



NOTICE OF INTENT TO AWARD

February 24, 2023

Procurement Type and Number	Request for Proposals (RFP) No. 2022IACDS001 RFx No. 3120002610
Procurement Title	Intake, Assessment & Case Decision Support Services
Opening Date and Time	January 25, 2023 1:00 PM, CST

MDCPS issued a Request for Proposals on December 21, 2022. The following vendor(s) submitted a response to the above solicitation:

- Evident Change

The one (1) response was evaluated according to the criteria stated in the solicitation. Technical and Cost Factors for each Respondent were scored, and Management Factors were scored last. Ranking of the responses is provided below in order of evaluation:

Respondent	Technical Factors (33 Points)	Cost Factors (35 Points)	Management Factors (32 Points)	Total Score (100 Points)
Evident Change	22	35	31.67	86.67

MDCPS announce our intent to award a contract to the following vendor upon approval by the Public Procurement Review Board:

- Evident Change

Evident Change's total proposed contract cost to provide Intake, Assessment, Case Decision Support services is \$311,000.000. The contract will begin April 5, 2023 and end on March 31, 2024, subject to PPRB approval. Included as Attachment A to this Notice is a copy of the proposed contract template to be used for the contract that includes the terms, conditions, and scope of services for the agreement.


We would like to thank each vendor for your time and efforts in preparing a response to this solicitation.

MDCPS invites you to contact the Procurement Director of MDCPS by U.S. mail or e-mail submission to Jerrika Brantley (contracts@mdcps.ms.gov), Chief Procurement Officer, if you would like to request a post-award vendor debriefing where we can share with you any applicable information about your response including significant weaknesses or deficiencies, technical ratings, and overall ranking specific to your company's response. This debriefing is a meeting and not a hearing; therefore, legal representation is not required. However, if you prefer to have legal representation present, you must provide notification that includes the name of the attorney, address, and telephone number, prior to the scheduled meeting so that MDCPS can also have legal representation present. Your written request for debriefing must be received no later than 5:00 PM, CT by the third (3rd) business day after the issuance of this notice. Vendors are reminded that any protests of this decision must be submitted via U.S. Mail postage prepaid, or personal delivery to Jerrika Brantley, Chief Procurement Officer, within the seventh (7th) calendar day after the issuance of this notice. The protest must be in writing, identify the name and address of the protestor, provide appropriate identification of the procurement and resulting contract number (if known), and detail the nature of the protest, including available supporting exhibits, evidence, or documents to substantiate any claims.

The successful vendor(s) is instructed not to begin work, purchase materials, or enter into subcontracts relating to the project or services until execution of the contract.

We appreciate your interest in doing business with the State of Mississippi

Sincerely,

DocuSigned by:


89680264DFFA478
Jerrika Brantley, Procurement Director
Mississippi Department of Child Protection Services

ATTACHMENT A
STATE OF MISSISSIPPI
MISSISSIPPI DEPARTMENT OF CHILD PROTECTION SERVICES
CONTRACT FOR EVIDENT CHANGE

1. Parties. The parties to this contract are the Mississippi Department of Child Protection Services (hereinafter “MDCPS”) and Evident Change (hereinafter “Independent Contractor”).
2. Purpose. The purpose of this contract is for MDCPS to engage Independent Contractor for professional services. Independent Contractor hereby agrees to render certain professional services described in Paragraph 3, “Scope of Services.”
3. Scope of Services. Independent Contractor will perform and complete in a timely and satisfactory manner the services described in the Scope of Services, attached hereto as Exhibit A, and the “*2nd Modified Mississippi Settlement Agreement and Reform Plan*”, attached hereto as Exhibit B, and incorporated herein by reference.
4. Consideration. As consideration for the performance of this Contract, Independent Contractor shall be paid a fee not to exceed Three Hundred Eleven Thousand Dollars and Zero Cents (\$311,000.00) in accordance with the budget attached hereto as Exhibit C.
5. Period of Performance. This contract will become effective for the period beginning April 5, 2023 and ending on March 31, 2024 upon the approval and signature of both parties hereto.
6. Renewal of Contract. The contract may be renewed at the discretion of MDCPS upon written notice to Independent Contractor prior to the contract anniversary date for four successive one-year periods under the same prices, terms, and conditions as in the original contract and/or subsequent contracts. The total number of renewal years permitted shall not exceed four or extend past March 31, 2028. However, if MDCPS does not intend to renew the contract, Independent Contractor shall be notified in writing prior to the contract anniversary date.
7. Method of Payment. Independent Contractor agrees to accept payments referenced in Paragraph 4, “Consideration”, to be paid as billed by Independent Contractor, upon review and approval by MDCPS. Independent Contractor agrees to submit invoices to MDCPS that contain a detailed account of each billing. **The final invoice is to be submitted no later than fifteen (15) days after the contract end date.** Independent Contractor is classified as an independent contractor and not a contractual employee of MDCPS. As such, any compensation due and payable to Independent Contractor will be paid as gross amounts. Independent Contractor invoices shall be submitted to the Agency as set forth in Paragraph 27. Independent Contractor invoices shall be submitted to MDCPS at contract.invoices@mdcps.ms.gov by the 10th day of each month following completion.

8. Applicable Law. The contract shall be governed by and construed in accordance with the laws of the State of Mississippi, excluding its conflicts of laws provisions, and any litigation with respect thereto shall be brought in the federal courts in the State or in a court of competent jurisdiction in Hinds County, Mississippi. Independent Contractor shall comply with applicable federal, state, and local laws and regulations.
9. Availability of Funds. It is expressly understood and agreed that the obligation of the MDCPS to proceed under this agreement is conditioned upon the appropriation of funds by the Mississippi State Legislature and the receipt of state and/or federal funds. If the funds anticipated for the continuing fulfillment of the agreement are, at any time, not forthcoming or insufficient, either through the failure of the federal government to provide funds or of the State of Mississippi to appropriate funds or the discontinuance or material alteration of the program under which funds were provided or if funds are not otherwise available to MDCPS, MDCPS shall have the right upon ten (10) working days written notice to Independent Contractor, to terminate this agreement without damage, penalty, cost or expenses to the MDCPS of any kind whatsoever. The effective date of termination shall be as specified in the notice of termination.
10. Representation Regarding Contingent Fees. Independent Contractor represents that it has not retained a person to solicit or secure a state contract upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee, except as disclosed in Contractor's bid or proposal.
11. Representation Regarding Gratuities. The Independent Contractor represents that it has not violated, is not violating, and promises that it will not violate the prohibition against gratuities set forth in Section 6-204 (Gratuities) of the Mississippi Public Procurement Review Board Office of Personal Service Contract Review Rules and Regulations.
12. Compliance with Laws. Independent Contractor understands that MDCPS is an equal opportunity employer and therefore, maintains a policy which prohibits unlawful discrimination based on race, color, creed, sex, age, national origin, physical handicap, disability, genetic information, or any other consideration made unlawful by federal, state, or local laws. All such discrimination is unlawful and Independent Contractor agrees during the term of the agreement that Independent Contractor will strictly adhere to this policy in its employment practices and provision of services. Independent Contractor shall comply with, and all activities under this agreement shall be subject to, all applicable federal, State of Mississippi, and local laws and regulations, as now existing and as may be amended or modified.
13. Insurance. Independent Contractor represents that it will maintain workers' compensation insurance as required by the State of Mississippi which shall inure to the benefit of all the Independent Contractor's personnel provided hereunder; comprehensive general liability or professional liability insurance, and employee dishonesty insurance or fidelity bond insurance with third party liability coverage. All general liability, professional liability, employee dishonesty, and fidelity bond insurance will provide coverage MDCPS as an additional insured. MDCPS reserves the right to request from carriers, certificates of

insurance regarding the required coverage. Insurance carriers must be licensed or hold a Certificate of Authority from the Mississippi Department of Insurance.

14. Indemnification. To the fullest extent allowed by law, Independent Contractor shall indemnify, defend, save and hold harmless, protect, and exonerate the agency, its commissioners, board members, officers, employees, agents, and representatives, and the State of Mississippi from and against all claims, demands, liabilities, suits, actions, damages, losses, and costs of every kind and nature whatsoever including, without limitation, court costs, investigative fees and expenses, and attorney's fees, arising out of or caused by Independent Contractor and/or its partners, principals, agents, employees and/or subcontractors in the performance of or failure to perform this agreement. In the State's sole discretion, Independent Contractor may be allowed to control the defense of any such claim, suit, etc. In the event Independent Contractor defends said claim, suit, etc., Independent Contractor shall use legal counsel acceptable to the State. Independent Contractor shall be solely responsible for all costs and/or expenses associated with such defense, and the State shall be entitled to participate in said defense. Independent Contractor shall not settle any claim, suit, etc. without the State's concurrence, which the State shall not unreasonably withhold.

15. Stop Work Order.

1) Order to Stop Work: MDCPS may, by written order to Independent Contractor at any time, and without notice to any surety, require Independent Contractor to stop all or any part of the work called for by this contract. This order shall be for a specified period not exceeding 90 days after the order is delivered to Independent Contractor, unless the parties agree to any further period. Any such order shall be identified specifically as a stop work order issued pursuant to this clause. Upon receipt of such an order, Independent Contractor shall forthwith comply with its terms and take all reasonable steps to minimize the occurrence of costs allocable to the work covered by the order during the period of work stoppage. Before the stop work order expires, or within any further period to which the parties shall have agreed, MDCPS shall either:

a) cancel the stop work order; or,

b) terminate the work covered by such order as provided in the Termination for Default clause or the Termination for Convenience clause of this contract.

2) Cancellation or Expiration of the Order: If a stop work order issued under this clause is canceled at any time during the period specified in the order, or if the period of the order or any extension thereof expires, Independent Contractor shall have the right to resume work. An appropriate adjustment shall be made in the delivery schedule or Independent Contractor price, or both, and the contract shall be modified in writing accordingly, if:

- a) the stop work order results in an increase in the time required for, or in Independent Contractor's cost properly allocable to, the performance of any part of this contract; and,
 - b) Independent Contractor asserts a claim for such an adjustment within 30 days after the end of the period of work stoppage; provided that, if MDCPS decides that the facts justify such action, any such claim asserted may be received and acted upon at any time prior to final payment under this contract.
- 3) **Termination of Stopped Work:** If a stop work order is not canceled and the work covered by such order is terminated for default or convenience, the reasonable costs resulting from the stop work order shall be allowed by adjustment or otherwise.
 - 4) **Adjustments of Price:** Any adjustment in contract price made pursuant to this clause shall be determined in accordance with the Price Adjustment clause of this contract.
16. Termination. The Commissioner may terminate this contract with or without cause upon thirty (30) days prior written notice to the Independent Contractor.
17. Termination for Convenience.
- 1) *Termination.* The Commissioner or designee may, when the interests of the State so require, terminate this contract in whole or in part, for the convenience of the State. The Commissioner or designee shall give written notice of the termination to Independent Contractor specifying the part of the contract terminated and when termination becomes effective.
 - 2) *Independent Contractor's Obligations.* Independent Contractor shall incur no further obligations in connection with the terminated work and on the date set in the notice of termination Independent Contractor will stop work to the extent specified. Independent Contractor shall also terminate outstanding orders and subcontracts as they relate to the terminated work. Independent Contractor shall settle the liabilities and claims arising out of the termination of subcontracts and orders connected with the terminated work. The Commissioner or designee may direct Independent Contractor to assign Independent Contractor's right, title, and interest under terminated orders or subcontracts to the State. Independent Contractor must still complete the work not terminated by the notice of termination and may incur obligations as are necessary to do so.
18. Termination for Default.
- 1) *Default.* If Independent Contractor refuses or fails to perform any of the provisions of this contract with such diligence as will ensure its completion within the time specified in this contract or any extension thereof, or otherwise fails to timely satisfy the contract provisions, or commits any other substantial breach of this contract, the Commissioner or designee may notify Independent Contractor in writing

of the delay or nonperformance and if not cured in ten (10) days or any longer time specified in writing by the Commissioner or designee, such officer may terminate Independent Contractor's right to proceed with the contract or such part of the contract as to which there has been delay or a failure to properly perform. In the event of termination in whole or in part, the Commissioner or designee may procure similar supplies or services in a manner and upon terms deemed appropriate by the Commissioner or designee. Independent Contractor shall continue performance of the contract to the extent it is not terminated and shall be liable for excess costs incurred in procuring similar goods or services.

- 2) *Contractor's Duties.* Notwithstanding termination of the contract and subject to any directions from the procurement officer, Independent Contractor shall take timely, reasonable, and necessary action to protect and preserve property in the possession of Independent Contractor in which the State has an interest.
- 3) *Compensation.* Payment for completed services delivered and accepted by the State shall be at the contract price. The State may withhold from amounts due Independent Contractor such sums as the Commissioner or designee deems to be necessary to protect the State against loss because of outstanding liens or claims of former lien holders and to reimburse the State for the excess costs incurred in procuring similar goods and services.
- 4) *Excuse for Nonperformance or Delayed Performance.* Except with respect to defaults of subcontractors, Independent Contractor shall not be in default by reason of any failure in performance of this contract in accordance with its terms (including any failure by Independent Contractor to make progress in the prosecution of the work hereunder which endangers such performance) if Contractor has notified the Commissioner or designee within 15 days after the cause of the delay and the failure arises out of causes such as: acts of God; acts of the public enemy; acts of the State and any other governmental entity in its sovereign or contractual capacity; fires; floods; epidemics; quarantine restrictions; strikes or other labor disputes; freight embargoes; or unusually severe weather. If the failure to perform is caused by the failure of a subcontractor to perform or to make progress, and if such failure arises out of causes similar to those set forth above, Independent Contractor shall not be deemed to be in default, unless the services to be furnished by the subcontractor were reasonably obtainable from other sources in sufficient time to permit Independent Contractor to meet the contract requirements. Upon request of Independent Contractor, the Commissioner or designee shall ascertain the facts and extent of such failure, and, if such officer determines that any failure to perform was occasioned by any one or more of the excusable causes, and that, but for the excusable cause, Independent Contractor's progress and performance would have met the terms of the contract, the delivery schedule shall be revised accordingly, subject to the rights of the State under the clause entitled in fixed-priced contracts, "Termination for Convenience". (As used in this Paragraph of this clause, the term "subcontractor" means subcontractor at any tier).

- 5) *Erroneous Termination for Default.* If, after notice of termination of Independent Contractor's right to proceed under the provisions of this clause, it is determined for any reason that the contract was not in default under the provisions of this clause, or that the delay was excusable under the provisions of Paragraph (4) (Excuse for Nonperformance or Delayed Performance) of this clause, the rights and obligations of the parties shall, if the contract contains a clause providing for termination for convenience of the State, be the same as if the notice of termination had been issued pursuant to such clause.
- 6) *Additional Rights and Remedies.* The rights and remedies provided in this clause are in addition to any other rights and remedies provided by law or under this contract.
19. Termination Upon Bankruptcy. This contract may be terminated in whole or in part by MDCPS upon written notice to Independent Contractor, if Independent Contractor should become the subject of bankruptcy or receivership proceedings, whether voluntary or involuntary, or upon the execution by Independent Contractor of an assignment for the benefit of its creditors. In the event of such termination, Independent Contractor shall be entitled to recover just and equitable compensation for satisfactory work performed under this contract, but in no case shall said compensation exceed the total contract price.
20. Modification or Renegotiation. This agreement may be modified only by written agreement signed by the parties hereto. The parties agree to renegotiate the agreement if federal and/or state revisions of any applicable laws or regulations make changes in this agreement necessary. Modifications shall not be initiated by the Independent Contractor within the last 90 days of the contract period, without prior approval from the Commissioner's Office.
21. Anti-assignment/Subcontracting. Contractor acknowledges that it was selected by the State to perform the services required hereunder based, in part, upon Contractor's special skills and expertise. Contractor shall not assign, subcontract, or otherwise transfer this agreement, in whole or in part, without the prior written consent of the State, which the State may, in its sole discretion, approve or deny without reason. Any attempted assignment or transfer of its obligations without such consent shall be null and void. No such approval by the State of any subcontract shall be deemed in any way to provide for the incurrence of any obligation of the State in addition to the total fixed price agreed upon in this agreement. Subcontracts shall be subject to the terms and conditions of this agreement and to any conditions of approval that the State may deem necessary. Subject to the foregoing, this agreement shall be binding upon the respective successors and assigns of the parties.
22. Non-Solicitation of Employees. Each party to this agreement agrees not to employ or to solicit for employment, directly or indirectly, any persons in the full-time or part-time employment of the other party until at least six (6) months after this agreement terminates unless mutually agreed to in writing by the State or Contractor.
23. Waiver. No delay or omission by either party to this agreement in exercising any right,

power, or remedy hereunder or otherwise afforded by contract, at law, or in equity shall constitute an acquiescence therein, impair any other right, power or remedy hereunder or otherwise afforded by any means, or operate as a waiver of such right, power, or remedy. No waiver by either party to this agreement shall be valid unless set forth in writing by the party making said waiver. No waiver of or modification to any term or condition of this agreement will void, waive, or change any other term or condition. No waiver by one party to this agreement of a default by the other party will imply, be construed as or require waiver of future or other defaults.

24. E-Payment. Independent Contractor agrees to accept all payments in United States currency via the State of Mississippi's electronic payment and remittance vehicle. The agency agrees to make payment in accordance with Mississippi law on "Timely Payments for Purchases by Public Bodies," which generally provides for payment of undisputed amounts by the agency within forty-five (45) days of receipt of invoice. Mississippi Code Annotated § 31-7-301 et seq.
25. E-Verify. If applicable, Independent Contractor represents and warrants that it will ensure its compliance with the Mississippi Employment Protection Act of 2008, and will register and participate in the status verification system for all newly hired employees. Mississippi Code Annotated §§ 71-11-1 et seq. The term "employee" as used herein means any person that is hired to perform work within the State of Mississippi. As used herein, "status verification system" means the Illegal Immigration Reform and Immigration Responsibility Act of 1996 that is operated by the United States Department of Homeland Security, also known as the E-Verify Program, or any other successor electronic verification system replacing the E-Verify Program. Independent Contractor agrees to maintain records of such compliance. Upon request of the State and after approval of the Social Security Administration or Department of Homeland Security when required, Independent Contractor agrees to provide a copy of each such verification. Independent Contractor further represents and warrants that any person assigned to perform services hereafter meets the employment eligibility requirements of all immigration laws. The breach of this agreement may subject Independent Contractor to the following:
 - (1) termination of this contract for services and ineligibility for any state or public contract in Mississippi for up to three (3) years with notice of such cancellation/termination being made public;
 - (2) the loss of any license, permit, certification or other document granted to Independent Contractor by an agency, department or governmental entity for the right to do business in Mississippi for up to one (1) year; or,
 - (3) both. In the event of such cancellation/termination, Independent Contractor would also be liable for any additional costs incurred by the State due to Contract cancellation or loss of license or permit to do business in the State.
26. Transparency. This contract, including any accompanying exhibits, attachments, and appendices, is subject to the "Mississippi Public Records Act of 1983," and its exceptions. See Mississippi Code Annotated §§ 25-61-1 et seq. and Mississippi Code Annotated § 79-23-1. In addition, this contract is subject to the provisions of the Mississippi Accountability and Transparency Act of 2008. Mississippi Code Annotated §§ 27-104-151 et seq. Unless

exempted from disclosure due to a court-issued protective order, a copy of this executed contract is required to be posted to the Department of Finance and Administration’s independent MDCPS contract website for public access at <http://www.transparency.mississippi.gov>. Information identified by Independent Contractor as trade secrets, or other proprietary information, including confidential vendor information or any other information which is required confidential by state or federal law or outside the applicable freedom of information statutes, will be redacted.

- 27. Paymode. Payments by state agencies using the State’s accounting system shall be made and remittance information provided electronically as directed by the State. These payments shall be deposited into the bank account of Independent Contractor’s choice. The State may, at its sole discretion, require Independent Contractor to electronically submit invoices and supporting documentation at any time during the term of this Agreement. Independent Contractor understands and agrees that the State is exempt from the payment of taxes. All payments shall be in United States currency.
- 28. Notices. Any notice required or permitted to be given under this Agreement shall be in writing and personally delivered or sent by electronic means provided that the original of such notice is sent by certified United States mail, postage prepaid, return receipt requested, or overnight courier with signed receipt, to the party to whom the notice should be given at their business listed herein. Notice shall be deemed given when actually received or when refused. MDCPS and Independent Contractor agree to promptly notify each other in writing of any change of address.

For the Agency:	For Contractor:
MS Dept of Child Protection Services Attn: Contracts & Finance 750 N. State Street Jackson, MS 39202	Evident Change Attn: Authorized Official Address City, State Zip

- 29. Procurement Regulations. The contract shall be governed by the applicable provisions of the *Mississippi Public Procurement Review Board Office of Personal Service Contract Review Rules and Regulations*, a copy of which is available at 501 North West Street, Suite 700, Jackson, Mississippi 39201 for inspection, or downloadable at <http://www.dfa.ms.gov/pprb/>.
- 30. Severability. If any term or provision of this Contract is prohibited by the laws of the State of Mississippi or declared invalid or void by a court of competent jurisdiction, the remainder of this Contract shall not be affected thereby and each term and provision of this Contract shall be valid and enforceable to the fullest extent permitted by law.
- 31. Trade Secrets, Commercial and Financial Information. It is expressly understood that Mississippi law requires that the provisions of this contract which contain the commodities

purchased or the personal or professional services provided, the price to be paid, and the term of the contract shall not be deemed to be a trade secret or confidential commercial or financial information and shall be available for examination, copying, or reproduction.

32. Requirements Contract. During the period of the contract, Independent Contractor shall provide all the service described in the contract. Independent Contractor understands and agrees that this is a requirements contract and that MDCPS shall have no obligation to Independent Contractor if no services are required. Any quantities that are included in the scope of work reflect the current expectations of MDCPS for the period of the contract. The amount is only an estimate and Independent Contractor understands and agrees that MDCPS is under no obligation to Independent Contractor to buy any amount of the services as a result of having provided this estimate or of having any typical or measurable requirement in the past. Independent Contractor further understands and agrees that MDCPS may require services in an amount less than or in excess of the estimated annual contract amount and that the quantity actually used, whether in excess of the estimate or less than the estimate, shall not give rise to any claim for compensation other than the total of the unit prices in the contract for the quantity actually used.
33. Entire Agreement. This Contract constitutes the entire agreement of the parties with respect to the subject matter contained herein and supersedes and replaces any and all prior negotiations, understanding, and agreements, written or oral, between the parties relating thereto.
34. Approval Clause. It is understood that if this contract requires approval by the Public Procurement Review Board and/or the Mississippi Department of Finance and Administration Office of Personal Service Contract Review and this contract is not approved by the PPRB and/or OPSCR, it is void and no payment shall be made hereunder.

IN WITNESS WHEREOF, the parties hereto have affixed their signatures on the date indicated below, after first being authorized so to do.

By: _____
Mississippi Department of Child
Protection Services
Andrea Sanders
Commissioner

By: _____
Evident Change
Authorized Official

EXHIBIT A
SCOPE OF SERVICES

DESCRIPTION OF SERVICES

MDCPS is seeking to procure the services of a vendor to Study, Develop and Implement evidenced based Intake, Assessment and Case decision support tools (also known as Structured Decision Making - SDM) into the Comprehensive Child Welfare Case Management System for Intake, Assessment and Case. The vendor must be willing to collaborate with MDCPS's primary vendor implementing the new Comprehensive Child Welfare Information System (CCWIS) (RedMane) to align a project schedule parallel to the CCWIS implementation schedule. If the project is multifaceted, with MDCPS's approval, parts of the project can be phased in, the successful vendor will respond to this RFP (Request for Proposal) detailing their methodologies and costs for the stated purpose of this RFP together with implementing and/or certifying the evidenced based SDM models to include, at a minimum, the following:

- Project planning and startup activities,
- Planning, studying/analyzing MDCPS policies, procedures, MS state laws, statues, and federal regulations to set forth an SDM that is in alignment with these guiding documents. This may also include interviews with relevant stakeholders
- Assessing relevant data to determine a baseline of MDCPS' current functioning and performance of Intakes, case practice and outcomes, along with Safety Assessments, Risk Assessments and other relevant case assessments.
- Developing, Designing, Implementing and certifying an evidenced based Intake and Assessment, Safety and Risk Assessment, and other relevant case assessments.
- Training of MCIA (Mississippi Centralized Intake & Assessment) staff, MDCPS professional development staff and other identified staff/caseworkers, on the use of the newly designed and implemented evidenced based SDM model.
- Development of curriculum and training materials for MDCPS for all associated assessments of SDM.
- Ongoing support, training and technical assistance including data analysis post implementation of the evidenced based SDM.
- Implementation evaluation to ensure fidelity of the model, post implementation.

The methodology to receive, assess, and screen information obtained through the centralized hotline will be validated by a vendor who will analyze state statues, laws and agency policies specifically to design an algorithm in the automated system to make screening decisions. This analysis leads to non-biased, equitable and consistent screening practices and decisions in the automated system. Currently, MS is using an age-old application (MACWIS) that lacks this capability of such a rigorous algorithm.

While the Mississippi Automated Child Welfare Information System (MACWIS) application has served the state well, it is approaching its time to be decommissioned. MDCPS has signed a contract with a CCWIS vendor (RedMane) to design and implement a modern-day enhanced child welfare application. This new application brings promising workforce standards and expectations, including a module to document intakes and other casework notes and assessments, however it does not encompass any intelligence, evidence or rigor to enhance the intakes, risk & safety assessments, casework notes and assessment to support decision making. These enhanced and validated processes increase the consistency and validity of case decisions, reduces subsequent child maltreatment, and

expedites permanency. This can be accomplished through procurement of a vendor to either build separate and apart from the CCWIS and then combine the two systems or a vendor to develop, design, implement and certify the logic and algorithms within the CCWIS as it is being designed and built. The latter is more preferable in that it reduces cost and redundancy and increases efficiency in a final product.

Implementing such a practice sets MS apart and in line with program models advertised in the California Evidenced-Based Clearinghouse for Child Welfare aligned with Family First Prevention Services Act (FFPSA). Implementing an evidenced based SDM puts MS in the position to enhance its IV-E (federal) share of providing child welfare services through the newly signed FFPSA legislation.

Additionally, MDCPS currently does not have a systematic way of either referring families who are reported to the department by an entity or self-report for needs that are not related to abuse, neglect or exploitation. Through the SDM, case decisions about if and how the agency interacts with families are determined, with high degree of confidence, along with determining what community providers should part of the referral network and process for each family.

I. INTRODUCTION

We are pleased to submit a technical proposal for customizing and supporting the implementation of a Structured Decision Making (SDM) system for the Mississippi Department of Child Protection Services. The vendor's SDM assessments includes a series of evidence-based assessments used at key points in child protection casework to support staff in making consistent, accurate, and equitable decisions throughout their work with families. The SDM assessments also allow a jurisdiction to better understand their data, manage limited resources, and direct resources to families most in need.

Additionally, the SDM system integrates family-centered, strengths- and safety-oriented social work practice with the assessment development and implementation, allowing integration of an evidence-based analytical system with rigorous caseworker practice to support better outcomes for children and families. This curriculum, training, and practice approach draws from leaders in the family-centered practice field and uses a structured, systematic approach to assessment and intervention.

Our SDM project team will consist of a mixture of staff with significant experience working in child welfare settings as caseworkers, staff with deep research and analytical expertise, and staff with expertise supporting the integration of SDM assessments into Comprehensive Child Welfare Information System (CCWIS) systems. All staff will have had experience supporting SDM implementations in other jurisdictions.

Finally, SDM assessment customization is conducted through a collaborative approach, where the vendor will facilitate a set of planning, research, and implementation activities. Mississippi Department of Child Protection Services (MDCPS) staff, community stakeholders, and people with lived experience in the system will be included and consulted throughout the process and will participate in designing and shaping the final assessments.

II. PROJECT GOALS

The vendor will partner with MDCPS to:

- Customize and implement a series of SDM assessments (see below) as well as an overall approach to child protection decision making;
- Develop clear policy and procedures for assessment completion to be applied uniformly across the state;
- Enhance MDCPS staff's overall practice skills through curriculum development and training;
- Support the integration into the RedMane case management system (CMS) and certify that the assessments are functioning within it as designed;

- Create organizational structures, partnerships, and practices that will support uptake of the assessments and practice changes and support data use in decision making; and
- Ensure fidelity to the model by working with MDCPS to evaluate the SDM assessments' implementation through qualitative and quantitative measures.

III. ASSESSMENTS INCLUDED IN THIS PROJECT

To increase the accuracy, consistency, and equity of MDCPS field practitioners' decision making, we propose to work with MDCPS to customize and implement the following SDM assessments.

- **Intake Assessment.** The SDM intake assessment has two main components: screening and response priority. When a report alleging child maltreatment is received, the screening component supports a worker's decision about whether the situation requires a child protection response. Screening thresholds are based on local legal and regulatory requirements. The assessment helps workers by operationalizing these requirements for increased consistency.

If a response is needed, the response priority section assists workers in determining how quickly contact must be made with the family to begin an investigation. This helps ensure that when immediate danger is likely, a rapid response is initiated; and that, when the facts of the situation support a delayed response, referrals are assigned for a delayed response to better manage agency resources.

A third section can be added to determine whether a screened-out referral is eligible for referral to a particular prevention service.

- **Safety Assessment.** The SDM safety assessment provides structured information concerning the imminent danger of serious harm to a child. The purpose of this assessment is to guide and support decisions about whether a child may remain in the home safely and with no intervention, may remain in the home with a safety plan in place, or must be protectively placed. The safety assessment is used by both investigators and ongoing workers.
- **Substitute Care Provider (SCP) Safety Assessment.** The SDM SCP safety assessment is used for allegations of abuse and neglect in foster homes and kinship provider homes. While similar in structure and purpose to the safety assessment for family settings, it has a lower threshold for action and ensures that MDCPS will take action quickly and consistently if there is a threat to a child in a family-based home that MDCPS has approved for child placement. Please note that this assessment is not to be used for congregate care or group home settings. This SCP safety assessment is used by investigators or those tasked with the

investigations of allegations of harm in these family-based (foster care, kinship) settings.

- **Risk Assessment.** The research-based SDM risk assessment classifies families by their likelihood of future child protection system involvement to guide and support decisions about post-investigation service choices. The vendor’s actuarial research analysis in multiple jurisdictions led to a risk assessment that incorporates a range of family characteristics (e.g., number of prior referrals, children’s ages, caregiver behaviors) that demonstrate a strong correlation with subsequent system involvement. The risk assessment is used only by investigations staff and helps determine which families would most benefit from some kind of prevention service, provided either by the department or by community services.
- **Family Strengths and Needs Assessment (FSNA).** The FSNA provides a consistent format to ensure that all workers consider each family’s strengths and needs when creating case plans. Its purpose is not to establish a single “reason” for family member behaviors but rather to identify priority strengths that families can build upon and priority areas families and MDCPS staff can focus on in a family or child’s case plan.
- **Reunification Assessment (when at least one child is in out-of-home care).** For children who have been placed in out-of-home care, the reunification assessment is applied. The purpose of the reunification assessment is to ensure that local and federal policies regarding reunification, permanency planning for children, and termination of parental rights are effectively translated into practice. To this end, the model establishes presumptive guidelines for children in care based on (1) risk of future system involvement, (2) safety of the home environment, and (3) demonstrated parental interest and involvement in their children’s lives.
- **Risk Reassessment (for in-home cases).** The risk reassessment is completed at regular intervals during an in-home case. The purpose of the risk reassessment is to determine if as family would still benefit from ongoing services. For cases where the child remains with the family and services are provided, the risk reassessment is used to ensure that any changes in risk will be considered in later stages of the service-delivery process and that case decisions will be made accordingly. Case progress will determine whether a lower or higher service level is needed or whether the case can be closed.

IV. STRUCTURE FOR COLLABORATIVE SDM CUSTOMIZATION

In order to ensure that the SDM assessments meet MDCPS needs and that the SDM customization is shaped locally and achieves local buy-in, our project team will partner with MDCPS to identify key leaders and experts to serve as resources and decision makers for the

SDM implementation project. To proceed with designing and implementing the SDM assessments, the following people and groups must be identified and in place from MDCPS.

- **SDM project manager.** This person will serve as a primary contact for the vendor's project team in developing a workplan that considers local workflow and schedules, scheduling meetings, distributing materials, and soliciting feedback from the teams or groups noted below. This person will also be the primary MDCPS point of contact for project team staff to request materials from or follow up with on workplan tasks.
- **An SDM leadership team** composed of five to 10 people including upper-level representatives from MDCPS, participating counties/regions, and tribes. This team will act as the decision-making body to help shape the starting point for assessment development and will have the authority to approve project deliverables, including the final version of the assessments.
- **An SDM workgroup** composed of a cross-section of 15 to 25 people, including representatives from MDCPS, counties/regions, and tribes; this group will include frontline workers and supervisors/managers. This group should also include representatives of the courts and those with lived experience of child protection in Mississippi. The group will be responsible for participating in project webinars, design sessions, inter-rater reliability (IRR) testing, and field test activities. Ideally, the SDM workgroup will become the state's expert group and will (1) use their knowledge of Mississippi's child protection services (CPS) practice to inform implementation and (2) develop their knowledge of the SDM system to support ongoing implementation efforts. This group may differ from assessment to assessment.

V. DETAILED SDM CUSTOMIZATION AND IMPLEMENTATION ACTIVITIES

A. Project Planning and Startup Activities

The project team will begin this work with a series of planning and start-up activities. The goal for these meetings and activities will be to help orient the project team to the specific context of MDCPS and the current strengths and challenges in how intake and casework decisions are made. It will also allow the project team to begin to form partnerships with local staff connected to the project, share our process for assessment development and customization, and ensure successful and timely development.

Activities for this work include the following.

- **Project Planning Meetings.** Upon contract execution, the project team will schedule initial project planning discussions by phone or web to introduce the project team, describe roles and responsibilities, and outline project deliverables and timelines. This introductory contact will also establish project logistics, a

regular meeting schedule, roles and responsibilities of different team members, and contact information.

- **Background Interviews.** The project team will conduct phone interviews with the identified leadership team to collect information and feedback about current MDCPS practices and processes.
- **Goal Setting and Continuous Quality Improvement (CQI) Development.** Researchers from the project team will meet with local CQI and research staff to learn the current approaches to measuring decision making to ensure that project goals incorporate and enhance current processes when possible. During the initial meeting, the project team will facilitate a discussion with CQI and research staff about a shared vision for project goals and critical components for evaluating fidelity to practice policies. Developing this initial baseline will support ongoing assessment of project progress and allow for course correction as needed.
- **Data Transfer Protocols.** Administrative data analytics are critical to understanding current system functioning, SDM evaluation and impact measures, and CQI. During this stage, project team analysts, MDCPS administrative bodies, and IT staff will establish a data-sharing agreement and protocol; and MDCPS will provide or grant the vendor access to all requested administrative data. This initial data exchange will also streamline a data-exchange protocol that can be used throughout the project.

Project Kickoff Meetings

After completion of the above activities, the project team will facilitate four days of onsite meetings that include the following.

- **Stakeholder Kickoff Meeting.** The project team will conduct a one-day kickoff meeting with the MDCPS leadership team, the MDCPS SDM project manager, and community stakeholders to provide an overview of the SDM system design principles, the assessments to be implemented, and project activities. The project team will provide MDCPS with an overview of the workplan for all planned project activities.
- **Meetings With MDCPS Data and Analytics Staff.** Project team research and analytics staff will meet with identified MDCPS internal IT, research, and data services staff to orient the project team to current administrative data systems and capabilities; review administrative data elements; and review any existing analysis related to intake, removals, case-opening, reunification, and case-closing decisions. Meetings with research and data services staff will also involve review of the data extracts required for this work.

- **Meetings With MDCPS Policy and Practice Staff.** Project team staff will meet with identified MDCPS policy analysts to better understand the current legislative and policy framework MDCPS staff operate under and any constraints on decision making that involves. It will also be an opportunity for the project team to understand what kind of social work practice and engagement approaches are in use at MDCPS and how these can be incorporated into the assessments.
- **Meeting With Community and System Stakeholders.** Project team staff will meet with key community organizations, tribal stakeholders, and others who will be impacted by the assessment development to better understand their hopes for this change and to consider what role they may be able to play in assessment development and implementation.

B. Planning, Studying/Analyzing MDCPS Policies, Procedures, MS State Laws, Statutes, and Federal Regulations to Set Forth an SDM That Is in Alignment With These Guiding Documents. This May Also Include Interviews With Relevant Stakeholders

Using qualitative and quantitative data, the project team and MDCPS will work to establish a baseline of current practice and estimate the impact of the SDM system implementation. The project team and MDCPS will complete statute and policy review, hear from staff and key stakeholders about current practice, conduct a pre-implementation analysis of existing administrative data, and design an overall evaluation plan. This will allow MDCPS and the project team to develop a data-informed understanding of current practice, establish fidelity and impact measures, and determine the feasibility of a data-informed risk assessment implementation.

- **Statute, Policy, and Practice Review.** The project team will conduct a remote review of relevant statutes, policies, and current best practices pertaining to CPS intakes and investigations in Mississippi; existing forms/assessments and training modules; and all relevant reports describing operations, issues, or findings regarding CPS programs. The project team will deliver a written memo summarizing the review.
- **CQI and Evaluation Plan Development.** Researchers on the project team and MDCPS leadership will co-create an implementation CQI and evaluation plan during this stage. The plan will document a shared vision of success for the SDM system in Mississippi based on the established start-up goals. Project team researchers will facilitate discussion on evaluation strategies and benchmarks to measure implementation success and ensure accurate, consistent, and equitable decision making. This plan may include methods such as survey data collection and analysis, administrative data analysis, and process mapping.
- **Baseline Data Collection.** During the CQI planning meeting, project team researchers and MDCPS staff will select one or two pre-implementation data

collection strategies and begin gathering data prior to assessment design to help determine baseline decision-making trends and implementation benchmarks. Strategies for gathering this information may include focus group sessions with frontline caseworkers and supervisors; a survey of caseworkers, supervisors, and managers to gather broad perspectives on casework decisions and practices; process mapping; or other strategies.

C. Assessing Relevant Data to Determine a Baseline Of MDCPS’ Current Functioning and Performance of Intakes, Case Practice and Outcomes, Along With Safety Assessments, Risk Assessments and Other Relevant Case Assessments.

Data analyses will be conducted in two phases: implementation analyses and risk-fit analyses.

1. Phase 1: Implementation Analyses

The project team will analyze the data to (1) determine the feasibility of a data-informed risk assessment implementation and (2) document a baseline of current practice using data. This will include the following activities.

- **Data Intake.** Project team staff will begin by examining the availability of data elements required to conduct the proposed data analyses as well as the quality and completeness of data collected in the current administrative database. This process will highlight potential barriers to leveraging systems data for the subsequent data analysis tasks. Specifically, the administrative data analysis will explore the availability and quality of data necessary to conduct a risk-fit analysis (described below). The data analysis will determine whether MDCPS is ready for the risk-fit analysis or whether additional data collection support is needed.
- **Conduct Baseline Analysis of Current Practice.** The project team will develop an analytics plan to quantify the case process from the start of intake through case closure. This may include quantifying the current decision-making process and examining for meaningful subpopulations (e.g., families by race/ethnicity) and trends over time. These data may become critical benchmarks for key stakeholders, MDCPS leadership, and evaluation and implementation reporting. Additionally, the analyses conducted for baseline measurement can be used to inform the workgroup and customization process.

The project team will present findings and deliver a written memo summarizing the implementation analyses, including if it is possible to move forward with the risk-fit analysis.

2. Phase 2: Risk-Fit Analysis or Data Collection Support

SDM risk assessments are actuarial tools that use information known during investigation to classify families based on their likelihood of returning to the system. Given the empirical nature of an SDM risk assessment, it is often possible to use existing data to estimate how an assessment may function in practice. These estimates can be used to help define in policy how the assessment will be applied in practice.

If the above implementation analysis demonstrates sufficient administrative data are available, project team analytics staff will conduct a risk-fit analysis. A risk-fit analysis will model the methods of actuarial risk validation. To do this, project team analysts will select a sample of Mississippi families investigated for child protection concerns and estimate a risk assessment result for each family during one sampled investigation. Analysts will track subsequent system involvement outcomes for those families to examine how the risk assessment items and scores correspond to the outcome rate. These analytics will be disaggregated by groups of interest in relation to equity, such as family race and ethnicity, to explore how the assessment performs across subpopulations.

In the end, MDCPS and the project team will use these data to support decisions in relation to whether and how the SDM risk assessment will support casework in Mississippi.

If the implementation analyses demonstrate that current administrative data are not sufficient to conduct the risk-fit analysis at this time, the project team will work with MDCPS to develop a contingency plan to implement data collection to support risk analysis at a later time or to develop an alternative risk assessment implementation process.

D. Developing, Designing, Implementing, and Certifying an Evidence-Based Intake Assessment, Safety and Risk Assessments, and Other Relevant Case Assessments.

The project team will partner with the MDCPS leadership team to select members for SDM workgroups. The workgroups will be responsible for understanding the information learned from the data collection in “B” and “C” above and then partnering on the customization of the new SDM assessments. Based on the research conducted above, the project team will bring a draft assessment to the workgroup with proposed items, definitions for each item, and proposed policies for use. The workgroup will review the draft and help shape the final assessment for pre-implementation testing.

1. Intake Assessment Customization

The project team will work with MDCPS staff to design an SDM intake assessment for MDCPS. The project team will familiarize the workgroup with the goals, principles, and procedures of the SDM intake assessment process and guide development of a locally customized assessment for MDCPS use. The project team will facilitate the assessment customization process with the SDM workgroup over a series of both web-based sessions and onsite sessions in a central location.

- **Web-Based Meetings.** Project team staff will conduct up to three 2-hour web-based meetings with the SDM workgroup to provide an assessment overview and describe the assessment customization process.
- **Workgroup Design Sessions.** The project team will conduct one 2-day onsite session with the SDM workgroup to design and finalize the SDM intake assessment in preparation for testing.
- **Intake Assessment Pre-Implementation Testing.** Pre-implementation testing—which may include IRR or field testing—is a critical component of the assessment development process: It ensures that the assessment design and item definitions yield expected results across workers. IRR testing involves participants reading a series of case example vignettes and completing assessments as they would if they encountered those cases in the course of their work. Field testing involves staff who practice completing the assessment on their cases and offering their feedback prior to implementation.

The project team and the MDCPS leadership team will select the methods for this testing based on the customization process and how this assessment compares with the SDM intake assessments that have been implemented in other locations.

2. Safety, SCP Safety, and Risk Assessment Customization

The project team will partner with MDCPS staff to customize the SDM safety, SCP safety, and risk assessments for MDCPS. The project team will familiarize the workgroup with the goals, principles, and procedures of the SDM safety, SCP safety, and risk assessment process and guide development of locally customized assessments for MDCPS use. Project team staff will facilitate the assessment customization process with SDM workgroups over a series of both web-based sessions and onsite sessions in a central location.

- **Web-Based Meetings.** The project team will conduct up to three 2-hour web-based meetings with the SDM workgroup to provide an assessment overview and describe the assessment customization process.
- **Workgroup Design Sessions.** The project team will conduct a four-day onsite session with the SDM workgroup to design and finalize each assessment in preparation for pre-implementation testing.

Note that timing for this safety, SCP safety, and risk assessment work is based on completion of the administrative data analysis and risk activities described in Section C, “Assessing Relevant Data . . . ,” above.

- **Safety, SCP Safety, and Risk Assessment Pre-Implementation Testing.** Pre-implementation testing—which may include IRR or field testing—is a critical component of the assessment development process: It ensures that the assessment

design and item definitions yield expected results across workers. IRR testing involves participants reading a series of case example vignettes and completing assessments as they would if they encountered those cases in the course of their work. Field testing involves staff who practice completing the assessment on their cases and offering their feedback prior to implementation.

The project team and the MDCPS leadership team will select the methods for this testing based on the customization process and how this assessment compares with the SDM safety, SCP safety, and risk assessments that have been implemented in other locations.

3. Family Strengths and Needs Assessment, Reunification Assessment, and Risk Reassessment Customization

The project team will partner with MDCPS staff to design the SDM family strengths and needs assessment (FSNA), reunification assessment, and risk reassessment for MDCPS. The project team will familiarize the workgroup with the goals, principles, and procedures for these assessments and guide development of locally customized versions of these assessments for MDCPS use. Project team staff will facilitate the assessment customization process with SDM workgroups over a series of both web-based sessions and onsite sessions in a central location.

- **Web-Based Meetings.** The project team will conduct up to four 2-hour web-based meetings with the SDM workgroup to provide an assessment overview and describe the assessment customization process.
- **Workgroup Design Sessions.** The project team will spend up to seven days onsite with the SDM workgroup to design and finalize each assessment in preparation for pre-implementation testing.

Note that timing for this FSNA, reunification assessment, and risk reassessment work is based on completion of the administrative data analysis and risk activities described in Section C, “Assessing Relevant Data . . . ,” above.

- **FSNA, Reunification Assessment, and Risk Reassessment Pre-Implementation Testing.** Pre-implementation testing—which may include IRR or field testing—is a critical component of the assessment development process: It ensures that the assessment design and item definitions yield expected results across workers. IRR testing involves participants reading a series of case example vignettes and completing assessments as they would if they encountered those cases in the course of their work. Field testing involves staff who practice completing the assessment on their cases and offering their feedback prior to implementation.

The project team and the MDCPS leadership team will select the methods for this testing based on the customization process and how this assessment compares with the similar SDM assessments that have been implemented in other locations.

4. Certification of SDM Assessments in MDCPS CCWIS

Application development staff on the project team will work with RedMane staff and MDCPS IT staff to develop comprehensive requirements and specifications, design documents, and testing plans that will direct appropriate and correct automation of the SDM assessment into the agency's new CMS. Upon the successful conclusion of this effort, the project team will provide documentation certifying the resulting automation as "SDM system compliant."

Application development staff on the project team will help ensure that tools, policies, and workflows are implemented according to the policy and procedures (P&P) manual developed by the workgroup and project team. The project team will work cooperatively with MDCPS and with RedMane staff in each of the following areas.

a. Gathering Requirements

The P&P manual is used as the functional requirements specification to outline an initial set of implementation guidelines. Using the P&P manual and an initial set of certification guidelines, the project team will advise and support agency and RedMane staff as they develop detailed requirements that cover all aspects of each SDM assessment's functionality. The project team will work with agency staff to ensure that these requirements fit seamlessly within existing agency standards, systems, and workflows.

b. Developing Specifications and Designs

The project team will work with agency and RedMane staff to translate requirements into detailed specifications and designs, including data structures, UI elements, and user interactions. The goal is to ensure that the implementation meets this vendor's basic standards and follows best practices for SDM implementation, heading off potential issues while still in the design phase.

c. Implementation Testing and Certification

At the end of the development process, the project team will test the implementation and certify it as "SDM system compliant." Certification involves validation of system behavior and confirmation that the SDM system's implementation is functionally robust in various scenarios. Some of the test cases include validation of the assessment score based on various possible inputs as defined in the P&P manual, proper input validation, availability of correct input fields for different scenarios, and successful/accurate storage and retrieval of assessment data.

Note that work in these areas is not separable. To ensure efficient, cost-effective, and successful implementation, it is important that project team staff are involved in the entire automation process. This ensures that decisions and issues that could have a negative impact on compliance are identified before they have been committed to code.

d. Annual SDM Certification Services and Support

Annual services include policy and practice technical assistance and policy review, either for minor updates or to identify necessary SDM assessment changes based on follow-up evaluation work with the project team research staff. These services are required to maintain SDM model fidelity through ongoing support and evaluation of the SDM tools in use within the agency.

Please note: Certification of SDM assessments in the RedMane CMS is a requirement prior to deployment of the new assessments.

E. Training of MCIA (Mississippi Centralized Intake & Assessment) Staff, MDCPS professional development staff and other identified staff/caseworkers, on the use of the newly designed and implemented evidence-based SDM model.

Assessment Training

Through decades of training SDM assessments in jurisdictions across the United States and around the globe, this vendor has developed a multi-modal training strategy that builds knowledge of the assessment tool throughout the organization. This includes e-learning overviews that inform staff across the organization of the SDM assessment model and specific assessment tools; intensive, hands-on training for frontline staff and supervisors that will use the SDM assessments in casework; and supervisor coaching support that focuses on how the assessment tool is integrated into supervision of practice and case documentation.

Training will be accomplished through a training-for-trainers format where this vendor will train MDCPS trainers to deliver the training to workers and supervisors. The vendor will provide coaching to supervisors.

Training and curriculum development are split by workflow in the following manner.

SDM Assessment	E-learning	Worker Training	Supervisor Coaching
Intake assessment	Yes	One-day training for staff, delivered to MDCPS trainers in a two-day training for trainers (TFT).	Up to three half-day remote sessions following the training

SDM Assessment	E-learning	Worker Training	Supervisor Coaching
Safety assessment, SCP safety assessment, risk assessment	Yes, one for each assessment (three total)	Two-day training for safety and risk assessments; half-day training for staff who will use the SCP safety assessment. Delivered to MDCPS trainers in a four-day TFT.	Up to six half-day remote sessions following the training
Family strengths and needs assessment, reunification assessment, risk reassessment	Yes, one for each assessment (three total)	Three-day training on these assessments, delivered to MDCPS trainers in a four-day TFT.	Up to six half-day remote sessions following the training

The following describes the trainings in detail.

a. Intake Assessment Training and Coaching Activities

i. Intake Assessment E-learning Module

This e-learning module will serve as an introduction to the SDM intake assessment. This is designed to complement but not replace the curriculum components described below. The module will include an intake assessment summary and key concepts, screen mock-ups, and embedded quiz questions. MDCPS will be responsible for uploading the content and integrating it into their preferred e-learning platform.

ii. Intake Assessment TFT

Project team staff will deliver a two-day in person training-for-trainers curriculum for up to 30 participants. On Day 1, the project team will present the caseworker and supervisor training curriculum to trainers. Day 2 will include transfer-of-learning discussions, trainer planning and practice time, and discussion of any needed curriculum edits. MDCPS training staff attending this training will leave with materials and skills to deliver the intake training to intake staff.

iii. Intake Assessment Supervisor Coaching

Project team staff will provide up to three half-day remote coaching sessions following the training for intake supervisors. These sessions will focus on integrating the SDM assessment into supervision and consultation, best practice use of the SDM assessment in decision making, and resolving any unique dilemmas that come up in implementation.

b. *Safety Assessment, SCP Safety Assessment, and Risk Assessment Training and Coaching Activities*

i. *Safety Assessment, SCP Safety Assessment, and Risk Assessment E-learning Modules*

These three e-learning modules will serve as introductions to the SDM safety, SDM SCP safety, and SDM risk assessments. These are designed to complement but not replace the curriculum components described below. The modules will include key concepts and overview information on the safety, SCP safety, and risk assessments as well as screen mock-ups and embedded quiz questions. MDCPS will be responsible for uploading and integrating the content to their preferred e-learning platform.

ii. *Safety Assessment, SCP Safety Assessment, and Risk Assessment TFT*

Project team staff will deliver a four-day in-person training-for-trainers curriculum for up to 40 participants. On the first three days, the project team will present the supervisor and caseworker training curricula to trainers. Day 4 will include transfer-of-learning discussions, trainer planning and practice time, and discussion of any needed curriculum edits. MDCPS training staff attending this training will leave with materials and skills to deliver the safety, SCP safety, and risk assessment training for caseworkers to their staff.

iii. *Safety Assessment, SCP Safety Assessment, and Risk Assessment Supervisor Coaching*

Project team staff will provide up to six half-day remote coaching sessions following the training for investigations supervisors. These sessions will focus on integrating the SDM assessment into supervision and consultation, best practice use of the SDM assessment in decision making, and resolving any unique dilemmas that come up in implementation.

c. *FSNA, Reunification Assessment, and Risk Reassessment Training and Coaching Activities*

i. *FSNA, Reunification Assessment, and Risk Reassessment E-learning Modules*

These three e-learning modules will serve as introductions to the SDM FSNA, reunification assessment, and risk reassessment. These are designed to complement but not replace the curriculum components described below. The modules will include key concepts and overview information on these assessments, as well as screen mock-ups and embedded quiz questions. MDCPS will be responsible for uploading the content and integrating it into their preferred e-learning platform.

ii. *FSNA, Reunification Assessment, and Risk Reassessment TFT*

Project team staff will deliver a four-day training-for-trainers curriculum for up to 40 participants. On the first three days, the project team will present the supervisor and caseworker training curricula to trainers. Day 4 will include transfer-of-learning discussions, trainer planning and practice time, and discussion of any needed curriculum edits. MDCPS training staff attending this training will leave with materials and skills to deliver the FSNA, reunification assessment, and risk reassessment training for caseworkers to their staff.

iii. *FSNA, Reunification Assessment, and Risk Reassessment Supervisor Coaching*

Project team staff will provide up to six half-day remote coaching sessions following the training for supervisors who lead ongoing casework. These sessions will focus on integrating the SDM assessments into supervision and consultation, best practice use of the SDM assessments in decision making, and resolving any unique dilemmas that come up in implementation.

F. Development of Curriculum and Training Materials for MDCPS for All Associated Assessments of SDM.

The vendor brings decades of experience in and knowledge of adult learning theory to professional curriculum development. In each jurisdiction, we work in partnership with the agency training and professional development team to ensure the vendor-developed curriculum adheres to the agency training structure and can be integrated into future staff trainings.

Training materials will be provided in an electronic format to MDCPS, for distribution to training participants either electronically or printed. The vendor will produce curricula that MDCPS can use to train participants. Materials will include PowerPoint files with speaker notes, handouts, and training materials that will allow MDCPS staff to successfully deliver the caseworker and supervisor trainings.

1. Intake Training Curricula

The intake training curricula are designed to be delivered in a workshop format. They focus on enhancing social work practice skills while connecting those practices to accurate assessment completion. Practices such as engaging the reporter, asking focused questions, using critical thinking skills, and using supervision strategies are integrated into all training and curriculum materials.

- **Caseworker Curriculum.** The one-day classroom training session for workers and supervisors includes integrated content on assessment completion and practice skills. Materials include the policy and procedures (P&P) manual and a participant guide containing the PowerPoint training slides, handouts for small-group exercises, and case practice vignettes.

- **Training-for-Trainers Curriculum.** This two-day classroom training session includes all content from the caseworker curriculum along with an additional day devoted to discussion on transfer of learning, planning, and practice. Materials include the P&P manual; a participant guide; a supervisor participant guide; and a trainer manual, which will include training agendas, annotated PowerPoint slides, trainer guides for small-group exercises and case practice vignettes, and training tips.
- **Supervisor Coaching Session Materials.** Based on needs identified during the training, the project team will develop materials to support the supervisor coaching sessions.
- **E-Learning Content.** The e-learning module will include an intake assessment summary and key concepts, screen mock-ups, and embedded quiz questions.

2. Safety, SCP Safety, and Risk Assessment Training Curricula

Training curricula are designed to be delivered in a workshop format and focus on enhancing social work practice skills while connecting those practices to accurate assessment completion. Practices such as family engagement, child and parent interviews, critical thinking skills, safety planning, and supervision strategies are integrated into all training and curriculum materials.

- **Caseworker Curriculum.** A two-day classroom training session will focus on safety and risk assessment, with an additional half-day on the SCP safety assessment. Curriculum will include integrated content on assessment completion and practice skills. Materials include the P&P manual and a participant guide containing the PowerPoint training slides, handouts for small-group exercises, and case practice vignettes.
- **Training-for-Trainers Curriculum.** This four-day classroom training session includes all content from the supervisor course along with an additional day devoted to discussion on transfer of learning, planning, and practice. Materials include the P&P manual; a participant guide; a supervisor participant guide; and a trainer manual, which will include training agendas, annotated PowerPoint slides, practice keys, and training tips.
- **Supervisor Coaching Session Materials.** Based on needs identified during the training, the project team will develop materials to support the supervisor coaching sessions.
- **E-Learning Content.** The three e-learning modules will include summaries of each assessment and key concepts, screen mock-ups, and embedded quiz questions.

3. FSNA, Reunification Assessment, and Risk Reassessment Training Curricula

Training curricula are designed to be delivered in a workshop format and focus on enhancing social work practice skills while connecting those practices to accurate assessment completion. Practices such as family engagement, child and parent interviews, critical thinking skills, reunification best practices, case closing determination, and using supervision strategies are integrated into all training and curriculum materials.

- **Caseworker Curriculum.** The three-day classroom training session includes integrated content on assessment completion and practice skills. Materials include the P&P manual and a participant guide containing the PowerPoint training slides, handouts for small-group exercises, and case practice vignettes.
- **Training-for-Trainers Curriculum.** This four-day classroom training session includes all content from the supervisor course, along with an additional day devoted to discussion on transfer of learning, planning, and practice. Materials include the P&P manual; a participant guide; a supervisor participant guide; and a trainer manual, which will include training agendas, annotated PowerPoint slides, practice keys, and training tips.
- **Supervisor Coaching Session Materials.** Based on needs identified during the training, the project team will develop materials to support the supervisor coaching sessions.
- **E-learning Content.** The three e-learning modules will include summaries of each assessment and key concepts, screen mock-ups, and embedded quiz questions.

G. **Ongoing Support, Training and Technical Assistance Including Data Analysis Post Implementation of the Evidence-Based SDM.**

In order to ensure MDCPS staff are using the SDM assessments as intended, the following activities will be conducted.

- **Remote Technical Assistance.** After implementation of each assessment, project team staff will be available for up to one hour each week for six weeks to provide remote technical assistance and support MDCPS in a successful implementation and address any struggles staff are experiencing.
- **SDM Implementation Management Report.** Six to 12 months after statewide implementation of the intake, safety, SCP safety, and risk assessments, project team analytics staff will design an SDM implementation management report to provide MDCPS leadership with a data-informed understanding of the current SDM implementation. The report will establish baselines of aggregate data that describe SDM utility, accuracy, and equity. Baseline management reports present

SDM decision points for recent cohorts and trends over the implementation period to tell a story about implementation. The report will identify key findings and pose critical questions for quality implementation. The report will enable leadership to ascertain the extent to which the SDM assessments are currently implemented with fidelity and identify areas on which to focus improvement efforts during future training and/or coaching.

This management report will be completed to examine the SDM assessments applied during intake and investigation. The vendor recommends completing a second report six to 12 months following statewide implementation of the FSNA, reunification assessment, and risk reassessment. Because a second implementation management report is likely to fall outside of the contract period, it was omitted from the current proposal.

- **Onsite Technical Assistance.** After completion of each management report, project team staff will provide three days of onsite assistance to support a successful implementation and address any concerns identified by the management report.

H. Implementation Evaluation to Ensure Fidelity of the Model, Post Implementation.

Implementation Evaluation

The project CQI model, co-created by the project team and MDCPS leadership team during the pre-implementation planning stage, will be used throughout the project to evaluate implementation, SDM system fidelity, and impact. Project team researchers will conduct evaluation during the customization process and up to 12 months after implementation. Data collection approaches (e.g., staff survey, a review of case samples) will be determined by MDCPS and project team researchers based on the initial evaluation plan. Potential evaluation methods are listed below.

- **Qualitative Case Reviews.** The purpose of qualitative case reviews is to gain early views of assessment implementation fidelity and to provide feedback as needed. Following implementation, project team researchers will conduct remote case reading of a sample of completed assessments over three days. Project team staff will need access to the RedMane case management system (CMS) in order to accomplish this.
- **Post-Implementation Data Collection.** MDCPS and project team researchers will collaborate to choose post-implementation data collection methods to determine the extent to which implementation goals were successful. Data collection may include surveys, focus groups, or other methods designed to track and monitor SDM evaluation measures.

Following the agreed-upon evaluation methods and upon completion of the case reviews and any other evaluation activity, project team researchers will deliver an evaluation memo six to 12 months after implementation of the intake, safety, SCP safety, and risk assessments. It is recommended that a second set of evaluation activities be conducted six to 12 months after the implementation of the FSNA, reunification assessment, and risk reassessment. Because this second evaluation report is likely to fall outside of the contract period, it was omitted from the current proposal.

I. Quality Control and Assurance Programs

The vendor has more than 100 staff across the organization, with teams specifically devoted to SDM customization and training, research and evaluation, administrative data analysis, and analytics and technology certification. Resumes have been provided for specific members of the vendor's team in other sections of the proposal. Specific members of each team in the vendor's organization will be charged with oversight of their relevant part of the project, and one project manager will be assigned to oversee the entire project.

MANAGEMENT PROPOSAL

A. Detailed Approach to the Management of the Program and Ability to Keep the Program on Target and To Ensure That the Requested Services Are Provided

Evident Change applies decades of direct experience customizing, implementing, training, and supporting Structured Decision Making® (SDM) assessments to project management and workplan development. We gravitate toward a critical path method of project management that recognizes multiple concurrent task streams (e.g., administrative data analysis, discovery activities) as well as the dependencies inherent in waterfall project management.

The Mississippi Department of Child Protection Services (MDCPS) project will be managed by the social services practice team within Evident Change. A social services practice team member will be assigned as the project manager and have overall responsibility for the project timeline and deliverables. The project manager will be the main point of contact for MDCPS. In support of a collaborative project, Evident Change will ask that MDCPS provide a main point of contact with whom the project manager will discuss the deliverables and workplan.

Within the MDCPS project, Evident Change will have three primary task streams: the administrative data analysis, evaluation, and continuous quality improvement (CQI) stream; the information technology stream; and the SDM® assessment customization and implementation stream. Evident Change staff will allocate skilled, experienced staff to the MDCPS project based on project deliverables within each task stream. Each of these streams will have an identified Evident Change team lead and other specific Evident Change staff.

A social services program associate will partner with the program manager in completing the pre-implementation policy review, SDM customization activities, curriculum design and delivery, and SDM implementation support. The Evident Change analytics team will complete implementation and risk-fit analyses. An Evident Change research team member will lead the evaluation and CQI activities. An Evident Change application development team member will complete certification of the SDM tools in MDCPS's new Comprehensive Child Welfare Information System (CCWIS).

Evident Change will ask MDCPS to identify a primary point of contact for each of these streams and a point of contact from the CCWIS vendor, RedMane, for the information technology stream.

The Evident Change project manager will propose a project management meeting cadence and a strategy for sharing project documents. As described in the scope of work, a detailed project timeline and workplan will be developed and documented within the first two months from project start. This workplan and timeline will consider both Evident Change and MDCPS resources and required level of effort as well as critical externalities such as the RedMane development and implementation timeline.

B. Offeror’s Plan To Ensure That All Requests Are Being Met and the Ability To Identify and Resolve Problems Which Occur

Evident Change relies on collaborative project management and transparent partnerships to ensure client requests are being fulfilled.

During the project planning and startup activities, Evident Change will facilitate a series of conversations with the MDCPS project manager and leadership team to operationalize the deliverables, timeline, and scope of work. These activities and decisions will be documented and shared with the MDCPS project manager and leadership team. In addition, the Evident Change project manager will develop with the MDCPS project manager a monthly project check-in agenda, which will include a review of the project deliverables and timeline, a review of any outstanding requests and pending responses or actions, and identification of any problems and pending or accepted resolutions. This discussion will be documented during the meeting, through a shared document; which will be saved to the project document repository, accessible by both MDCPS and the Evident Change project team.

C. Identification of In-House Resources Vs. Contracted Resources

Evident Change is an organization of approximately 100 staff located across the United States, including a social services practice team of 18 staff, an analytics team of 16 staff, and a research team of 22 staff. A specific multidisciplinary team will be established for the MDCPS project. Once established, changes to the project team will be shared in a planned and timely manner with MDCPS project management staff. Evident Change will manage unanticipated staffing changes with limited impact to the project.

Evident Change anticipates the following staff will engage in the MDCPS project as described.

Phil Decter, director, social services practice team: Mr. Decter will provide project oversight and management support to the assigned project manager.

Jovan Goodman, social services program specialist: Ms. Goodman will provide project management and will lead many of the project tasks such as policy review, discovery focus groups, SDM customization workgroups, curriculum development, and training delivery.

Deirdre O’Connor, associate director, will provide support for the integration of the SDM assessments into the RedMane platform.

1. Analytics Team

Chris Scharenbroch, director of analytics, will provide project oversight and management support specific to analytics tasks.

Erin Wicke Dankert, analytics program manager, will oversee and support analytics and quality assurance for the implementation analysis, risk fit, and management report activities.

Andrea Bogie, MSW, research project manager, will work with leads across the Evident Change project team to develop analytics project planning and timelines to support overall project timeframes and goals.

Adeline Steffen, MS, research analyst, will serve as the lead analyst for the implementation analysis, risk fit, and management report activities.

2. CQI and Evaluation Team

Dayana Kupisk, PhD, researcher, will help lead the research and evaluation efforts, including setting up a baseline evaluation and co-developing the CQI and fidelity plan with MDCPS stakeholders.

3. Application Development Team

Allan Peters, application development quality assurance lead: Mr. Peters will engage with RedMane and MDCPS in drafting MDCPS-specific SDM assessment requirements, participate in SDM design sessions, provide feedback on preliminary assessment design and integration, and complete the SDM assessment certification testing.

D. Describe the experience of the firm in providing services of similar scope and size as those required by this RFP, give the number of years that the company has been providing services, and provide a statement on the extent of any corporate expansion required to handle the service.

For more than 30 years, Evident Change has supported the Structured Decision Making[®] (SDM) system's development and implementation for child welfare agencies, within the US and internationally. In the 1990s, Evident Change (then the National Council on Crime and Delinquency and the Children's Research Center), in partnership with the State of Alaska, developed and implemented the first SDM risk assessment for child protection services (CPS). In the decade that followed, Evident Change built lasting partnerships that continue to this day with California Department of Social Services and Michigan Department of Health and Human Services.

Within these partnerships, other critical CPS case decision points were identified; and Evident Change led the exploration and development of additional SDM assessments, including an intake assessment and screening tool, a safety assessment, and a reunification assessment. Other assessment development has followed.

As SDM assessments were developed and deployed, additional child protection agencies across the United States and abroad engaged Evident Change in customizing SDM assessments for their jurisdiction, supporting and evaluating SDM assessment implementation and integrating SDM assessments into electronic case records and case management systems. As of 2023, Evident Change has successfully partnered with child protection agencies in 39 US states and the District of Columbia, seven of the 10 Canadian provinces and two of the three Canadian territories, four of the six Australian states and one of the two Australian territories, Singapore, Taiwan, and Bermuda.

The Evident Change social services practice team is currently successfully managing approximately 12 projects of similar scope and size, including the projects for which references were provided (Michigan, New Mexico, Kentucky, and Arkansas). Evident Change anticipates staffing this project with existing in-house resources.

E. Documentation of Experience in Performing Similar Work by Employees and When Appropriate, Sub-contractors, and Understanding the Importance of Interacting With the Appropriate MDCPS Staff and Presenting a Plan To Do So Appropriately

The Evident Change project manager will quickly establish a project meeting cadence and standing agenda with the identified MDCPS project manager. In the early stages of the project workplan development, the Evident Change project manager will meet with the MDCPS manager and identify key MDCPS resources, leadership, and community stakeholders that should be a part of the project. In addition to the SDM project manager, SDM leadership team, and SDM workgroup described in the technical proposal, Evident Change will work to establish the following engagement and communications.

MDCPS Director office: Our experience indicates a direct correlation between the engagement of the agency leader and alignment of SDM customization and implementation with practice goals and other agency initiatives. To achieve this, Evident Change encourages the MDCPS project manager to be a direct report to the agency leader (MDCPS Director) and requests scheduled quarterly updates with the agency director.

IT Director and CCWIS vendor: Evident Change understands the articulated goal of integrating the SDM tools into the CCWIS platform currently under development. To accomplish this, Evident Change will need to collaborate with the vendor RedMane to understand not just the target deployment date but also the development timeline and when each SDM tool customization will need to be complete to support integration at launch. It is expected that the SDM tools will not be complete for the CCWIS launch in April 2024. Evident Change expects to meet with the CCWIS vendor throughout the design and development of the SDM assessments. In addition, Evident Change will discuss with the vendor where the SDM assessments should reside in the CCWIS application workflow even prior to final customization of the assessments for MDCPS.

CPS policy and operations leads: SDM implementation will affect CPS policy and operations. Changes to policy and practice will be needed to effectively integrate the SDM assessments as

meaningful decision support tools. Evident Change expects that a lead staff member from MDCPS policy and operations as well as county representatives will participate in the SDM focus groups and SDM customization workgroups to ensure the impact of the change is recognized and planned for.

Workforce development and training leadership: Evident Change will partner with MDCPS workforce development and training leaders to develop the workplan for training and implementation support activities. Strong implementation planning starts as soon as the project starts, and Evident Change will engage these leaders with early planning and timeline development discussions.

External system partners: Evident Change encourages early and transparent communication with external system partners, including courts, public safety, court appointed special advocates (CASAs)/guardians ad litem (GALs), and parent advocates to ensure they are informed of and have involvement in the system reforms that will occur in line with an SDM model implementation. Evident Change will partner with the MDCPS project manager to identify the external partner leaders and leverage an existing communication channel or develop a communication process for these efforts. This may include ad hoc presentations to groups or participation in or updates provided to standing system collaboration meetings.

F. Resumes Listing Abilities, Qualifications, and Experience of All Other Individuals Who Will Be Assigned To Provide the Required Services

Please see the resumes on the next page.

Draft Timetable for Proposed Project Activities²

PROJECT ACTIVITIES	QUARTERS, BEGINNING AFTER CONTRACT FINALIZATION																			
	Initial Contract Term				Renewal Year 1				Renewal Year 2				Renewal Year 3				Renewal Year 4			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
a. Project planning, start-up, and kickoff meetings																				
Project planning meetings, data transfer protocols, ³ background interviews, goal setting, and CQI development stakeholder kickoff meetings with MDCPS staff																				
b. Planning, studying/analyzing MDCPS policies, procedures, MS state laws, statutes																				
Statute and policy review, CQI and evaluation plan and baseline data collection																				
c. Assessing relevant data to establish a baseline of MDCPS' current functioning and performance of intakes, case practice, and outcomes⁴																				
Includes implementation analysis and risk-fit analysis																				
d. Developing, designing, implementing, and certifying evidence-based assessments																				
Intake assessment customization activities																				
Safety, substitute care provider (SCP) safety, and risk assessment customization activities																				

² This is a draft schedule of anticipated activities. A final, detailed workplan will be created on contract execution during the project start-up activities.

³ Successful data transfer is a cornerstone activity for SDM assessment customization. Any delay in data transfer and access will result in a delay of the rest of the timeline.

⁴ Analysis for intake will be prioritized first so that assessment work can begin as quickly as possible. That will be followed by safety, substitute care provider safety, and risk; similarly, so that work can begin. Final work will be on the family strengths and needs assessment (FSNA), reunification assessment, and risk reassessment.

PROJECT ACTIVITIES	QUARTERS, BEGINNING AFTER CONTRACT FINALIZATION																			
	Initial Contract Term				Renewal Year 1				Renewal Year 2				Renewal Year 3				Renewal Year 4			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
FSNA, reunification assessment, and risk reassessment customization activities																				
Certification activities ⁵																				
e. Training of MCA staff; and f. Development of curriculum development⁶																				
Curriculum development																				
Intake assessment training for trainers (TFT) and supervisor coaching ⁷																				
Safety, SCP safety, and risk assessment TFT and supervisor coaching																				
FSNA, reunification assessment, and risk reassessment TFT and supervisor coaching																				
g. Ongoing support, training, and technical assistance; and h. Implementation evaluation																				
Remote technical assistance	Available after the implementation of each assessment																			
SDM management reports and onsite technical assistance	An SDM management report and onsite visit will be conducted six to 12 months after the implementation of the intake, safety, SCP safety, and risk assessments. ⁸																			

⁵ Certification activities can begin as soon as the assessments are finalized and will require partnership and shared activities with RedMane.

⁶ Curriculum development can begin once the assessments are designed and there is a rough design of what the implementation will look like in the RedMane case management system (CMS).

⁷ Training will require identification of training resources by MDCPS for the delivery of material.

⁸ A second report and technical assistance visit six to 12 months following statewide implementation of the FSNA, reunification assessment, and risk reassessment is also recommended; but because it is likely to fall outside of the proposed contract period, it was omitted from this current proposal.

PROJECT ACTIVITIES	QUARTERS, BEGINNING AFTER CONTRACT FINALIZATION																			
	Initial Contract Term				Renewal Year 1				Renewal Year 2				Renewal Year 3				Renewal Year 4			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Implementation evaluation; qualitative case reviews and post-implementation data collection	Project team researchers will conduct process evaluation activities throughout the project and following implementation. A memo summarizing evaluation activities and outcomes will be provided six to 12 months after the implementation of the intake, safety, SCP safety, and risk assessments. ⁹																			

⁹A second evaluation report six to 12 months following statewide implementation of the FSNA, reunification assessment, and risk reassessment is also recommended; but because it is likely to fall outside of the proposed contract period, it was omitted from this current proposal.

EXHIBIT B

2nd Modified Mississippi Settlement Agreement and Reform Plan

(See Mississippi Department of Child Protection Services Website)
<https://www.mdcp.ms.gov/about/olivia-y-lawsuit/>

EXHIBIT C

BUDGET

ATTACHMENT M: PROPOSAL COST FORM FOR INTAKE, ASSESSMENT, AND CASE DECISION SUPPORT SERVICES

Company	Company Representative	Telephone
Evident Change	Toni Aleman	800-306-6223

The pricing quoted must be inclusive of, but not limited to the following:

- All required labor All required profit
- All required overhead
- All required insurance
- All required transportation
- All required fuel and mileage
- All required equipment and materials
- Any and all other costs associated with performing the services
- All required business and professional licenses, permits, fees, etc. (if any)

Pricing Structure: All pricing for Intake, Assessment, and Case Decision Support Services includes all associated costs with no additional or hidden fees. Compensation for services will be in the form of a Firm Fixed Price Agreement. Prices submitted for each contract year shall remain firm and fixed throughout the Contract.

Offers must provide, as an attachment to the Proposal Cost Form, a detailed worksheet by line item of all cost as it pertains to the contractor’s responsibilities outlined in Section 2.0 of this RFP.

Initial Contract Term	\$311,000
Renewal Year 1	\$184,000
Renewal Year 2	\$345,000
Renewal Year 3	\$407,000
Renewal Year 4	\$163,000
Total Contract Amount	\$1,410,000

By signing below, the Company Representative certifies that he/she has authority to bind the company, and further acknowledges on behalf of the company:



Authorized Representative Signature

2023-2024 BUDGET

Detailed Budget

DELIVERABLE	COSTS	Anticipated Contract Year for Completion¹
Project Planning and Start-Up Activities	\$65,000	Initial Contract Term
Project Kickoff Meetings	\$57,000	
Statute, Policy, Practice Review; CQI and Evaluation Plan Development; Baseline Data Collection	\$90,000	
Assessing Relevant Data Phase 1: Implementation Analysis	\$45,000	
Intake Assessment Customization (Web Meetings and Workgroups)	\$36,000	Initial Contract Term
Project Management	\$18,000	Initial Contract Year
TOTAL	\$311,000	

¹ See draft timetable in management proposal for more details on anticipated timeline.