

**FIRST AMENDMENT
PROFESSIONAL SERVICES AGREEMENT
BY AND BETWEEN
COUNTY OF HUMBOLDT
AND
NATIONAL COUNCIL ON CRIME AND DELINQUENCY**

This First Amendment to the Professional Services Agreement dated June 13, 2017, by and between the County of Humboldt, a political subdivision of the State of California, hereinafter referred to as "COUNTY," and National Council on Crime and Delinquency (NCCD) Children's Research Center, a California non-profit, hereinafter referred to as "CONTRACTOR," is entered into this 27 day of February, 2018.

WHEREAS, on June 13, 2017 COUNTY and NCCD entered into a Professional Services Agreement for administration of Leadership Coaching in the Humboldt Practice Model and Safety Organized Practice; and

WHEREAS, the parties now desire to amend certain provisions of the Professional Services Agreement for administration of Leadership Coaching in the Humboldt Practice Model and Safety Organized Practice to add provisions for (1) additional training in the use of Structured Decision Making (SDM) tools (including a review of procedures for screening reports relating to sexual abuse allegations to ensure that the SDM screening tools are being used appropriately across all referral); (2) assistance with the revision of DHHS – CWS policies and procedures; (3) conducting a workload study in order to estimate the resources and number of staff members needed to perform the necessary functions of the child welfare agency in compliance with laws, rules, and policies applicable to Humboldt County; (4) assisting DHHS to leverage data resources and analytic support to improve agency practices; (5) preparation of a Business Process Map to help enable CWS achieve fidelity to best practice; (6) the integration of tribal needs into system improvement; (7) assistance with the development of a Mandated Reporter Guide; and (8) assistance in ensuring that all referrals are investigated.

NOW THEREFORE, the parties mutually agree as follows:

1. Section 2 – TERM of the Professional Services Agreement is hereby amended to read as follows:
 2. TERM:
 - A. The term of this Agreement shall be from June 13, 2017 and shall continue through June 30, 2020, unless sooner terminated as provided herein.
2. Section 4A – COMPENSATION of the Professional Services Agreement is hereby amended to read as follows:
 4. COMPENSATION
 - A. Maximum Amount Payable. The maximum amount payable by COUNTY for services rendered, and costs and expenses incurred, pursuant to the terms and conditions of this Agreement is One Million Ninety-One Thousand Two Hundred and Five Dollars (\$1,091,205.00). CONTRACTOR agrees to perform all services required by this Agreement for an amount not to exceed such maximum dollar amount. However, if local, state or federal funding or allowance rates are reduced or eliminated, COUNTY

may, by amendment, reduce the maximum amount payable for services provided hereunder, or terminate this Agreement as provided herein.

3. The Agreement is hereby amended to delete Exhibit A – Scope of Work and replace it in its entirety with the modified Scope of Work that is attached hereto and incorporated herein by reference. The modified Scope of Work attached hereto shall supersede any and all prior versions thereof, as of the effective date of this First Amendment.
4. This Agreement is hereby amended to delete Exhibit B – Schedule of Rates and replace it in its entirety with the modified Schedule of Rates that is attached hereto and incorporated herein by reference. The modified Schedule of Rates attached hereto shall supersede any and all prior versions thereof, as of the effective date of this First Amendment.
5. Except as modified herein, the Professional Services Agreement executed on June 13, 2017 shall remain in full force and effect. In the event of a conflict between the provisions of this First Amendment and the original Professional Services Agreement, the provisions of this First Amendment shall govern.

[Signatures on Following Page]

IN WITNESS WHEREOF, the parties have entered into this First Amendment to the Professional Services Agreement dated June 13, 2017 on the date indicated above.

TWO SIGNATURES ARE REQUIRED FOR CORPORATIONS:

- (1) CHAIRPERSON OF THE BOARD, PRESIDENT, OR VICE PRESIDENT; AND
- (2) SECRETARY, ASSISTANT SECRETARY, CHIEF FINANCIAL OFFICER OR TREASURER.

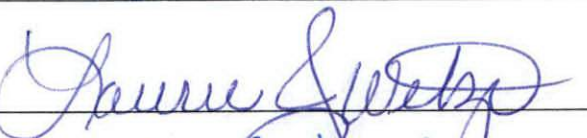
NCCD, INC.:

By: 

Date: 1-31-18

Name: Katherine H. Park

Title: CEO

By: 

Date: 2-1-18

Name: Laurie Wetzel

Title: CFO

COUNTY OF HUMBOLDT:

By: 

Date: 2/27/2018

Chair, Humboldt County Board of Supervisors
Ryan Sundberg

INSURANCE AND INDEMNIFICATION REQUIREMENTS APPROVED:

By: 

Date: 2/14/18

Risk Management

LIST OF EXHIBITS:

- Exhibit A – Scope of Services
- Exhibit B – Schedule of Rates

EXHIBIT A
SCOPE OF SERVICES
National Council on Crime and Delinquency
June 13, 2017 to June 30, 2020

1. SERVICES:

Beginning on the date of execution of this Agreement by both parties, the CONTRACTOR will provide the following services to assist DHHS Child Welfare Services to, 1) improve use of Structured Decision Making (SDM) assessments in all stages of service and build internal SDM coaching capacity and 2) increase the ability of its DHHS leadership to recognize, understand, and appreciate cultural differences and the impact of race, historical trauma, class, gender, sexual orientation and other 'isms' on individuals, their management decisions, the larger organization and the youth/families they serve in accordance with SDM as a core element of the Humboldt Practice Model.

There will be a series of initial orientations and development activities. This will include both large-group and small-group topic meetings, in which the CWS leadership and staff can be brought up to speed on recent developments in SDM assessments and practice; best-practice uses of SDM aggregate data and CQI activities; links between SDM and the Humboldt Practice Model; and best practices in training, coaching, and supervision. Implementation science has demonstrated the importance of coaching to ensuring the successful implementation of any program or practice. "Coaching" here means small-group efforts focused on unique uptake dilemmas associated with learning (or re-learning) proper use of the SDM assessments.

A. Outcomes and Activities

In an effort to improve staff use and application of SDM to better support decision making in each stage of service, CONTRACTOR will do the following:

- Provide onsite strategic planning meeting to outline best training and coaching plan forward.
- Provide group supervision training and modeling for front door and ongoing staff.
- SDM Refresher training and on the floor coaching for all stages of service over time, beginning with Hotline.
- Weekly TA support calls and email exchange
- Case reading training for supervisors and managers

In an effort to create a more racially equitable, culturally responsive and just child welfare system, CONTRACTOR will do the following:

- Provide leadership coaching in the Humboldt Practice Model and Safety Organized Practice through the facilitation of leadership meetings (in person, telephonically and/or electronically), individual coaching sessions, and trainings.
- Provide a framework for understanding and tools with which to examine the interplay of privilege and oppression.
- Develop a common language that facilitates effective cross-cultural communication.
- Provide ongoing opportunities to participate in dialogue, self-reflection and personal sharing in order to strengthen decision-making and supervision skills.
- Teach effective communication skills for use internally and in collaborations with partner agencies.
- To provide implementation consultation regarding pre-implementation, implementation, and sustainability planning activities of the Humboldt Practice Model.

B. Skills and topics

Consultation, meetings and coaching will teach the following:

- Creating a safe, non-blaming learning environment
- Multicultural assumptions and definitions
- Four levels of oppression (personal, interpersonal, cultural, institutional)
- Modern "ism" and internalized oppression behavior theory (racism, classism, levelism, heterosexism, etc.)
- The effect of participants' ethnic/cultural identity and early learning about people of other races/
- Theory relating to change strategies
- Varied application methods
- CQI Implementation plan

2. SCHEDULE:

A. SDM® System: Practice Improvement Activities

1. Project Kick-Off Meeting

During this half-day kick-off meeting, CRC and CWS leadership will review SDM data reports and any other resource material, and identify goals for the improvement activities. An agenda will also be created for the all staff meeting to provide an update on the vision and next steps for this project.

Cost: \$29,570

2. SDM Refresher Trainings

These trainings are newly designed one-day SDM trainings that are targeted to specific program areas to increase consistency in SDM definition application and understanding of SDM recommendation guidance using actual cases. CRC will partner with CWS to create curricula for two separate two-day "SDM refresher" trainings: one on hotline, safety and risk assessments; and one on FSNA/CSNA, risk reassessment, and reunification.

The National Council on Crime and Delinquency (NCCD) will conduct a one-day SDM refresher training per SDM tool for all staff on each site visit until all tools are covered. To date the hotline and safety assessments have been covered in depth. During the next three visits, NCCD staff will offer refreshers on risk assessment, family strengths and needs assessment/child strengths and needs assessment (FSNA/CSNA) and case planning tool, reunification assessment, and risk assessment.

Cost: \$58,500

3. Office-Based Hotline Coaching

CRC will provide up to three half-day real-time coaching sessions onsite with hotline screeners while they are taking calls. The coaching focus will include proper use of the SDM screening and response priority tool while on the call, use of solution-focused questions to help the reporter share the most detail, and best practices for screening narrative documentation and decision making.

Cost: \$6,270 (travel costs included in kick-off meeting cost above)

4. SDM Coaching for Supervisors and Managers

A critical component of any successful SDM implementation is leadership and supervisor understanding, uptake, and use of the assessments and the decision-support guidance.

CRC will provide coaching for leadership and supervisors to help them (a) better understand and make use of the SDM assessments; (b) better integrate SDM assessment use into the Humboldt practice model; and (c) better understand how to use data from the assessments in CQI efforts with their staff to create the culture of a learning organization.

These two one-day coaching sessions will engage supervisors and managers in applying SDM in case consultation settings using the comprehensive assessment planning framework compatible with the Humboldt practice model mapping process.

- a. CRC will support the front door teams in building critical thinking and case consultation model for new cases.
- b. CRC will offer coaching to the case promotional teams to enhance decision making when determining whether an investigation should promote to an ongoing case.

NCCD staff will meet with supervisors three additional times (three days total) to continue to support their team in defining criteria for case promotional decision support and implementing their new process with staff.

Cost: \$30,785

5. CWS Policy Review and Redrafting Support

NCCD CRC staff will review all CWS policies and procedures for SDM and practice model language inclusion and make recommendations for necessary updates. CRC will also review any revisions made by the CWS team for SDM integration or could co-write any policy revisions as needed.

NCCD will need additional time to completely redraft and consistently format the county's existing Child Welfare Services (CWS) policies and desk guides to reflect the most current California Child Abuse and Neglect Reporting Act (CANRA) and W&I Codes and legal obligations of CWS, including confidentiality requirements.

NCCD will provide a one-day training and Q&A period for staff to review revisions to policy and practice guidance and leadership expectations moving forward.

Cost: \$37,840

6. Group Supervision Facilitation Training for Leaders

This one-day training will build supervisors' and managers' ability to implement and facilitate a group supervision model as part of the CWS infrastructure using the comprehensive assessment planning framework taught in the SDM coaching for supervisors and managers sessions. CRC will model the process and CWS leaders will have the opportunity to practice on current cases.

Cost: \$10,110 (includes curriculum development)

7. Group Supervision Training for All Staff

This one-day training will build staff and partner's ability to present cases in internal vs external facing meetings using the collaborative and assessment planning framework. This practice allows staff to define the purpose of the consultation or family meeting, and better articulate, organize, and document the information gathered to make the most informed decisions at the time.

Cost: \$8,460

8. Weekly SDM TA support calls

CWS staff will have the opportunity to share their SDM and practice model-related questions with the CRC team on weekly one-hour calls. CWS will compile monthly Frequently Asked Questions (FAQ) documents for staff reference.

Cost: \$17,445

9. Comparative Case Reading

Regular case reading is an essential role of agency supervisors and quality assurance teams. It is the first step of ensuring practice quality standards are being met. CRC will work with the CWS leadership to increase case reading capacity for each stage of service and help them implement a standardized case review process into their monthly tasks. It will include reviewing for SDM policy compliance, quality of practice specified in the Humboldt practice model, and giving rigorous and balanced feedback for practice improvement to staff.

- a. CRC will provide a two-hour case reading training for supervisors and managers for all stages using the CA SDM 3.0 referral and case review tools in monthly case reviews.
- b. CRC will conduct a comparative case reading with CWS supervisors and analysts reviewing the same sample of referrals and cases as the CRC team using the same tools, and then comparing the results in a two-hour debrief meeting.

Cost: \$15,540

10. CQI Program Development and Coaching

CRC will offer up to three yearly full-day training and coaching sessions with the CWS data champions on how to organize, analyze, and circulate information from SafeMeasures and other data sources. This will support CWS's ability to conduct a rigorous CQI process and make the most of SDM aggregate data, leaving the county better positioned to continue this work into the future. CRC will also include an SDM implementation report to help guide CQI efforts.

Cost: \$94,045

B. Executive Coaching/Multicultural Coaching

1. Twelve days of onsite coaching sessions during the contract period to support front door/ER, case promotional team, and management team (96 hours over 24 months)
2. Workshops with Director of CWS (50 hours over 24 months)
3. Preparation/project management time.

Cost: \$27,440

C. HPM Implementation Consultation

With CRC support, CWS has formed and grown a county-wide Humboldt Practice Model Implementation Team through pre-implementation strategic planning and initial implementation activities aimed at streamlining organizational work and communications to achieve more efficient outcomes. To continue the work of the implementation teams, CRC will continue to coach the CWS leadership in building their capacity to design collaborative meeting processes and facilitation skills to ensure desired practice changes and increased stakeholder partnerships become sustainable in their daily work.

1. Up to five days of onsite meetings during the two-year contract period.

Group configurations are to be determined; i.e., one-day meeting with implementation team stakeholders and half day with the CWS leadership team; one-day meeting with HPM team chairs, half day consultation for training team; two half days with county and tribal leadership.

2. Phone consultation/technical assistance for in between sessions for questions, clarification and guidance (up to 15 hours).

Cost \$12,260 for two onsite meetings at \$6,130 (includes phone consultation/TA)

D. Training, Coaching, and Technical Assistance Activities

1. Plan for Backlogged Investigations

NCCD will provide assistance with the creation and implementation of plans to address outstanding backlogged investigations using the following strategies:

- Create a plan that ensures new investigations are completed in a timely fashion while CWS addresses the backlogged investigations.
- Assist CWS with developing a plan and strategy for triaging which backlogged investigations to address in what order of priority.
- Co-create a protocol with Humboldt County leadership for case assignment to prevent future investigations backlog.

Cost: \$5,000

2. Family Team Meeting Training for All Staff

- The overall goal of this deliverable is to enable workers to deliver key elements of the CWS family team meeting model during their home visits. This will allow Humboldt County clients to more regularly participate in decision making and crafting behavior-based safety and case plans. It also will allow reserving the formal facilitated process for families with complex circumstances requiring a separate facilitator only.
- NCCD will provide two one-day sessions for all workers and supervisors on facilitating meetings with families. This will build on the same facilitation and family engagement skills used in the internal group supervision mapping process to structure

productive home visits and meetings with families and their networks, including tribal and community supports.

Cost: \$15,000

3. CANRA/W&I Code and Policy Training for Trainers

NCCD will assist in requesting training for CWS staff and county counsel from the regional training academy (RTA)/CDSS Training and Support Unit on current California statutes, regulations, and associated All-County Letters and Information Notices related to CANRA roles and responsibilities (Penal Code 11165) and relevant California's Welfare and Institutions Codes and Division 31 regulations that define the scope of CWS responsibilities.

Cost: \$1,800

OR

If existing RTA/CDSS resources are not available to provide this training, NCCD will offer a one-day training for trainers (TFT) on the topics described above. As a result of their participation in this TFT, local trainers will be able to offer the same training to all staff and build it into their new staff orientation. The curriculum will include a PowerPoint, speaker notes, participant guide, and trainer guide.

Cost: \$12,500

(Budget represents the maximum costs of the two options to ensure appropriate funding.)

4. Business Process Mapping

NCCD will facilitate CWS workgroups in order to map out all business processes for each stage of service beyond hotline to identify roadblocks, efficiencies, and new ways to enable fidelity to best practice. This will include family maintenance—both voluntary and court, family reunification, permanency planning and adoptions, and independent living. NCCD will review final documents and make recommendations for improvements.

Cost: \$26,700

5. Stakeholder Task Force Formation and Facilitation of SDM Child Protection Reporting Guide Customization and Implementation

- NCCD will support CWS and the Humboldt County Sheriff's Office in forming a county stakeholder task force, which will be responsible for customizing and implementing the web-based SDM child protection reporting guide (CPRG), identifying any barriers encountered by the community and agencies to ensure compliance with CANRA, and making recommendations to resolve any identified barriers. The task force is to develop a protocol for identification of available resources and referral process to resources as appropriate.
- NCCD will facilitate the task force meetings on a regular basis (monthly meetings as the group forms), helping the task force build trusting relationships and collaborative processes and customize the CPRG. NCCD will assist CWS in creating a master schedule within 15 days of the second task force meeting. Once the CPRG is

implemented, the group will meet quarterly over the next three years. The goal is for NCCD to build local capacity to manage the task force agenda and facilitate regular meetings when the contract with NCCD ends.

Cost: \$45,850

6. CPRG Deliverables and Activities

Implementation Planning

NCCD project staff will conduct a series of remote activities in preparation for implementation and throughout the project, including the following:

- *Policy and practice review.* The NCCD project team will conduct a review of CWS's reporting materials and others provided by CWS and participating agencies and departments. This initial review will familiarize NCCD project staff with local practices, which will help inform design, development, and training.
- *Project planning webinar.* The NCCD project team will conduct two planning webinars with CWS's implementation team to review deliverables and finalize the project timeline.
- *Project launch webinar.* The NCCD project team will conduct up to two stakeholder web meetings to introduce the project and project team and to describe roles and responsibilities among NCCD, CWS, the Sheriff's Office, and the stakeholder groups. These webinars will prepare participating parties for the onsite customization workgroups.
- *Project management.* The NCCD project manager will provide oversight and coordination of all deliverables, ensure ongoing coordination between the CWS team and NCCD, and ensure adherence to project plan. This will guarantee the highest-quality work, on time and on budget.

Initial Customization Workgroup

The NCCD project team will work in partnership with CWS staff, key stakeholders, and participating agencies and departments during a five-day onsite workgroup meeting to customize the CPRG through the following activities:

- *Working draft.* NCCD will prepare a CPRG manual, based on a template from another jurisdiction, as the working draft for the customization process.
- *Onsite workgroup sessions.* NCCD will conduct onsite workgroup sessions over six to eight days to begin customizing the CPRG for use in Humboldt County. The first day will include discussion of the project drivers and an overview of the CPRG and customization process. The next two to three days will be spent building working agreements for all stakeholders to inform one another of their understanding of the CWS mandated reporting process and working toward building a collaborative environment for the customization work. The remaining four days will be spent in both large and small groups to develop decision trees and definitions. Sessions can be split over two weeks or months.
- *Follow-up webinars.* Following the initial onsite workgroup, NCCD will conduct up to three follow-up web meetings to review revisions and complete the initial version of the CPRG, if necessary.

Inter-Rater Reliability Testing

Following the onsite customization workgroup, the NCCD project team will facilitate remote inter-rater reliability (IRR) testing of the CPRG. IRR testing is a critical component of the development process that examines consistent use and understanding of the

assessment items and agreement in decision making. NCCD will conduct remote IRR testing of the CPRG through the following activities:

- *IRR vignettes.* NCCD will work with CWS staff and participating agencies and departments to create relevant vignettes for IRR testing.
- *IRR instructional webinar.* NCCD will conduct one web-training session to instruct participants in the IRR testing process.
- *Online survey.* NCCD will create a web-based survey site for IRR testing entry.
- *Analysis and recommendations.* NCCD will analyze IRR findings and present recommendations for assessment item and definition revisions at the final workgroup.

Field Trial

During a 30-day field test period, NCCD will support preliminary use of the CPRG. The purpose of the field test period is to identify problems with the assessment instrument, definitions, policy and procedures, or work flow prior to full implementation. The following activities will be conducted.

- *Field test user manual.* NCCD will provide a PDF document that includes the revised assessments, item definitions, and policy and procedures for use during the field test.
- *Fillable PDF form.* NCCD will provide a fillable form version of the assessments for use during the field test period.
- *Field test training.* NCCD will provide one web-based training for field test participants.
- *Online survey.* NCCD will provide an online survey to gather participants' experiences and feedback.
- *Field test support.* NCCD will be available for remote consultation if questions or issues arise during the field test period.
- *Field test findings.* NCCD will provide one webinar summarizing the field test period's findings. Feedback will be considered for final revisions.

Final Customization Workgroup

The NCCD project team will conduct a three-day follow-up session onsite in partnership with CWS staff, key stakeholders, and participating sectors to finalize the CPRG.

- *Onsite workgroup.* NCCD will conduct a final two-day onsite workgroup to finalize the CPRG for use in Humboldt County. NCCD will present IRR and field test findings to both the workgroup and steering committee (a subgroup of the task force) for incorporation into the final version of the CPRG.
- *Steering committee meeting.* NCCD will facilitate a one-day onsite meeting with the steering committee, which will include a representative from each stakeholder group of the task force. The steering committee will develop a change management process, including plans for a central repository for an issue log.
- *Follow-up webinars.* Following the final onsite workgroup, NCCD will conduct up to three follow-up web meetings to complete the CPRG, if necessary.
- *Final CPRG.* NCCD will incorporate all revisions and will electronically provide a final version of the CPRG within 60 days of the onsite finalization workgroup.

CPRG Training Curriculum Development

The NCCD project team will develop a one-day training session specific to each participating agency or department. Each session will include step-by-step instructions for using the CPRG, along with an explanation of relevant procedures. Materials will include

the CPRG manual and a trainer manual, which will include annotated MS PowerPoint slides, handouts, and user tips.

CPRG Training

The NCCD project team will conduct onsite training sessions for identified experts in each participating sector or department. NCCD will provide four one-day sessions for up to 25 experts per session. Each session will include instruction on appropriate use of the CPRG, as well as practice and application activities. These individuals will subsequently train other users in their departments and agencies.

Remote Support

The NCCD project team will provide remote implementation support via teleconference, email, or web meetings to consult with the steering committee to resolve any issues or concerns as needed. NCCD will also provide quarterly web meetings with the steering committee to consult on implementation questions and issues.

Case Reviews and Technical Assistance

Approximately three months into implementation, the NCCD project team will conduct a four-day onsite technical assistance visit to conduct case reviews and other technical assistance activities.

- *Case reviews.* NCCD will conduct up to three days of qualitative case reviews across participating agencies and departments.
- *Steering Committee Meeting.* NCCD will meet with the steering committee to discuss initial findings from the case reviews, discuss implementation progress, address issues, and plan for next steps.

Cost: \$204,200

(All onsite visits include travel and accommodations for two NCCD staff per trip)

7. CPRG Automation Options

NCCD has the capacity to design, develop, and support a web application to implement the CPRG. This publicly accessible, anonymous website would automate the reporting guide's decision trees, allowing the generation of a reporting recommendation with a few simple clicks. The site also can display links to appropriate information, resources, and even community providers based on the pattern of responses.

Option 1

Automation without data collection (responses will not be saved for tracking and analysis)

Cost: \$75,000

The CPRG will be automated into a standalone web application. NCCD will develop a web-based assessment available with anonymous reporting capabilities using a Captcha-based access form and Denial of Service threshold monitoring to prevent the site from being made unavailable by a bad actor. The application will live in a separate web server environment with no database. Users will enter the form data and submit the completed form for a reporting recommendation. After the user submits the data, the reporting response will be calculated based on the CPRG and presented to the user. In this implementation, no user-entered data will be collected.

NOTE: In this implementation, only the web server logs can be used to determine how many times the CPRG form was used. The ability to determine the outcome of each completed form, if a form was completed, and if an outcome result was generated will not be available.

OR

Option 2

Automation with data collection (responses will be saved for tracking and analysis)

Cost: \$120,000

(Budget represents the maximum costs of the two options to ensure appropriate funding.)

The CPRG will be automated into a standalone web application that records all entered data—but no user data—into a supporting database. NCCD will develop a web-based assessment available with anonymous reporting capabilities using a Captcha-based access form and Denial of Service threshold monitoring to prevent the site from being made unavailable by a bad actor. The application will live in a separate web server environment with a separate database. Users will enter the form data and submit the completed form for a reporting recommendation. After the user submits the data, the reporting response will be calculated based on the CPRG and presented to the user. In this implementation, the user-entered data will be collected and stored into the database setup and configured specifically for the CPRG application. Recorded data will include all data entered into the form by the user as well as the calculated outcome and the date and time that the form was completed and submitted. The system will also record abandoned forms—started but not completed. The captured data will help track usage and outcomes, allowing the client to work with NCCD to identify the effectiveness of the CPRG tool.

NOTE: This application is not being designed to capture any data that would allow identification of the end user. This implementation does not rely on web server logs to determine how many times the CPRG form was used, as the data will be persisted in the CPRG database. The stored data will provide the ability to view the outcome of each completed form and the data that resulted in the specific outcomes. Reporting on the usage trends of the tool is also possible based on the collected date and time data. From a child welfare leadership perspective, the benefit of data collection would be to get a sense of what kinds of reporters are accessing the application, for what kinds of concerns, and with what kinds of outcomes. While this data will be anonymous and there will be no way to know if it is accurate, it is likely to be representative of trends and help CWS to focus its mandated reporter education efforts in the community.

AND

An annual hosting fee applies to both options. The fee covers all costs associated with keeping the site available for users, including access to the SDM Help Desk for technology support.

Hosting fee: \$15,450 for three years of hosting at \$5,150 per year

8. Collaboration with Independent Tribal Consultant and Project Monitor

- NCCD will work with CWS and the independent tribal consultant assigned by the attorney general's office to better integrate tribal needs into all system improvement activities, including building on existing cultural responsive services training and integrating the working-across-differences concepts into daily practice.
- NCCD will report progress on the project deliverables in writing to the monitor as required by the final judgment.

Cost: \$19,100

9. General Technical Assistance and Consultation

NCCD will provide any additional technical assistance and consultation that falls outside of listed deliverables, such as participating in dependency system improvement activities and supporting tribal partnerships and collaboration with CWS.

Cost: \$13,500

10. Targeted System and Continuous Quality Improvement

NCCD's Targeted System Improvement (TSI) model will provide valuable support and supplement the work of Humboldt County CWS. Working together, NCCD and CWS will identify focus areas, data needs, and training opportunities. Results will guide agency decision making and an ongoing continuous quality improvement (CQI) culture for workers and managers. The TSI model has four main phases: 1) select the change team and identify the focus areas; 2) analyze data and develop implementation plan; 3) implement and monitor plan; and 4) assess results and plan for next steps. Using this structure, the change team will identify focus areas, use a number of data reporting and ad hoc analytics, and meet frequently to monitor change.

This process will include, but is not limited to, NCCD monitoring of their current system improvement plan (SIP); planning for the next SIP will be included. NCCD will use the TSI model to work with agency leadership and staff to garner stakeholder input for the creation of the county's five-year SIP goals for the period of 2017 through 2022.

The period's SIP goals, and related strategies and action steps, will be influenced by areas of needed improvement identified in the attorney general investigation. NCCD and Humboldt County will include ongoing assessment of current progress to meeting the SIP goals as part of regular consultations. An analysis/approach such as Plan, Do, Study, Act (PDSA) may be utilized to assess progress on each goal and to identify any needed course corrections for strategies and action steps during the five-year SIP period.

Additionally, the TSI service arrangement includes technical assistance to support ongoing accountability and CQI processes, illuminate agency decision structures and service populations, and improve practice to achieve strategic goals.

The county will benefit from additional training to build data capacity and data culture through coaching and training. NCCD proposes a technical assistance strategy that involves onsite work sessions. During the onsite sessions, NCCD analysts will work with agency representatives to develop reporting processes that accurately represent critical outcomes. Given the variation of data services the county is requesting, this work may include any of the following.

- *Training and Coaching.* Providing individual or team-based demonstrations on how to best use SafeMeasures® and data analytics.

- *Reviewing and Developing Project Plans.* Creating program descriptions, logic models, and determinates of success.
- *Validating Current Reporting Process.*
- *Developing Tracking Measures.* This includes descriptive profiles, trends, local benchmarks of success, reconciliation with federal measures, SafeMeasures, and University of California, Berkley data.

Cost: \$60,000

If reporting services exceed the contracted amount for TSI services, Humboldt County may contract for additional services at an hourly rate of \$160/hour.

11. Workload Study and Organizational Culture Assessment

One of the greatest consequences of high workload is staff turnover. This burden is often compounded by an agency’s organizational culture. When staff leave due to high workload, this can further strain staff resources and impact the organizational culture of the agency. Recent research indicates that organizational culture has an interactive effect with staff turnover to impact outcomes for youth. In other words, an association between decreased staff turnover and improved outcomes for youth was only evident in agencies that had an organizational culture that supported staff knowledge, competency, and prioritization of client well-being. Considering the organizational culture of an agency may enhance the impact of any strategies identified to improve workload conditions and staff retention.

Workload Study Objectives

Workload studies are designed to inform agencies regarding the number of staff needed to perform necessary functions and describe the nature of different staff positions by tracking time spent on tasks and activities performed. The goal of the workload study is to help the agency ensure sufficient staff resources and manage existing resources more effectively.

Three objectives are associated with this general goal.

1. To estimate the number of staff the agency needs in order to provide required services to children and families. This involves estimating the staff time required, on average, to screen reports of child abuse and neglect and conduct investigations, provide ongoing casework services to children and families, and perform other essential child welfare tasks according to agency standards.
2. To develop an agency “workload accounting” system that will enable the agency to measure workload accurately, deploy available staff resources more efficiently, and ensure equitable workload distribution across units and individual workers.

Williams, N. J., & Glisson, C. (2013). Reducing turnover is not enough: The need for proficient organizational cultures to support positive youth outcomes in child welfare. Children and youth services review, 35(11), 1871–1877.

3. To perform analyses of child welfare activities, including the amount of time required for travel, paperwork, or other time-consuming activities, in a manner that informs agency managers on strategies to reduce workload burden and serve individuals more effectively.

The workload study design used by NCCD estimates the number of CWS front-line staff required by Humboldt County CWS to effectively perform its public mission as outlined by standards.

To assess the organizational culture of Humboldt County CWS, NCCD will use the Organizational Social Context Measure, a well-researched and validated tool. NCCD will seek consultation from the tool developers at the University of Tennessee on appropriate use of the tool to promote reliability. NCCD anticipates administering the tool online and will take protective measures to ensure staff confidentiality. The tool takes about 20 minutes to complete.

Findings from this assessment will help inform other areas of the evaluation and improve the effectiveness of the recommendations that come out of these efforts. For example, the results may support interventions that enhance organizational culture, ultimately contributing to effective strategic planning and system improvement initiatives (such as staff retention strategies).

Based on the findings of the assessment, NCCD may consider asking questions during onsite meetings and focus groups to provide more context and help focus recommendations.

Cost: \$189,900

3. DELIVERABLES:

NCCD will provide each deliverable as described in detail above.

If either party to this Agreement must cancel and/or reschedule either a Deliverable onsite meeting or a web meeting, the requesting party must provide the other party five (5) business days advance written notice of the intent to cancel and/or request to reschedule.

If CONTRACTOR fails to attend a scheduled or rescheduled Deliverable meeting, CONTRACTOR will not invoice COUNTY for the missed meeting.

Onsite Ad Hoc Trips: The scope and topics of ad hoc trips can be required as needed during the contract period. In general, they would be to provide implementation team meeting facilitation and/or training/coaching to enhance current practice implementation and proactive systems improvement efforts. This flat rate amount will only be invoiced if mutually agreed to add an additional one-day trip onsite.

4. PLACE OF PERFORMANCE:

Humboldt County

**EXHIBIT B
SCHEDULE OF RATES**

National Council on Crime and Delinquency
June 13, 2017 to June 30, 2020

CONTRACTOR agrees that the total maximum compensation for services and costs under this Agreement shall be a maximum of One Million Ninety-One Thousand Two Hundred and Five Dollars (\$1,091,205.00) over a three-year term of 6/13/2017 through 6/30/2020. CONTRACTOR will travel to Humboldt County as required as described in Exhibit A – Scope of Services and costs of travel are included in the cost of services.

1. RATE OF COMPENSATION:

COUNTY agrees to pay CONTRACTOR at the rate below for individual services rendered:

Project Kick-off Meeting	\$29,570
SDM Refresher Training	\$58,500
Office-based Hotline Coaching	\$6,270
SDM Coaching for Supervisors and Managers	\$30,785
CWS Policy Review and Redrafting Support	\$37,840
Group Supervision Facilitation Training for Leaders	\$10,110
Group Supervision Training for All Staff	\$8,460
Weekly SDM TA Support Calls	\$17,445
Comparative Case Reading	\$15,540
CQI Program Development and Coaching	\$94,045
Executive Coaching/Multicultural Coaching	\$27,440
Plan for Backlogged Investigations	\$5,000
Family Team Meeting Training for All Staff	\$15,000
CANRA/W&I Code and Policy Training for Trainers (actual cost depends on option chosen)	\$12,500
Business Process Mapping	\$26,700
Stakeholder Task Force Formation and Facilitation of SDM Child Protection Reporting Guide Customization and Implementation	\$45,850
CPRG Deliverables and Activities	\$204,200
CPRG Automation (actual cost depends on option chosen)	\$120,000
CPRG Automation Hosting Fee (\$5,150.00/year for 3 years)	\$15,450
Collaboration with Independent Tribal Consultant and Project Monitor	\$19,100
General Technical Assistance and Consultation	\$13,500
Targeted System and Continuous Quality Improvement	\$60,000
Workload Study and Organizational Culture Assessment	\$189,900
Subtotal	\$1,063,205
HPM Implementation Consultation (TWO ONSITE)	\$12,260
Two Onsite Ad Hoc Trips	\$15,740
Total	\$1,091,205

2. EXPENSES:

The CONTRACTOR agrees to perform all services required by this Agreement for an amount not to exceed such maximum dollar amount. All costs uncured above the maximum amount will be the responsibility of the CONTRACTOR.

Any rescheduled Deliverable meeting must be invoiced for the month in which the rescheduled meeting occurred.

If CONTRACTOR fails to attend a scheduled or rescheduled Deliverable meeting, CONTRACTOR will not invoice COUNTY for the missed meeting.

CONTRACTOR shall submit an itemized invoice quarterly to the COUNTY itemizing all work completed and costs incurred as of the invoice date. CONTRACTOR'S invoices shall document the days and hours for which services were rendered on a quarterly basis. Payment for work performed will be made within thirty (30) days after receipt of the program approved invoice.

Invoices shall be submitted to:

Humboldt County DHHS – Child Welfare Services
Attention: Child Welfare Services Director
2440 6th Street
Eureka, CA 95501