified who were most likely to have the characteristics to care for children with special needs. Ms. Simkins used this data to design targeted recruitment strategies for those families.

Georgia DHR, Division of Public Health Babies Can't Wait Child Find Project

Strategic Recruitment Analyst, June 2004 to November 2004

Ms. Simkins designed outreach program events and strategies to promote the Georgia DHR Division of Public Health, Babies Can't Wait Public Awareness Program. Using the Strategic Recruitment model, Ms. Simkins conducted a neighborhood segmentation analysis of populations living in the state. This data was used to design a media and outreach campaign to educate the community about infants with developmental delays and diagnoses and to promote early intervention. Ms. Simkins designed targeted outreach activities, brochures and Power Point training for physicians, medical professionals, families, and networking organizations in order to increase awareness of Birth to Three services.

PREVIOUS EXPERIENCE

United Cerebral Palsy, Birth to Three Connections

Intake Coordinator Sept 2001 to June 2004

Ms. Simkins worked with the Wisconsin administered IDEA, Part C, Birth to Three Program which provides services to families with infants and toddlers with developmental delays and disabilities. Ms. Simkins performed demographic analysis of clients and conducted longitudinal demographic trends for populations using Birth to Three services Dane County. Data collected from these analyses were used to improve community networking and outreach efforts with physicians, child care providers, schools and social services working with infants and toddlers with special needs.

Partners in Loyalty Marketing

Marketing Assistant June 1998 to September 2001

Ms. Simkins supported loyalty marketing projects for healthcare and pharmaceutical products. In addition to coordinating contract proposals, she was responsible for designing and maintaining customer databases designed to track consumer loyalty.

Dane County Domestic Abuse Intervention Services

Crisis Line Advocate and Outreach Coordinator October 1991 to August 1998

Ms. Simkins provided direct service support and counseling to victims of domestic violence and their children in Dane County, Wisconsin. Ms. Simkins conducted support groups, staffed a 24 hour support line and counseled women in the community. Ms. Simkins was also responsible for supporting agency resource development and community outreach. Ms. Simkins coordinated donation distributions and publicity for agency support.

Gene Kroupa and Associates Marketing Research

Market Researcher November 1991 to September 1996

Ms. Simkins conducted and coded market research surveys and focus groups for health care agencies in Dane County and the surrounding areas. Ms. Simkins specialized in data collection, logistical coordination, coding and analysis of data of survey and focus group research.

EDUCATION

UNIVERSITY OF WISCONSIN, Madison
B.A., Psychology, 1991

ELIZA V. BYRNE

Ms. Byrne received a dual masters from the University of Pennsylvania in Macro Social Work and Governmental Administration in 2005, prior to joining the Center for the Support of Families, Inc. (CSF). While in graduate school, Ms. Byrne's work focused on data analysis and evaluation. For two years, while on the Fels-DHS partnership project, Ms. Byrne assisted in the statistical analysis for the performance-based contracting system at the Philadelphia Department of Human Services. Since working at CSF, Ms. Byrne has worked on projects in the states of Mississippi, Massachusetts, Connecticut, and Michigan; the County of Philadelphia Pennsylvania; and on the federal level, as a sub-contractor with JBS on the Continuous Quality Improvement project and the Permanency Innovations Initiative Training and Technical Assistance Project. In these projects, Ms. Byrne primarily focuses on the evaluation of child welfare programs, data validation cleansing and report development, conducting analysis to inform system practice and decision making, and continuous quality improvement systems and activities.

CSF WORK EXPERIENCE

Ms. Byrne joined the Center for the Support of Families, Inc. (CSF) in October 2005 as an Associate, and is currently a Senior Associate. In her roles at CSF, she has worked on the following projects:

Mississippi Practice Model Assessment and Implementation Project

March 2009 to Present

Ms. Byrne participated in the development of a practice model for the State of Mississippi back in 2009. In this capacity, she was responsible for the on-line development, management and analysis of a survey distributed to child welfare staff, the development of case review instruments and their user testing, in addition to the analysis of other quantitative and qualitative data obtained from MDHS. Ms. Byrne co-facilitated focus groups across the state of Mississippi with case workers and supervisors, to be incorporated into the analysis and report. She also conducted case reviews for special assessments on target populations, analyzed the information along with data and policy work, and helped write the findings reports for the state. Ms. Byrne assisted the State of Mississippi on the development of their Continuous Quality Improvement system. In this capacity, she assisted them in developing a quality assurance case review tool, developed business rules on data specifications for data reports being developed, validated data reports of key child welfare indicators to be used on a continual basis, analyzed current evaluation tools and making recommendations for their improvement, assisted in the development of new tools as well as practice guidance for those tools and data reports, and conducted several workshop sessions on how to use and interpret data, and how to conduct quality assurance reviews on system data. Ms. Byrne is currently working with the state on their project to develop new data reports on key child welfare and settlement agreement indicators by writing data report specifications, conducting data report validation and quality assurance activities, and assisting in conducting gap analyses on the reports. In addition, Ms. Byrne is working with state leadership to assess and improve the Regional Improvement Plans based on longitudinal data and action steps needed to improve outcomes.

Capacity Building Center for States

July 2015 to Present

Ms. Byrne is involved in this new project, for which CSF is sub-contracting with ICF International, to support the center in developing assessment tools and training curricula to further the foundational work that was done in the Children's Bureau project entitled CQI Training Academy.

Capacity Building Center for Courts

August 2015 to Present

For this project, which CSF is sub-contracting with the American Bar Association, Ms. Byrne is assisting in updating informational materials for the courts on the third round of the CFSR and how they can be involved.

Massachusetts Safety and Risk Case Review Project

March 2014 to August 2014

Ms. Byrne is managing the onsite case review for the Commonwealth of Massachusetts of 200 in-home services cases focusing on safety and risk issues. In this capacity, in consultation with the Department of Children and Families, she helped develop the safety and risk centered instrument utilized for case review, and conducted the training for CSF review staff on the instrument. Ms. Byrne is also responsible for conducting Inter-rater Reliability for review staff as well as conducts quality assurance on 100% of the cases reviewed. Throughout the case review process, Ms. Byrne is responsible for providing onsite supervision and support to the case review team members. At the completion of the case review, Ms. Byrne will be responsible along with other CSF staff for conducting the analysis of the case review findings and submission of the results in the final report.

Permanency Innovations Initiative Training and Technical Assistance Project

January 2012 to 2014

Ms. Byrne has assisted CSF, who is sub-contracting with JBS International, Inc on the Permanency Innovations Initiative Training and Technical Assistance Project. In this capacity, Ms. Byrne has worked with grantee technical assistance teams to compile and analyze survey results from assessments as well as assisted in content development for the project tool-kit.

Continuous Quality Improvement Training Academy

May 2013 to 2014

Ms. Byrne is working on a team sub-contracting with JBS International, Inc. to support the development of a new innovated training model to be implemented nationwide to assist state child welfare agencies develop, support and improve their capacity for Continuous Quality Improvement.

Massachusetts Program Improvement Plan Project

August 2010 to February 2013

Ms. Byrne managed the onsite quarterly case review for the Commonwealth of Massachusetts monitoring for their Program Improvement Plan. In this capacity, she trained reviewers on the case review instrument and SACWIS system, provided supervision for reviewers throughout the process, and conducted quality assurance on completed case reviews. She was also responsible for analyzing the information from the baseline and quarterly reviews and developing subsequent reports for the Commonwealth of Massachusetts, which identify strengths in practice, as well as recommendations for improvement.

Michigan Assessment Project

January 2012 to September 2012

For this project, Ms. Byrne provided feedback to co-workers tasked with developing the web-based survey instruments for public and private employees, inputting the finalized instrument into the web-based system, and tabulating/analyzing the results on completion. To this end, Ms. Byrne compiled and compared results tables for likert scale questions, and analyzed qualitative answers for both surveys, both information which was utilized as part of CSF's assessment report.

National Child Welfare Evaluation Summit

July 2011 to January 2012

For this project, Ms. Byrne assisted JBS in the evaluation of the national summit feedback. As part of this process, she compiled the results of the daily surveys submitted by the summit participants at the end of each day's session as well as the online survey completed at the end of the summit. Ms. Byrne was responsible for compiling the quantitative results into table format, as well as coding of the qualitative comments included in the survey. Ms. Byrne also created analyzed the data, as requested by the client, looking at multiple responses to the survey information.

Connecticut Practice Model Project

October 2008 to May 2009

For this project, Ms. Byrne participated in the development of a practice model for the State of Connecticut through the alignment of current initiatives and practices to the core principles of their child welfare system. Specifically, Ms. Byrne was responsible for the on-line development, management and analysis of a survey distributed to agency staff, conducting focus groups with agency staff, service providers and parent advocates, and the analysis of this and other qualitative data obtained from DCF.

Massachusetts External Child Welfare Review

August 2008 to December 2008

For this project for the Commonwealth of Massachusetts, Ms. Byrne participated in an evaluation study of the policies, procedures and practices of the Commonwealth of Massachusetts' front-end child welfare services. She was responsible for the daily management of the external review activities, including case review, data collection, and policy analysis. She was also responsible for the analysis of the data collected (both quantitative and qualitative), and the synthesis of all information collected.

Philadelphia IV-E Project

October 2005 to December 2008

For this project for the City of Philadelphia, Ms. Byrne analyzed cases to determine IV-E eligibility and analyzed data collected from the IV-E case review process to help determine trends and areas needing improvement. She worked collaboratively with the project team to identify areas for business process improvement and created weekly and monthly data reports based on the analysis, where she interpreted and translated data into tables for the client and identified their trends. She also managed the initiative to create a new Policy and Procedures Manual for Title IV-E determinations for the City of Philadelphia. In this capacity, she assigned chapters to be written, established a process for feedback and comments with the client, and monitored the flow of work and communication to ensure a timely completion of the project. She also worked with the City administration to develop a case tracking system, by consulting on business requirements for the system, as well as reports to develop to capture pertinent information.

Philadelphia Prevention Alignment Project

November 2007 to April 2008

For this project for the City of Philadelphia, Ms. Byrne participated in an evaluation study, analyzing community based prevention services. She helped develop interview and case review protocols, conducted data collection, analyzed the referral process, outcomes information, frequency of multiple program participation for community-based services, analyzed contract language and dollar amounts in the context of program participation, and helped develop database to analyze frequency of contracted services and compare contractual dollar amounts across agencies and programs.

Philadelphia SCOH Assessment and Redesign Project

November 2006 to October 2007



For this project for the City of Philadelphia, Ms. Byrne worked with a team to conduct a comprehensive assessment of the City's Services to Children in their Own Homes (SCOH). She conducted provider agency site visits; assisted in the development of interview, site visit, and case review protocols, conducted interviews with government and provider staff, analyzed existing data on program utilization and interaction between government and provider agency, and assisted in the development of the final report with recommendations for improvement.

PREVIOUS WORK EXPERIENCE

Consensus Group on Prisoner Reentry, Philadelphia, PA

Research Associate, December 2003 to May 2005

Ms. Byrne researched and wrote reports on best practice models for reentry processes. She helped develop recommendations for Philadelphia County; facilitated meetings with agency heads to improve communication and implement policy; collected data and monitored the Ready4Work program; provided technical assistance to community and faith-based partners; and developed and implemented management tools to streamline work efficiency.

Fels Institute of Government, DHS Project, Philadelphia, PA

Project Associate, September 2003 to May 2005

Ms. Byrne collected and synthesized qualitative research surveys. She assisted in the analysis of child welfare data with SAS, produced and interpreted graphs and tables from data, and helped explained data trends to the client. She also conducted targeted investigations on different segments of the population.

Presbyterian Children's Village, Rosemont, PA

MSW Intern, September 2002 to May 2003

Ms. Byrne researched and wrote agency reports on clients' development and profiles for adoption. She also counseled clients and families, provided case management for clients, and developed trainings for clients on adoption process and special needs of children in care.

EDUCATION

UNIVERSITY OF PENNSYLVANIA

Masters of Social Work, Masters of Governmental Administration, 2005

Public Service Award, Fels Institute of Government, May 2005

John K. Parker Award for Community Service, May 2004

CONNECTICUT COLLEGE

B.A., *Cum Laude, Distinction in Sociology and Government Majors, 2000*

PUBLICATIONS

Rose, William & Van Dusen, Eliza. 2002. "Sudan's Islamic Revolutions as a Cause of Foreign Intervention in Its Wars: Insights from the Balance of Threat Theory." *Civil Wars* 5(3). London: Frank Cass & Co.

CATHERINE M. WELSH

Ms. Welsh joined the Center for the Support of Families, Inc. (CSF) in February 2004. She has 30 years' experience in the field of Child Welfare, including direct social work and supervisory experience in CPS investigation, prevention, protection, foster care, and independent living. She further brings to CSF 20 years in training, curriculum development, and technical assistance for direct service social workers and supervisors in public child welfare agencies in the areas of CPS investigation, safety and risk assessment, and foster care and core clinical practice skills. Since joining CSF, Ms. Welsh has managed and/or contributed to numerous projects for agencies, including Child Protective Services, child welfare training and coaching to improve service delivery and implementation science.

CSF WORK EXPERIENCE

Permanency Innovations Initiative – Training and Technical Assistance Project (PII-TTAP)

October 2010 to Present

Ms. Welsh is currently participating on the Permanency Innovations Initiative, a project distinguished by its provision of rigorous evaluation, purposeful application of implementation science and coordinated dissemination of findings. The Training and Technical Assistance Project (PII-TTAP) provides innovative yet practical, integrated and coordinated training and technical assistance to build capacity for implementation within the six grantees to improve the outcomes for subgroups of children that have the most serious barriers to permanency. The training and technical assistance assists the grantees through knowledge dissemination, developing tools for effective application and transfer of implementation best practices; and actively coordinating and collaborating in implementation and evaluation activities accomplished through purposeful partnerships between the T/TA provider, the grantee organization, the purveyors implementing the intervention, the evaluation team and the federal partners (CB and OPRE). The focus of this project is to provide training, coaching and technical assistance at the organization and systems levels addressing strategic planning, infrastructure development, effective communication, teaming and collaboration, organizational and systems development, change management, leadership, and implementation science. Ms. Welsh is the T/TA lead for Washoe County, Nevada project to reduce long term foster care. In this role she has provided distance and in-person T/TA, coaching and peer learning. In addition to the work with the grantee, Ms. Welsh has co-facilitated a series of peer learning session webinars on coaching and contributed to the PII web-based, interactive toolkit intended to build the capacity of State, local and Tribal child welfare managers and administrators to apply implementation science concepts to discrete change efforts using the PII Approach.

Mississippi Department of Human Services Child Welfare Practice Model Project

Practice Model Coach/Coordinator/Trainer, 2009 to Present

Ms. Welsh participated in the development of the Practice Model and is participating in the systemic reform in Mississippi involving the Practice Model Implementation Project. Ms. Welsh has worked with agency representatives to redesign the safety and risk assessments and develop a safety plan; developed the Maltreatment Training which was delivered to all social workers and supervisors, developed and delivered training on the Practice Model, consulted with the University of Mississippi on revision of the Pre-Service trainings for workers and supervisors, and revisions to the policies. Ms. Welsh coordinates the implementation of the Practice Model activities of the 9 CSF staff/consultants who provide training, coaching, and technical assistance including individual and group guidance to caseworkers and supervisors on activities within the Practice Model, such as providing clinical supervision incorporating the administrative, educational and supportive functions, conducting clinical case staffing, planning and facilitating unit and regional meetings, using data from the continuous quality improvement system to make and sustain practice changes, conducting family team meetings, involving family members in developing case plans, incorporating

independent living plans into individualized case plans, using caseworker visits effectively, conducting strengths and needs assessments, conducting safety assessments and developing and monitoring a safety plan. She has also worked with agency leadership on fatality review, the Maltreatment in Care review instrument, and guidance on improved supervision of investigations using lessons learned from fatality reviews. She has developed and delivered a Leadership Development Program for supervisors and Regional Directors to enhance their leadership through a specific set of behaviors designed to improve accountability and fidelity to the Practice Model.

Continuous Quality Improvement Project (CQIP)

May 2013 to December 2014

Ms. Welsh participated as a Senior CQI Associate for the Continuous Quality Improvement Training Academy, a pilot project that introduced a 6 step problem solving approach (identify the problem, research the solution, develop the Theory of Change, adapt or develop the solution, implement the solution & monitor and assess the solution) designed to build new knowledge and skills in public child welfare CQI leaders, which will translate into more effective CQI processes and higher quality child welfare services. The CQI Training Academy used state-of-the-art training techniques including seven distance learning units comprising web-based modules, self-directed lessons, group learning, application opportunities, and group-based and individual coaching sessions. Ms. Welsh participated in the facilitation of the group based learning sessions and provided group and individual coaching to a cohort of 39 participants on individual application of learning activities. This pilot project was rigorously evaluated for its effectiveness.

Massachusetts Department of Children and Family Services Case Review Project

September 2010 to 2014

Ms. Welsh participated in the onsite quarterly case review for the Commonwealth of Massachusetts monitoring for their Program Improvement Plan. In this capacity, she reviewed cases using the approved case review instrument and SACWIS system, which is captured in reports for the Commonwealth of Massachusetts, which identifies strengths in practice, as well as recommendations for improvement.

Oregon Department of Human Services (DHS), SACWIS Project

Training Developer, December 2009 to April 2010

CSF developed instructor-led training courses, a user manual, and WBT training courses for OR-KIDS, the State of Oregon's SACWIS application. Ms. Welsh was a member of the team that developed the training plan, training materials and user manual.

Massachusetts Department of Children and Family Services External Review and Recommendations Project

July 2008 through December 2008

Ms. Welsh was a member of the Massachusetts External Review of the Department of Social Services Team which was tasked with the review and assessment of current clinical casework practices and administrative oversight practices of the Department. As a team member she completed a review of policy and training for the Massachusetts DCF external review of their child welfare system which provided recommendations to improve child welfare practice in the areas of safety and risk.

Children's Rights, Inc.

June 2010 to December 2010

Ms. Welsh participated in a review of a statistically representative sample of children served by a State subject to a class action lawsuit.

City of Philadelphia Department of Human Services

Project Manager and Lead Consultant, February 2005 to December 2009

Ms. Welsh was a senior team lead on the Philadelphia Child Welfare Redesign Project responsible for developing the IHPS and ARS standards and developing and delivering the training curriculum to DHS and private agency providers; the development of a Request for Qualifications and a Request for Proposals for three service initiatives: Alternative Response System, Family Stabilization Services and In Home Protective Services, including the facilitation of the review, scoring and awarding of contracts; conducting an assessment of the Community Based Prevention Services (CBPS) for the purpose of aligning those services with child abuse prevention and child safety; the design of ARS and IHPS program descriptions, program standards, staff roles and responsibilities, and training curricula; IHPS program outcome measurements IHPS program quality assurance activities; consultation to DHS leadership, the Mayor's Community Oversight Board and the Child Advocates Roundtable. Ms. Welsh previously led the Philadelphia Title IV-E Quality Assurance and Business Process Improvement project. In this role she supported CSF's management audit of the Title IV-E and compliance work being done by another contractor for the Philadelphia Department of Human Services (DHS). This project included the quality assurance review of over 2,000 cases; standardized interviews with the contractor and DHS staff; workflow analysis; and producing a report and recommendations for improving the City's Federal Financial Participation (penetration rate). In the second phase of the project, Ms. Welsh led the project team in the quality assurance review of IV-E eligibility decisions and the identification of business process improvements documented through weekly and monthly reports of the data analysis. Analyses of specific areas for improvement have been conducted on the Administration and Management Division's file room operations, license acquisition process, re-determination process, automation support, policy clarification and policy and procedures manual.

Ms. Welsh also participated in the Philadelphia County Department of Human Services, Child Welfare Reform Initiative which included an Assessment of Services to Children in their Own Homes (SCOH), a comprehensive review of 42 contract agencies to make recommendations for systemic improvement including: review of all open SCOH cases that involved a child fatality; development of an RFP for Alternative Response System and In-home Protective Services; development of training curriculum and transfer of learning methodology in safety assessment and safety management for DHS and provider agency staff; and development of fidelity and outcome measures and a methodology for continuous quality improvement.

Iowa Department of Human Services

Project Manager and Lead Consultant May 2004 to July 2005

Ms. Welsh work with the Iowa project in supporting the Iowa Department of Human Services (DHS) implementation of a redesign of the State's Child Welfare Services. CSF's team developed detailed workflows of the current ("As Is") operations of the child welfare services in Iowa, conducted a thorough analysis of the State's policies, procedures, practices and required documentation as well as DHS' quality assurance, fiscal, information technology and administrative infrastructure supporting effective child welfare services and positive outcomes for children and family. CSF presented recommendations for improving the alignment of DHS requirements and documentation with an effective approach to child welfare services ("To Be") including the recommendations for decision support and validation tools, quality assurance "moments," and roll-out training to improve the alignment of documentation with practice. Ms. Welsh is supporting CSF in rolling-out training and providing consultation support to ensure the implementation and sustainability of this project's enhancements to DHS' operations. In addition, Ms. Welsh worked on the redesign of the State's child welfare policies, procedures and practice guidance manuals.

PREVIOUS WORK EXPERIENCE

Child Welfare Institute, Duluth, GA

Vice President, 2000 to 2004

Ms. Welsh managed the internal operations of the Child Welfare Institute. She developed contracts for services to public and voluntary agencies, developed and managed income and expense budgets, and developed instructional designs. She also developed and wrote instructional materials, such as Illinois Child Protective Services Worker Training; Alexandria, VA, Supervising Safety, Risk, and Permanency Protocols Training; Shared Parenting of Adolescents in Foster Care: Shared Parenting to Prepare Adolescents for a Successful Transition to Interdependent Living; Ohio Family Assessment Model Training. Ms. Welsh provided direct training of new and existing training curricula as well in New York, Illinois, Ohio, and the District of Columbia. She developed evaluation models for instructional programs, completing evaluation of Alexandria's implementation of their safety, risk, and permanency protocols, and completed an evaluation of Illinois Core Worker training and completing a multiyear evaluation of New York State's Core Caseworker and Supervisor training program. Ms. Welsh led a fatality review evaluation for a local jurisdiction in New York State. She developed instructional service strategies for state, county, and private agencies. Ms. Welsh also oversaw the design and maintenance of CWI's Web site.

National Resource Center on Child Maltreatment, Duluth, GA

Director of Operations, 2001 to 2004 (CWI, under a cooperative agreement with the Children's Bureau, administers the NRCCM grant)

Ms. Welsh coordinated contracted activities with the Children's Bureau, HHS Regional Offices, and individual state and tribal administrators. As Director of Operations, she also provided on-site technical assistance to states, counties, and tribes to build agency capacity, specifically around CFSR and PIP development. She developed a research agenda for child welfare through collaborative forums of child welfare administrators and research faculty from schools of social work. Ms. Welsh also oversaw the design and maintenance of CSF's Web site.

South Bronx Human Development Organization, Inc., Bronx, NY

Resource Library and Curriculum Development Manager, 1995 to 2000

Ms. Welsh managed the statewide Independent Living Resource Library. She developed and delivered the NYS Independent Living Core Training Course, as well as workshops for ACS and voluntary agency staff. She facilitated training on the NYS Automated Child Welfare information system (SACWIS) "Connections" for local district and voluntary agency staff throughout New York State. Ms. Welsh was responsible for the development and maintenance of the New York State Independent Living On-Line Catalog on the web site. She also coordinated and oversaw all management information system required for quarterly and annual reports to funding sources, and recruited and managed consultants to provide training, technical assistance, and curriculum development in compliance with agency contract deliverables.

Professional Development Program, Rockefeller College at University at Albany, NY

Senior Education Specialist, 1990 to 1995

In this position, Ms. Welsh developed a training manual and facilitated training for NYC CWA staff on the NYS Central Child Abuse and Maltreatment Register On-Line System. She managed CSF for Independent Living Resource Library, and she provided training and technical assistance to local district and voluntary agency staff on Independent Living. She also provided training to local district and voluntary agency staff on the Risk Based Uniformed Case Record, and she developed the NYS IL Assessment Manual.

New York State Division for Youth, Rensselaer, NY

Social Work Intern, 1993

Ms. Welsh coordinated the technical assistance plan for the Coordinated Children's Services Initiative, a multi-agency initiative of the Governor's Office to prevent residential placement.



Rensselaer County Department of Social Services, Troy, NY

Child Protective Supervisor, 1987 to 1990

In this position, Ms. Welsh supervised Child Protective casework staff on the investigation of reports of child abuse and maltreatment, the filing of Article X petitions in Family Court, and the development and implementation of service plans for families and children receiving protective, preventive, and foster care services. She also provided education to the community and mandated reporters on child protective protocols.

Child Protective Caseworker, 1985 to 1987

Ms. Welsh investigated reports of child abuse and maltreatment, filed Article X petitions in Family Court, and developed and implemented comprehensive service plans.

CONSULTING EXPERIENCE

Council on Family and Child Caring Agencies, New York, NY

Consultant, 1998

Ms. Welsh facilitated training to NYC ACS staff on the Statewide Automated Child Welfare Information System, (SACWIS) "Connections."

EDUCATION

UNIVERSITY OF ALBANY, NY
Master of Social Work, 1993

SIENA COLLEGE, Loudonville, NY
B.A., English/Education, 1984