



October 15, 2020

Senator Mary Kiffmeyer, Chair
Senate State Government Finance
and Policy and Elections Committee
3103 Minnesota Senate Building
St. Paul, MN 55155

Representative Michael Nelson, Chair
House State Government Finance Committee
585 State Office Building
St. Paul, MN 55155

Senator Jim Carlson
Ranking Minority Member
Senate State Government Finance
and Policy and Elections Committee
2207 Minnesota Senate Building
St. Paul, MN 55155

Representative Tony Albright
Ranking Minority Member
House State Government Finance Committee
259 State Office Building
St. Paul, MN 55155

Dear Representatives and Senators:

In accordance with Minnesota Statutes, section 15.0395, I am submitting this interagency agreement and transfer report to the chairs and ranking minority members of the legislative committees with jurisdiction over state government finance. The report details the interagency agreements, service-level agreements, and appropriation transfers subject to this report.

All interagency agreements, except for the MNIT Services service-level agreement, are attached. MNIT Services will provide the service-level agreement with their report, along with a summary of fiscal year 2020 costs for all agencies.

If you have questions, please contact Erik Anderson, Interim Legislative Liaison, at erik.q.anderson@state.mn.us or 651-201-2775.

Sincerely,

Jim Schowalter
Commissioner

Cc: Helen Roberts, Fiscal Analyst, House Fiscal Analysis Department
Andrew Erickson, Fiscal Analyst, Senate Counsel, Research and Fiscal Analysis Office

Minnesota Management and Budget (MMB)

Fiscal Year 2020 Transfers

October 15, 2020

TRANSFER FROM					TRANSFER TO					Purpose of Transfer	Legal Authority for Transfer
Transfer Out Agency	Transfer Out Fund Name	Transfer Out AppropID	Transfer Out AppropID Name	Transfer Out Amt	Transfer In Agency	Transfer In Fund Name	Transfer In AppropID	Transfer In AppropID Name	Transfer In Amount		
DOR Non-Operating	General	G901022	County Program Aid	(207,000)	MMB	General	G100010	Local Impact Notes	207,000	Transfer for costs of activities and services for local governments.	MS 477A.03 2B
MMB	General	G100009	Management Services	(28,000)	Governor's Office	Other Misc. Special Revenue	G391300	Governor's Special Revenue Fund	28,000	Transfer to fund interagency agreement for Governor's Office services.	MS 471.59
MMB	State Employees Insurance	G100041	Insurance Administration	(28,000)	Governor's Office	Other Misc. Special Revenue	G391300	Governor's Special Revenue Fund	28,000	Transfer to fund interagency agreement for Governor's Office services.	MS 471.59
MMB	Other Misc. Special Revenue	G100123	Tribal Relations Leadership Grant	(450,000)	Governor's Office	Other Misc. Special Revenue	G391702	MMB IA - Bush	450,000	Transfer to fund interagency agreement for Tribal engagement efforts funded by Bush Foundation grant.	MS 471.59
MMB	General	G100008	Labor Relations	(82,846)	MMB	General	G100002	Budget Services	82,846	Transfer to fund staff salaries and operating costs.	191 010 01 013 000
MMB	General	G100008	Labor Relations	(650)	MMB	General	G100003	Economic Analysis	650	Transfer to fund staff salaries and operating costs.	191 010 01 013 000
MMB	General	G100008	Labor Relations	(9,101)	MMB	General	G100005	Debt Management	9,101	Transfer to fund staff salaries and operating costs.	191 010 01 013 000
MMB	General	G100008	Labor Relations	(170,860)	MMB	General	G100032	Enterprise Communications and Planning	170,860	Transfer to fund staff salaries and operating costs.	191 010 01 013 000
MMB	State Employees Insurance	G100047	Medical Insurance - Health Partners	(6,000,000)	MMB	State Employees Insurance	G100048	Medical Insurance - Blue Cross Blue Shield	6,000,000	Transfer across medical insurance assessment accounts to make insurance program payments.	MS 43A.30
MMB	State Employees Insurance	G100047	Medical Insurance - Health Partners	(12,000,000)	MMB	State Employees Insurance	G100051	Medical Insurance - Preferred One	12,000,000	Transfer across medical insurance assessment accounts to make insurance program expenses.	MS 43A.30
MMB	State Employees Insurance	G100047	Medical Insurance - Health Partners	(383,040)	MMB	State Employees Insurance	G100053	Risk Management Unit	383,040	Transfer of medical insurance assessments to fund Risk Management Unit.	MS 43A.30
MMB	State Employees Insurance	G100048	Medical Insurance - Blue Cross Blue Shield	(542,640)	MMB	State Employees Insurance	G100053	Risk Management Unit	542,640	Transfer of medical insurance assessments to fund Risk Management Unit.	MS 43A.30
MMB	State Employees Insurance	G100051	Medical Insurance - Preferred One	(138,320)	MMB	State Employees Insurance	G100053	Risk Management Unit	138,320	Transfer of medical insurance assessments to fund Risk Management Unit.	MS 43A.30
TOTAL				(20,040,457)					20,040,457		

Minnesota Management and Budget

Fiscal Year 2020 Interagency Agreements and Service-Level Agreements

October 15, 2020

Agency	Amount	Legal Authority	Purpose	Effective Date	Duration
Administration	\$ 1,005,000	MS 471.59	Procurement System support services	7/1/2019	6/30/2021
Administration	\$ 418,382	MS 471.59	Human Resources services	12/18/2018	Continuous
Administration	\$ 202,400	MS 43A.55	Services from Management Analysis and Development	2/11/2020	10/31/2020
Commerce	\$ 254,266	MS 43A.55	Services from Management Analysis and Development	7/1/2019	6/30/2020
Education	\$ 115,000	MS 471.59	Staffing and support for Children's Cabinet (MS 4.045)	7/1/2019	6/30/2020
Employment and Economic Development	\$ 453,800	MS 43A.55	Services from Management Analysis and Development	11/29/2018	8/31/2020
Employment and Economic Development	\$ 371,100	MS 43A.55	Services from Management Analysis and Development	4/15/2019	8/31/2020
Governor's Office	\$ 600,000	MS 471.59	Provide services for grant awarded by the Bush Foundation to implement Tribal relations efforts	10/7/2019	12/31/2021
Health	\$ 371,800	MS 43A.55	Services from Management Analysis and Development	6/7/2019	4/30/2020
Health	\$ 258,080	MS 43A.55	Services from Management Analysis and Development	3/2/2020	6/30/2021
Health	\$ 258,000	MS 43A.55	Services from Management Analysis and Development	3/16/2020	6/30/2020
Health	\$ 160,050	MS 43A.55	Services from Management Analysis and Development	1/10/2020	6/30/2020
Health	\$ 158,000	MS 43A.55	Services from Management Analysis and Development	9/3/2019	10/31/2019
Health	\$ 146,000	MS 43A.55	Services from Management Analysis and Development	7/17/2019	6/30/2020
Health	\$ 115,000	MS 471.59	Staffing and support for Children's Cabinet (MS 4.045)	7/1/2019	6/30/2020
Human Services	\$ 289,388	MS 43A.55	Services from Management Analysis and Development	2/15/2019	2/28/2020
Human Services	\$ 216,125	MS 43A.55	Services from Management Analysis and Development	10/1/2019	8/31/2020
Human Services	\$ 149,680	MS 43A.55	Services from Management Analysis and Development	7/8/2019	11/30/2020
Human Services	\$ 115,000	MS 471.59	Staffing and support for Children's Cabinet (MS 4.045)	7/1/2019	6/30/2020
Human Services	\$ 107,380	MS 43A.55	Services from Enterprise Talent Development	1/16/2020	6/30/2020
MNIT Services	\$ 19,831,250	MS 16E.016	Information technology services for Minnesota Management and Budget (SLA provided by MN.IT)	7/1/2019	6/30/2020
MNIT Services	\$ 1,711,000	MS 16E.21	Information and Telecommunications Account - Budget Systems	6/30/2015	6/30/2021
MNIT Services	\$ 500,000	MS 16E.21	Information and Telecommunications Account - Statewide Systems	7/1/2019	6/30/2023
MNIT Services	\$ 153,200	MS 43A.55	Services from Management Analysis and Development	10/1/2019	6/5/2020
Revenue	\$ 337,280	MS 43A.55	Services from Management Analysis and Development	3/11/2019	3/6/2020
Revenue	\$ 190,800	MS 43A.55	Services from Management Analysis and Development	9/1/2019	2/29/2020
Transportation	\$ 591,400	MS 43A.55	Services from Management Analysis and Development	9/4/2018	12/31/2021
Transportation	\$ 308,820	MS 43A.55	Services from Management Analysis and Development	9/10/2018	12/31/2020
Total	\$ 29,388,201				

**STATE OF MINNESOTA
INTERAGENCY AGREEMENT**

This agreement is between the Minnesota Department of Administration (Admin) and Minnesota Management and Budget (MMB). This agreement defines the roles and responsibilities of the two agencies with respect to the SWIFT procurement support team.

Agreement

1 Term of Agreement

1.1 *Effective date:* July 1, 2019, or the date the State obtains all required signatures under Minnesota Statutes Section 16C.05, subdivision 2, whichever is later.

1.2 *Expiration date:* June 30, 2021, or until all obligations have been satisfactorily fulfilled, whichever occurs first.

2 Scope of Work

This agreement describes the roles and responsibilities of Admin and MMB related to the support activities of the SWIFT procurement team. Specific agency staff duties and responsibilities are specified in Exhibit A, which is attached and incorporated into this agreement. Duties are limited to those listed in Exhibit A unless otherwise agreed by the parties.

3 Consideration and Payment

The total headcount planned for the Procurement System Support team at this time is eight (8) staff members. The Department of Administration will provide the required funding for three (3) of these staff members. Minnesota Management & Budget will fund five (5) positions. Details on position classifications and funding responsibility are detailed in Exhibit B.

The compensation costs will be charged to the following MMB funding string: Fund 2001, Agency G10, Org#G1031400, Appr G100017. The total obligation (which may include vacation and sick payouts for separating employees) shall not exceed \$500,000 for FY20 and \$505,000 for FY21. Admin is responsible for managing positions and vacancies within this cap.

4 Authorized Representatives

Minnesota Management and Budget's Authorized Representative is Cindy Farrell, Assistant Commissioner 400 Centennial Building, 658 Cedar Street, St. Paul, Minnesota 55155 (Phone: 651-201-8012), or her successor.

Minnesota Department of Administration's Authorized Representative is Betsy Hayes, MN Chief Procurement Officer, 50 Sherburne Avenue, St. Paul, Minnesota 55155 (Phone: 651-201-2400) or her successor.

5 Amendments

Any amendment to this agreement must be in writing and will not be effective until it has been executed and approved by the same parties who executed and approved the original agreement, or their successors in office.

6 Liability

Each party will be responsible for its own acts and behavior and the results thereof.

7 Termination

Due to the ongoing nature of the roles and work covered by this agreement, it is the intent of the parties that this agreement will continue for the full term of the agreement. Early termination of this agreement will occur only upon approval of the Statewide ERP Executive Committee.

1. STATE ENCUMBRANCE VERIFICATION

Individual certifies that funds have been encumbered as required by Minn. Stat. §§ 16A.15 and 16C.05.

Signed: N/A

Date: N/A

2. Minnesota Department of Administration

By: Robert Hayes
(with delegated authority)

Title: Chief Procurement Officer

Date: 6/28/19

3. Minnesota Management and Budget

By: Cindy Farrell
(with delegated authority)

Title: Assistant Commissioner

Date: 6/28/19

MMB – Admin Interagency Agreement

Exhibit A

General:

This interagency agreement defines the responsibilities and scope of work expected of the parties with an emphasis on the procurement system support team and the operational relationship between MMB and Admin in their providing this support.

By statute, the commissioner of administration is responsible for state agency procurement, including policies, procedures and standards applicable to all acquisition activities. Nothing in this interagency agreement limits that authority.

Some key characteristics of the Procurement System Support Team (Procurement Team) organization are as follows:

1. The Procurement Team has the primary responsibility for supporting the statewide procurement functions of SWIFT. They also function as an integral part of the statewide SWIFT system support organization.
2. The ERP Steering Committee is responsible for oversight, setting direction and establishing the priorities for the SWIFT System Support organizations including the Procurement Team. The ERP Steering Committee is composed of representatives of the three sponsoring agencies: Minnesota Management and Budget, the Department of Administration, and MN.IT Services.
3. The Office of State Procurement (OSP) of the Department of Administration is responsible for providing procurement representation to the Customer Advisory Group consisting of Cabinet level agencies. The Customer Advisory Group meets as needed and represents the statewide user community. OSP is expected to provide guidance on proposed new policies or procedures that might impact the procurement areas of SWIFT and/or provide recommendations for future improvements.
4. The Procurement Team is responsible for providing statewide support to all state agencies in their use of the SWIFT procurement applications.
5. All members of the Procurement Team will reside in the offices of MMB located in the Centennial Office Building (COB), St. Paul. MMB will provide work space, equipment and supplies for the SWIFT procurement Team working in the COB.

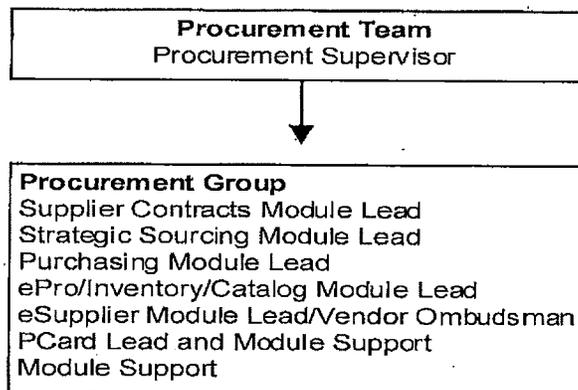
Procurement Functional Team:

The Procurement Team is a major system support team with responsibility for ensuring that SWIFT supports the centralized and agency procurement business processes. The Procurement Team will be led by a SWIFT Procurement Team Supervisor and includes a team of resources experienced in the use of the Oracle/PeopleSoft procurement modules and business processes. The Procurement Team collaborates with all other System Support teams and the various Procurement user groups.

The Procurement Team is also expected to participate in continuous improvement and recurring maintenance projects such as Oracle/PeopleSoft application and image upgrades.

Procurement Organization:

The Procurement Team structure has an authorized headcount of eight members including the SWIFT Procurement Team Supervisor. The following is a graphic representation of the organizational structure.



Procurement Team Responsibilities:

The Procurement Team is expected to provide SWIFT support for the following activities on an as needed basis:

- I. Administer the following procurement module configurations as required:
 - o Catalog Management Configuration
 - o eProcurement Configuration
 - o eSupplier Configuration
 - o Inventory Configuration
 - o Purchasing Configuration
 - o Strategic Sourcing Configuration
 - o Supplier Contracts Configuration
 - o UNSPC Codes

The SWIFT Procurement Team is responsible for creating and maintaining document template infrastructures (including configurators, wizards, rules, question groups, etc). The team also builds the initial clause language used in documents, but state agencies, including Admin, will be responsible for updating and maintaining that language once it is in the system. The Procurement Team provides training, guidance, and troubleshooting for agencies maintaining clauses.

2. Provide statewide functional support for the Procurement Modules by maintaining internal expertise capable of answering procurement questions, creating procurement Quick Reference Guides, supporting classroom materials development and content delivery, and responding to "level two" help desk cases in the following areas:
 - o Catalog Management Transaction Processing
 - o eProcurement Transaction Processing
 - o eSupplier Transaction Processing
 - o Inventory Transaction Processing
 - o Purchasing Transaction Processing
 - o Strategic Sourcing Transaction Processing
 - o Supplier Contracts Transaction Processing
3. Identify, review and approve business requirements for statewide procurement query and reporting. Applies to queries and reports from the source system (FSCM) and the EPM data warehouse (OBIEE). Requires approval of the design but not the actual construction

of the following source system and EPM queries and reports which is a responsibility of the technical teams:

- Standard System Queries against the source system or EPM's OBIEE.
 - OBIEE standardized public reports. Does not include user created private reports from OBIEE
4. Review and/or recommend changes to proposed central agency policies and procedures that may impact the Statewide ERP Systems procurement modules. This review will be primarily required of policies or procedures from the three central sponsoring agencies but may also include input from the Customer Advisory Group. The three central sponsoring agencies are:
 - Minnesota Management and Budget
 - Department of Administration
 - MN.IT Services
 5. Identify procurement related data retention criteria and provide technical staff with guidance on what data to eliminate, retain, or archive.
 6. Work with other SWIFT cross module teams as appropriate to recommend future improvements to the procurement modules, provide an assessment of the value of those improvements to the state agencies, and present them to the ERP Steering Committee for approval and prioritization.
 7. The Procurement Team will respond to requests from agencies, the Office of Legislative Audit, Legislative staff, etc. for procurement related information on a time available or priority basis as determined by the ERP Steering Committee. Responses can include special data requests, cost assessments of proposed procurement related system or policy changes, status updates, etc.
 8. For any requests requiring a system change, the Procurement Team will manage the cost estimation determination by working with the impacted areas such as MN.IT Services. Once this assessment is completed and it results in a system or policy change recommendation the Procurement Team will present their recommendation to the ERP Steering Committee for approval prior to proceeding with any development or implementation.
 9. Define requirements and provide support for the functional testing of planned procurement changes to the SWIFT applications. This would include specific module changes or the more global changes such as an implementation of version or image upgrades.
 10. Approve procurement related production code migrations in accordance with existing MN.IT Services standards after completion of appropriate user acceptance testing.
 11. Participate in and support the activities of the Customer Advisory Group on an as needed basis.

12. Participate in the following Statewide User Groups:

- OSP Procurement Coordinators Group
- OSP Professional and Technical Coordinators Group
- OSP Acquisitions Group
- Office of Grants Management Grant Coordinators Group
- Oracle Public Sector User Group (PSUG)
- Midwest Oracle User Group (MOUG)

13. The Procurement Team is expected to collaborate with other System Support teams to complete both continuous improvement and production support tasks.

Procurement Team Reporting Structure

Members of the Procurement Team are employees of the Department of Administration/OSP. Each Procurement Team position is a full time position with occasional on-call responsibilities and is managed by the Procurement Team Supervisor who will report to OSP. S/he will coordinate team work assignments with the ERP Director. The ERP Director reports to the MMB Assistant Commissioner of Enterprise Communications and Planning and receives his/her direction from the ERP Steering Committee.

MMB - Admin Interagency Agreement - SWIFT Procurement Support
 Procurement Team - Projected Costs - Exhibit B

Employee Name	Position number	Position	Salary 2020	Fringe 2020	Total Projected Cost 2020	Salary 2021	Fringe 2021	Total Projected Cost 2021
Dave Smith	01000271	SPA Dir/21K	\$93,524	\$21,311	\$114,835	\$93,167	\$21,708	\$114,875
Jane Ramstad	01000301	AcqMgtSpec/15L	\$83,390	\$19,902	\$103,292	\$84,146	\$20,455	\$104,601
Ed Schuebel	00606770	AcqMgtSpec/15L	\$84,469	\$33,755	\$118,224	\$84,146	\$34,894	\$119,040
Vacant	01108987	SPA Senior/10L	\$51,415	\$29,242	\$80,657	\$51,219	\$30,403	\$81,622
Chantes, Sodany	01110295	SPA/5L	\$48,204	\$17,575	\$65,779	\$49,607	\$18,542	\$68,149
MMB Funded			\$361,002	\$121,785	\$482,787	\$362,285	\$126,002	\$488,287

Angie Brandt	01091373	AcqMgtSpec/15L	\$70,815	\$18,154	\$88,969	\$72,945	\$18,897	\$91,842
Kim Baldwin	01116241	AcqMgtSpecSr/18L	\$94,278	\$21,416	\$115,694	\$93,918	\$21,813	\$115,731
Roger Bacchus	00007590	AcqMgtSpec/15L	\$84,469	\$33,755	\$118,224	\$84,146	\$34,894	\$119,040
Admin Funded			\$249,562	\$73,325	\$322,887	\$251,009	\$75,604	\$326,613

Total			\$610,564	\$195,110	\$805,674	\$613,294	\$201,606	\$814,900
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**DEPARTMENT OF
ADMINISTRATION**
HUMAN RESOURCES

**STATE OF MINNESOTA
SHARED SERVICES AGREEMENT**

This agreement is between the Minnesota Department of Administration (Admin) and Minnesota Management and Budget (MMB).

Agreement

1. Term of Agreement

- 1.1 **Effective date:** November 1, 2018, or the date the state obtains all required signatures under Minnesota Statutes Section 16C.05, subdivision 2, whichever is later. This agreement supersedes the previous agreement that went into effective in May, 2016.
- 1.2 **Continuous effect:** This agreement will remain in effect unless amended or terminated by the parties pursuant to the terms of this agreement.
- 1.3 **Termination:** This agreement may be terminated by the authorized representative of either party by giving written notice of termination at least 90 days prior to the effective date of the termination.

2. Scope of Work

This agreement enables Admin and MMB to share the services of a human resources office and coordinate human resources support for the operations of each agency by sharing its costs. The employees in this shared human resources office will be employees of the Department of Administration.

3. Goals of this Agreement

- Ensure each agency's leadership teams have access to the necessary advice, support and strategic guidance to achieve its mission.
- Allow the two agencies to ensure adequate staffing capacity to meet needs.
- Coordinate efforts to provide specialized expertise and advanced strategic priorities, such as employee engagement, professional development, performance management, workforce planning, labor relations and other specialized areas.
- Promote strong working partnerships among the human resources office and each agency's divisions, by maintaining ongoing communications and close working relationships with each agency's leadership, managers and supervisors.
- Continually assess each agency's requirements for human resources support to meet business needs.
- Maintain an electronic record of the vacancy filling process
- Meet quarterly to discuss goals and performance
- Meet these performance measures:

ACTIVITY	TURNAROUND TIME*
AUDITS	
Establish	Within 1 – 2 weeks of receipt

ACTIVITY	TURNAROUND TIME*
Reallocation	Within 4 – 6 weeks of receipt
CLASSIFICATION & COMPENSATION REQUESTS	
Review of classification and compensation requests. The HR office is not responsible for processing information if it has not received a written request.	Within 5 days of receipt of complete and accurate information packet from supervisors and managers
VACANCY FILLING	
Send Supervisors Welcome/Checklist; phone contact	Within 2 days of receipt
Post Internal vacancy for bidding per contract requirements	Within 3 days of receipt
Review bids, determine eligibility, respond to bidders and inform supervisor of eligible bidders	Within 2 days of closing
Identify minimum and preferred quals	Within 2 days of receipt or closing date for bids
Announce on Careers website	Within 3 days of closing date of internal posting OR within 3 days of receipt (can be posted simultaneously with internal posting)
Review résumés to determine if minimum quals are met/other obligations (AA, WC; Vets, etc); send roster to hiring supervisor	Within 5 days of closing date on posting
Notify candidates who did not meet min quals	Within 1 week of the date the roster was issued to supervisor
Notify candidates who are no longer being considered	Within 1 week of date of interviews
Notify staff to send offer letter	Within 2 days of offer/receipt of offer notification
Send offer letter	Within 2 days of receipt

4. Consideration and Payment

In consideration for the scope of work identified in section 2 of this agreement, MMB and Admin agree to share the costs of the operation of the human resources office as identified on Attachment 1 to this agreement.

The human resources director will establish and monitor performance to ensure that each agency is receiving support commensurate with the resources each agency is contributing to the agreement. This may include the use of time tracking to ensure the funding splits are properly allocated.

5. Conditions of Payment

This agreement must be performed to the mutual satisfaction of both parties. Issues related to this agreement should be resolved by the authorized representatives. The human resources director, the agency chief financial officers, or the authorized representatives may propose changes in the cost share agreement annually or if the work of the agencies changes as a result of reorganization, new powers and duties or other significant changes in work, so that the parties can remain confident of the appropriateness and mutual benefits of the agreement.

6. Authorized Representative

Admin's authorized representative is Lenora Madigan, Deputy Commissioner, Department of Administration, 50 Sherburne, 200 Admin Building, St. Paul, MN 55155, 651-201-2563, or her successor.

MMB's authorized representative is Eric Hallstrom, Deputy Commissioner, Minnesota Management and Budget, Centennial Office Building, St. Paul, MN 55155, 651-201-8010, or his successor.

The authorized representatives are responsible for monitoring the terms of this agreement and will meet regularly to evaluate the operation of the human resources office in light of the goals identified in section 3 of this agreement.

7. Supervision

The human resources director will report to Admin's authorized representative. The human resources director will meet biweekly with MMB's authorized representative to manage the delivery of human resources services to MMB. The human resources director and staff must serve the best interest of each agency independently.

Any human resources director performance reviews conducted by Admin will be shared with MMB's authorized representative and Admin will provide MMB with an opportunity to give input and make recommendations. Each agency authorized representative agrees to promptly share with each other any complaints made against the human resources director. Any complaints or performance concerns regarding the human resources director will be addressed in coordination with MMB, and Admin will consider recommendations provided by MMB before corrective actions or discipline are imposed. If warranted, complaints will be investigated promptly.

The human resources director or their designee will provide MMB with an opportunity to give input and make recommendations on human resources staff performance reviews. Each authorized representative agrees to promptly share with each other any complaints made against human resources staff. If warranted, complaints will be investigated promptly. Admin, in consultation with the human resources director will provide notice to MMB's authorized representative of discipline of human resources staff that could impact MMB's operations.

8. Amendments

Any amendment to this agreement must be in writing and will not be effective until the written amendment has been executed and approved by the authorized representatives, or their successors in office.

9. Liability

Each party will be responsible for its own actions and the results thereof.

10. Data

Admin and MMB must comply with the Minnesota Government Data Practices Act (MGDPA), Minnesota Statutes Chapter 13, as it applies to all data exchanged under this agreement, and as it applies to all data created, collected, received, stored, used, maintained, or disseminated by either party to this agreement. The civil remedies of Minnesota Statutes Chapter 13.08 apply to the release of the data referred to in this clause by either party.

Through this agreement the human resources director and human resources staff are permitted to access not public data needed to accomplish any work duties that are subject to the human resources functions that are provided by the human resources director and staff.

Each agency is responsible for responding to requests for data regarding the agency's own employees, including requests under the MGDPA and litigation discovery requests. Admin will have the duty to respond to requests for data on the human resources director or the human resources staff, with the assistance from and in coordination with MMB as necessary.

Whenever MMB has potential litigation that impacts data held by the human resources office, its director or staff, the legal counsel for MMB will notify legal counsel for Admin to request that Admin's employee be placed on a litigation hold.

1. Minnesota Management and Budget

By: 
Title: Deputy Commissioner

Date: 12/17/2018

2. Department of Administration

By: 
Title: Deputy Commissioner

Date: 12.18.18

Attachment 1

FY19 Shared Human Resources Office Costs

DESCRIPTION	MMB		Admin		TOTAL
Salaries	392,431	31%	892,692	69%	1,285,123
IT	38,066	100%		0%	38,066
Lease	19,244	33%	38,454	67%	57,698
Other	4,000	5%	73,447	100%	73,447
TOTAL COSTS	453,741	31%	1,004,593	69%	1,454,334



**MAD Project Number: 2020-146
 INTERAGENCY AGREEMENT
 for MANAGEMENT ANALYSIS AND DEVELOPMENT SERVICES**

Requesting Agency: Department of Administration, MMCAP

MAD Contact: Renda Rappa

Accounting Information: Business Unit – G1001, Financial Dept ID – G1031500, APPRID – G100085, Fund – 5200, Accounts - 670011.

Agency: <u>60210</u>	Fiscal Year: <u>FY 20 & 21</u>	Vendor Number: ID G100000000, Location 001
Total Amount of Contract: \$202,400.00	Amount of Contract First FY: <u>\$110,000.00</u>	
Category Code: 80101500	Category Code:	Category Code:
Account:	Account:	Account:
Amount:	Amount:	Amount:

Accounting Distribution 1:	Accounting Distribution 2:	Accounting Distribution 3:
Fund: <u>4501</u>	Fund:	Fund:
Appr: <u>6021901</u>	Appr:	Appr:
Fin Dept ID: <u>60231112</u>	Fin Dept ID:	Fin Dept ID:
Rept Catg:	Rept Catg:	Rept Catg:
Amount:	Amount:	Amount:

Processing Information: (Some entries may not apply.)

Begin Date: 2/10/2020 End Date: 10/31/2020

Contract: 172025/2/12/20/ JR
 Number/Date/Entry Initials

Order: 300-1632/2/12/20/ Janna Joffe
 Number/Date/Signatures

[Individual signing certifies that funds have been encumbered as required by Minn. Stat. §§16A.15 and 16C.05]

This is an agreement between the Department of Administration, MMCAP (Requesting Agency) and Minnesota Management and Budget, Management Analysis and Development (Division).

1. Services to be Performed:

The Division agrees that through its Master Contract with More Insight the Division will sub-contract with More Insight to provide the services identified in Exhibit A, which is attached and incorporated into this agreement.

2. Contacts:

The following persons will be the primary contacts for all matters concerning this agreement.

Management Analysis and Development: Renda Rappa Requesting Agency: Rose Svitak

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

The Division will invoice up to 1,440 hours at a rate of \$135/hour for services provided by Matthew Thomas as identified in Exhibit A. The Division will also invoice up to \$8,000.00 for project management. The total amount the Division will invoice under this agreement shall not exceed \$202,400.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed by the Division in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Condition of Payment:

All services provided by the Division under this agreement must be performed to the Requesting Agency's satisfaction, as determined at the sole discretion of the Requesting Agency's Authorized Representative.

5. Effective Dates:

This agreement is effective February 11, 2020, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until October 31, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

6. Termination:

This agreement may be terminated by the Requesting Agency or the Division at any time with thirty (30) days written notice to the other party. In this event, the Division shall receive payment on a pro rata basis for the work performed.

7. Requesting Agency's Authorized Representative:

The Requesting Agency's authorized representative for the purposes of this agreement is Rose Svitak. This person shall have final authority for accepting the Division's services and if the services are satisfactory, will certify this on each invoice submitted as part of number 3.

8. Interagency Agreement Authorization:

Pursuant to Minnesota Statutes, Sections 16A.055 Subd. 1a.; 43A.55 Subd. 2.; and 471.59, the Division is authorized to enter into this agreement.

9. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

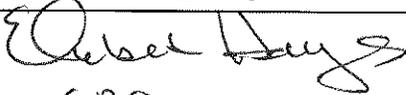
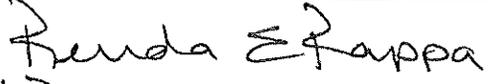
10. State Audit:

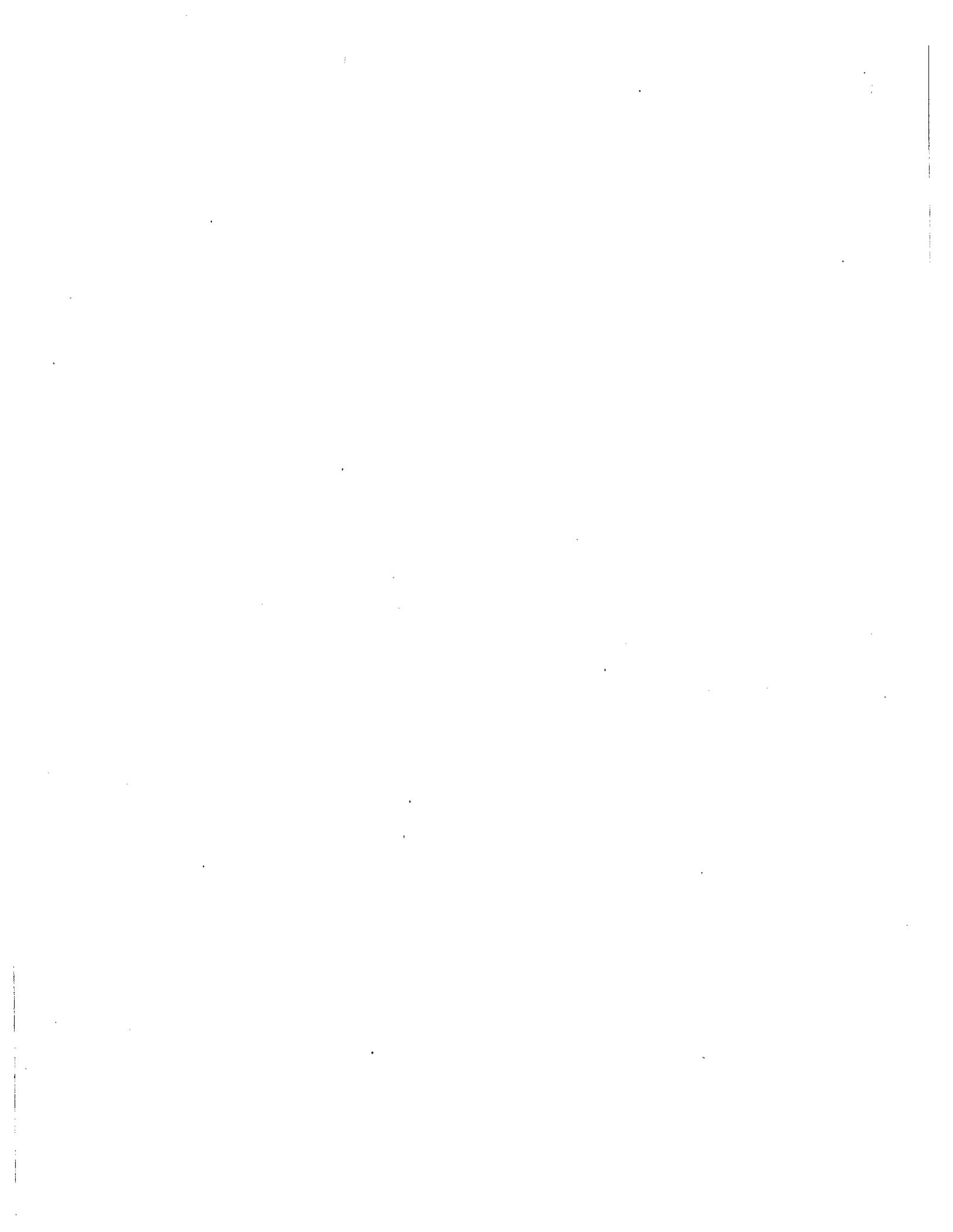
The books, records, documents, and accounting practices and procedures of the Division relevant to this agreement, shall be subject to examination by the Requesting Agency and either the Minnesota Legislative Auditor or State Auditor, as appropriate, for a minimum of six years.

11. Liability:

Each party will be responsible for its own acts and behavior and the results thereof.

Approved:

1. Requesting Agency	2. Management Analysis and Development
By:  Title: CPO Date: 2/10/2020	By:  Title: Business Manager Date: Feb 10, 2020



Our Understanding of MMCAP's Needs

The needs outlined in the MMCAP solicitation highlight the need for an individual that has extensive program management experience with the ability to:

- Quickly support the MMCAP Infuse staff in the populating the bid items and their usage by GCNS sequence number and setting up the vendors and the vendor contacts in the BuySpeed system.
- Work with the MMCAP Infuse Contract Management team to train vendors on how to utilize and respond to bids in the BuySpeed system.
- Provide leadership and oversight on managing the annual bid process within the BuySpeed program, including bid acknowledgement, bid revisions, ranking reports and final awards (including dual and multiple awards).
- Provide setup support and train MMCAP Infuse staff to manage the newly created BuySpeed help desk within the office.
- Frequently update and create additional training and procedural manuals as needed to support the annual bid process.
- Provide program management of the acquisition and implementation of a new contact management system, including technical documents, UAT and training of all users while following MN procurement law.
- Provide leadership in analyzing processes and procedures managing needed enhancements to the BuySpeed and CMS systems as the team increases its use of both programs.
- Provide additional change management and leadership support as needed.

Project Activities and Deliverables

High Level Activities	Deliverables
<ul style="list-style-type: none"> • Facilitate project meetings with MMCAP Infuse project team • Maintain the program project plan with resource assignment and take responsibility for time estimates and project execution • Provide bid support to MMCAP Infuse team members • Provide help desk support and train MMCAP Infuse team members • Manage the Risk and Issue Logs with MMCAP Infuse leadership • Update relevant MMCAP Infuse process maps and procedures with MMCAP Infuse team support • Manage and provide training of the BuySpeed and CMS replacement system to MMCAP Infuse employees on both a group and one-on-one basis. • Assist in the training of vendors with MMCAP Infuse Leadership support • Manage and resolve both technical and procedural issues in partnership with the MMCAP Infuse staff • Work with system vendor on developing data migration and integration plans 	<ul style="list-style-type: none"> • Annual bid Project Plan • CMS Acquisition & Implementation Project Plan • CMS Training Manuals • Bi-Weekly Performance Updates • Project Issue List • Project Risk List • Project Organizational Structure updates • Vendor Training Project Plan • Project Process Maps • Change Management & Training Plan • Data Migration Project Plan • CMS Go-Live Plan • Project Budget/Cost Estimates • Issue Escalation Summary

High Level Activities	Deliverables
<ul style="list-style-type: none"> • Partner with Contact Management System vendor to perform UAT • Facilltate the development of a launch/go live plan with MMCAP Infuse employees • Provide ongoing support plan and cost estimates • Prepare and deliver presentations for staff and management on deliverables • Deliver bi-weekly written status report • Communicate weekly verbal discussion of status (typically a weekly meeting) • Utilize accepted change management tools and procedures to improve engagement with MMCAP Infuse staff, customers and leadership • Provide leadership for program • Provide strategic vision and thinking with focus on outcomes • Create clear and attainable project/program objectives • Create clear and attainable project/program requirements • Manage program/project constraints of cost, time and scope • Analyze and document business requirements and required data to deliver work products throughout the project life cycle • Translate business requirements to System/Functional specifications, and pass them on to Application Developers • Coordinate Business Validation to verify that a set of end-to-end business processes function as intended • Form close links with team members and stakeholders 	

Resource and Experience

- This work will be conducted by Matt Thomas.
- His full resume appears at the back of this response, and highlights his relevant experience to serve on this project include:
 - Matthew has over two years of experience of configuring and customizing Periscope's BuySpeed software for pharmaceutical applications and has solid working relationships with Periscope's leadership team and its support staff in Austin, Texas.
 - Matthew has managed several projects for the MN Office of State Procurement and is well educated on the Office's procedures and has good working relationships with its leadership. Matthew also is very familiar with the State's procurement laws and rules.
 - In addition to previously working with the MMCAP Infuse team, Matthew has managed projects at both the MN and PA Department's of Health. He has significant experience in the pharmaceutical and healthcare market space through these projects.

- Matthew led the requirements gathering and market review for the MMCAP Infuse Contact Management replacement project. He is very familiar with the needs, challenges and integration points the new system will need to fulfill MMCAP Infuse's needs as well as the current offerings the marketplace provides.
- Matthew has his PROCSI change management certification and has used the ADKAR model for the implementations of many of his projects to ensure consistency and long-term success of those project outcomes.
- References
 - Don Hagman, Donhagman@gmail.com, 508-245-4230
 - Kristin Farnsworth, Kristin.Farnsworth@thepioneersteam.com, 612-505-0474
 - Terry MacVey, Terry.MacVey@gmail.com, 612-889-1532
- It is currently anticipated that Matt will be full-time on this project

Project Assumptions

To ensure the timely completion of this project in a manner that meets MMCAP Infuse's goals and expectations, we have made several key assumptions. Should any of these assumptions change, MMCAP Infuse and More Insight will discuss and agree upon impact and resolution.

- It is anticipated the project will start on or after 2/10/20, with an anticipated conclusion of this first phase on or around 10/31/2020.
- MMCAP Infuse leadership, along with key MMCAP Infuse team members and representatives will be readily available to participate in conversations and meetings as required.
- MMCAP Infuse leadership, along with key MMCAP Infuse team members and representatives will meet both individual and team requirements as needed to maintain the project timeline and avoid delays.
- Issue Escalation. In the event of an issue that, in the Contractor's opinion, is likely to result in significant delay or additional cost to the project, and which issue may be remedied by State action, such Resource shall immediately notify the State's project manager (Rose Jacobs Svltak), as well as the MMCAP Infuse Managing Director (Wendy Savakes), for the purpose of informing and collectively planning action to resolve the issue appropriately.

Project Pricing and Terms

More Insight will deliver this project on a time and materials fee basis. The proposed hourly rate for Matthew Thomas is \$135. Estimated time for completing of the project is 36 weeks of work. This results in total estimated fees of \$194,400. Only actual time worked will be invoiced. Fees will be billed monthly.

* * * * *

More Insight is willing to modify any element of this proposal to better meet the needs of the MMCAP Infuse team for this critical initiative.



MAD Project Number: 2020-007
INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS AND DEVELOPMENT SERVICES

Requesting Agency: Minnesota Department of Commerce

MAD Contact: Renda Rappa

Accounting Information: Business Unit – G1001, Financial Dept ID – G1031500, APPRID – G100085, Fund – 5200, Accounts - 670011.

Agency: <u>1301 Commerce</u>	Fiscal Year: <u>20</u>	Vendor Number: ID G100000000, Location 001
Total Amount of Contract: \$254,266.00	Amount of Contract First FY:	
Category Code: 80101500	Category Code:	Category Code:
Account: <u>411903</u>	Account:	Account:
Amount: <u>\$254,266</u>	Amount:	Amount:

Accounting Distribution 1:	Accounting Distribution 2:	Accounting Distribution 3:
Fund: <u>3000</u>	Fund:	Fund:
Appr: <u>B132110</u>	Appr:	Appr:
Fin Dept ID: <u>B1331561</u>	Fin Dept ID:	Fin Dept ID:
Rept Catg:	Rept Catg:	Rept Catg:
Amount: <u>\$254,266</u>	Amount:	Amount:

Processing Information: (Some entries may not apply.) Begin Date: 7/1/19 End Date: 12/31/19

Contract: 160001/6/25/19/Carla Collins Order: 3000012426/6/25/19/Carla Collins
 Number/Date/Entry Initials Number/Date/Signatures

[Individual signing certifies that funds have been encumbered as required by Minn. Stat. §§16A.15 and 16C.05]

This is an agreement between the Minnesota Department of Commerce (Requesting Agency) and Minnesota Management and Budget, Management Analysis and Development (Division).

1. Services to be Performed:

The Division agrees that through its Master Contract with Advanced Strategies, Inc. it will sub-contract with Advanced Strategies, Inc. to provide the services identified in Exhibit A, which is attached and incorporated into this agreement.

2. Contacts:

The following persons will be the primary contacts for all matters concerning this agreement.

Management Analysis and Development: Renda Rappa Requesting Agency: John Harvanko

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to 1,364 hours based on the hours and costs identified in Exhibit A for services provided by Advanced Strategies, Inc. and up to \$8,000.00 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed \$254,266.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed by the Division in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Condition of Payment:

All services provided by the Division under this agreement must be performed to the Requesting Agency's satisfaction, as determined at the sole discretion of the Requesting Agency's Authorized Representative.

5. Effective Dates:

This agreement is effective July 1, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until December 31, 2019, or until all obligations have been satisfactorily fulfilled, whichever comes first.

6. Termination:

This agreement may be terminated by the Requesting Agency or the Division at any time with thirty (30) days written notice to the other party. In this event, the Division shall receive payment on a pro rata basis for the work performed.

7. Requesting Agency's Authorized Representative:

The Requesting Agency's authorized representative for the purposes of this agreement is John Harvanko. This person shall have final authority for accepting the Division's services and if the services are satisfactory, will certify this on each invoice submitted as part of number 3.

8. Interagency Agreement Authorization:

Pursuant to Minnesota Statutes, Sections 16A.055 Subd. 1a.; 43A.55 Subd. 2.; and 471.59, the Division is authorized to enter into this agreement.

9. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

10. State Audit:

The books, records, documents, and accounting practices and procedures of the Division relevant to this agreement, shall be subject to examination by the Requesting Agency and either the Minnesota Legislative Auditor or State Auditor, as appropriate, for a minimum of six years.

11. Liability:

Each party will be responsible for its own acts and behavior and the results thereof.

Approved:

1. Requesting Agency	2. Management Analysis and Development
By: <i>Anne Connor</i> Title: <i>Deputy</i> Date: <i>6.26.19</i>	By: <i>Renee E. Rowan</i> Title: <i>Business Manager</i> Date: <i>June 19, 2019</i>

Revisions per KGW 06.14.2019

Scope of Work – 07/01/2019-12/31/2019		
DELIVERABLES	TOTAL HOURS TO COMPLETE WORK	TOTAL COST FOR DELIVERABLE (not to exceed)
SOW 1: 07.01.2019 thru 12.31.2019		
0) Support EAP Change Management - Project Initiation <ul style="list-style-type: none"> Revised effort definition and workplans, clarified directions Engaged sponsors 	31	\$5,660.00
1) Align change management workplan with tech team workplan and EAP program plan <ul style="list-style-type: none"> Aligned change management workplan and Sprint schedule/workplan(s) and EAP Program timelines (at high-level) High-level identification of discrepancies and dependencies Address discrepancies 	23	\$4,160.00
2) Assess organizations' readiness <ul style="list-style-type: none"> Stakeholder Analysis results User profiles from user support perspective Organization characteristics profiles Identified challenges and opportunities 	248.8	\$44,830.00
3) Enable user and organizational readiness <ul style="list-style-type: none"> Non-user engagement requirements Strategies for gaps in readiness Revised transformation plans – stakeholder engagement, communication, training and user support, operations plans 	196	35,350.00
4) Determine requirements for user support <ul style="list-style-type: none"> Confirm the socio-political models and profiles from Assist PC Task 2.0 Develop business transactions profiles to help ensure that training, materials, help support, etc. is geared toward the type of work and skill set. 	137.2	\$24,726.00
5) Confirm conceptual architecture <ul style="list-style-type: none"> Updated architectural user scenarios 	26	\$4,680.00
6) Design (high-level) the support – by transaction or by user role	154	\$27,860.00

eHEAT NextGen

Proposed Scope of Work

Exhibit A

<ul style="list-style-type: none"> Architect the overall user support strategies and platform Using organizational and user profiles and incorporating the functional, application, and technical classes of support needed, assign strategies of implementation and the classes of support across the transactions or by user class 		
<p>7) Document by component by audience</p> <ul style="list-style-type: none"> Per strategy (or component of user support), we will draft mini-definitions in preparation for developing RFPS or transitioning to in-house teams for design, development and delivery of the various user support strategies 	190	\$34,300.00
<p>8) Determine source(s) for development and delivery</p> <ul style="list-style-type: none"> For each user support strategy, identified sourcing strategy Transitioned documentation to in-house teams (Pilot 1 team) 	153	\$27,610.00
<p>9) Revise alignment of change management workplan with tech team workplan (sprint schedule, etc.) and EAP program plan(Project Consultant)</p> <ul style="list-style-type: none"> Revised aligned transformation and sprint plans and EAP Program timelines Proposed readiness dates (to be used to inform RFP development and in-house team development) 	23	\$4,160.00
10) Close Project	40	\$7,250.00
11) Engagement Management	142	\$25,680.00
Totals for SOW 1 thru Dec 2019	1364	\$246,266.00



**AMENDMENT #1 to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS and DEVELOPMENT
SERVICES
AGREEMENT NUMBER 2020-007**

WHEREAS, the State of Minnesota, Minnesota Department of Commerce, has an interagency agreement identified as MAD Project Number 2020-007 (SWIFT 160001, Order: 3000012426) with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 5 of the first amendment to the original contract shall be amended to read:

5. Effective Dates:

This agreement is effective July 1, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~December 31, 2019~~ June 30, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the original agreement remain in full force and effect. The Original Interagency Agreement, and any previous amendments, are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: <i>Amelia Conner</i> Title: <i>Deputy</i> Date: <i>12-10-19</i>	By: <i>Reenda E Rappa</i> Title: <i>Business Manager</i> Date: <i>Dec 10, 2019</i>

**STATE OF MINNESOTA
INTERAGENCY AGREEMENT**

Pursuant to Minnesota Statutes, Sections 4.045, 16A.055, and 471.59, this is an agreement between Minnesota Management & Budget (MMB) and the Minnesota Department of Education (MDE).

1. Services to be Performed:

Minnesota Management and Budget will provide staffing and support for the Children's Cabinet (Minnesota Statutes, section 4.045), including the coordination of interagency efforts seeking to ensure that all Minnesota children are healthy, safe, and prepared to achieve their full potential.

Authorized Agents:

The following persons will be the primary contacts and authorized agents for all matters concerning this agreement.

MMB: Erin Bailey, Assistant Commissioner – Children's Cabinet, or his/her successor, 400 Centennial Office Building, 658 Cedar Street, St. Paul, MN 55155, Erin.Bailey@state.mn.us, 651-201-8044.

MDE: Heather Mueller, Senior Director for Teaching and Learning, or his/her successor designated by the Commissioner, 1500 Highway 36 W, Roseville, MN 55113, Heather.Mueller@state.mn.us, 651-582-8750.

2. Consideration and Terms of Payment:

In consideration for services provided, the Requesting Agency agrees to contribute to this effort as follows:

TOTAL COST: \$115,000

You will receive an annual invoice from MMB in July 2019. This invoice should be paid within 30 days of receipt.

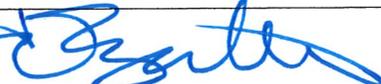
3. Term of Agreement:

This agreement is effective July 1, 2019, and shall remain in effect until June 30, 2020.

4. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

Approved:

1. Agency Signature	2. Minnesota Management & Budget
By:  Title: Chief of Staff Date: 6/26/19	By:  Title: ASST Commissioner Date: 06/27/19

State Encumbrance Verification:

Signed: *Markin*

Date: *6/25/19*

SWIFT Contract Number: 160398

Purchase Order (PO) Number: 3000020785



MAD Project Number: 2019-096
INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS AND DEVELOPMENT SERVICES

Requesting Agency: Department of Employment and Economic Development MAD Contact: Renda Rappa

Accounting Information: Business Unit – G1001, Financial Dept ID – G1031500, APPRID – G100085, Fund – 5200, Accounts - 670011.

Agency:	Fiscal Year:	Vendor Number: ID G100000000, Location 001
Total Amount of Contract: \$154,880.00	Amount of Contract First FY:	
Category Code: 80101500	Category Code:	Category Code:
Account:	Account:	Account:
Amount:	Amount:	Amount:

Accounting Distribution 1:	Accounting Distribution 2:	Accounting Distribution 3:
Fund: 2000	Fund:	Fund:
Appr: B222699	Appr:	Appr:
Fin Dept ID: B223200F	Fin Dept ID:	Fin Dept ID:
Rept Catg: 411901 (Account)	Rept Catg:	Rept Catg:
Amount: \$154,880.00	Amount:	Amount:

Processing Information: (Some entries may not apply.) Begin Date: _____ End Date: _____

Contract: 150579, Date: 11/26/2018

Number/Date/Entry Initials

Order: 3000357397, PR 43046, Date: 11/26/2018 *J.W. D. W.L.*

Number/Date/Signatures

[Individual signing certifies that funds have been encumbered as required by Minn. Stat. §§16A.15 and 16C.05]

Digitally signed by
Jeff Weber
Date: 2018.11.26
14:47:32 -0500

This is an agreement between the Department of Employment and Economic Development (Requesting Agency) and Minnesota Management and Budget, Management Analysis and Development (Division).

1. Services to be Performed:

The Division agrees that through its Master Contract with KMH Consulting, Inc. the Division will sub-contract with KMH Consulting, Inc. to provide the services and/or perform the tasks identified below:

Dana Dowd will provide expertise in the areas of process evaluation and improvement, organizational change and specialized business to:

- Support the identification of business needs and help to develop the processes to ensure a focus on long term business goals
- Work with the business to create gap analysis for currently documented processes
- Develop tools and practices to promote and ensure organizational change
- Provide research and perspective to the organization on planning and system development
- Establish tracking and execution of work towards goals

Dana will also be expected to:

1. Participate in some level of UI Self Service System training to provide a foundation of knowledge around the system and the teams in UI.
2. Meet with Sara and other leadership to begin documenting a roadmap for 2019.
3. Establish a foundation of the business processes already documented and those that still work.
4. Identify and get approval of her project goals for the first 30 and 60 days.
5. Establish tracking and execution of work plan in UI Portfolio Management tool MONDAY.COM to include task tracking, status updates, decision logs, budget tracking, etc.

2. Contacts:

The following persons will be the primary contacts for all matters concerning this agreement.
Management Analysis and Development: Renda Rappa Requesting Agency: Sara Reller

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to 1,224 hours at a rate of \$120 per hour for services provided by KMH Consulting, Inc. and up to \$8,000 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed \$154,880.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed by the Division in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Condition of Payment:

All services provided by the Division under this agreement must be performed to the Requesting Agency's satisfaction, as determined at the sole discretion of the Requesting Agency's Authorized Representative.

5. Effective Dates:

This agreement is effective November 26, 2018, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until June 28, 2019, or until all obligations have been satisfactorily fulfilled, whichever comes first.

6. Termination:

This agreement may be terminated by the Requesting Agency or the Division at any time with thirty (30) days written notice to the other party. In this event, the Division shall receive payment on a pro rata basis for the work performed.

7. Requesting Agency's Authorized Representative:

The Requesting Agency's authorized representative for the purposes of this agreement is Sara Reller. This person shall have final authority for accepting the Division's services and if the services are satisfactory, will certify this on each invoice submitted as part of number 3.

8. Interagency Agreement Authorization:

Pursuant to Minnesota Statutes, Sections 16A.055 Subd. 1a.; 43A.55 Subd. 2.; and 471.59, the Division is authorized to enter into this agreement.

9. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

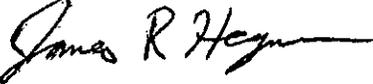
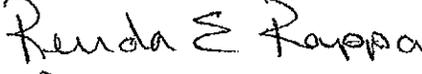
10. State Audit:

The books, records, documents, and accounting practices and procedures of the Division relevant to this agreement, shall be subject to examination by the Requesting Agency and either the Minnesota Legislative Auditor or State Auditor, as appropriate, for a minimum of six years.

11. Liability:

Each party will be responsible for its own acts and behavior and the results thereof.

Approved:

1. Requesting Agency	2. Management Analysis and Development
By:  Title: DEPUTY UI DIVISION DIRECTOR Date: 11-29-2018	By:  Title: Business Manager Date: Nov 16, 2018



**AMENDMENT to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS & DEVELOPMENT SERVICES
AGREEMENT NUMBER 2019-096**

WHEREAS, the State of Minnesota, Department of Employment and Economic Development, has an interagency agreement identified as 2019-096 (Contract: 150579, Order: 3000357397) with Minnesota Management & Budget, Management Analysis & Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 3 of the original contract shall be amended to read:

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to 1,224 hours at a rate of \$120 per hour for services provided by KMH Consulting, Inc. and up to \$8,000 for contract management as documented by invoice prepared by the Division. In addition the Division will invoice up to \$1,000.00 for mileage and parking expenses incurred by KMH Consulting, Inc. The total amount the Division will invoice under this agreement shall not exceed ~~\$154,880.00~~ \$155,880.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed by the Division in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

Except as herein amended, the provisions of the original agreement remain in full force and effect.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: <i>James R. Hoyer</i> Title: <i>Deputy Division Dir. UI</i> Date: <i>4-17-2019</i>	By: <i>Renata E. Raposa</i> Title: <i>Business Manager</i> Date: <i>April 12, 2019</i>



AMENDMENT #2 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS & DEVELOPMENT SERVICES AGREEMENT NUMBER 2019-096

WHEREAS, the State of Minnesota, Department of Employment and Economic Development, has an interagency agreement identified as 2019-096 (Contract: 150579, Order: 3000357397) with Minnesota Management & Budget, Management Analysis & Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 1, 2, 3 and 5 of the original contract shall be amended to read:

1. Services to be Performed:

The Division agrees that through its Master Contract with KMH Consulting, Inc. the Division will sub-contract with KMH Consulting, Inc. to provide the services and/or perform the tasks identified below:

Dana Dowd will provide expertise in the areas of process evaluation and improvement, organizational change and specialized business to:

- Support the identification of business needs and help to develop the processes to ensure a focus on long term business goals
- Work with the business to create gap analysis for currently documented processes
- Develop tools and practices to promote and ensure organizational change
- Provide research and perspective to the organization on planning and system development
- Establish tracking and execution of work towards goals

Dana Dowd will provide expertise in the area of project oversight and business process redesign as the UI Program evaluates their business processes and supporting tools. These initiatives will include:

- Strategically focused projects which enhance the user experience with the UI program
- Projects which will fundamentally change the way the UI program currently conducts business to reengineer business processes for the future.

Dana will also be expected to:

1. Participate in some level of UI Self Service System training to provide a foundation of knowledge around the system and the teams in UI.
2. Meet with Sara and other leadership to begin documenting a roadmap for 2019.
3. Establish a foundation of the business processes already documented and those that still work.

4. Identify and get approval of her project goals for the first 30 and 60 days.
5. Establish tracking and execution of work plan in UI Portfolio Management tool MONDAY.COM to include task tracking, status updates, decision logs, budget tracking, etc.
6. Institute Project Oversight Methodologies for large strategic projects.
7. Provide an approach for business process redesign adoption.

2. Contacts:

The following persons will be the primary contacts for all matters concerning this agreement. Management Analysis and Development: Renda Rappa Requesting Agency: Sara Reller
Kim Kellerman

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to 1,224 hours at a rate of \$120 per hour, and up to 1,984 hours at a rate of \$140 per hour beginning July 1, 2019, for services provided by KMH Consulting, Inc. and up to \$8,000 for contract management as documented by invoice prepared by the Division. In addition the Division will invoice up to \$1,000.00 for mileage and parking expenses incurred by KMH Consulting, Inc. The total amount the Division will invoice under this agreement shall not exceed \$155,880.00
\$433,640.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed by the Division in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

5. Effective Dates:

This agreement is effective November 26, 2018, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until June 28, 2019 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the original agreement remain in full force and effect.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: <u>Jan R. Heyer</u> Title: <u>Deputy UI Division Director</u> Date: <u>6-25-2019</u>	By: <u>Renda Rappa</u> Title: <u>Business Manager</u> Date: <u>June 21, 2019</u>



AMENDMENT #3 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS & DEVELOPMENT SERVICES AGREEMENT NUMBER 2019-096

WHEREAS, the State of Minnesota, Department of Employment and Economic Development, has an interagency agreement identified as 2019-096 (Contract: 150579, Order: 3000357397) with Minnesota Management & Budget, Management Analysis & Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 1 of the second amendment to the original contract shall be amended to read:

1. Services to be Performed:

The Division agrees that through its Master Contract with KMH Consulting, Inc. the Division will sub-contract with KMH Consulting, Inc. to provide the services and/or perform the tasks identified below:

~~Dana Dowd~~ Cheryl Julich will provide expertise in the areas of process evaluation and improvement, organizational change and specialized business to:

- Support the identification of business needs and help to develop the processes to ensure a focus on long term business goals
- Work with the business to create gap analysis for currently documented processes
- Develop tools and practices to promote and ensure organizational change
- Provide research and perspective to the organization on planning and system development
- Establish tracking and execution of work towards goals

~~Dana Dowd~~ Cheryl Julich will provide expertise in the area of project oversight and business process redesign as the UI Program evaluates their business processes and supporting tools. These initiatives will include:

- Strategically focused projects which enhance the user experience with the UI program
- Projects which will fundamentally change the way the UI program currently conducts business to reengineer business processes for the future.

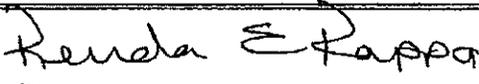
~~Dana~~ Cheryl Julich will also be expected to:

1. Participate in some level of UI Self Service System training to provide a foundation of knowledge around the system and the teams in UI.
2. Meet with Sara and other leadership to begin documenting a roadmap for 2019.
3. Establish a foundation of the business processes already documented and those that still work.

4. Identify and get approval of her project goals for the first 30 and 60 days.
5. Establish tracking and execution of work plan in UI Portfolio Management tool MONDAY.COM to include task tracking, status updates, decision logs, budget tracking, etc.
6. Institute Project Oversight Methodologies for large strategic projects.
7. Provide an approach for business process redesign adoption.

Except as herein amended, the provisions of the original agreement remain in full force and effect.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By:  Title: UI Director Date: 3-9-2020	By:  Title: Business Manager Date: March 9, 2020



AMENDMENT #4 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS & DEVELOPMENT SERVICES AGREEMENT NUMBER 2019-096

WHEREAS, the State of Minnesota, Department of Employment and Economic Development, has an interagency agreement identified as 2019-096 (Contract: 150579, Order: 3000357397) with Minnesota Management & Budget, Management Analysis & Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 5 of the second amendment to the original contract shall be amended to read:

5. Effective Dates:

This agreement is effective November 26, 2018, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~June 28, 2020~~ August 31, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the original agreement remain in full force and effect. The Original Interagency Agreement, and any previous amendments, are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: <i>[Signature]</i> Title: <i>Dep't Comm</i> Date: <i>5/7/20</i>	By: Renda E Rappa Title: Renda E Rappa Date: 2020.05.06 11:59:37 -05'00' <small>Digitally signed by Renda E Rappa</small>



AMENDMENT #5 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS & DEVELOPMENT SERVICES AGREEMENT NUMBER 2019-096

WHEREAS, the State of Minnesota, Department of Employment and Economic Development, has an interagency agreement identified as 2019-096 (Contract: 150579, Order: 3000357397) with Minnesota Management & Budget, Management Analysis & Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 3 of the contract shall be amended to read:

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to 1,224 hours at a rate of \$120 per hour, and up to ~~1,984~~ 2,128 hours at a rate of \$140 per hour beginning July 1, 2019, for services provided by KMH Consulting, Inc. and up to \$8,000 for contract management as documented by invoice prepared by the Division. In addition the Division will invoice up to \$1,000.00 for mileage and parking expenses incurred by KMH Consulting, Inc. The total amount the Division will invoice under this agreement shall not exceed ~~\$433,640.00~~ \$453,800.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed by the Division in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

Except as herein amended, the provisions of the original agreement remain in full force and effect. The Original Interagency Agreement, and any previous amendments, are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: <i>[Signature]</i> Title: <i>Deputy Commr</i> Date: <i>7/27/20</i>	By: Title: Renda E Rappa Date: 2020.07.22 Digitally signed by Renda E Rappa Date: 2020.07.22 14:19:15 -05'00'



MAD Project Number: 2019-152
INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS AND DEVELOPMENT SERVICES

Requesting Agency: Department of Employment and Economic Development MAD Contact: Renda Rappa

Accounting Information: Business Unit – G1001, Financial Dept ID – G1031500, APPRID – G100085, Fund – 5200, Accounts - 670011.

Agency:	Fiscal Year:	Vendor Number: ID G100000000, Location 001
Total Amount of Contract: \$67,392.00	Amount of Contract First FY:	
Category Code: 80101500	Category Code:	Category Code:
Account:	Account:	Account:
Amount:	Amount:	Amount:

Accounting Distribution 1:	Accounting Distribution 2:	Accounting Distribution 3:
Fund: 3000	Fund:	Fund:
Appr: B222210	Appr:	Appr:
Fin Dept ID: B2232DC7	Fin Dept ID:	Fin Dept ID:
Rept Catg: 411901 (Account)	Rept Catg:	Rept Catg:
Amount: \$67,392.00	Amount:	Amount:

Processing Information: (Some entries may not apply.) Begin Date: 04/15/2019 End Date: 06/28/2019

Contract: 154747, Date: 3/21/2019
 Number/Date/Entry Initials

Order: 3000366327, PR: 44723, Date: 3/21/2019
 Number/Date/Signatures

Digitally signed
 by Jeff Weber
 Date: 2019.03.21
 09:32:18 -05'00'

[Individual signing certifies that funds have been encumbered as required by Minn. Stat. §§16A.15 and 16C.05]

This is an agreement between the Department of Employment and Economic Development (Requesting Agency) and Minnesota Management and Budget, Management Analysis and Development (Division).

1. Services to be Performed:

The Division agrees that through its Master Contract with KMH Consulting, Inc. the Division will sub-contract with KMH Consulting, Inc. to provide the services and/or perform the tasks identified below:

Provide a consultant with experience in Unemployment Insurance at DEED and the supported Portfolio/Project Management tool MONDAY.COM to:

- Document several processes in the Systems Integration team
- Create and implement a skills development plan for the Systems Integration team
- Train / support new UI teams on MONDAY.COM
- Support current teams to advance learning and skills in the use of MONDAY.COM and project management

PROPOSED WORK PLAN & TASK BREAKDOWN

- Process Documentation for Systems Integration Team
 - Kathy Drobinski – Employer Credits processes
 - Will Benavides – IVR Updates/tech support, Asset Management processes
 - Katie St. Cyr – Garnishment processes
- Create and implement a skills development plan for the Systems Integration team
 - Create tracking tool in MONDAY.COM
 - Review/finalize with Shelly West
 - Train team on development measures
 - Meet individually with 6 team members to begin evaluation
 - Meet with Shelly to adjust process as needed
- Train / support new UI teams on MONDAY.COM
 - Train Jennifer Fuhr
 - Possibly train Jennifer's supervisors (not clear she will want this)
- Support current teams to advance learning and skills in the use of MONDAY.COM and project management.
Training sessions and one on one coaching will be provided to these teams and managers.
 - UI Continuous Improvement Projects – Kim Kellermann
 - Business Process Refinement – Jerry Mulhern & Shelly West

2. Contacts:

The following persons will be the primary contacts for all matters concerning this agreement.
Management Analysis and Development: Renda Rappa Requesting Agency: Kim Kellermann

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to 416 hours at a rate of \$150.00 per hour for services provided by KMH Consulting, Inc. and up to \$4,992.00 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed \$67,392.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed by the Division in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Condition of Payment:

All services provided by the Division under this agreement must be performed to the Requesting Agency's satisfaction, as determined at the sole discretion of the Requesting Agency's Authorized Representative.

5. Effective Dates:

This agreement is effective April 15, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until June 28, 2019, or until all obligations have been satisfactorily fulfilled, whichever comes first.

6. Termination:

This agreement may be terminated by the Requesting Agency or the Division at any time with thirty (30) days written notice to the other party. In this event, the Division shall receive payment on a pro rata basis for the work performed.

7. Requesting Agency's Authorized Representative:

The Requesting Agency's authorized representative for the purposes of this agreement is Kim Kellermann. This person shall have final authority for accepting the Division's services and if the services are satisfactory, will certify this on each invoice submitted as part of number 3.

8. Interagency Agreement Authorization:

Pursuant to Minnesota Statutes, Sections 16A.055 Subd. 1a.; 43A.55 Subd. 2.; and 471.59, the Division is authorized to enter into this agreement.

9. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

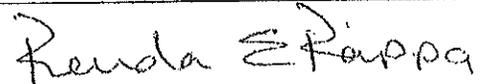
10. State Audit:

The books, records, documents, and accounting practices and procedures of the Division relevant to this agreement, shall be subject to examination by the Requesting Agency and either the Minnesota Legislative Auditor or State Auditor, as appropriate, for a minimum of six years.

11. Liability:

Each party will be responsible for its own acts and behavior and the results thereof.

Approved:

1. Requesting Agency	2. Management Analysis and Development
By:  Title: Deputy UI Division Director Date: 3/21/2019	By:  Title: Business Manager Date: March 18, 2019



**AMENDMENT to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS & DEVELOPMENT SERVICES
AGREEMENT NUMBER 2019-152**

WHEREAS, the State of Minnesota, Department of Employment and Economic Development, has an interagency agreement identified as 2019-152 (Contract: 154747, Order: 3000366327) with Minnesota Management & Budget, Management Analysis & Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 3 of the original contract shall be amended to read:

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to 416 hours at a rate of \$150.00 per hour for services provided by KMH Consulting, Inc. and up to \$4,992.00 for contract management as documented by invoice prepared by the Division. In addition the Division will invoice up to \$1,000.00 for mileage and parking expenses incurred by KMH Consulting, Inc. The total amount the Division will invoice under this agreement shall not exceed \$67,392.00 \$68,392.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed by the Division in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

Except as herein amended, the provisions of the original agreement remain in full force and effect.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: <i>[Signature]</i> Title: <i>Deputy Dir. Prog. Dir.</i> Date: <i>5-9-2019</i>	By: <i>Reanda E Rappaport</i> Title: <i>Business Manager</i> Date: <i>April 4, 2019</i>



AMENDMENT #2 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS & DEVELOPMENT SERVICES AGREEMENT NUMBER 2019-152

WHEREAS, the State of Minnesota, Department of Employment and Economic Development, has an interagency agreement identified as 2019-152 (Contract: 154747, Order: 3000366327) with Minnesota Management & Budget, Management Analysis & Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 1, 3 and 5 of the original contract shall be amended to read:

1. Services to be Performed:

The Division agrees that through its Master Contract with KMH Consulting, Inc. the Division will subcontract with KMH Consulting, Inc. to provide the services and/or perform the tasks identified below:

Provide a consultant with experience in Unemployment Insurance at DEED and the supported Portfolio/Project Management tool MONDAY.COM to:

- Document several processes in the Systems Integration team
- Create and implement a skills development plan for the Systems Integration team
- Train / support new UI teams on MONDAY.COM
- Support current teams to advance learning and skills in the use of MONDAY.COM and project management

PROPOSED WORK PLAN & TASK BREAKDOWN

- Process Documentation for Systems Integration Team
 - Kathy Drobinski – Employer Credits processes
 - Will Benavides – IVR Updates/tech support, Asset Management processes
 - Katie St. Cyr – Garnishment processes
- Process Documentation for UI Budget Team
- Create and implement a skills development plan for the Systems Integration team
 - Create tracking tool in MONDAY.COM
 - Review/finalize with Shelly West
 - Train team on development measures
 - Meet individually with 6 team members to begin evaluation
 - Meet with Shelly to adjust process as needed
- Train / support new UI teams on MONDAY.COM
 - Train Jennifer Fuhr

- Possibly train Jennifer's supervisors (not clear she will want this)
 - UI Communication Team
 - UI Learning Solution Team
- Support current teams to advance learning and skills in the use of MONDAY.COM and project management. Training sessions and one on one coaching will be provided to these teams and managers.
 - UI Continuous Improvement Projects – Kim Kellermann
 - Business Process Refinement – Jerry Mulhern & Shelly West
 - Business Process Refinement -Jeny Mulhern & Shelly West
 - UI Communications & Learning Solutions – Kevin McDowell
 - UI Program Performance – Michael Vaughn
 - UI Program Partnerships – Jerry Mulhern
 - UI Leadership – Jim Hegman
 - Provide Business Process & Organizational change services for the UI Budget & Procurement business unit and UI Leadership team
 - Establish a business process for procurement activities
 - Research best practices for project budgeting
 - Create Leadership proficiencies model and adoption proves for the UI Manager group.
 - Other projects based on UI Deputy Director Needs

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to 446 ~~2,304~~ hours at a rate of \$150.00 per hour for services provided by KMH Consulting, Inc. and up to \$4,992.00 ~~\$8,000.00~~ for contract management as documented by invoice prepared by the Division. In addition the Division will invoice up to \$1,000.00 for mileage and parking expenses incurred by KMH Consulting, Inc. The total amount the Division will invoice under this agreement shall not exceed \$68,392.00 ~~\$354,600.00~~.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

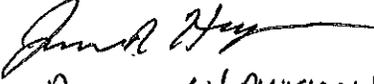
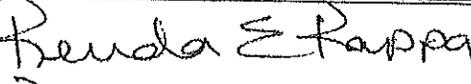
Payment to be requested by invoice based on actual hours of service performed by the Division in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

5. Effective Dates:

This agreement is effective April 15, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until June 28, 2019 ~~2020~~, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the original agreement remain in full force and effect.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By:  Title: DEPUTY UI DIVISION DIRECTOR Date: 6-25-2019	By:  Title: Business Manager Date: June 21, 2019



**AMENDMENT #3 to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS & DEVELOPMENT SERVICES
AGREEMENT NUMBER 2019-152**

WHEREAS, the State of Minnesota, Department of Employment and Economic Development, has an interagency agreement identified as 2019-152 (Contract: 154747, Order: 3000366327) with Minnesota Management & Budget, Management Analysis & Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 5 of the original contract shall be amended to read:

5. Effective Dates:

This agreement is effective April 15, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~June 28, 2020~~ August 31, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the original agreement remain in full force and effect. The Original Interagency Agreement, and any previous amendments, are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By:  Title: <i>Deputy Comm</i> Date: <i>5/7/20</i>	By: Title: Renda E Rappa Digitally signed by Renda E Rappa Date: 2020.05.06 12:05:33 -05'00' Date: Rappa



AMENDMENT #4 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS & DEVELOPMENT SERVICES AGREEMENT NUMBER 2019-152

WHEREAS, the State of Minnesota, **Department of Employment and Economic Development**, has an interagency agreement identified as **2019-152 (Contract: 154747, Order: 3000366327)** with Minnesota Management & Budget, Management Analysis & Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) **3** of the contract shall be amended to read:

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to ~~2,304~~ 2,414 hours at a rate of \$150.00 per hour for services provided by KMH Consulting, Inc. and up to \$8,000.00 for contract management as documented by invoice prepared by the Division. In addition the Division will invoice up to \$1,000.00 for mileage and parking expenses incurred by KMH Consulting, Inc. The total amount the Division will invoice under this agreement shall not exceed ~~\$354,600.00~~ \$371,100.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed by the Division in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

Except as herein amended, the provisions of the Original Agreement remain in full force and effect. The Original Agreement and any previous amendments are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By:  Title: <i>Dept Comm</i> Date: <i>7/27/20</i>	By:  Title: Renda E Rappa Date: 2020.07.22 16:30:57 -05'00'



STATE OF MINNESOTA INTERAGENCY AGREEMENT

This agreement is by and between the OFFICE OF THE GOVERNOR and the DEPARTMENT OF MINNESOTA MANAGEMENT & BUDGET (agency).

Services

The DEPARTMENT OF MINNESOTA MANAGEMENT & BUDGET agrees to pay for work related to the successful implementation of Executive Order 19-24, through a grant from the Bush Foundation. The OFFICE OF THE GOVERNOR agrees to perform work related to the successful implementation of Executive Order 19-24.

Term of Agreement

Effective date: October 7th, 2019

Expiration date: December 31st, 2021

Consideration and Payment

The total obligation for the agency is \$600,000 for the agreement ending December 31st, 2021. Payment should be received by the Governor's Office by October 18, 2019.

Conditions of Payment

All services provided by the Office of the Governor under this agreement must be performed to the satisfaction of the agency's Commissioner.

Authorized Representative

The Office of the Governor's Authorized Representative is Amanda Simpson, Chief Operating Officer. The agency's Authorized Representative is Paul Moore, Agency Chief Financial Officer.

Amendments

Any amendment to this agreement must be in writing and will not be effective until it has been executed and approved by the same parties who executed and approved the original agreement, or their successors in office.

Liability

Each party will be responsible for its own acts and behavior and the results thereof.

Termination

Either party may terminate this agreement at any time, with or without cause, upon 30 days' written notice to the other party.

AUTHORIZED SIGNATURES

Agency Signature

By: Paul Moore

Title: Chief Financial Officer

Date: 10-07-2019

Office of the Governor Signature

By: ALS

Title: COO

Date: 10/7/19



DEPARTMENT OF HEALTH

2019-193

Encumbrance Worksheet

1/A

October 17, 2018

Vendor Name: Minnesota Management and Budget		Vendor Number: G100000000		Vendor Location Code:001	
Vendor Address: 400 CENTENNIAL OFFICE BLDG		Federal Employer I.D.:			
		MN Tax I.D. # (if applicable):			
Requestor's Name/Employee ID#: (required by SWIFT) Hardi Wangsabesari/01192747		Targeted TG/ED/VO Vendor?		Y / N	
		<small>(Circle "Y" or "N" for all agreement types except grants and grant amendments.)</small>			
Starting State Fiscal Year:	2019	Total Amount of Original Agreement:	\$	89,856	
Agreement Start Date:	Upon execution	Total Amount of Original, plus ALL Previous Amendments:	\$		
Initial End Date:		Total Amount of this Amendment ONLY:	\$		
Amd Revised End Date:		Grand Total (Original + all Amendments):	\$	89,856	
Please Check ONE option for Amendments:		Time Only		Money Only	
		Time and Money			

Special Instructions: _____

Does this contract contain not public data information? (circle one): Y / N

If "Y" provide a description for FM entry into SWIFT: _____

ACCOUNTING INFORMATION

State Fiscal Year 2019						
Fund	Dept ID	Appr ID	Project ID	Activity ID	Amount	Project Funding Start Date
1000	H123 3305	H12002H			\$89,856	07/01/2018
State Fiscal Year 201						
Fund	Dept ID	Appr ID	Project ID	Activity ID	Amount	Project Funding Start Date
	H123				\$	
	H123				\$	
	H123				\$	
State Fiscal Year 201						
Fund	Dept ID	Appr ID	Project ID	Activity ID	Amount	Project Funding Start Date
	H123				\$	
	H123				\$	
	H123				\$	

FINANCIAL MANAGEMENT USE ONLY

Encumbrance Signature	<i>[Signature]</i>	Date	6/7/19
Contract Number	159058	Origin Code	667
Purchase Order Number	3-66339	Source Type	
Category Code	80101500	Account ID	411 411903

1. Services to be Performed:

The Division agrees that through its Master Contract with Alliant Consulting, Inc. it will sub-contract with Alliant Consulting, Inc. to provide consulting identified in Exhibit A, which is attached and incorporated as part of this contract.

The due dates and fees listed in Exhibit A are contingent on execution of a new Master Contract with Alliant Consulting, Inc. that would extend the contract end date and increase the consulting fees by an amendment when a new Master Contract is executed.

2. Contacts:

The following persons will be the primary contacts for all matters concerning this agreement.
Management Analysis and Development: Renda Rappa Requesting Agency: Michelle Larson

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to 416 hours at a rate of \$200.00 per hour for services provided by Alliant Consulting, Inc., and up to \$6,656.00 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed \$89,856.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Condition of Payment:

All services provided by the Division under this agreement must be performed to the Requesting Agency's satisfaction, as determined at the sole discretion of the Requesting Agency's Authorized Representative.

5. Effective Dates:

This agreement is effective Upon Execution, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until June 30, 2019, or until all obligations have been satisfactorily fulfilled, whichever comes first.

6. Termination:

This agreement may be terminated by the Requesting Agency or the Division at any time with thirty (30) days written notice to the other party. In this event, the Division shall receive payment on a pro rata basis for the work performed.

7. Requesting Agency's Authorized Representatives:

The Requesting Agency's authorized representative for the purposes of this agreement is Michelle Larson. This person shall have final authority for accepting the Division's services and if the services are satisfactory, will certify this on each invoice submitted as part of number 3.

8. Interagency Agreement Authorization:

Pursuant to Minnesota Statutes, Sections 16A.055 Subd. 1a.; 43A.55 Subd. 2.; and 471.59, the Division is authorized to enter into this agreement.

9. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

10. State Audit:

The books, records, documents, and accounting practices and procedures of the Division relevant to this agreement, shall be subject to examination by the Requesting Agency and either the Minnesota Legislative Auditor or State Auditor, as appropriate, for a minimum of six years.

11. Liability:

Each party will be responsible for its own acts and behavior and the results thereof.

Approved:

1. Management Analysis and Development	2. Minnesota Department of Health
By: <i>Renee E. Rapp</i>	By: <i>Dawn Udeman</i>
Title: <i>Business Manager</i>	Title: <i>Accounting Supervisor Principal</i>
Date: <i>May 21, 2019</i>	Date: <i>6/7/19</i>

Interagency Agreement for Management Analysis and Development (Division) Services
MAD Project Number: 2019-193

Exhibit A

**Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal**

April 24, 2019

Prepared and Submitted by

Alliant Consulting, Inc.

Table of Contents

INTRODUCTION.....	1
BACKGROUND.....	1
DELIVERABLES.....	2
PHASE ONE DELIVERABLES.....	3
PHASE TWO DELIVERABLES.....	3
APPROACH / WORK DESCRIPTION.....	4
PHASE ONE DETAILED DESIGN AND PLANNING, APRIL - JUNE.....	4
PHASE 2 IMPLEMENTATION PREPARATION, SUPPORT AND TRANSITION, JULY – NOVEMBER.....	8
ROLES AND RESPONSIBILITIES.....	10
ALLIANT CONSULTING.....	10
MDH HEALTH REGULATION DIVISION.....	10
RESOURCE REQUIREMENTS.....	11
ALLIANT CONSULTING.....	11
MDH HEALTH REGULATION DIVISION.....	11
CONSULTING INVESTMENT.....	13
<i>Appendix A Implementation Plan</i>	15
<i>Appendix B</i>	17
<i>HRD Project Charter</i>	17

Introduction

The Health Regulation Division (HRD) of Minnesota's Department of Health (MDH) engaged Alliant Consulting to develop to work with Division leadership to develop and launch a detailed plan to finalize and implement organization and operational change recommendations resulting from the Health Regulation Redesign project, the HCALP assessment recently conducted and other change and improvement initiatives in the Division. That plan (Appendix A) was developed and is being launched with Division managers and supervisors on April 26, 2019 and with all department staff on April 29, 2019.

The HRD leadership team has asked Alliant to prepare this proposal for providing guidance, training and support for the Division as it completes the organizational design details, prepares for and implements its new operating model. This document provides background and describes the deliverables and the approach to their achievement. It includes work activities, resource requirements and the consulting investment to deliver the described outcomes.

Background

The Health Regulation Division has recently completed some key planning and assessment initiatives that have resulted in recommendations for significant reorganization and work process changes. They wish to move forward with those recommendations in a way that expedites the change implementation process in order to take advantage of excess capacity in some areas and address resource deficits and work backlogs in others, utilizing a "shared leadership" model that includes open communication and opportunities for feedback and input to the new operational design from staff and management.

The director has been working with resources from MMB's Management Analysis and Development group to prioritize the work and establish a high-level charter and structure for a phased implementation approach. Additionally, there is a transition under way to move federal work from the Office of Health Facilities Complaints (OHFC) unit to Licensing and Certification (L&C), effectively combining their triage and intake units. This effort was kicked off in November but is still in process while its project manager is being reassigned.

The division is also in the process of designing a new e-Licensing system called the MN Licensing and Certification System (LCS). LCS is expected to provide solutions for some of the known challenges, but not in the near term.

After several work sessions it was determined that the first step toward successful redesign and implementation was to establish a detailed design completion and implementation work plan and timeline and supportive communications and coordination structure. These have been completed and the communication is scheduled to begin April 26, 2019.

The MDH Human Resources department has been providing input to the planning and communication and has committed to significant participation in the implementation process.

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019



The new model will involve aligning the organization functionally; establishing and documenting standardized workflow, processes, policies, and management practices across the division; developing standards for service and quality and key indicator metrics and reporting and communication structure in each functional work unit that supports shared leadership and continuous improvement principles and practices.

The deliverables for this work are outlined in the attached "HRD Project Charter" (Appendix B) and summarized below. The approach described in this proposal is based on the implementation plan found in Appendix A.

In response to feedback received via employee surveys and outreach to staff, this will be an inclusive redesign effort, involving participation at all levels and including individuals representing all areas of HRD. While the implementation plan (Appendix A) provides a roadmap and timeline, the exact structure and timing will be driven by the outcomes of design teams and redesign work groups. The plan will be adjusted as recommended by the Divisions' Leadership Advisory Team and approved by the Division Director's Office (See project charter).

The level of consulting support from Alliant assumes that there will be Division and Agency resources committed to this effort that will work with Alliant (as described in Resource Requirements section) during the design completion and the implementation phase. The roles and responsibilities of Alliant and the Agency are documented in that section of this proposal.

Note: Since Alliant is engaged under the Management Analysis and Development Master Agreement, which expires June 30, 2019, we are presenting this as phased work, with phase one is to be completed by June 30, 2019.

Deliverables

The outcome of this engagement will be a fully documented and established new operating model for the Health Regulation Division that includes the following elements for each work unit:

1. Mission, Vision
2. Standards of performance for service and quality
3. Key workflows and processes
4. Functional model (organizing work units by key functions within each work unit)
5. Organization chart
6. Roles and Responsibilities summary for each position
7. Key skill requirements and a training plan focused on building back up and bench strength that supports seamless coverage when staff are absent
8. Staffing and schedule plans and methodology (fulltime/part-time, hours of operation)
9. Staff, supervisors and managers will be functioning in their new roles according to the agreed upon model, which may include "routine days or weeks"
10. Key equipment/supportive tools (Includes software, devices, desktop, *et, al*)
11. Work area layout by location (Central office, in-home, greater Minnesota satellite office)
12. Documented policy and procedures

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019

13. Key indicator metrics and reports; and a defined multi-level, cross-division, communications and reporting structure

Phase One deliverables, to be completed by June 30, 2019 include:

- Fully redefined and documented divisional organization model and operating models as described above
- Communications plan to roll out the new organization
- Documented implementation preparation plan and implementation timeline

Phase Two deliverables, to be completed by December 31, 2019 include

- Fully implemented new operating models (some systems enhancements may be pending)
- Full documentation of the operating models and tools for continuous improvement
- Transition plans for each work unit of the division, documented and reviewed with those accountable for next steps
- Positive change events for staff and management have been conducted

Across the Division, the following "success criteria" have been identified for this project:

- Work environment is collaborative, respectful, safe and focused on the mission
- All areas are functionally aligned while complying with regulations and performance standards
- Service and quality performance standards are established and measured for each functional area
- Operating policies and procedures are documented and consistently administered across the Division
- Legal and Regulatory requirements and policies are consistently administered across the Division
- Staff have clear understanding of roles and responsibilities
- Manager, supervisors have clarity regarding their roles and responsibilities
- Staff are trained on updated work processes, procedures and practices
- Staff are trained on systems, tools and equipment used for their work
- Updated processes and procedures are posted in a shared location and followed
- Metrics and reporting are in place and used proactively to track progress and performance and act as needed to meet performance goals and identify areas where staff need more help and support.
- A communications and reporting structure is defined and in place to ensure transparent pathways for input, feedback and mutual accountability
- The Division regularly celebrates its successes and provides opportunities for team building
- Career development is supported for all staff and management

Alliant will provide the following services to support the achievement of these deliverables:

- Project Management: Update plans, coordinate efforts, identify and address issues.
- Serve as subject matter experts on standards development and performance metrics (key indicators), effective workflow principles, staffing and scheduling requirements
- Facilitation of Design Team and redesign work group meetings
- Training and support for project team members- train on all facets of support for the project
- Design and deliver management development work sessions and coaching for supervisors, managers and leadership to effectively support the implementation.
- Documentation of the project process and outcomes including key indicator report formats and all tools used in support of the new model.

Approach / Work Description

This work will be defined in two phases:

Phase one: Detailed design, implementation planning and approval of new operating model (April – June 2019)

Phase two: New model implementation preparation, implementation support and transition to business as usual (July – November 2019)

Phase One Detailed Design and Planning, April - June

There are four major streams of activities in Phase one: Establishing a project team and coordinating structure; conducting assessment work required to fill in gaps for design and planning purposes (“as is” work area documentation); launching and supporting the model design team and redesign work groups and establishing and maintaining a structured, consistent approach to project communication. A brief description of the elements involved in each stream follows. The workplan under the Resource Requirements section describes the level of effort expected to be covered by Alliant and notes other Agency/Division resources involved as well.

Project Team development: We are hoping that MDH will assign one or two “rising stars” to participate as fulltime team members along with one full-time team member from Human Resources who will work alongside the Alliant consultants to support the efforts described below.

These team members should expect to begin working with Alliant as soon as May 13 or 20. Assignments will include:

- Gathering standard work area data for 1 – 2 work areas (L & C, Engineering, Mortuary Science, DDO, etc. This involves structured interviews with supervisors and managers, and gathering sample documents, and key “as is” information about the area.

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019

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- Mapping key "as is" workflows and identifying cross-over points, opportunities to improve service quality
- Providing information to redesign work groups as appropriate; attending meetings, facilitating and/or taking notes; following up on next steps
- Participating in training to prepare for assignments
- Developing activity lists and staffing/scheduling requirements for redesigned areas
- Identifying key changes in the work areas based on outcomes of the redesign work groups
- Assisting in developing change plans for assigned work areas
- Supporting structured, consistent and transparent communications regarding the project

Alliant will assign team members to areas where they have the least familiarity and provide training, tools and support needed for them to successfully complete the assigned work.

Work Area Documentation:

Alliant and other project team members will schedule and conduct structured interviews with the supervisors and managers of each area to document the "as is" information required to inform the redesign team and eventually prepare for changes based on outcomes of the design teams.

In addition to the structured interviews (2 or 3 one-hour meetings) they will facilitate workflow/process mapping, gather and review key work samples and pertinent operational data, and maintain documentation regarding the area.

They will work with area supervisors, managers and staff to develop activity lists for each unique position (not necessarily individual) and conduct workplace observations as needed to understand the needs of the area and provide supportive data to the design work groups.

This documentation typically includes:

Key functions, organization (staffing by position and shift, hours of operation); locations; key intake, processing and output flows, processes, procedures, practices, tools; work activities; regulatory, legal requirements, and other commitments such as service level agreements or union contracts; peak demand times/seasonality; reports prepared and used, skill requirements and current training programs and policy/procedure manuals; status of any backlogged work.

This work can begin at any time and should run concurrently or slightly ahead of the design team and work groups, so they have the information needed to develop the new operating models and change plans.

Design Team and Area Redesign Work Groups:

The "Design Team" has the assignment of establishing the framework for the functionally aligned organization. Their work will be complete once they have defined a "functional organization" model for the division, based on the "conditions for success" developed by the leadership team. This includes what functions will be in what areas, the "Mission" or key purpose of each functional area, key processes and standards of performance for each area, including legal and regulatory requirements that apply to that work.

We anticipate the Design team being formed within 2 - 3 weeks of the on April 29 Kick off meeting. This means, volunteers have been identified, team members chosen and notified, the meeting designed and scheduled. The Design Team will be supported by Alliant and project team members and will bring their recommendations to the HRD leadership Advisory Team prior to recommending their model for approval by HRD director and assistant directors. Once their model is approved, redesign work groups will be formed to take the model to the next level. It is expected that the Design Team will accomplish this initial work in one "all-day" meeting, to allow for participation from team members from greater Minnesota without undue disruption of daily work. The team will likely meet a second time to review the models developed by the redesign work groups and then bring that work forward to the Leadership Advisory Team as described below.

Redesign work groups will be formed for each functional area of the new model and prepared to begin their work as soon as the Design Team's functional model is approved. (by late May)

Each redesign work group will be tasked with developing a full organizational and operational model (see list on page 2) for the new functional area, that is designed to fulfill its purpose and achieve the service and quality standards developed by the Design team. We recommend that at least one Design Team member and one supervisor or manager be assigned to each redesign work group to ensure continuity. Project team members will also be watching for potential gaps or overlaps between redesign work groups or functional areas. Alliant and the project team will plan, facilitate and document redesign work group meetings, follow up with redesign work group team members regarding their assignments and assist the redesign work groups in preparing presentations for the Design and Leadership Advisory teams for feedback and eventually to HRD leadership for approval.

We anticipate that redesign work groups will each meet two or three times and may have a data-gathering or design homework assignment in between those meetings. The first "all-day" meeting will be to build an initial "detailed model", identify what further information or design work is needed and assign members to gather the information and/or complete the designs. During the second meeting the designed organization models will be completed using the "homework" to fill in gaps. Further, the redesign work groups will develop a "key changes" list and implementation steps for each of the new work units.

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019

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Alliant and the project team will integrate these into a new HRD model and implementation plan that will be presented to the initial Design Team. The feedback and inputs from the design team will be incorporated and the proposed reorganized HRD model and the plan to implement it will be presented to the Leadership Advisory Team and with their comments, move on to HRD Leadership. (mid- June)

The redesign workgroups will likely have a third meeting following these presentations. Legislative decisions may result in the need to revise or build new processes and adjust resource requirements. In this case, the third meeting could be a full work session to accommodate those changes in the redesign. If not, the team will likely have a brief meeting to confirm the acceptance of their model, identify any incremental design work needed and celebrate their accomplishments.

Project Communication

A member(s) of the project team will be assigned to work with HRD leadership and HR to finalize and actualize a communication plan that includes passive (items posted on HRD website) and proactive (newsletters, updates to supervisors) elements. We anticipate the newsletter will be produced monthly and updates to progress, FAQ and other outreach will be posted regularly as work is completed. These communiques will be reviewed by Human Resources and HRD leadership prior to posting and/or distribution, and as appropriate by MDH Communications Office. Phase one communications will be mainly about progress while the model is being developed and will culminate with the roll out of the new operating model and implementation timeline in late June or early July.

Weekly progress updates to HRD and Human Resources leadership will ensure appropriate communication with unions, MDH leadership and other stakeholders, and provide an opportunity for leadership to guide the process and learn about and address barriers to progress.

A key success factor in maintaining employee morale during this time of significant change will be ensuring that the process for moving staff, whether positions are changing, schedules are adjusted or reporting relationships are changing will be a fair and transparent process for determining who will be doing what, when and where in the new organization. Since there will be staff members on the redesign work groups, these questions will come up early, so the discussions about how that will work must be held and the process designed prior to knowing what the final model will be. Alliant will work with HRD leadership and the Human Resources' labor relations team to work through the scenarios and determine what that process will be and how best to communicate with all parties.

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019



Phase 2 Implementation preparation, support and transition, July – November

The details of the implementation preparation plan will be added and the implementation timeline adjusted as the Design Team and redesign work groups finish their work in late-June. The following describes the key elements related preparation, implementation “go live” support and transition from implementation to continuous improvement.

Preparation Elements (July – mid-September)

This time frame provides ~10 calendar weeks after the model and implementation process have been announced to prepare for the change over to the new organizational model, noting that summer vacations and Labor Day will need to be accommodated. The focus during this time will be preparation of people, tools and process and facilities to be ready for the move to the new model.

Preparing People:

Staff and supervisory/management moves: Nearly everyone in HRD will be impacted by the redesign in some way, and it will be important to work through the agreed upon process of assigning roles, shifts and reporting relationships as quickly as possible so people can make plans for their moves and the organization can provide the orientation and training they will need to be successful in the new organization. The process should start immediately following the roll out to give people a sense of direction and replace fear and rumors with the orderly and fair process. While the process should be fairly smooth for most, it is likely that a small number of individuals will have significant challenges related to changes their work routines. Management and Human Resources will partner to find resolution for these situations.

If possible, managers and supervisors should be settled in their new assignments prior to the roll out so they can participate fully and navigate their current team members through the process.

Preparing supervisors and managers to lead their teams through the change while experiencing similar changes in their world and to get them ready for their newly designed roles: Alliant will partner with their HR project team member to develop a series of management and supervisory workshops to offer perspective and practical training on leading through change, continuous improvement principles and tools, the role of supervisors and managers in a continuous improvement/shared leadership management structure, effective management practices for performance cultivation and how to use newly developed key indicator reports. Prior to moving to the new model, each supervisor and manager will be developing an individualized routine day or week, working with an implementation coach who will be assigned to support them through the first two to four weeks of implementation. There will likely be one or two group sessions planned to be held post-implementation to debrief on challenges, and train them on tools they can use to adjust their plans and the operating model going forward.

Implementation coaches will include Alliant consultants, HR team members and could potentially be augmented with consultants from the MAD organization.

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019

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Staff skills development:

Skills training needs will be identified and prioritized in the implementation plan. Alliant will prepare volunteer staff to develop training modules and conduct peer training while all staff participate in self-assessment of their skills development needs related to their positions in the new organization. Training will be scheduled and conducted per identified priorities.

In addition to the volunteer trainers, we anticipate that training on the systems used regularly by staff can begin prior to roll out and continue until all have the basic training needed. We will work with MNIT resources to identify how to best schedule and administer this training.

Systems and Tools: It is likely that systems, forms, and equipment changes will be required to support the redesign. A work group of selected resources will be launched to develop short and long-term solutions to these needs. This group will be facilitated by a project team member and will include appropriate subject matter experts. Key tasks will be assisting in refining current work documents to support the new processes and flows, developing key indicator reporting and ensuring people have the right equipment to do the work expected of them.

Facilities and work space: Once the organization model is defined and the staffing and schedules for functional groups and locations are identified, a physical layout plan can be developed. We do not anticipate significant changes, but there will at a minimum likely be physical moves of individuals within their current office locations to be planned and supported. A project team member will work with appropriate facilities people to plan and oversee these changes.

There will clearly be a significant amount of work effort to prepare for implementation of the model. Keeping in mind that regular work must continue, the project team will work closely with supervisors, managers and leadership to track impact and determine how to balance these conflicting needs.

Implementation Support, Mid-September - October

As we draw close to implementation, project team members and additional coaching and supportive resources will be assigned to ensure all is in place for a strong start on "go live. Some of that support will be located in greater Minnesota. Supervisors and Managers will be prepared with routine days and weeks designed for optimal team support and coaches will be with them to provide support for them as they run into challenges that might pull team members or management off those routines. This will be full court support for a period of 2 – 4 weeks so that all will be squarely in their newly defined roles, and with full compliance to the new model, any flaws can be identified and dealt with methodically. The project team will be supporting management and leadership at every level to reinforce roles, and ensure they are reinforcing new practices and procedures consistently across the Division. Key indicator reporting and new staff check-ins, team huddles, management review and coordination meetings will be the key conduits for tracking performance, identifying issues and opportunities and assigning action to address them.

Transition to Continuous Improvement, Late October – mid-November

As implementation coaches reduce their presence they will prepare transition reports for each of their assigned areas, highlighting accomplishments and identifying steps that need to be taken to shore up model compliance and outcomes. They will review these with the appropriate supervisor and manager, and responsibilities and completion dates for those items will be assigned.

As Alliant prepares for their transition, they will ensure all key elements of the new operating models are documented, that transition reports and plans are in place and accountability for follow up assigned. A “positive change” event will be designed where the division management and leadership team can review progress to date, celebrate success and commit to addressing areas needing attention, and plan for a similar event for the whole division.

Alliant will remain “on call” for to the team after the official close of the project as needed.

Roles and Responsibilities

Alliant Consulting

1. Manage project schedule, timeline and activities to achieve deliverables described
2. Design and oversee “as is” data gathering required for design and implementation planning
3. Develop, document and update work plan/timeline
4. Design and facilitate work sessions and presentation meetings as described
5. Design and coordinate the communication of the redesign initiative to management, staff and other stakeholders
6. Design and coordinate the establishment of redesign work groups and key meetings that comprise the infrastructure for the design completion and implementation
7. Develop the staffing and scheduling models for the new organization
8. Develop and guide the administration of skills self-assessments and needs prioritization
9. Develop and deliver management and supervisory workshops/training and coaching
10. Provide supportive expertise on effective work process, standards and key indicator reporting design
11. Train project team members and support them in their assigned tasks
12. Provide tools and templates to support the implementation
13. Provide progress reports and updates as requested
14. Document the work completed, supportive materials and the outcomes in an engagement summary
15. Deliver all documentation in electronic format

MDH Health Regulation Division

1. Communicate expectations of the engagement to the organization and key stakeholders as appropriate and per the communication plan

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019



2. Provide data, and information pertinent to the project
3. Review information presented and provide timely feedback and decisions to keep the work on schedule
4. Provide time for resources to participate in project activities as described
5. Provide office space to work and all materials/tools required to support the program
6. Provide time for leadership and other subject matter experts to participate in regular update meetings and key presentations
7. Fulfill responsibilities as described in this proposal and the attached HRD Project Charter and Task Team assignments

Resource Requirements

Alliant Consulting

For the design completion and implementation workplan development, Alliant will provide 2 dedicated consultants from Alliant with support from Linda Rabagliati, Vice President, Consulting Services and COO who will take the lead on this project, and Toni Malanaphy-Sorg who will provide regular oversight and training.

Alliant hours will be flexible to optimize the budget, while providing constant support throughout the engagement.

MDH Health Regulation Division

We expect that the Director, and Assistant Directors will participate in regular weekly updates

Project Team members will participate in regular coordination huddles (daily) and be available fulltime to the project unless otherwise negotiated. The Project team will consist of the following HRD and MDH resources:

- 2 fulltime staff from HRD
- 1 fulltime staff from MDH Human Resources

Time commitment for Design Team/work groups: (5 – 8 representative staff members, 1 supervisor or manager per team)

- Estimate 2 to 3 work sessions – each session will be 6 hours with homework assignments of approximately 4 to 6 hours over a period of 4 to 6 weeks.

Additional Resources as needed

- Technical Assistance for Internal Communications
- Legal Assistance
- IT Assistance for Perceptive Content enhancements, Reporting
- Paradise system and training assistance

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019



- ACTS system enhancement and training assistance
- Data Visualization and analytics for workload reporting and forecasting
- Human Resources for labor relations, planning and support for role, schedule, reporting relationship changes
- Facilities support for physical layout changes (to be determined)

Physical resources

- A project office (conference room that can hold 4 to 6 people) from May through September.
- Meeting room to hold stakeholder and project team meetings.
 - The Taylor's Falls room in GRB or equivalent
 - GRB 45 conference room for all stakeholder meetings and videoconferencing
 - The project manager's temporary office for small huddles
 - Other conference rooms with video conferencing
- Remote video conferencing abilities (Skype and/or WebEx)
- Workflow diagramming software such as Visio or BlueWorks Live

Minnesota Department of Health
 Health Regulation Division
 Health Regulation Redesign Implementation Support
 Proposal
 April 24, 2019



Consulting Investment

The consulting fees for this engagement are

Phase 1, May 6-June 30, 2019:	416 hours at \$200.00 per hour	\$ 83,200.00
Phase 2, July 1 – Dec 31, 2019:	798 hours at \$200.00 per hour	\$159,200.00
Total consulting fees:		\$242,800.00

Consulting fees are quoted on a "not to exceed" basis for the engagement as described above.

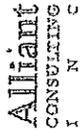
Additionally, expenses for travel to greater Minnesota locations will be reimbursed per State allowance if Alliant consultants are required to travel to locations beyond the metro area, with prior approval from the Director of the Health Regulation Division.

The attached workplan provides the projected time allocation by week for consulting support. However, Alliant expects to shift hours according to the project needs while staying within the budgeted amount described here.

Work Element	Alliant Hours							
	6-May	13-May	20-May	27-May	3-Jun	10-Jun	17-Jun	24-Jun
1 Project Management and Project team support	7	8	9	16	16	16	16	16
Set up team workspace and plan for project documentation								
Prep and hold regular team "huddles" (HR, Alliant, HRD team members)								
Training for team members								
Support for HCALP quick hits								
Daily review and update of plans								
Weekly updates with leadership								
Scheduling and coordination								
Documentation								
Tool and template design								
2 Communication	2.8	3.2	3.6	6.4	6.4	6.4	6.4	6.4
a. newsletter template- updates								
b. Weekly updates with leadership								
c. Draft communications- stakeholders								
d. Reviews and edits								
e. New model rollout design								
3 Model Design Team and Work Groups	12.6	14.4	16.2	28.8	28.8	28.8	28.8	28.8
a. Design Team								
b. Redesign work groups								
c. Staffing and scheduling								
d. Implementation plan design								
e. Key Indicator reporting design								
4 Work Area Documentation	5.6	6.4	7.2	12.8	12.8	12.8	12.8	12.8
a. Document standard work area data overview	HCALP, L&C, OHFC, Engineering, Case Mix Review, Health Occupations, Mortuary Science, DDO							
Total Hours	28	32	36	64	64	64	64	64

Phase 1 total hours 416

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019



Work Element	Alliant Hours																				
	1-Jul	8-Jul	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	1-Sep	6-Sep	13-Sep	20-Sep	27-Sep	4-Oct	11-Oct	18-Oct	25-Oct	1-Nov	8-Nov	
1. Project management and project team support	4.5																				
a. Train team members																					
b. Daily review and updates of plans																					
c. Weekly updates with leadership																					
d. Scheduling and coordination																					
e. Documentation																					
f. Tool and template design																					
2. Communication	2.5																				
a. Prepare template updates																					
b. Weekly updates with leadership																					
c. Draft communications - stakeholders																					
d. Review and edit																					
e. New model rollout support																					
f. Positive Change Events																					
3. Transition planning	16.8																				
a. Staff and supervisor management																					
b. Presenting supervisor messages to team change																					
c. Staff skills development																					
d. Systems and Tools																					
e. Facilities and workspace																					
4. Implementation Support for all areas																					
a. Routine day/week development																					
b. On site/field support for supervisors																					
c. Supervisor/manager work sessions																					
d. Real time problem-solving																					
5. Transition																					
a. Project transition reports																					
b. Review with supervisors/managers																					
c. Positive change events																					
d. Final documentation transition																					
Total Hours	25																				

Total hours phase 2 758

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019

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Appendix A
Implementation Plan

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019

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See attached MS Excel File: HRD Approach ACI
Phase One Worksheet
Phase Two Worksheet

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019

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Appendix B

HRD Project Charter



Project Charter: HRD Organization Functional Alignment

Division/Section/Unit/Program: Health Regulation Division, HCALP, OHFC, L & C and Engineering

Executive Sponsor: Michelle Larson

Project Manager:

Project Facilitator and PM Support: Alliant

Project Description/Statement of Work

What do you intend to do?

To functionally organize HRD to be able to better serve and protect vulnerable Minnesotans.

Business Case/Statement of Need

Why is this project important now?

- Attain compliance to regulatory requirements (state and federal) across the department
- Support HRD Mission and Vision
- Simplify work processes, procedures and practices
- Reduce and/or eliminate redundancies through best practices and standards of performance
- Provide metrics and reporting Indicators that reflect the state and federal regulatory requirements
- Improve overall performance in investigations and surveys to meet the state and federal requirements
- Balance workload, staffing and scheduling to meet the dynamics of volume peaks and valleys
- Increase skills training across the department to eliminate gaps and provide for a solid foundation and consistency with the department
- Prepare for regulatory changes that may occur in 2020

Process Gap

HCALP, OHFC and L&C programs perform complaint investigation work (and other "like" functions), but have different training, processes, and database systems. Different requirements for state (VAA) and federal work that need to be addressed.

Customers

Who are the recipients of products or services?

1. Minnesota Citizens who receive services from Health Care Facilities in Minnesota that MDH and CMS regulate
2. Family and loved ones of Minnesota citizens who have a pending complaint.
3. People who file complaints, including mandatory reporters, patients, patient's families, facility staff
4. Managers and staff of health care facilities in Minnesota
5. CMS, Providers, DHS, and others
6. Ombudsman
7. MDH staff

See "Stakeholders" section below for details regarding customer needs and requirements.

Project Definition

Project Goals and Objectives:

List goals that are specific, measurable, achievable, relevant, and time-bound.

Project Charter: HRD organization functional alignment

- 1) Design and implement a viable operating structure that is functionally aligned and flexible to address regulatory requirements and/or changes and supports a collaborative culture and that meets the "Success Criteria" listed below.

Framework Design Team Assignment:

- 1) Review the current processes and procedures across all departments (if not documented – document to ensure understanding and clarity)
- 2) Utilize the following to guide redesign work:
 - a. The information and data gathered to date from: the HRD Federal Transition Team, HCALP program review, employee surveys, etc.
 - b. Current legislation and regulations
 - c. Business needs defined above and success criteria defined below
 - d. Legislation currently being considered
- 3) Identify functional areas for alignment
- 4) Balance to Federal, State, and customer requirements
- 5) Develop standards of performance and benchmarks based on HRD mission and values
- 6) Identify and establish appropriate work groups to complete the detailed design:
- 7) Develop work processes based on standards of performance
 - a. Align functions, workflows, activities with structure
 - b. Define roles and responsibilities
 - c. Identify procedural requirements based on new work processes
 - d. Identify tools (PC/Tablets, copiers, scanners, etc.) required to accomplish role and responsibilities
 - e. Identify skills/training requirements by function and position
 - f. Identify activities and volumes (may implement tick tallies)
 - g. Outline staffing requirements (to be done by Alliant)
 - h. Outline organization structure – by position (Alliant, PM and Executive Sponsor)
 - i. Identify metrics and reporting requirements
- 8) Compare identified model to current state and develop a change (implementation) plan

Project Deliverables

1. Project site for collaboration
2. Communication Plan
3. Standards of Performance/Benchmarks by functions
4. Procedures and practices manual
5. Process maps for each functional area
6. Staffing and scheduling requirements
7. Skills and training requirements
8. Roles and Responsibilities
9. System performance Baseline data
10. Metrics and reporting
11. Performance measurement plan
12. Tool requirements
13. Structure that is Functionally Aligned and flexible to address regulatory requirements and/or changes
14. Recommendations for future improvements
15. Positive Change Presentation

Cost/Budget/Resources Needed

There is no budget for this project. Resources must be found in HRD division, or on a voluntary basis from other MDH divisions.

Project Charter: HRD organization functional alignment

Physical resources

- A project office (conference room that can hold 4 to 6 people) from May through September.
- Meeting room to hold stakeholder and project team meetings.
 - The Taylor's Falls room in GRB
 - GRB 45 conference room for all stakeholder meetings and videoconferencing
 - The project manager's temporary office for small huddles
 - Other conference rooms with video conferencing
- Remote video conferencing abilities (Skype and/or WebEx)
- Workflow diagramming software such as Visio or BlueWorks Live

Project Team

- HRD Director
- Human Resources: fulltime support- general; ad hoc labor relations; communications review
- Alliant consulting team 2 fulltime with support from Linda Rabagliati, Toni Malanaphy-Sorg
- One- two fulltime team member(s) from HRD

Time commitment for Design Team/work groups: (5 – 8 representative staff members, 1 supervisor or manager per team)

Estimate 2 to 3 work sessions – each session will be 6 hours with homework assignments of approximately 4 to 6 hours over a period of 4 to 6 weeks.

Additional Resources as needed

- Technical Assistance for Internal Communications
- Legal Assistance
- IT Assistance for Perceptive Content enhancements and Reporting
- Paradise system and training assistance
- ACTS system enhancement and training assistance
- Data Visualization and analytics for workload reporting and forecasting

Communication Plan

What needs to be communicated? When is communication needed? To who? How?

We will use the Project Site to collaborate and inform stakeholders of announcements and timelines.

We will use SharePoint to update status, inform and give staff an opportunity to participate.

We will prepare a bi-weekly newsletter for proactive communication

Change Management

Any change that impacts the project objectives and deliverables, schedule or timeline by more than 7 workdays needs to be approved by the project Change Control Board, who has the responsibility and authority to:

1. approve changes to the project objectives, deliverables, schedule, quality.
2. make decisions when problems or conflict arise that threaten the success of the project, and which the project team cannot solve themselves

The goal for making decisions would be consensus. If consensus is not possible the Executive Sponsor would make the final decision.

Project Charter: HRD organization functional alignment

Success criteria

The following "success criteria" have been identified for this project:

- Work environment is collaborative, respectful, safe and focused on the mission
- All areas are functionally aligned while complying with regulations and performance standards
- Service and quality performance standards are established and measured for each functional area
- Operating policies and procedures are documented and consistently administered across the Division
- Legal and Regulatory requirements and policies are consistently administered across the Division
- Staff have clear understanding of roles and responsibilities
- Manager, supervisors have clarity regarding their roles and responsibilities
- Staff are trained on updated work processes, procedures and practices
- Staff are trained on systems, tools and equipment used for their work
- Updated processes and procedures are posted in a shared location and followed
- Metrics and reporting are in place and used proactively to track progress and performance and act as needed to meet performance goals and identify areas where staff need more help and support.
- A communications and reporting structure is defined and in place to ensure transparent pathways for input, feedback and mutual accountability
- The Division regularly celebrates its successes and provides opportunities for team building
- Career development is supported for all staff and management

Customer Focus/Engagement

We will update our external customers when a change is implemented and continue our regular engagements as part of our ongoing operational work; however, we are not planning any testing or eliciting formal feedback with our external customers for this project.

Project Team Roles & Responsibilities

For the most up-to-date list please see the Stakeholder List

Role	Name	Responsibilities
Sponsor	Michelle Larson	<ul style="list-style-type: none"> • Provide project oversight and guidance to ensure it is meeting business objectives • Remove roadblocks for project success • Approve charter & deliverables
Project Team Members	HR reps, HRD team member (1-2); continuous improvement thinkers, informal leaders	<ul style="list-style-type: none"> • Do the work that is assigned • Participate in daily status/planning meetings • Complete project work (deliverables) • Attend project meetings as assigned • Raise and manage project issues and risks • Provide feedback
Design Team	Representative staff and management; SMEs, continuous improvement thinkers	<ul style="list-style-type: none"> • Develops framework - "functional organizational" model for Division: <ul style="list-style-type: none"> ○ Reviews data available and gathers additional data as needed ○ Designs what functions will be in what areas;

Project Charter: HRD organization functional alignment

		<ul style="list-style-type: none"> o Mission, key processes and standards of performance for each area, including statutory and regulatory requirements
Redesign work group members	Representative staff and management: SMEs, continuous improvement thinkers	<ul style="list-style-type: none"> o Gather Data and Identify changes required to move from current state to new design o Participate in detailed design: standards, operational policies, processes, roles, responsibilities, staffing, schedules, tools, metrics for newly aligned work areas o Identify preparation steps required to implement the newly aligned work area models: tools/systems upgrades, training, staff moves, facilities, etc.
Testers/SMEs		<ul style="list-style-type: none"> o Test procedures and tools o Provide suggestions for Improvements o Provide input to risk, issues and lessons learned
Project Manager/Alliant Consulting	Kelly Deering, Linda Rabagliati, Toni Malanaphy-Sorg, TBD	<p>Manage the project team, deliverables, and schedule.</p> <p>Provide supportive expertise- work process, org, management, skills training, workload assessment, change management</p>
HRD Leadership Advisory Team	Co-Chairs: Michelle Larson, _____	Review, provide feedback and approve designs, work area models, and implementation plans for recommendation to HRD Leadership.
Change Control Board	Michelle Larson, Martha Burton Santibanez, Susan Winkelmann	Approve change requests

Team Expectations:

- o Attend all meetings on time and with your work completed
- o If for any reason you cannot attend the meeting, send your work
- o Abide by the team's ground rules, including holding confidential information confidential
- o Maintain the integrity of the design that was developed and the overall purpose for the redesign
- o Develop plans and time lines that are integrated with our culture and the reality of our environment
- o Keep the focus on the customer
- o Keep the project on track both related to the time line and quality
- o Do what is good for HRD and for our senior Minnesotans
- o Credibility is extremely important. There must be follow through at every level
- o We cannot let communications or momentum fall down. They are critical to the success of the project

Project Charter: HRD organization functional alignment

Stakeholders: Roles, Needs/Requirements

For the most up-to-date list please see the Stakeholder List

Stakeholder	Role/Position	Stakeholder Needs/Requirements (what do they want?)
Various	Complainants	<ul style="list-style-type: none"> To have their complaints addressed in a timely, predictable manner To know the outcome and rationale of the result of their complaints To keep the patient (and other patients) safe from further harm.
Various	Patients in facilities	<ul style="list-style-type: none"> To be safe and well-cared for To have complaints addressed in a timely, predictable manner; to know the outcome and rationale of the result of complaints
Various	Health Care Facilities	<ul style="list-style-type: none"> To understand their responsibilities to keep licensure To understand consequences of non-compliance To understand the complaint process To have complaints against their facility addressed in a timely, predictable manner To know the outcome and rationale of the result of complaints against their facility To have applications for licensure/certification processed in a timely, predictable manner <ul style="list-style-type: none"> To have problems identified/communicated in a timely, efficient manner <ul style="list-style-type: none"> As soon as identified; all issues at same time To get quick notice of deficiencies identified during inspection and clear guidance on how to address them To have consistent interpretation of statute applied in compliance reviews
Various	CMS	<ul style="list-style-type: none"> To ensure MDH is meeting requirements To keep patients safe in federally regulated facilities To understand how they can assist MN and other states to comply while undergoing a huge increase of workload
DHS-Aging and Adult Services, Ombudsman, OIG,	Agencies that share responsibility for vulnerable adults	<ul style="list-style-type: none"> Ability to share accurate, timely data regarding safety, complaints of facilities and care providers Ability to collaborate effectively to protect vulnerable adults
Tim Walz	Governor of Minnesota	<ul style="list-style-type: none"> To be able to answer questions from the public about the plan to improve, and the progress that's been made To understand what is needed by MDH to effectively execute the laws
Jan Malcolm	Commissioner of Health	<ul style="list-style-type: none"> To understand project objectives and milestones To monitor that the project is meeting milestones and objectives To know what resources HRD needs to meet objectives To know what risks the agency faces in this project, and the plan for those risks To be able to answer questions from the public and the Governor's office about progress and the plan to improve Performance monitoring tools for ongoing work in all programs to help the Executive Office quickly see when an issue is occurring, in order to correct sooner

Project Charter: HRD organization functional alignment

Stakeholder	Role/Position	Stakeholder Needs/Requirements (what do they want?)
Marie Dotseth	Assistant Commissioner of Health Regulation Redesign	<ul style="list-style-type: none"> To understand project objectives and milestones To monitor that the project is meeting milestones and objectives To know what resources HRD needs to meet objectives To know what risks the agency faces in this project, and the plan for those risks To be able to answer questions from the public and the Governor's office about progress and the plan to improve Performance monitoring tools for ongoing work in all programs to help the Executive Office quickly see when an issue is occurring, in order to correct sooner
Martha Burton Santibanez	Assistant Division Director	<ul style="list-style-type: none"> To understand project objectives and milestones To monitor that the project is meeting milestones and objectives To know what resources HRD needs to meet objectives To know what risks HRD faces in this project, and the plan for those risks To be able to answer questions from the public, partners, and commissioner about progress and the plan to improve Performance monitoring tools for ongoing work in their HRD programs to help the quickly see when an issue is occurring, in order to correct sooner
Susan Winkelmann	Assistant Division Director	<ul style="list-style-type: none"> To understand project objectives and milestones To monitor that the project is meeting milestones and objectives To know what resources HRD needs to meet objectives To know what risks HRD faces in this project, and the plan for those risks To be able to answer questions from the public, partners, and commissioner about progress and the plan to improve Performance monitoring tools for ongoing work in their HRD programs to help the quickly see when an issue is occurring, in order to correct sooner
Various	L & C Staff & Management	<ul style="list-style-type: none"> To know what is expected of them with the new work, including quality and timeliness Tools to succeed in the work, including training, information systems, and job aids To know the project objectives and milestones To know where to get information To be acknowledged and rewarded for successfully adapting to change To know they are supported and protected by management if they make a mistake To know they are empowered to make their work better
Various	Engineering & Management	<ul style="list-style-type: none"> To know what is expected of them with the redesign, including quality and timeliness Tools to succeed in the work, including training, information systems, and job aids To know the project objectives and milestones To know where to get information To be acknowledged and rewarded for successfully adapting to change To know they are supported and protected by management if they make a mistake To know they are empowered to make their work better

Project Charter: HRD organization functional alignment

Stakeholder	Role/Position	Stakeholder Needs/Requirements (what do they want?)
Various	HCALP Staff & Management	<ul style="list-style-type: none"> To know what is expected of them with the new work, including quality and timeliness Tools to succeed in the work, including training, information systems, and job aids To know the project objectives and milestones To know where to get information To be acknowledged and rewarded for successfully adapting to change To know they are supported and protected by management if they make a mistake To know they are empowered to make their work better
Various	OHFC Staff & Management	<ul style="list-style-type: none"> To know what is expected of them with the new handoff process Tools to succeed in the work, including training, information systems, and job aids To know the project objectives and milestones To know where to get information To be acknowledged and rewarded for successfully adapting to change To know they are supported and protected by management if they make a mistake To know they are empowered to make their work better
Michelle Larson	HRD Director	<ul style="list-style-type: none"> Easy-to-read timelines for various audiences Talking points for weekly updates to stakeholders
Various	Reporters	<ul style="list-style-type: none"> To inform the public of how well their government is working for them to protect, maintain and improve the health of all Minnesotans

Sponsor Sign-Off

Name: Michelle Larson

Date

Minnesota Department of Health, Health Regulation Division
www.health.state.mn.us



AMENDMENT to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2019-193

WHEREAS, the State of Minnesota, Department of Health, has an interagency agreement identified as 2019-193 (Contract: 159058, Order: 3000066339) with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 3 and 5 of the original contract shall be amended to read:

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to ~~416~~ 1,214 hours at a rate of \$200.00 per hour for services provided by Alliant Consulting, Inc., and up to ~~\$6,656.00~~ \$8,000.00 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed ~~\$89,856.00~~ \$250,800.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

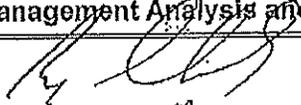
Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

5. Effective Dates:

This agreement is effective Upon Execution, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~June 30~~ December 31, 2019, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the Original Agreement remain in full force and effect. The Original Agreement and any previous amendments are incorporated into this amendment by reference.

APPROVED:

1. Management Analysis and Development	2. Minnesota Department of Health
By:  Title: Director Date: 6-28-19	By: Maria Rodriguez Title: Procurement Supervisor Date: 12/15/19



**AMENDMENT to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS & DEVELOPMENT SERVICES
AGREEMENT NUMBER 2019-193**

WHEREAS, the State of Minnesota, Department of Health, has an interagency agreement identified as 2019-193 (Contract: 159058, Order: 3000066339) with Minnesota Management & Budget, Management Analysis & Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 5 of the original contract shall be amended to read:

5. Effective Dates:

This agreement is effective ~~Upon Execution~~ June 7, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~June 30~~ December 31, 2019, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the original agreement remain in full force and effect. The Original Contract and any previous amendments are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: <i>Dawn Udean</i> Title: Accounting Supervisor Principal Date: <i>7/18/19</i>	By: <i>Renee E Rappa</i> Title: Business Manager Date: <i>July 15, 2019</i>



Encumbrance Worksheet October 17, 2018

1/A AMD

Vendor Name: Minnesota Management and Budget		Vendor Number: G100000000	Vendor Location Code: 001
Vendor Address: 400 CENTENNIAL OFFICE BLDG		Federal Employer I.D.:	
		MN Tax I.D. # (If applicable):	
Requestor's Name/Employee ID#: (required by SWIFT) Martha Burton Santibanez / 01185291		Targeted TG/ED/VO Vendor? Y / N <small>(Circle "Y" or "N" for all agreement types except grants and grant amendments.)</small>	
Starting State Fiscal Year:	2019	Total Amount of Original Agreement:	\$ 89,856
Agreement Start Date:	June 7, 2019	Total Amount of Original, plus ALL Previous Amendments:	\$ 89,856
Initial End Date:	June 30, 2019	Total Amount of this Amendment ONLY:	\$ 160,944
Amd Revised End Date:	December 31, 2019	Grand Total (Original + all Amendments):	\$ 250,800
Please Check ONE option for Amendments:		Time Only	Money Only
		Time and Money	

Special Instructions: _____

Does this contract contain not public data information? (circle one): Y / N

If "Y" provide a description for FM entry into SWIFT: _____

ACCOUNTING INFORMATION

State Fiscal Year 2019						
Fund	Dept ID	Appr ID	Project ID	Activity ID	Amount	Project Funding Start Date
1000	H123 3305	H12002H			\$89,856	
State Fiscal Year 2020						
Fund	Dept ID	Appr ID	Project ID	Activity ID	Amount	Project Funding Start Date
1000	H123 3305	H12002H			\$160,944	
	H123				\$	
	H123				\$	
State Fiscal Year 201						
Fund	Dept ID	Appr ID	Project ID	Activity ID	Amount	Project Funding Start Date
	H123				\$	
	H123				\$	
	H123				\$	

FINANCIAL MANAGEMENT USE ONLY

Encumbrance Signature	Sabrina Sutter <small>Digitally signed by Sabrina Sutter Date: 2019.07.15 11:28:47 -05'00'</small>	Date	7/15/19
Contract Number	159058	Origin Code	687
Purchase Order Number	3-67168	Source Type	N/A
Category Code	80101500	Account ID	411903



AMENDMENT #2 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS & DEVELOPMENT SERVICES AGREEMENT NUMBER 2019-193

WHEREAS, the State of Minnesota, Department of Health, has an interagency agreement identified as 2019-193 (Contract: 159058, Order: 3000067168) with Minnesota Management & Budget, Management Analysis & Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 1, 3 and 5 of the agreement shall be amended to read:

1. Services to be Performed:

The Division agrees that through its Master Contract with Alliant Consulting, Inc. it will sub-contract with Alliant Consulting, Inc. to provide consulting identified in Exhibit A-1, which is attached and incorporated as part of this contract.

The due dates and fees listed in Exhibit A are contingent on execution of a new Master Contract with Alliant Consulting, Inc. that would extend the contract end date and increase the consulting fees by an amendment when a new Master Contract is executed.

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to 416 ~~1,214~~ 1,819 hours at a rate of \$200.00 per hour for services provided by Alliant Consulting, Inc., and up to \$8,000.00 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed ~~\$89,856.00~~ ~~\$250,800.00~~ \$371,800.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:



Encumbrance Worksheet *AMD#82*

Vendor Name: Minnesota Management and Budget		Vendor Number: G100000000		Vendor Location Code: 001	
Vendor Address: 400 CENTENNIAL OFFICE BLDG		Federal Employer I.D.:		MN Tax I.D. # (if applicable):	
Requestor's Name/Employee ID#: (required by SWIFT) Martha Burton Santibanez / 01185291		Targeted TG/ED/VO Vendor? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N <small>(Circle "Y" or "N" for all agreement types except grants and grant amendments.)</small>			
Starting State Fiscal Year:	2020	Total Amount of Original Agreement:	\$	89,856	
Agreement Start Date:	July 01, 2019	Total Amount of Original, plus ALL Previous Amendments:	\$	250,800	
Initial End Date:	June 30, 2019	Total Amount of this Amendment ONLY:	\$	121,000	
Amd Revised End Date:	April 30, 2020	Grand Total (Original + all Amendments):	\$	371,800	
Please Check ONE option for Amendments:		Time Only		Time and Money	
		Money Only		X	

Special Instructions: _____

Does this contract contain not public data information? (circle one): Y N

If "Y" provide a description for FM entry into SWIFT: _____

ACCOUNTING INFORMATION

State Fiscal Year 2020						
Fund	Dept ID	Appr ID	Project ID	Activity ID	Amount	Project Funding Start Date
1000	H123 3306	H1201BH			\$121,000	07/01/2019
State Fiscal Year 20						
Fund	Dept ID	Appr ID	Project ID	Activity ID	Amount	Project Funding Start Date
	H123					
	H123				\$	
	H123				\$	
State Fiscal Year 201						
Fund	Dept ID	Appr ID	Project ID	Activity ID	Amount	Project Funding Start Date
	H123				\$	
	H123				\$	
	H123				\$	

FINANCIAL MANAGEMENT USE ONLY

Encumbrance Signature	Sabrina Sutter	Digitally signed by Sabrina Sutter Date: 2019.11.14 10:12:48 -0600'	Date	11/14/19
Contract Number	159058		Origin Code	667
Purchase Order Number	3-67168		Source Type	
Category Code	80101500		Account ID	411903

Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

5. Effective Dates:

This agreement is effective June 7, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~June 30, 2019~~ ~~December 31, 2019~~ April 30, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the original agreement remain in full force and effect.

APPROVED:

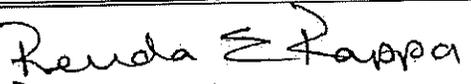
1. REQUESTING AGENCY	2. DIVISION
By:  Todd Jones Title: Accounting Director Date: 11/15/19	By:  Renda E. Rappa Title: Business Manager Date: NOV 8, 2019

EXHIBIT A-1

**Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal**

April 24, 2019

Phase 2- Revised 9.18.19

Prepared and Submitted by

Alliant Consulting, Inc.

Table of Contents

INTRODUCTION	1
BACKGROUND	1
<u>UPDATE TO BACKGROUND AS OF SEPTEMBER 18, 2019</u>	<u>2</u>
DELIVERABLES	2 <u>3</u>
PHASE ONE DELIVERABLES.....	3 <u>4</u>
PHASE TWO DELIVERABLES.....	3 <u>4</u>
APPROACH / WORK DESCRIPTION.....	4 <u>5</u>
PHASE ONE DETAILED DESIGN AND PLANNING, APRIL - JUNE <u>OCTOBER</u>	4 <u>5</u>
PHASE 2 IMPLEMENTATION PREPARATION, SUPPORT AND TRANSITION, JULY — NOVEMBER <u>OCTOBER -</u> <u>DECEMBER</u>	8 <u>10</u>
ROLES AND RESPONSIBILITIES.....	10 <u>12</u>
ALLIANT CONSULTING.....	10 <u>12</u>
MDH HEALTH REGULATION DIVISION.....	10 <u>12</u>
RESOURCE REQUIREMENTS.....	11 <u>13</u>
ALLIANT CONSULTING.....	11 <u>13</u>
MDH HEALTH REGULATION DIVISION.....	11 <u>13</u>
CONSULTING INVESTMENT.....	13 <u>15</u>
<i>Appendix A Implementation Plan</i>	15 <u>19</u>
<i>Appendix B HRD Project Charter</i>	17 <u>21</u>

Introduction

The Health Regulation Division (HRD) of Minnesota's Department of Health (MDH) engaged Alliant Consulting to develop to work with Division leadership to develop and launch a detailed plan to finalize and implement organization and operational change recommendations resulting from the Health Regulation Redesign project, the HCALP assessment recently conducted and other change and improvement initiatives in the Division. That plan (Appendix A) was developed and is being launched with Division managers and supervisors on April 26, 2019 and with all department staff on April 29, 2019.

The HRD leadership team has asked Alliant to prepare this proposal for providing guidance, training and support for the Division as it completes the organizational design details, prepares for and implements its new operating model. This document provides background and describes the deliverables and the approach to their achievement. It includes work activities, resource requirements and the consulting investment to deliver the described outcomes.

Background

The Health Regulation Division has recently completed some key planning and assessment initiatives that have resulted in recommendations for significant reorganization and work process changes. They wish to move forward with those recommendations in a way that expedites the change implementation process in order to take advantage of excess capacity in some areas and address resource deficits and work backlogs in others, utilizing a "shared leadership" model that includes open communication and opportunities for feedback and input to the new operational design from staff and management.

The director has been working with resources from MMB's Management Analysis and Development group to prioritize the work and establish a high-level charter and structure for a phased implementation approach. Additionally, there is a transition under way to move federal work from the Office of Health Facilities Complaints (OHFC) unit to Licensing and Certification (L&C), effectively combining their triage and intake units. This effort was kicked off in November but is still in process while its project manager is being reassigned.

The division is also in the process of designing a new e-Licensing system called the MN Licensing and Certification System (LCS). LCS is expected to provide solutions for some of the known challenges, but not in the near term.

After several work sessions it was determined that the first step toward successful redesign and implementation was to establish a detailed design completion and implementation work plan and timeline and supportive communications and coordination structure. These have been completed and the communication is scheduled to begin April 26, 2019.

The MDH Human Resources department has been providing input to the planning and communication and has committed to significant participation in the implementation process.

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019

Alliant
CONSULTING
I N C.

The new model will involve aligning the organization functionally; establishing and documenting standardized workflow, processes, policies, and management practices across the division; developing standards for service and quality and key indicator metrics and reporting and communication structure in each functional work unit that supports shared leadership and continuous improvement principles and practices.

The deliverables for this work are outlined in the attached "HRD Project Charter" (Appendix B) and summarized below. The approach described in this proposal is based on the implementation plan found in Appendix A.

In response to feedback received via employee surveys and outreach to staff, this will be an inclusive redesign effort, involving participation at all levels and including individuals representing all areas of HRD. While the implementation plan (Appendix A) provides a roadmap and timeline, the exact structure and timing will be driven by the outcomes of design teams and redesign work groups. The plan will be adjusted as recommended by the Divisions' Leadership Advisory Team and approved by the Division Director's Office (See project charter).

The level of consulting support from Alliant assumes that there will be Division and Agency resources committed to this effort that will work with Alliant (as described in Resource Requirements section) during the design completion and the implementation phase. The roles and responsibilities of Alliant and the Agency are documented in that section of this proposal.

Note: Since Alliant is engaged under the Management Analysis and Development Master Agreement, which expires June 30, 2019, we are presenting this as phased work, with phase one is to be completed by June 30, 2019.

UPDATE TO BACKGROUND as of September 18, 2019

Alliant is submitting an updated implementation plan that increases the support provided by Alliant Consulting and extends the schedule for implementation to March 2020. The drivers for this change are:

- The original plan called for MDH to provide two fulltime team members from HRR and one fulltime team member from Human Resources. Due to a lack of resources, there have been only two resources available (none from HR) and they have not been fulltime; (training for the team members had to be repeated due to late arrival of a third team member that has since been pulled back into their regular work area)
- It was anticipated that the Design Team would meet one – two times to establish the framework for the redesign. In fact, they met four times.
- It was expected that there would be four or five detailed design work groups to be supported and there are seven.
- Those work groups are making good progress but are taking additional time and meetings to complete the work as members are not always able to attend, or do not

complete homework. (The division is down 40 positions and HR is struggling to keep up with filling them.)

- There is appropriately high value placed on listening to team members' concerns and wishes, and a commitment was made early on that the priority would be on getting this "right" vs. "meeting the timeline".

Leadership and Alliant have been monitoring the progress and have revised the schedule so that it balances the need for input and preparation and the need to maintain momentum toward the new model.

It is critical that as the design work comes to a close in the next weeks, that there be appropriate communication with all Division staff and management and adequate time to prepare them for the shift to a functionally aligned organizational model with standard expectations for team members at all levels, from front line employees up through the Division Director's Office.

The new milestones for the updated work plan are:

- Detailed organization models defined for each work area by mid-October
- Communication to occur beginning mid-October: Leadership approval followed by presentation to managers and supervisors, then "all staff" followed by small group Q & A sessions
- Preparation for key changes: roles, assignments, procedures, tools/technology, performance metrics & reports, orientation and training for staff and management, facilities, etc. begins late October and continues through December
- New model will be implemented in early January 2020 with full support from Alliant and the "Giraffe Team"
- Alliant will transition out and the Giraffe Redesign Project will be integrated into "business as usual" by March 2020.

The deliverables described below are not changing with one exception. Implementation of the Assisted Living Bill passed in the 2019/2020 legislature will be supported and the ongoing work anticipated will be built into the operating models.

Deliverables

The outcome of this engagement will be a fully documented and established new operating model for the Health Regulation Division that includes the following elements for each work unit:

1. Mission, Vision
2. Standards of performance for service and quality
3. Key workflows and processes
4. Functional model (organizing work units by key functions within each work unit)
5. Organization chart

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019

6. Roles and Responsibilities summary for each position
7. Key skill requirements and a training plan focused on building back up and bench strength that supports seamless coverage when staff are absent
8. Staffing and schedule plans and methodology (fulltime/part-time, hours of operation)
9. Staff, supervisors and managers will be functioning in their new roles according to the agreed upon model, which may include "routine days or weeks"
10. Key equipment/supportive tools (includes software, devices, desktop, et, al)
11. Work area layout by location (Central office, In-home, greater Minnesota satellite office)
12. Documented policy and procedures
13. Key indicator metrics and reports; and a defined multi-level, cross-division, communications and reporting structure

Phase One deliverables, to be completed by ~~June 30, 2019~~ October, 2019 include:

- Fully redefined and documented divisional organization model and operating models as described above
- Communications plan to roll out the new organization
- Documented implementation preparation plan and implementation timeline

Phase Two deliverables, to be completed by ~~December 31, 2019~~ March 2020 include

- Fully implemented new operating models (some systems enhancements may be pending)
- Full documentation of the operating models and tools for continuous improvement
- Transition plans for each work unit of the division, documented and reviewed with those accountable for next steps
- Positive change events for staff and management have been conducted

Across the Division, the following "success criteria" have been identified for this project:

- Work environment is collaborative, respectful, safe and focused on the mission
- All areas are functionally aligned while complying with regulations and performance standards
- Service and quality performance standards are established and measured for each functional area
- Operating policies and procedures are documented and consistently administered across the Division
- Legal and Regulatory requirements and policies are consistently administered across the Division
- Staff have clear understanding of roles and responsibilities
- Manager, supervisors have clarity regarding their roles and responsibilities
- Staff are trained on updated work processes, procedures and practices
- Staff are trained on systems, tools and equipment used for their work
- Updated processes and procedures are posted in a shared location and followed

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019



- Metrics and reporting are in place and used proactively to track progress and performance and act as needed to meet performance goals and identify areas where staff need more help and support.
- A communications and reporting structure is defined and in place to ensure transparent pathways for input, feedback and mutual accountability.
- The Division regularly celebrates its successes and provides opportunities for team building
- Career development is supported for all staff and management

Alliant will provide the following services to support the achievement of these deliverables:

- Project Management: Update plans, coordinate efforts, identify and address issues.
- Serve as subject matter experts on standards development and performance metrics. (key indicators), effective workflow principles, staffing and scheduling requirements
- Facilitation of Design Team and redesign work group meetings
- Training and support for project team members- train on all facets of support for the project
- Design and deliver management development work sessions and coaching for supervisors, managers and leadership to effectively support the implementation.
- Documentation of the project process and outcomes including key indicator report formats and all tools used in support of the new model.

Approach / Work Description

This work will be defined in two phases:

Phase one: Detailed design, implementation planning and approval of new operating model
(April – June 2019 October, 2020)

Phase two: New model implementation preparation, implementation support and transition to business as usual (July – ~~November 2019~~ March 2020)

Phase One Detailed Design and Planning, April - June October

There are four major streams of activities in Phase one: Establishing a project team and coordinating structure; conducting assessment work required to fill in gaps for design and planning purposes ("as is" work area documentation); launching and supporting the model design team and redesign work groups and establishing and maintaining a structured, consistent approach to project communication. A brief description of the elements involved in each stream follows. The workplan under the Resource Requirements section describes the level of effort expected to be covered by Alliant and notes other Agency/Division resources involved as well.

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019

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Project Team development: We are hoping that MDH will assign one or two "rising stars" to participate as fulltime team members along with one full-time team member from Human Resources who will work alongside the Alliant consultants to support the efforts described below.

These team members should expect to begin working with Alliant as soon as May 13 or 20. Assignments will include:

- Gathering standard work area data for 1 – 2 work areas (L & C, Engineering, Mortuary Science, DDO, etc. This involves structured interviews with supervisors and managers, and gathering sample documents, and key "as is" information about the area.
- Mapping key "as is" workflows and identifying cross-over points, opportunities to improve service quality
- Providing information to redesign work groups as appropriate; attending meetings, facilitating and/or taking notes; following up on next steps
- Participating in training to prepare for assignments
- Developing activity lists and staffing/scheduling requirements for redesigned areas
- Identifying key changes in the work areas based on outcomes of the redesign work groups
- Assisting in developing change plans for assigned work areas
- Supporting structured, consistent and transparent communications regarding the project

Alliant will assign team members to areas where they have the least familiarity and provide training, tools and support needed for them to successfully complete the assigned work.

Work Area Documentation:

Alliant and other project team members will schedule and conduct structured interviews with the supervisors and managers of each area to document the "as is" information required to inform the redesign team and eventually prepare for changes based on outcomes of the design teams.

In addition to the structured interviews (2 or 3 one-hour meetings) they will facilitate workflow/process mapping, gather and review key work samples and pertinent operational data, and maintain documentation regarding the area.

They will work with area supervisors, managers and staff to develop activity lists for each unique position (not necessarily individual) and conduct workplace observations as needed to understand the needs of the area and provide supportive data to the design work groups.

This documentation typically includes:

Key functions, organization (staffing by position and shift, hours of operation); locations; key intake, processing and output flows, processes, procedures, practices, tools; work activities; regulatory, legal requirements, and other commitments such as service level agreements or

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019

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union contracts; peak demand times/seasonality; reports prepared and used, skill requirements and current training programs and policy/procedure manuals; status of any backlogged work.

This work can begin at any time and should run concurrently or slightly ahead of the design team and work groups, so they have the information needed to develop the new operating models and change plans.

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019



Design Team and Area Redesign Work Groups:

The "Design Team" has the assignment of establishing the framework for the functionally aligned organization. Their work will be complete once they have defined a "functional organization" model for the division, based on the "conditions for success" developed by the leadership team. This includes what functions will be in what areas, the "Mission" or key purpose of each functional area, key processes and standards of performance for each area, including legal and regulatory requirements that apply to that work.

We anticipate the Design team being formed within 2 - 3 weeks of the on April 29 Kick off meeting. This means, volunteers have been identified, team members chosen and notified, the meeting designed and scheduled. The Design Team will be supported by Alliant and project team members and will bring their recommendations to the HRD leadership Advisory Team prior to recommending their model for approval by HRD director and assistant directors. Once their model is approved, redesign work groups will be formed to take the model to the next level. It is expected that the Design Team will accomplish this initial work in one "all-day" meeting, to allow for participation from team members from greater Minnesota without undue disruption of daily work. The team will likely meet a second time to review the models developed by the redesign work groups and then bring that work forward to the Leadership Advisory Team as described below.

Redesign work groups will be formed for each functional area of the new model and prepared to begin their work as soon as the Design Team's functional model is approved. (by late May)

Each redesign work group will be tasked with developing a full organizational and operational model (see list on page 2) for the new functional area; that is designed to fulfill its purpose and achieve the service and quality standards developed by the Design team. We recommend that at least one Design Team member and one supervisor or manager be assigned to each redesign work group to ensure continuity. Project team members will also be watching for potential gaps or overlaps between redesign work groups or functional areas. Alliant and the project team will plan, facilitate and document redesign work group meetings, follow up with redesign work group team members regarding their assignments and assist the redesign work groups in preparing presentations for the Design and Leadership Advisory teams for feedback and eventually to HRD leadership for approval.

We anticipate that redesign work groups will each meet two or three times and may have a data-gathering or design homework assignment in between those meetings. The first "all-day" meeting will be to build an initial "detailed model", identify what further information or design work is needed and assign members to gather the information and/or complete the designs. During the second meeting the designed organization models will be completed using the "homework" to fill in gaps. Further, the redesign work groups will develop a "key changes" list and implementation steps for each of the new work units.

Alliant and the project team will integrate these into a new HRD model and implementation plan that will be presented to the Initial Design Team. The feedback and inputs from the design team will be incorporated and the proposed reorganized HRD model and the plan to implement it will be presented to the Leadership Advisory Team and with their comments, move on to HRD Leadership. (mid- June)

The redesign workgroups will likely have a third meeting following these presentations. Legislative decisions may result in the need to revise or build new processes and adjust resource requirements. In this case, the third meeting could be a full work session to accommodate those changes in the redesign. If not, the team will likely have a brief meeting to confirm the acceptance of their model, identify any incremental design work needed and celebrate their accomplishments.

Project Communication

A member(s) of the project team will be assigned to work with HRD leadership and HR to finalize and actualize a communication plan that includes passive (items posted on HRD website) and proactive (newsletters, updates to supervisors) elements. We anticipate the newsletter will be produced monthly and updates to progress, FAQ and other outreach will be posted regularly as work is completed. These communiques will be reviewed by Human Resources and HRD leadership prior to posting and/or distribution, and as appropriate by MDH Communications Office. Phase one communications will be mainly about progress while the model is being developed and will culminate with the roll out of the new operating model and implementation timeline in late June or early July.

Weekly progress updates to HRD and Human Resources leadership will ensure appropriate communication with unions, MDH leadership and other stakeholders, and provide an opportunity for leadership to guide the process and learn about and address barriers to progress.

A key success factor in maintaining employee morale during this time of significant change will be ensuring that the process for moving staff, whether positions are changing, schedules are adjusted or reporting relationships are changing will be a fair and transparent process for determining who will be doing what, when and where in the new organization. Since there will be staff members on the redesign work groups, these questions will come up early, so the discussions about how that will work must be held and the process designed prior to knowing what the final model will be. Alliant will work with HRD leadership and the Human Resources' labor relations team to work through the scenarios and determine what that process will be and how best to communicate with all parties.

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019



Phase 2 Implementation preparation, support and transition, ~~July – November~~ October - December

The details of the implementation preparation plan will be added and the implementation timeline adjusted as the Design Team and redesign work groups finish their work in late-June. The following describes the key elements related preparation, implementation "go live" support and transition from implementation to continuous improvement.

Preparation Elements (July – mid-September)

This time frame provides ~10 calendar weeks after the model and implementation process have been announced to prepare for the change over to the new organizational model, noting that summer vacations and Labor Day will need to be accommodated. The focus during this time will be preparation of people, tools and process and facilities to be ready for the move to the new model.

Preparing People:

Staff and supervisory/management moves: Nearly everyone in HRD will be impacted by the redesign in some way, and it will be important to work through the agreed upon process of assigning roles, shifts and reporting relationships as quickly as possible so people can make plans for their moves and the organization can provide the orientation and training they will need to be successful in the new organization. The process should start immediately following the roll out to give people a sense of direction and replace fear and rumors with the orderly and fair process. While the process should be fairly smooth for most, it is likely that a small number of individuals will have significant challenges related to changes their work routines. Management and Human Resources will partner to find resolution for these situations:

If possible, managers and supervisors should be settled in their new assignments prior to the roll out so they can participate fully and navigate their current team members through the process.

Preparing supervisors and managers to lead their teams through the change while experiencing similar changes in their world and to get them ready for their newly designed roles: Alliant will partner with their HR project team member to develop a series of management and supervisory workshops to offer perspective and practical training on leading through change, continuous improvement principles and tools, the role of supervisors and managers in a continuous improvement/shared leadership management structure, effective management practices for performance cultivation and how to use newly developed key indicator reports. Prior to moving to the new model, each supervisor and manager will be developing an individualized routine day or week, working with an implementation coach who will be assigned to support them through the first two to four weeks of implementation. There will likely be one or two group sessions planned to be held post-implementation to debrief on challenges, and train them on tools they can use to adjust their plans and the operating model going forward.

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019



Implementation coaches will include Alliant consultants, HR team members and could potentially be augmented with consultants from the MAD organization.

Staff skills development:

Skills training needs will be identified and prioritized in the implementation plan. Alliant will prepare volunteer staff to develop training modules and conduct peer training while all staff participate in self-assessment of their skills development needs related to their positions in the new organization. Training will be scheduled and conducted per identified priorities.

In addition to the volunteer trainers, we anticipate that training on the systems used regularly by staff can begin prior to roll out and continue until all have the basic training needed. We will work with MNIT resources to identify how to best schedule and administer this training.

Systems and Tools: It is likely that systems, forms, and equipment changes will be required to support the redesign. A work group of selected resources will be launched to develop short and long-term solutions to these needs. This group will be facilitated by a project team member and will include appropriate subject matter experts. Key tasks will be assisting in refining current work documents to support the new processes and flows, developing key indicator reporting and ensuring people have the right equipment to do the work expected of them.

Facilities and work space: Once the organization model is defined and the staffing and schedules for functional groups and locations are identified, a physical layout plan can be developed. We do not anticipate significant changes, but there will at a minimum likely be physical moves of individuals within their current office locations to be planned and supported. A project team member will work with appropriate facilities people to plan and oversee these changes.

There will clearly be a significant amount of work effort to prepare for implementation of the model. Keeping in mind that regular work must continue, the project team will work closely with supervisors, managers and leadership to track impact and determine how to balance these conflicting needs.

Implementation Support, ~~Mid-September – October~~ January- February 2020

As we draw close to implementation, project team members and additional coaching and supportive resources will be assigned to ensure all is in place for a strong start on "go live. Some of that support will be located in greater Minnesota. Supervisors and Managers will be prepared with routine days and weeks designed for optimal team support and coaches will be with them to provide support for them as they run into challenges that might pull team members or management off those routines. This will be full court support for a period of 2 – 4 weeks so that all will be squarely in their newly defined roles, and with full compliance to the new model, any flaws can be identified and dealt with methodically. The project team will be supporting management and leadership at every level to reinforce roles, and ensure they are reinforcing new practices and procedures consistently across the Division. Key indicator reporting and new staff check-ins, team huddles, management review and coordination meetings will be the key conduits for tracking performance, identifying issues and opportunities and assigning action to address them.

Transition to Continuous improvement, ~~Late October – mid November~~ Late February- March

As implementation coaches reduce their presence they will prepare transition reports for each of their assigned areas, highlighting accomplishments and identifying steps that need to be taken to shore up model compliance and outcomes. They will review these with the appropriate supervisor and manager, and responsibilities and completion dates for those items will be assigned.

As Alliant prepares for their transition, they will ensure all key elements of the new operating models are documented, that transition reports and plans are in place and accountability for follow up assigned. A "positive change" event will be designed where the division management and leadership team can review progress to date, celebrate success and commit to addressing areas needing attention, and plan for a similar event for the whole division.

Alliant will remain "on call" for to the team after the official close of the project as needed.

Roles and Responsibilities

Alliant Consulting

1. Manage project schedule, timeline and activities to achieve deliverables described
2. Design and oversee "as is" data gathering required for design and implementation planning
3. Develop, document and update work plan/timeline
4. Design and facilitate work sessions and presentation meetings as described
5. Design and coordinate the communication of the redesign initiative to management, staff and other stakeholders
6. Design and coordinate the establishment of redesign work groups and key meetings that comprise the infrastructure for the design completion and implementation
7. Develop the staffing and scheduling models for the new organization
8. Develop and guide the administration of skills self-assessments and needs prioritization
9. Develop and deliver management and supervisory workshops/training and coaching
10. Provide supportive expertise on effective work process, standards and key indicator reporting design
11. Train project team members and support them in their assigned tasks
12. Provide tools and templates to support the implementation
13. Provide progress reports and updates as requested
14. Document the work completed, supportive materials and the outcomes in an engagement summary
15. Deliver all documentation in electronic format

MDH Health Regulation Division

1. Communicate expectations of the engagement to the organization and key stakeholders as appropriate and per the communication plan

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019



2. Provide data, and information pertinent to the project
3. Review information presented and provide timely feedback and decisions to keep the work on schedule
4. Provide time for resources to participate in project activities as described
5. Provide office space to work and all materials/tools required to support the program
6. Provide time for leadership and other subject matter experts to participate in regular update meetings and key presentations
7. Fulfill responsibilities as described in this proposal and the attached HRD Project Charter and Task Team assignments

Resource Requirements

Alliant Consulting

For the design completion and implementation workplan development, Alliant will provide 2 dedicated consultants from Alliant with support from Linda Rabagliati, Vice President, Consulting Services and COO who will take the lead on this project, and Toni Malanaphy-Sorg who will provide regular oversight and training.

Alliant hours will be flexible to optimize the budget, while providing constant support throughout the engagement.

MDH Health Regulation Division

We expect that the Director, and Assistant Directors will participate in regular weekly updates

Project Team members will participate in regular coordination huddles (daily) and be available fulltime to the project unless otherwise negotiated. The Project team will consist of the following HRD and MDH resources:

- 2 fulltime staff from HRD
- 1 fulltime staff from MDH Human Resources

Time commitment for Design Team/work groups: (5 – 8 representative staff members, 1 supervisor or manager per team)

- Estimate 2 to 3 work sessions – each session will be 6 hours with homework assignments of approximately 4 to 6 hours over a period of 4 to 6 weeks.

Additional Resources as needed

- Technical Assistance for Internal Communications
- Legal Assistance
- IT Assistance for Perceptive Content enhancements, Reporting
- Paradise system and training assistance
- ACTS system enhancement and training assistance

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019

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- Data Visualization and analytics for workload reporting and forecasting
- Human Resources for labor relations, planning and support for role, schedule, reporting relationship changes
- Facilities support for physical layout changes (to be determined)

Physical resources

- A project office (conference room that can hold 4 to 6 people) from May through September.
- Meeting room to hold stakeholder and project team meetings.
 - The Taylor's Falls room in GRB or equivalent
 - GRB 45 conference room for all stakeholder meetings and videoconferencing
 - The project manager's temporary office for small huddles
 - Other conference rooms with video conferencing
- Remote video conferencing abilities (Skype and/or WebEx)
- Workflow diagramming software such as Visio or BlueWorks Live

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019



Consulting Investment

The consulting fees for this engagement are

Phase 1, May 6-June 30, 2019:	416 hours at \$200.00 per hour	\$ 83,200.00
Phase 2, July 1 – Dec 31, 2019:	798 hours at \$200.00 per hour	\$159,600.00
<u>Additional Consulting Support to replace HRD/HR team member & the extended timeline to March 13, 2020:</u>	<u>605 hours at \$200.00 per hour</u>	<u>\$121,000.00</u>

Amended Total Consulting fees: 1,819 hours at \$200.00 per hour \$242,800.00 \$363,800.00

Consulting fees are quoted on a “not to exceed” basis for the engagement as described above amended, recognizing extended time line and one less team member from MDH.

Additionally, expenses for travel to greater Minnesota locations will be reimbursed per State allowance if Alliant consultants are required to travel to locations beyond the metro area, with prior approval from the Director of the Health Regulation Division.

The attached workplan provides the projected time allocation by week for consulting support. However, Alliant expects to shift hours according to the project needs while staying within the budgeted amount described here.

Minnesota Department of Health
 Health Regulation Division
 Health Regulation Redesign Implementation Support
 Proposal
 April 24, 2019



Work element	Alliant Hours							
	6-May	DT 13-May	App 20-May	WG 27-May	3-Jun	10-Jun	WG 17-Jun	Appr 24-Jun
1 Project Management and Project team support	7	8	9	16	16	16	16	16
Set up team workspace and plan for project documentation								
Prep and hold regular team "huddles" (HR, Alliant, HRD team members)								
Training for team members								
Support for HCALP quick hits								
Daily review and update of plans								
Weekly updates with leadership								
Scheduling and coordination								
Documentation								
Tool and template design								
2 Communication	2.8	3.2	3.6	6.4	6.4	6.4	6.4	6.4
a. newsletter template- updates								
b. Weekly updates with leadership								
c. Draft communications- stakeholders								
d. Reviews and edits								
e. New model rollout design								
3 Model Design Team and Work Groups	12.6	14.4	16.2	28.8	28.8	28.8	28.8	28.8
a. Design Team								
b. Redesign work groups								
c. Staffing and scheduling								
d. Implementation plan design								
e. Key indicator reporting design								
4 Work Area Documentation	5.6	6.4	7.2	12.8	12.8	12.8	12.8	12.8
a. Document standard work area data overview	HCALP, L&C, OHFC, Engineering, Case Mix Review, Health Occupations, Mortuary Science, DDO							
Total Hours	28	32	36	64	64	64	64	64

Phase 1 total hours 416

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019



Work Element	Alliant Hours																				
	Relief				Implement				Transition												
	3-Jul	8-Jul	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep	7-Oct	14-Oct	21-Oct	28-Oct	4-Nov	11-Nov	
1. Project Management and Project Team Support	4.5	8	8	8	8	8	8	8	8	8	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5
a. Team meetings																					
b. Training for team members																					
c. Daily review and update of plans																					
d. Weekly updates with leadership																					
e. Scheduling and coordination																					
f. Documentation																					
g. Tool and template design																					
2. Communication	2.5	4	4	4	4	4	4	4	4	4	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
a. newsletters/template updates																					
b. Weekly updates with leadership																					
c. Draft communications - stakeholders																					
d. Reviews and edits																					
e. New model rollout support																					
f. Positive Change Events																					
g. Transition Review meetings																					
3. Implementation Preparation	16.5	28	28	28	28	28	28	28	28	28	44.5										
a. Staff and supervisory management moves																					
b. Freezing supervisors/managers to lead change																					
c. Staff skills development																					
d. Systems and Tools																					
e. Facilities and workspace																					
4. Implementation Support for all areas											44.5	44.5	44.5	44.5	44.5	44.5	44.5	44.5	44.5	44.5	44.5
a. Routine day/week development																					
b. On floor/in field support for supervisors																					
c. Supervisor/manager work sessions																					
d. Real time problem-solving																					
5. Transition																					
Prepare transition reports																					
Review with supervisors/managers																					
Positive change events																					
Final documentation transition																					
Total Hours:	24	40	40	64																	

Total hours Phase 2 798

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019

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Appendix A
Implementation Plan

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019

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See attached MS Excel File: HRD Approach ACI
Phase One Worksheet
Phase Two Worksheet

Minnesota Department of Health
Health Regulation Division
Health Regulation Redesign Implementation Support
Proposal
April 24, 2019

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Appendix B
HRD Project Charter

Project Charter: HRD Organization Functional Alignment

Division/Section/Unit/Program: Health Regulation Division, HCALP, OHFC, L & C and Engineering

Executive Sponsor: Michelle Larson

Project Manager:

Project Facilitator and PM Support: Alliant

Project Description/Statement of Work

What do you intend to do?

To functionally organize HRD to be able to better serve and protect vulnerable Minnesotans.

Business Case/Statement of Need

Why is this project important now?

- Attain compliance to regulatory requirements (state and federal) across the department
- Support HRD Mission and Vision
- Simplify work processes, procedures and practices
- Reduce and/or eliminate redundancies through best practices and standards of performance
- Provide metrics and reporting indicators that reflect the state and federal regulatory requirements
- Improve overall performance in investigations and surveys to meet the state and federal requirements
- Balance workload, staffing and scheduling to meet the dynamics of volume peaks and valleys
- Increase skills training across the department to eliminate gaps and provide for a solid foundation and consistency with the department
- Prepare for regulatory changes that may occur in 2020

Process Gap

HCALP, OHFC and L&C programs perform complaint investigation work (and other "like" functions), but have different training, processes, and database systems. Different requirements for state (VAA) and federal work that need to be addressed.

Customers

Who are the recipients of products or services?

1. Minnesota Citizens who receive services from Health Care Facilities in Minnesota that MDH and CMS regulate
2. Family and loved ones of Minnesota citizens who have a pending complaint.
3. People who file complaints, including mandatory reporters, patients, patient's families, facility staff
4. Managers and staff of health care facilities in Minnesota
5. CMS, Providers, DHS, and others
6. Ombudsman
7. MDH staff

See "Stakeholders" section below for details regarding customer needs and requirements.

Project Definition

Project Goals and Objectives:

List goals that are specific, measurable, achievable, relevant, and time-bound.

Project Charter: HRD organization functional alignment

- 1) Design and implement a viable operating structure that is functionally aligned and flexible to address regulatory requirements and/or changes and supports a collaborative culture and that meets the "Success Criteria" listed below.

Framework Design Team Assignment:

- 1) Review the current processes and procedures across all departments (if not documented – document to ensure understanding and clarity)
- 2) Utilize the following to guide redesign work:
 - a. The information and data gathered to date from: the HRD Federal Transition Team, HCALP program review, employee surveys, etc.
 - b. Current legislation and regulations
 - c. Business needs defined above and success criteria defined below
 - d. Legislation currently being considered
- 3) Identify functional areas for alignment
- 4) Balance to Federal, State, and customer requirements
- 5) Develop standards of performance and benchmarks based on HRD mission and values
- 6) Identify and establish appropriate work groups to complete the detailed design:
- 7) Develop work processes based on standards of performance
 - a. Align functions, workflows, activities with structure
 - b. Define roles and responsibilities
 - c. Identify procedural requirements based on new work processes
 - d. Identify tools (PC/Tablets, copiers, scanners, etc.) required to accomplish role and responsibilities
 - e. Identify skills/training requirements by function and position
 - f. Identify activities and volumes (may implement tick tallies)
 - g. Outline staffing requirements (to be done by Alliant)
 - h. Outline Organization structure – by position (Alliant, PM and Executive Sponsor)
 - i. Identify metrics and reporting requirements
- 8) Compare identified model to current state and develop a change (implementation) plan

Project Deliverables

1. Project site for collaboration
2. Communication Plan
3. Standards of Performance/Benchmarks by functions
4. Procedures and practices manual
5. Process maps for each functional area
6. Staffing and scheduling requirements
7. Skills and training requirements
8. Roles and Responsibilities
9. System performance Baseline data
10. Metrics and reporting
11. Performance measurement plan
12. Tool requirements
13. Structure that is Functionally Aligned and flexible to address regulatory requirements and/or changes
14. Recommendations for future improvements
15. Positive Change Presentation

Cost/Budget/Resources Needed

There is no budget for this project. Resources must be found in HRD division, or on a voluntary basis from other MDH divisions.

Project Charter: HRD organization functional alignment

Physical resources

- A project office (conference room that can hold 4 to 6 people) from May through September.
- Meeting room to hold stakeholder and project team meetings.
 - The Taylor's Falls room in GRB
 - GRB 45 conference room for all stakeholder meetings and videoconferencing
 - The project manager's temporary office for small huddles
 - Other conference rooms with video conferencing
- Remote video conferencing abilities (Skype and/or WebEx)
- Workflow diagramming software such as Visio or BlueWorks Live

Project Team

- HRD Director
- Human Resources: fulltime support- general; ad hoc labor relations; communications review
- Alliant consulting team 2 fulltime with support from Linda Rabagliati, Toni Malanaphy-Sorg
- One- two fulltime team member(s) from HRD

Time commitment for Design Team/work groups: (5 – 8 representative staff members, 1 supervisor or manager per team)

Estimate 2 to 3 work sessions – each session will be 6 hours with homework assignments of approximately 4 to 6 hours over a period of 4 to 6 weeks.

Additional Resources as needed

- Technical Assistance for Internal Communications
- Legal Assistance
- IT Assistance for Perceptive Content enhancements and Reporting
- Paradise system and training assistance
- ACTS system enhancement and training assistance
- Data Visualization and analytics for workload reporting and forecasting

Communication Plan

What needs to be communicated? When is communication needed? To who? How?

We will use the Project Site to collaborate and inform stakeholders of announcements and timelines.

We will use SharePoint to update status, inform and give staff an opportunity to participate.

We will prepare a bi-weekly newsletter for proactive communication

Change Management

Any change that impacts the project objectives and deliverables, schedule or timeline by more than 7 workdays needs to be approved by the project Change Control Board, who has the responsibility and authority to:

1. approve changes to the project objectives, deliverables, schedule, quality.
2. make decisions when problems or conflict arise that threaten the success of the project, and which the project team cannot solve themselves

The goal for making decisions would be consensus. If consensus is not possible the Executive Sponsor would make the final decision.

Project Charter: HRD organization functional alignment

Success criteria

The following "success criteria" have been identified for this project:

- Work environment is collaborative, respectful, safe and focused on the mission
- All areas are functionally aligned while complying with regulations and performance standards
- Service and quality performance standards are established and measured for each functional area
- Operating policies and procedures are documented and consistently administered across the Division
- Legal and Regulatory requirements and policies are consistently administered across the Division
- Staff have clear understanding of roles and responsibilities
- Manager, supervisors have clarity regarding their roles and responsibilities
- Staff are trained on updated work processes, procedures and practices
- Staff are trained on systems, tools and equipment used for their work
- Updated processes and procedures are posted in a shared location and followed
- Metrics and reporting are in place and used proactively to track progress and performance and act as needed to meet performance goals and identify areas where staff need more help and support.
- A communications and reporting structure is defined and in place to ensure transparent pathways for input, feedback and mutual accountability
- The Division regularly celebrates its successes and provides opportunities for team building
- Career development is supported for all staff and management

Customer Focus/Engagement

We will update our external customers when a change is implemented and continue our regular engagements as part of our ongoing operational work; however, we are not planning any testing or eliciting formal feedback with our external customers for this project.

Project Team Roles & Responsibilities

For the most up-to-date list please see the Stakeholder List

Role	Name	Responsibilities
Sponsor	Michelle Larson	<ul style="list-style-type: none"> • Provide project oversight and guidance to ensure it is meeting business objectives • Remove roadblocks for project success • Approve charter & deliverables
Project Team Members	HR reps, HRD team member (1-2); continuous improvement thinkers, informal leaders	<ul style="list-style-type: none"> • Do the work that is assigned • Participate in daily status/planning meetings • Complete project work (deliverables) • Attend project meetings as assigned • Raise and manage project issues and risks • Provide feedback
Design Team	Representative staff and management: SMEs, continuous improvement thinkers	<ul style="list-style-type: none"> • Develops framework – "functional organizational" model for Division: <ul style="list-style-type: none"> o Reviews data available and gathers additional data as needed o Designs what functions will be in what areas;

Project Charter: HRD organization functional alignment

		<ul style="list-style-type: none"> o Mission, key processes and standards of performance for each area, including statutory and regulatory requirements
Redesign work group members	Representative staff and management: SMEs, continuous improvement thinkers	<ul style="list-style-type: none"> • Gather Data and identify changes required to move from current state to new design • Participate in detailed design: standards, operational policies, processes, roles, responsibilities, staffing, schedules, tools, metrics for newly aligned work areas • Identify preparation steps required to implement the newly aligned work area models: tools/systems upgrades, training, staff moves, facilities, etc.
Testers/SMEs		<ul style="list-style-type: none"> • Test procedures and tools • Provide suggestions for improvements • Provide input to risk, issues and lessons learned
Project Manager/Alliant Consulting	Kelly Deering, Linda Rabagliati, Toni Malanaphy-Sorg, TBD	<p>Manage the project team, deliverables, and schedule.</p> <p>Provide supportive expertise- work process, org, management, skills training, workload assessment, change management</p>
HRD Leadership Advisory Team	Co-Chairs: Michelle Larson, _____	Review, provide feedback and approve designs, work area models, and implementation plans for recommendation to HRD Leadership.
Change Control Board	Michelle Larson, Martha Burton Santibanez, Susan Winkelmann	Approve change requests

Team Expectations:

- Attend all meetings on time and with your work completed
- If for any reason you cannot attend the meeting, send your work
- Abide by the team's ground rules, including holding confidential information confidential
- Maintain the integrity of the design that was developed and the overall purpose for the redesign
- Develop plans and time lines that are integrated with our culture and the reality of our environment
- Keep the focus on the customer
- Keep the project on track both related to the time line and quality
- Do what is good for HRD and for our senior Minnesotans
- Credibility is extremely important. There must be follow through at every level
- We cannot let communications or momentum fall down. They are critical to the success of the project

Project Charter: HRD organization functional alignment

Stakeholders: Roles, Needs/Requirements

For the most up-to-date list please see the Stakeholder List

Stakeholder	Role/Position	Stakeholder Needs/Requirements (what do they want?)
Various	Complainants	<ul style="list-style-type: none"> To have their complaints addressed in a timely, predictable manner To know the outcome and rationale of the result of their complaints To keep the patient (and other patients) safe from further harm.
Various	Patients in facilities	<ul style="list-style-type: none"> To be safe and well-cared for To have complaints addressed in a timely, predictable manner; to know the outcome and rationale of the result of complaints.
Various	Health Care Facilities	<ul style="list-style-type: none"> To understand their responsibilities to keep licensure To understand consequences of non-compliance To understand the complaint process To have complaints against their facility addressed in a timely, predictable manner To know the outcome and rationale of the result of complaints against their facility To have applications for licensure/certification processed in a timely, predictable manner <ul style="list-style-type: none"> To have problems identified/communicated in a timely, efficient manner <ul style="list-style-type: none"> As soon as identified; all issues at same time To get quick notice of deficiencies identified during inspection and clear guidance on how to address them To have consistent interpretation of statute applied in compliance reviews
Various	CMS	<ul style="list-style-type: none"> To ensure MDH is meeting requirements To keep patients safe in federally regulated facilities To understand how they can assist MN and other states to comply while undergoing a huge increase of workload
DHS-Aging and Adult Services, Ombudsman, OIG,	Agencies that share responsibility for vulnerable adults	<ul style="list-style-type: none"> Ability to share accurate, timely data regarding safety, complaints of facilities and care providers Ability to collaborate effectively to protect vulnerable adults
Tim Walz	Governor of Minnesota	<ul style="list-style-type: none"> To be able to answer questions from the public about the plan to improve, and the progress that's been made To understand what is needed by MDH to effectively execute the laws
Jan Malcolm	Commissioner of Health	<ul style="list-style-type: none"> To understand project objectives and milestones To monitor that the project is meeting milestones and objectives To know what resources HRD needs to meet objectives To know what risks the agency faces in this project, and the plan for those risks To be able to answer questions from the public and the Governor's office about progress and the plan to improve Performance monitoring tools for ongoing work in all programs to help the Executive Office quickly see when an issue is occurring, in order to correct sooner

Project Charter: HRD organization functional alignment

Stakeholder	Role/Position	Stakeholder Needs/Requirements (what do they want?)
Marie Dotseth	Assistant Commissioner of Health Regulation Redesign	<ul style="list-style-type: none"> • To understand project objectives and milestones • To monitor that the project is meeting milestones and objectives • To know what resources HRD needs to meet objectives • To know what risks the agency faces in this project, and the plan for those risks • To be able to answer questions from the public and the Governor's office about progress and the plan to improve • Performance monitoring tools for ongoing work in all programs to help the Executive Office quickly see when an issue is occurring, in order to correct sooner
Martha Burton Santibanez	Assistant Division Director	<ul style="list-style-type: none"> • To understand project objectives and milestones • To monitor that the project is meeting milestones and objectives • To know what resources HRD needs to meet objectives • To know what risks HRD faces in this project, and the plan for those risks • To be able to answer questions from the public, partners, and commissioner about progress and the plan to improve • Performance monitoring tools for ongoing work in their HRD programs to help the quickly see when an issue is occurring, in order to correct sooner
Susan Winkelmann	Assistant Division Director	<ul style="list-style-type: none"> • To understand project objectives and milestones • To monitor that the project is meeting milestones and objectives • To know what resources HRD needs to meet objectives • To know what risks HRD faces in this project, and the plan for those risks • To be able to answer questions from the public, partners, and commissioner about progress and the plan to improve • Performance monitoring tools for ongoing work in their HRD programs to help the quickly see when an issue is occurring, in order to correct sooner
Various	L & C Staff & Management	<ul style="list-style-type: none"> • To know what is expected of them with the new work, including quality and timeliness • Tools to succeed in the work, including training, information systems, and job aids • To know the project objectives and milestones • To know where to get information • To be acknowledged and rewarded for successfully adapting to change • To know they are supported and protected by management if they make a mistake • To know they are empowered to make their work better
Various	Engineering & Management	<ul style="list-style-type: none"> • To know what is expected of them with the redesign, including quality and timeliness • Tools to succeed in the work, including training, information systems, and job aids • To know the project objectives and milestones • To know where to get information • To be acknowledged and rewarded for successfully adapting to change • To know they are supported and protected by management if they make a mistake • To know they are empowered to make their work better

Project Charter: HRD organization functional alignment

Stakeholder	Role/Position	Stakeholder Needs/Requirements (what do they want?)
Various	HCALP Staff & Management	<ul style="list-style-type: none"> • To know what is expected of them with the new work, including quality and timeliness • Tools to succeed in the work, including training, information systems, and job aids • To know the project objectives and milestones • To know where to get information • To be acknowledged and rewarded for successfully adapting to change • To know they are supported and protected by management if they make a mistake • To know they are empowered to make their work better
Various	OHFC Staff & Management	<ul style="list-style-type: none"> • To know what is expected of them with the new handoff process • Tools to succeed in the work, including training, information systems, and job aids • To know the project objectives and milestones • To know where to get information • To be acknowledged and rewarded for successfully adapting to change • To know they are supported and protected by management if they make a mistake • To know they are empowered to make their work better
Michelle Larson	HRD Director	<ul style="list-style-type: none"> • Easy-to-read timelines for various audiences • Talking points for weekly updates to stakeholders
Various	Reporters	<ul style="list-style-type: none"> • To inform the public of how well their government is working for them to protect, maintain and improve the health of all Minnesotans

Sponsor Sign-Off

Name: Michelle Larson

Date

Minnesota Department of Health, Health Regulation Division

www.health.state.mn.us



MAD Project Number: 2020-149
INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS AND DEVELOPMENT SERVICES

Requesting Agency: Minnesota Department of Health

MAD Contact: Renda Rappa

Accounting Information: Business Unit – G1001, Financial Dept ID – G1031500, APPRID – G100085, Fund – 5200, Accounts - 670011.

Agency:Health	Fiscal Year:2020	Vendor Number: ID G100000000, Location 001
Total Amount of Contract: \$137,600.00	Amount of Contract First FY:	
Commodity Code: 80101500	Commodity Code:	Commodity Code:
Object Code:	Object Code:	Object Code:
Amount:	Amount:	Amount:

Accounting Distribution 1:	Accounting Distribution 2:	Accounting Distribution 3:
Fund:	Fund:	Fund:
Appr:	Appr:	Appr:
Org/Sub:	Org/Sub:	Org/Sub:
Rept Catg:	Rept Catg:	Rept Catg:
Amount:	Amount:	Amount:

Processing Information: (Some entries may not apply.) Begin Date: 2/27/2020 End Date: 6/30/2020_____

Contract: 173328/3/2/2020/SS
 Number/Date/Entry Initials

Order: 3000072924/3/2/2020/SS
 Number/Date/Signatures

*[Individual signing certifies that funds
 have been encumbered as required by
 Minn. Stat. §§16A.15 and 16C.05]*

This is an agreement between the Minnesota Department of Health (Requesting Agency) and Minnesota Management and Budget, Management Analysis and Development (Division).

1. Services to be Performed:

The Division agrees that through its Master Contract with Trissential it will sub-contract with Trissential to provide consulting services as identified in Exhibit A, which is attached and incorporated as part of this contract.

2. Contacts:

The following persons will be the primary contacts for all matters concerning this agreement.

Management Analysis and Development: Renda Rappa

Requesting Agency: Dale Dorschner

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to 720 hours at a rate of \$140.00 per hour for services provided by Erik Larson, and up to 192 hours at a rate of \$150.00 per hour for services provided by Pam DeGrote, and Trissential. In addition, the Division will charge up to \$8,000.00 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed \$137,600.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Condition of Payment:

All services provided by the Division under this agreement must be performed to the Requesting Agency's satisfaction, as determined at the sole discretion of the Requesting Agency's Authorized Representative.

5. Effective Dates:

This agreement is effective Upon Execution, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until June 30, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

6. Termination:

This agreement may be canceled by the Requesting Agency or the Division at any time with thirty (30) days written notice to the other party. In this event, the Division shall receive payment on a pro rata basis for the work performed.

7. Requesting Agency's Authorized Representative:

The Requesting Agency's authorized representative for the purposes of this agreement is Margaret Kelly. This person shall have final authority for accepting the Division's services and if the services are satisfactory, will certify this on each invoice submitted as part of number 3.

8. Interagency Agreement Authorization:

Pursuant to Minnesota Statutes, Sections 16A.055 Subd. 1a.; 43A.55 Subd. 2.; and 471.59, the Division is authorized to enter into this agreement.

9. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

10. State Audit:

The books, records, documents, and accounting practices and procedures of the Division relevant to this agreement, shall be subject to examination by the Requesting Agency and either the Minnesota Legislative Auditor or State Auditor, as appropriate, for a minimum of six years.

11. Liability:

Each party will be responsible for its own acts and behavior and the results thereof.

Approved:

1. Management Analysis and Development	2. Minnesota Department of Health
By: <i>Renda E Rappa</i> Title: <i>Business Manager</i> Date: <i>March 2, 2020</i>	By: Maria Rodriguez <small>Digitally signed by Maria Rodriguez Date: 2020.03.02 12:06:12 -06'00'</small> Title: Interim Accounting Supervisor Date: 3/2/2020



RFP RESPONSE:

MDH HUMAN RESOURCE MANAGEMENT DIVISION

Prepared by:
Cindy San Hamel, Account Executive

February 14, 2020



1905 EAST WAYZATA BOULEVARD, SUITE 333

MINNEAPOLIS, MN 55391

888-595-7970

WWW.TRISSENTIAL.COM

TABLE OF CONTENTS

TABLE OF CONTENTS	2
OUR UNDERSTANDING	3
OUR APPROACH.....	3
RECOMMENDED RESOURCES.....	4
RESOURCE PLAN	5
COST.....	5
ROLES & RESPONSIBILITIES	6
ASSUMPTIONS.....	6
CHANGE MANAGEMENT.....	6
TRISSENTIAL VALUE PROPOSITION.....	7
STATEMENT OF WORK ACCEPTANCE.....	7

OUR UNDERSTANDING

HRD is in the process of transforming their divisional structure from a service organization to functional and regional organization. They currently have consultants engaged that are facilitating and assisting with this reorganization. Additionally, the work involves a major legislative bill that will add another regulatory program and significant impact to increased staff. This work is complex due to the transformation as well as the requirement to fit into a state controlled human resource management system and procedures.

MDH HRM has experienced a high level of turnover resulting in diminished institutional knowledge. Timing is unfortunate with this transformation in process and the demand for highly skilled HR staff to standup this new organization. To prepare for the future, HRM capabilities must be well defined, accurate and documented to ensure the new HRM staff can contribute quickly while ensuring compliance with all of the state hiring and recruiting policies. It is required that this work will be performed and remain consistent with the current process documentation practices, using Blue-works Live.

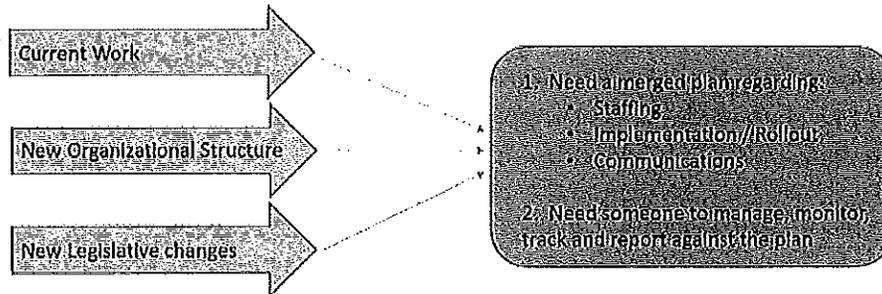
OUR APPROACH

With the significant amount of attrition and minimal knowledge transfer between employees, we recommend that one of our Senior Management Consultants be engaged to document the current state of their services/capabilities. This will be accomplished using Blue-works Live. This documentation will include defining pain points and inefficiencies. Deliverables should be the following:

- Model and map of services/capabilities, and processes supporting the services
- Implement performance metrics and establish service level expectations
- Identify areas of process and tools that can be streamlined
- Establish roadmap to improve process and service levels
- Implement changes identified in roadmap

To prepare the Human Resources team for the upcoming needs and demands of HRD we would recommend engaging a second Senior Management Consultant to partner with HRD to understand their staffing needs and plans, as well as consolidating a plan and schedule that will address the implementation, rollout, and communications required for a smooth transition. Current HR concerns are centered around:

- Misalignment between HRD and HRM
- Current staffing mapping to new organization
- Over/under staffing levels and what needs to happen
- Layoffs
- Union communications
- Staff communications



RECOMMENDED RESOURCES

Sr. Management Consultant Manager – Pam DeGrote

Pam is currently under contract with MDH for on average 20 hours per week thru June 30, 2020. She has been engaged at MDH on several process documentation engagements using Blueworks Live. Pam can expedite this work efficiently and effectively and keep the consistency of the process documentation already in play. Our recommendation is to increase her hours to give her the capacity to work on this initiative as well as her current assignment.

Sr. Management Consultant – Erik Larson

Erik is currently wrapping up his contract with MDH working in the APP and FIM areas to deliver against the FIM improvement roadmap. He has done an excellent job and has become familiar with MDH agency operations team. Erik is the ideal candidate to manage the HRM / HRD combined implementation plans with his proven track record. He will pull together the combined schedule for the above referenced parallel activities going on for HRD and the Human Resources impacts and activities. He will then manage, track, and provide reporting to keep everyone aligned and informed.

RESOURCE PLAN

(The numbers listed below are full time equivalent)

Project	Consultant	Feb	Mar	Apr	May	June
HR Service Model, Improvement Roadmap, and process documentation	Pam DeGrote	.5-.75	.5-.75	.5	.5	.5
HR Implementation and communication planning and managing HRD transformation	Erik Larson	.5	1.0	1.0	1.0	1.0

COST

Resource	Capacity	Rate	Cost
Erik	720 hours (2/24/20-06/30/20)	\$140/hour	\$100,800
Pam	192 additional hours	\$150/hour	\$ 28,800
		Total	\$129,600

- Engagement is Time & Materials
- Travel and expenses are not included in the above estimates and will be invoiced separately. No travel is expected.
- Work will be invoiced on a monthly basis
- Payment terms are net 30 days

Statement of Work sign off by 02/26/2020
 Project start – no later than March 2, 2020
 Project completion – 06/30/2020

ROLES & RESPONSIBILITIES

Role	Name	Level of Effort	Responsibility
Project Sponsors	Dale Dorschner	Up to 10%	Formal guidance, approval and acceptance. Interface with Engagement Manager and Trissential as needed.
Trissential – Senior Management Consulting Manager	Pam DeGrote	Up to 50%	Engagement lead and Delivery Assurance. Work with MDH to lead and execute this SOW. Interface with all parties to provide expert leadership, insight, direction and recommendations.
Trissential – Senior Management Consultant	Erik Larson	100%	Under Pam’s direction, this c manage the HRM / HRD combined implementation plans. See full description in the resource plan
Account Owner	Cindy San Hamel	As needed	Provide all account, contract and financial coordination and execution.

ASSUMPTIONS

- Trissential will require a workspace and minimal supporting office infrastructure, such as network support, internet access, printers and copy machines while performing onsite tasks; some of this work will be performed on-site/some work will be performed off-site.
- MDH resources will be available as needed.

CHANGE MANAGEMENT

If any change to the scope of this project is required, all changes and variances to this SOW will be estimated and approved and an amended SOW will be created.

TRISSENTIAL VALUE PROPOSITION

It is Trisessential's sincere desire to be recognized as a trusted business partner of our clients. We strive to exceed your expectations in everything we do, and to provide value-add to all our business relationships. Trisessential was built on the concept, "take care of your clients – and the business will run itself". We take great strides to educate all of our staff on the concept of the lifetime value of a client. We plan to demonstrate this philosophy and commitment to DWP's staff.

STATEMENT OF WORK ACCEPTANCE

dale F. Dorschner

2-26-2020

MDH - Project Sponsor / Owner

Date

Cynthia Sant'Anna
Trisessential Account Manager

2-26-20
Date

**AMENDMENT to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS and DEVELOPMENT
SERVICES AGREEMENT NUMBER 2020-149**

WHEREAS, the State of Minnesota, Minnesota Department of Health, has an interagency agreement identified as 2020-149 with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 1 and 3 of the original agreement shall be amended to read:

1. Services to be Performed:

The Division agrees that through its Master Contract with Trissential it will sub-contract with Trissential to provide consulting services as identified in Exhibit A, and Addendum 1, which ~~is~~ are attached and incorporated as part of this contract.

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to 720 hours at a rate of \$140.00 per hour for services provided by Erik Larson, and up to ~~192~~ 392 hours at a rate of \$150.00 per hour for services provided by Pam DeGrote, and Trissential. In addition, the Division will charge up to \$8,000.00 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed ~~\$137,600.00~~ \$167,600.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

Except as herein amended, the provisions of the original agreement remain in full force and effect. The Original Interagency Agreement, and any previous amendments, are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: Maria Digitally signed by Maria Rodriguez Date: 2020.05.29 14:29:08 -05'00' Title: Rodriguez Date:	By: Renda E Digitally signed by Renda E Rappa Date: 2020.05.15 12:58:43 -05'00' Title: Rappa Date:

Addendum 1 - Background for Initial Funding in February

HRM has been working to document their capabilities and processes, as well as identify process efficiencies. A recent proposal was approved to increase focus and attention from a Trissential consultant in this area. The following is the original scope of that work:

Two urgent priorities have been identified:

1. Human Resources has experienced a significant amount of attrition with minimal knowledge transfer between employees resulting in lower quality work and not meeting the expectations by MDH or MMB. Pam has been asked to work with HR to document the current state of their services/capabilities. This documentation will include defining pain points and inefficiencies. Deliverables should be the following:

- Model and map of services/capabilities, and processes supporting the services
- Implement performance metrics and establish service level expectations
- Identify areas of process and tools that can be streamlined
- Establish roadmap to improve process and service levels
- Implement changes identified in roadmap

2. Human Resources needs to prepare for the upcoming needs of HRD. Preparation includes partnering with HRD to understand their staffing needs and plans, as well as consolidating a plan and schedule that will address the implementation, rollout, and communications required for a smooth transition. Current HR concerns are centered around:

- Misalignment between HRD and HRM
- Current staffing mapping to new organization
- Over/under staffing levels and what needs to happen
- Layoffs?
- Union communications
- Staff communications

Status and reason for change Request

MDH HRM Leadership, has required the consultant, Pam DeGrote to work increased hours and accelerate some of the work delivery. Due to the increased hours per week, the current proposal will need additional funding to allow the work to continue thru June 2020. See the yellow highlights for the additional funding.

Cost & Payment for Services

*additional funding requested in this change request

Activity	Hours	Bill Rate/Hr.	Total	End Date
Original Proposal	192	\$150	\$28,800	6/30/2020
Additional Funds being added	200	\$150	\$30,000*	6/30/2020
Total	392		\$58,800	6/30/2020



AMENDMENT #2 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2020-149

WHEREAS, the State of Minnesota, Minnesota Department of Health, has an interagency agreement identified as 2020-149 with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) **3 and 5** of the agreement shall be amended to read:

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to ~~720~~ 1,032 hours at a rate of \$140.00 per hour for services provided by Erik Larson, and up to ~~392~~ 704 hours at a rate of \$150.00 per hour for services provided by Pam DeGrote, and Trissential. In addition, the Division will charge up to \$8,000.00 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed ~~\$167,600.00~~ \$258,080.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

5. Effective Dates:

This agreement is effective Upon Execution, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until June 30, ~~2020~~ 2021, or until all obligations have been satisfactorily fulfilled, whichever comes first.



MAD Project Number: 2020-160
INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES

Requesting Agency: Minnesota Department of Health

MAD Contact: Renda Rappa

Accounting Information: Business Unit – G1001, Financial Dept ID – G1031500, Approp ID – G100085, Fund – 5200, Accounts - 670011

Agency:	Fiscal Year:	
Total Amount of Contract: \$258,000.00	Amount of Contract First FY:	
Commodity Code: 023-19-000000	Commodity Code:	Commodity Code:
Object Code:	Object Code:	Object Code:
Amount:	Amount:	Amount:

Accounting Distribution 1:	Accounting Distribution 2:	Accounting Distribution 3:
Fund:	Fund:	Fund:
Appr ID:	Appr ID:	Appr ID:
Financial Dept ID:	Financial Dept ID:	Financial Dept ID:
Rept Catg:	Rept Catg:	Rept Catg:
Amount:	Amount:	Amount:

Processing Information: (Some entries may not apply.) Begin Date: 3/16/2020 End Date: 06/30/2020

Contract: 173894 03/12/2020 SR
 Number/Date/Entry Initials

Order: 3-73162 03/12/2020 SR
 Number/Date/Signatures

[Individual signing certifies that funds have been encumbered as required by Minn. Stat. §§16A.15 and 16C.05]

This is an agreement between the Minnesota Department of Health (Requesting Agency) and Minnesota Management and Budget, Management Analysis and Development (Division).

1. Services to be Performed:

The Division agrees that through its Master Contract with More Insight, LLC the Division will sub-contract with More Insight, LLC to provide the services identified in Exhibit A, which is attached and incorporated into this agreement.

2. Authorized Representatives:

The following persons will be the primary authorized representatives for all matters concerning this agreement. Management Analysis and Development: Renda Rappa Requesting Agency: Michelle Larson

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to 410 hours at a rate of \$200/hour for services provided by Jeff Smith, up to 560 hours at a rate of \$160/hour for consulting services provided by Blaine Taylor, and up to 560 hours at a rate of \$140/hour for consulting services provided by Al Ahamed. The Division will also invoice up to \$8,000.00 for contract management. The total amount the Division will invoice under this agreement shall not exceed \$258,000.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed by the Division in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Condition of Payment:

All services provided by the Division under this agreement must be performed to the Requesting Agency's satisfaction, as determined at the sole discretion of the State's Authorized Representative.

5. Effective Dates:

This agreement is effective March 16, 2020, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until June 30, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

6. Termination:

This agreement may be terminated by the Requesting Agency or the Division at any time with thirty (30) days written notice to the other party. In this event, the Division shall receive payment on a pro rata basis for the work performed.

7. Requesting Agency's Authorized Representative:

The Requesting Agency's authorized agent for the purposes of this agreement is Michelle Larson. This person shall have final authority for accepting the Division's services and if the services are satisfactory, will certify this on each invoice submitted as part of number 3.

8. Interagency Agreement Authorization:

Pursuant to Minnesota Statutes, Sections 16A.055 Subd. 1a.; 43A.55 Subd. 2.; and 471.59, the Division is authorized to enter into this agreement.

9. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

10. State Audit:

The books, records, documents, and accounting practices and procedures of the Division relevant to this agreement, shall be subject to examination by the Requesting Agency and either the Minnesota Legislative Auditor or State Auditor, as appropriate, for a minimum of six years.

11. Liability:

Each party will be responsible for its own acts and behavior and the results thereof.

Approved:

1. Requesting Agency	2. Division
By: Maria Rodriguez <small>Digitally signed by Maria Rodriguez Date: 2020.03.16 19:10:15 -05'00'</small> Title: Interim Accounting Supervisor Date: 3/16/2020	By: <i>Renee E Rappa</i> Title: <i>Business Manager</i> Date: <i>March 10, 2020</i>

Exhibit A

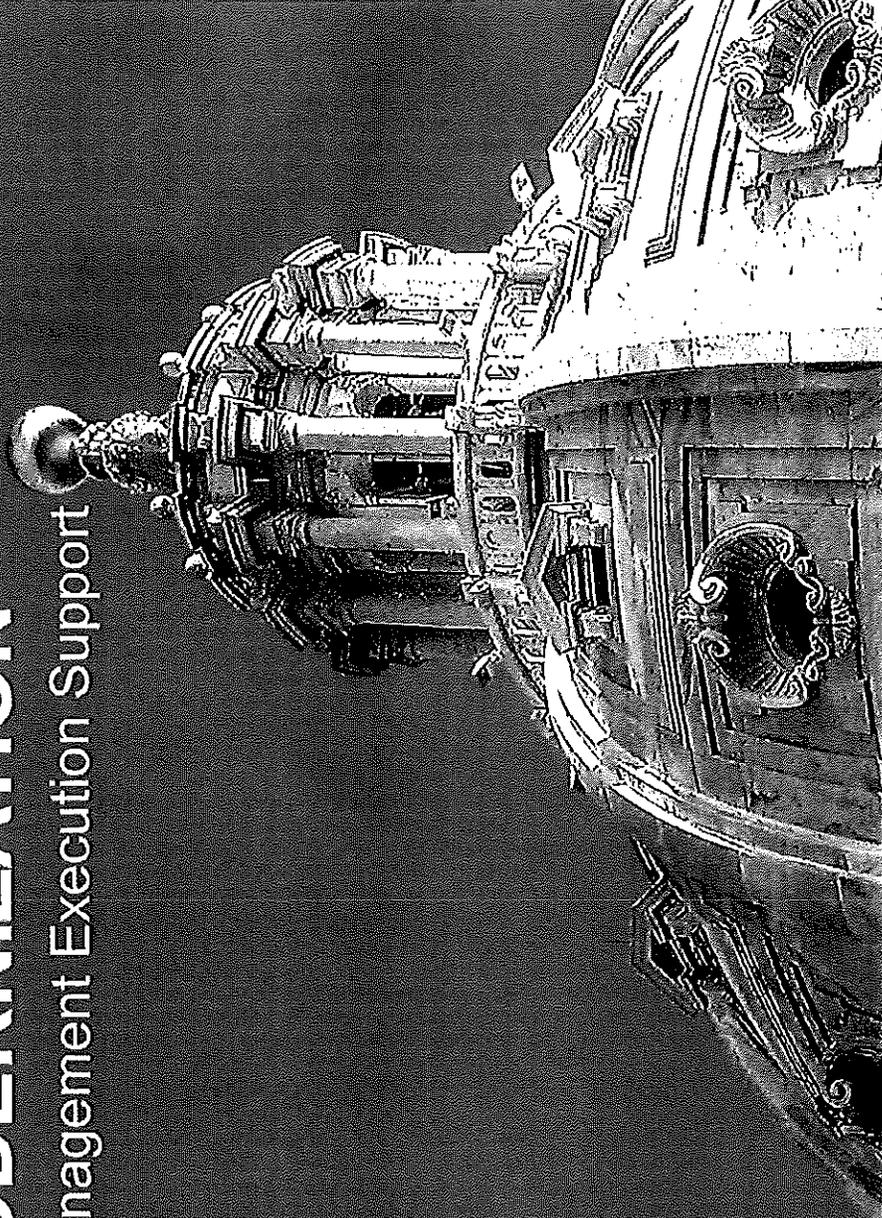
MDH HRD MODERNIZATION

Program & Project Management Execution Support

February 21, 2020



More
insight



OUR UNDERSTANDING

With challenges receding and new leadership and funding, MDH HRD is focused on supplementing existing staff with program and project management expertise to take the next step in your modernization

Situation:

With legislation passed to provide significant funding in fiscal years 2020-24, HRD is positioned to undertake an exceptional number of projects across all parts of the organization and leveraging everything from process change to new technologies. To support and manage the many projects HRD recently established a Portfolio Governance structure to bring both consistency and transparency. The HRD organization has many skilled resources but very few have deep experience in program and project management which creates a skill gap as the team moves forward to project execution.

Need:

HRD is seeking a team of 3 resources who have experience in program and project management execution who have the ability to not only lead business teams in successfully planning and executing projects but also coach other HRD team members to raise their understanding and capability for project management in the future.

Intended Results:

The intended results of the project are to have HRD projects be thoroughly planned, progress consistently communicated and key subject matter experts and stakeholders engaged.

APPROACH OVERVIEW

Our approach is both based on our deep understanding of the Department of Health and the Health Regulation Division, as well as providing the right combination of experience and expertise to maximize results.

For each of the roles we have identified key attributes as we considered who has the right skills, experience and style to best assist HRD in accomplishing a large list of important project.

DELIVERY & PROGRAM MANAGEMENT LEAD

- Deep understanding of HRD's future direction and portfolio and governance approach.
- Ability to flexibly adapt the new governance approach to HRD's needs as its capability and maturity evolve.
- Serve as an advisor and coach to both HRD leadership as well as workstream leads and project managers

TECHNOLOGY PROJECT MANAGER

- Both program and project management experience
- Ability to engage and collaborate with staff both in HRD and MNIT
- Ability to serve as the Technology Workstream Lead on a brief interim basis, if needed
- Experience working with HRD

DATA & REPORTING PROJECT MANAGER

- Ability to help HRD shape and define the future vision of data and reporting
- Experience leading the design, development and implementation of data and reporting solutions
- Strong track record of working with both business and IT leadership and staff

DELIVERY & PROGRAM MANAGEMENT LEAD

The Delivery & Program Management Lead will play a critical leadership role in the portfolio governance process, both facilitating its daily execution as well as communicating the need and value for its requirements

More Insight focused on identifying a resource to play this role who has the following characteristics that we feel are important for success:

Deep HRD Understanding	HRD has invested significant time and effort in creating a new portfolio governance structure tailored to its needs. Having a resource who understands the existing governance structure and MDH and HRD's culture will maximize the value from the project and smooth adoption.
Flexible adaptation	The governance structure has been designed with HRD's organization in mind but as with any solution having the flexibility to adjust and adapt the structure and its requirements can provide significant benefits in adoption by leadership, workstream leads, project managers and staff.
Advisor and coach	Because portfolio and project management have not been a primary focus within HRD in the past significant advising and coaching will be vital to nurture the understanding and confidence in the governance approach.

DELIVERY & PROGRAM MANAGEMENT LEAD

JEFF SMITH

More Insight proposes Jeff Smith to fill the role of Delivery and Program Management Lead.

Jeff has many years of experience in Minnesota state government and MDH specifically, including recent experience working with HRD. This will allow Jeff to immediately be productive in guiding the implementation and execution of the portfolio governance processes.

More Insight, and Jeff specifically, pride ourselves on being practical and identifying practical solutions. This approach will be critical as the portfolio governance process matures and modifications are warranted.

KEY ACTIVITIES

- All responsibilities identified in the solicitation
- Create a coordination point within the portfolio of projects in HRD allowing:
 - Leadership to focus on creating strategic direction and continue to enhance the organizational culture
 - SMEs to focus on providing their expertise and improving operational efficiency in their primary roles
 - Planning and coordination that few people within HRD have time to support
- Continue to mature and adapt the portfolio governance processes and tools

DELIVERABLES

- Creation of Portfolio Status Reports in support of Executive Committee meetings
- Deliverables as identified with the Director and Assistant Director of HRD

TECHNOLOGY PROJECT MANAGER

The Technology Project Manager will be responsible for bringing project management rigor and coordination to the business side of the many IT projects identified and partnering with the existing MINT project management team

More Insight focused on identifying a resource to play this role who has the following characteristics that we feel are important for success:

<p>Program & Project Management</p>	<p>Of all of the project management roles HRD has the Technology team is the one in most need of a resource experienced in both program and project management as there will eventually be several project running concurrently and coordination will be critical.</p>
<p>Collaborate with HRD & MINT staff</p>	<p>HRD is fortunate to have a MINT team that is engaged and has project management staff in place. A key to this role will be effectively working with both MINT and HRD staff to ensure the right people are engaged at the right time.</p>
<p>Interim Workstream Lead</p>	<p>While its not certain it will be necessary, the ability to serve as the Workstream Lead for a short period could provide valuable short term leadership.</p>
<p>HRD Experience</p>	<p>Given the breadth of projects in the Technology workstream resources who have some HRD experience will be able to more quickly provide impact and value.</p>

TECHNOLOGY PROJECT MANAGER

BLAINE TAYLOR

More Insight proposes Blaine Taylor to fill the role of Technology Project Manager.

Blaine has previous experience working with HRD. He played a critical role in an assessment of HRD readiness and provided recommendations on the portfolio governance structure that is currently being implemented. This understanding and experience will greatly assist in his ability to lead and execute project management withing the Technology workstream.

He also has many years of experience providing both program and project management to organizations of all sizes and in situations where he engaged with both business and IT clients making HRDs situation one Blaine is very familiar with.

KEY ACTIVITIES

- All responsibilities identified in the solicitation
- Create a central coordination point on the HRD side for each technology project to allow:
 - Leadership to focus on providing guidance and direction
 - SMEs to focus on providing their expertise
 - Planning and coordination that few people within HRD have time to support
- Support the creation and documentation of project level strategy and objectives
- Provide input, coordination and guidance on a comprehensive technology strategy to ensure that individual applications combine together to form an integrated business solution

DELIVERABLES

- Development and maintenance of Project Plans
- Creation of Workstream Status Reports

DATA & REPORTING PROJECT MANAGER

The Data & Reporting Project Manager will initially focus on helping HRD envision and clearly document their data and reporting needs and desires for the future and then lead the creation of recommendations and a path forward

More Insight focused on identifying a resource to play this role who has the following characteristics that we feel are important for success:

<p>Define Future Vision</p>	<p>A few leaders in HRD have some ideas about the future data and reporting needs of the organization but a clear vision or strategy has not yet been documented to create a north star for the organization to seek. Facilitation of the vision will be a key first step.</p>
<p>Data & Reporting Solution Experience</p>	<p>Data & reporting is a space where technology continues to rapidly advance. A resource who has experience envisioning, designing and implementing data & reporting solutions will allow HRD to design a solution that meets their needs, leverages hard won lessons learned and is achievable.</p>
<p>Business & IT Engagement</p>	<p>Because Data & Reporting is an area where less existing capability and definition exists working with both business and IT resources will be critical to ensure solutions identified practically meeting the needs of the business but also are technically implementable.</p>

DATA & REPORTING PROJECT MANAGER

AL AHAMED

More Insight proposes Al Ahamed to fill the role of Data & Reporting Project Manager.

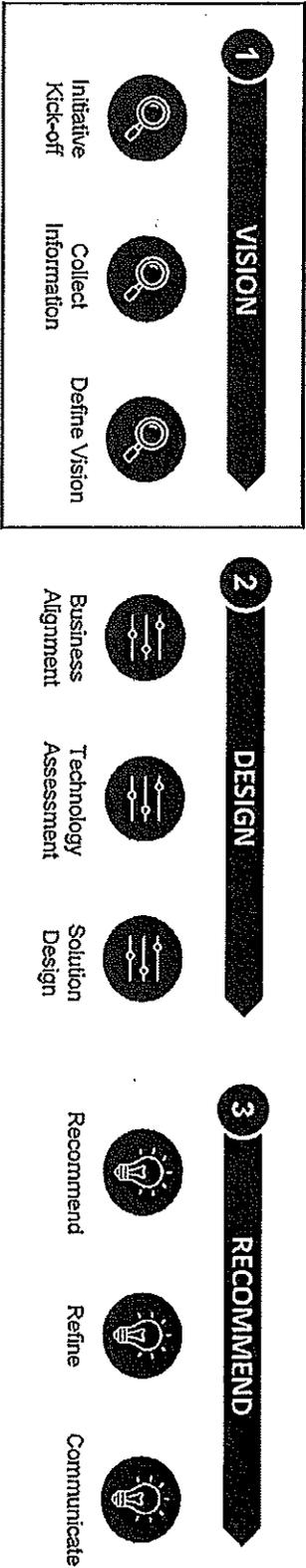
Al is an experienced data and reporting program and project manager having experience at many levels in organizations, from staff to leadership. This experience makes him an excellent fit for HRD in that he is able to effectively talk with business leadership about their needs while also design solutions and engage with technology staff to ensure the designs can be implemented.

He has led multiple engagements for corporations and clients that have addressed data and reporting needs from visioning to implementation.

Due to the fact that the Data & Reporting workstream has not fully started, in the following pages More Insight is proposing an approach to kick start the workstream with a project like plan of activities and deliverables.

DATA & REPORTING VISION

The first portion of the project is critical for the More Insight team to become fully grounded in HRD's current staff, processes and technology. In addition, we will seek to understand both the current and future goals and objectives for data and reporting.



KEY ACTIVITIES

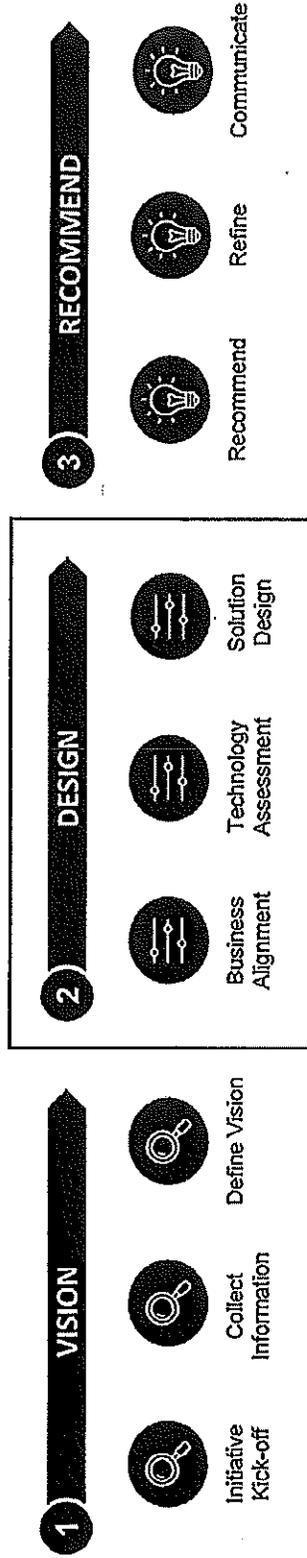
- Project Kickoff meeting with project sponsors
- Assess existing sources of data and reports through interviews & documentation review
- Conduct interviews & small group discussions to assess internal and external reporting needs
- Determine scope of initial delivery effort
- Draft the data and reporting vision HRD aspires to achieve

DELIVERABLES

- Kick-off presentation
- Leadership & focus group interview guide
- Scope document and agreement

DATA & REPORTING DESIGN

The Design phase will be primarily focused on analyzing the information collected during the Vision phase as well as consolidating best practice information. The goal will be to design a solution that will best deliver the desired data and reporting needs while incorporating flexibility to meet future needs.



KEY ACTIVITIES

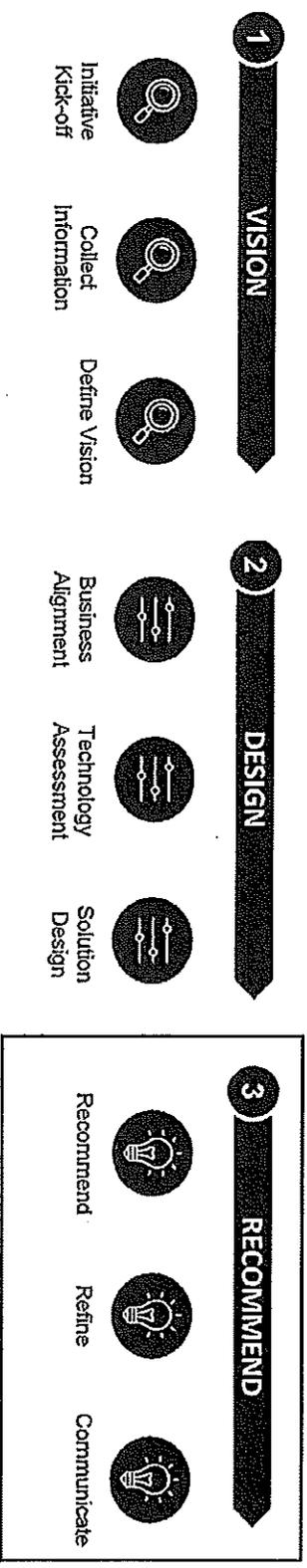
- Analyze alignment of existing capabilities and the desired goals and objectives
- Research and identification of relevant data architecture
- Assess maturity against relevant architecture and available technology
- Evaluate current state of data governance
- Research and develop solution design

DELIVERABLES

- Solution Design

DATA & REPORTING RECOMMEND

The Recommend phase will leverage all content developed throughout the project with a focus on shaping the information into concrete and actionable recommendations. It is critical that the recommendations be both clear and feasible. The More Insight team prides itself on simplifying complex issues and creating practical solutions to address challenges.



KEY ACTIVITIES

- Develop recommendations including related benefits
- Determine feasibility and prioritization of recommendations
- Determine time, resources and funding needed for delivery effort of recommended solution
- Review initial draft of recommendations with leadership team to collect feedback
- Identify stakeholders to whom the report and recommendations should be communicated

DELIVERABLES

- Data, Reporting and Governance Assessment Report including recommendations
- High Level Delivery Estimate

ESTIMATED COSTS & TIMELINES

Notes about Resourcing & Cost:

- Resourcing:
- Jeff will begin this contract when his current contract concludes
 - Blaine will alternate weeks onsite and working remotely
 - Actual end dates can be flexible based on the hours available on the contract
 - We do expect some vacation days during the contract
 - Blaine & Al are ready to start immediately if HRD desires

Cost:

- We are proposing a Time & Materials contract to offer flexibility.
- Blaine's travel expenses are included in his bill rate

<u>Duration</u>	<u>Timing</u>
14 weeks	March 9 – June 12

<u>Resource</u>	<u>Rate</u>	<u>Hours</u>	<u>Cost</u>
Jeff Smith	\$200	~32 / wk	~80 k
Blaine Taylor	\$180	40 / wk	~90 k
Al Ahmed	\$140	40 / wk	~80 k
TOTAL			\$ 250k

*More
in-sight*



Management
Analysis
& Development

MAD Project Number: 2020-124
INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS & DEVELOPMENT SERVICES

Requesting Agency: Minnesota Department of Health – Office of Medical Cannabis MAD Contact: Renda Rappa

Accounting Information: Business Unit – G1001, Financial Dept ID – G1031500, APPRID – G100085, Fund – 5200, Accounts - 670011.

Agency:	Fiscal Year:	Vendor Number: ID G10000000, Location 001
Total Amount of Contract: \$160,050.00	Amount of Contract First FY:	
Category Code: 80101500	Category Code:	Category Code:
Account Code:	Account Code:	Account Code:
Amount:	Amount:	Amount:

Accounting Distribution 1:	Accounting Distribution 2:	Accounting Distribution 3:
Fund:	Fund:	Fund:
Appr:	Appr:	Appr:
Dept ID:	Dept ID:	Dept ID:
Account Code:	Account Code:	Account Code:
Amount:	Amount:	Amount:

Processing Information: (Some entries may not apply.) Begin Date: 1/6/2020 End Date: 6/30/2020

Contract: 171237 1/10/2020/ SR
Number/Date/Entry Initials

Order: 3-72019 1/10/2020 SR
Number/Date/Signatures

*[Individual signing certifies that funds
have been encumbered as required by
Minn. Stat. §§16A.15 and 16C.05]*

This is an agreement between the Minnesota Department of Health – Office of Medical Cannabis (Requesting Agency) and Minnesota Management & Budget, Management Analysis & Development (Division).

1. Services to be Performed:

The Division agrees that through its Master Contract with BerryDunn the Division will sub-contract with BerryDunn to provide the services identified in Exhibits A, which is attached and incorporated as part of this contract.

2. Contacts:

The following persons will be the primary contacts for all matters concerning this agreement. Management Analysis & Development: Renda Rappa Requesting Agency: Chris Tholkes

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

The Requesting Agency will be invoiced for services provided by BerryDunn in accordance to the deliverables and rates identified in Exhibit A. The Division will also invoice up to \$8,000.00 in contract management fees. The total amount the Division will invoice under this agreement shall not exceed \$160,050.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Effective Dates:

This agreement is effective Upon Execution, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until June 30, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

5. Cancellation:

This agreement may be canceled by the Requesting Agency or the Division at any time with thirty (30) days written notice to the other party. In this event, the Division shall receive payment on a pro rata basis for the work performed.

6. Requesting Agency's Authorized Agent:

The Requesting Agency's authorized agent for the purposes of this agreement is Chris Tholkes. This person shall have final authority for accepting the Division's services and if the services are satisfactory, will certify this on each invoice submitted as part of number 3.

7. Interagency Agreement Authorization:

Pursuant to Minnesota Statutes, Sections 16A.055 Subd. 1a.; 43A.55 Subd. 2.; and 471.59, the Division is authorized to enter into this agreement.

8. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

9. State Audit:

The books, records, documents, and accounting practices and procedures of the Division relevant to this agreement, shall be subject to examination by the Requesting Agency and either the Minnesota Legislative Auditor or State Auditor, as appropriate, for a minimum of six years.

10. Liability:

Each party will be responsible for its own acts and behavior and the results thereof.

Approved:

1. Management Analysis and Development	2. Minnesota Department of Health
By: <i>Renda Skappa</i> Title: <i>Business Manager</i> Date: <i>Jan. 6, 2020</i>	By: <i>Maria Rodriguez</i> Title: <i>Accounting Supervisor Principal</i> Date: <i>1/10/2020</i>

EXHIBIT A - Statement of Work

Below, is a detailed work plan that describes the specific tasks BerryDunn will perform and deliverables it will provide during each phase of the project. There are two vertically integrated medical cannabis manufacturers and eight dispensaries in Minnesota and BerryDunn will work with these entities to gather the data it need to perform the tasks under this project.

Throughout the engagement, BerryDunn's project manager, Steven Whitney, will prepare biweekly progress reports that describe the status of its work, noted problems, and preliminary findings. BerryDunn will provide the progress reports in writing and, at the Office of Medical Cannabis' request, conduct a walkthrough of the progress reports via teleconference (or on-site, if the walkthrough overlaps with its scheduled on-site work).

PHASE 1: Project Planning and Management

This phase will allow both the Office of Medical Cannabis and BerryDunn to align project scope and objectives and refine the work plan. Tasks will include:

Task 1.1 Conduct Planning Meeting with Office of Medical Cannabis.

BerryDunn will meet with the Office of Medical Cannabis contract monitor via teleconference to confirm and clarify goals and objectives, identify known project constraints, and refine dates and/or tasks as appropriate.

Phase 1 Objectives

- Refine scope and objectives
- Establish relationships
- Update the Work Plan and Schedule
- Collect initial set of documents

In addition, BerryDunn will discuss its approach for managing communications between BerryDunn and the Office. BerryDunn will work with the Office of Medical Cannabis' contract monitor to determine appropriate staff from the Office that should participate in the entrance conference. In addition, BerryDunn will request names and contact information for the two vertically-integrated medical cannabis manufacturers who are responsible for all cultivation, production, and distribution of medical cannabis in Minnesota. BerryDunn will discuss when to schedule entrance meetings and on-site fact-finding activities with the two medical cannabis manufacturers. Finally, BerryDunn will discuss the types of information and documentation that exists for its review, as well as the desired involvement of the OSA.

Based on the information gathered from this meeting, BerryDunn will create an updated Work Plan and Schedule, outlining the approach and methodology to be used during the price analysis.

Task 1.2 Conduct Entrance Conference.

The BerryDunn project team will schedule and conduct an entrance conference with the Office of Medical Cannabis and staff from the two medical cannabis manufacturers. The meeting will also be an opportunity for project participants to ask questions and gain a level of comfort with the overall project approach.

Task 1.3 Conduct Bi-Weekly Project Status Update Meetings.

As part of BerryDunn's ongoing project management of this engagement, BerryDunn will schedule periodic status update meetings with the Office of Medical Cannabis contract monitor.

At status update meetings, BerryDunn will report on the activities and accomplishments for the reporting period, plans for the upcoming two weeks, problems encountered during the reporting period, and anticipated problems that may impact any project milestone and deliverable.

BerryDunn will share preliminary findings with the Office of Medical Cannabis contract monitor and will immediately notify the monitor of any problems or delays in gathering information, completing the work, or communicating with the medical cannabis manufacturers.



Deliverable 1: Project Work Plan

- ❖ **Milestone 1: Planning Meeting**
- ❖ **Milestone 2: Entrance Conference**

PHASE 2: Conduct Fieldwork and Analysis

During this phase, BerryDunn will define the sources of the data it will need to identify the costs of producing and selling medical cannabis products in Minnesota.

BerryDunn will work with the two vertically integrated medical cannabis manufacturers and their eight dispensaries licensed to sell medical cannabis products. BerryDunn will gather the cost and pricing data needed to identify the cost of producing medical cannabis products and the prices to sell those products from the two manufacturers.

BerryDunn will prepare several tables to document the information requested in tasks 2.3 – 2.8. BerryDunn will work with Office of Medical Cannabis contract monitor to determine whether this data should be presented in one or multiple tables and how those tables should be formatted.

During this phase BerryDunn will conduct the following tasks:

Task 2.1 Analyze manufacturer's pricing processes, from setting prices for new products, to the ongoing management of prices and discounts.

There are two entities that could affect the price that consumers will pay for medical cannabis – the two vertically integrated manufacturers and the eight dispensaries. BerryDunn will discuss with the Office of Medical Cannabis contract monitor to identify stakeholders within these two groups that BerryDunn can contact to set up meetings to gather information and documentation on their processes to set prices and data needed to document the pricing information identified

Phase 2 Objectives

- Perform Interviews
- Gather cost and pricing information from Minnesota medical cannabis manufacturers
- Gather medical cannabis pricing information from other states
- Perform a cost of services analysis to identify the cost of producing medical cannabis products
- Calculate the average prices for medical cannabis product
- Calculate what the average registered patient pays for a 30-day supply of medical cannabis in Minnesota

In tasks 2.3 – 2.8. BerryDunn will then meet with the manufacturers to gather the information, documentation and data it will need to complete its analysis.

Task 2.2 Conduct an activity-based cost analysis to identify factors (under current operations) that are driving the price of the medical cannabis products.

Under this price analysis BerryDunn will gather data on the number of units sold and the revenues that the manufacturers received for those units sold. BerryDunn will verify that with the benchmark analysis of medical cannabis products sold in Ohio, Pennsylvania, Illinois, Massachusetts, Colorado, and Washington under task 2.9. BerryDunn will identify what factors have the biggest impacts on the manufacturers' costs to provide the Office of Medical Cannabis with data that you can use to implement policy changes that could lower the costs of medical cannabis.

Task 2.3 Document the number of units sold, by product, in each quarter from June 2015 through December 2019.

BerryDunn will take the information and data from the manufacturers and develop a table that documents the number of units sold for the medical cannabis products in each quarter from June 2015 through December 2019. BerryDunn will review the table with the manufacturers to ensure that the table is accurate and complete. After BerryDunn completes its quality review with the manufacturers it will review the table with the contract monitor from the Office of Medical Cannabis. BerryDunn will then make changes to the table to address the monitor's comments.

Task 2.4 Document the revenues from sales of each product, in each quarter from June 2015 through December 2019.

BerryDunn will take the information and data from the manufacturers and develop a table that documents the revenues from sales of the medical cannabis products in each quarter from June 2015 through December 2019. BerryDunn will review the table with the manufacturers to ensure that the table is accurate and complete. After BerryDunn completes its quality review with the manufacturers it will review the table with the contract monitor from the Office of Medical Cannabis. BerryDunn will then make changes to the table to address the monitor's comments.

Task 2.5 Document the current list prices for each product.

BerryDunn will take the information and data from the manufacturers and develop a table that documents the current list prices for the medical cannabis products sold in the quarter ending in December 2019. BerryDunn will review the table with the manufacturers to ensure that the table is accurate and complete. After BerryDunn completes its quality review with the manufacturers it will review the table with the contract monitor from the Office of Medical Cannabis. BerryDunn will then make changes to the table to address the monitor's comments.

Task 2.6 Document the historical list prices for each product in each quarter from June 2015 through September 2019.

BerryDunn will take the information and data from the manufacturers and develop a table that documents the list prices for the medical cannabis products sold in each quarter from June 2015

through September 2019. BerryDunn will review the table with the manufacturers to ensure that the table is accurate and complete. After BerryDunn completes its quality review with the manufacturers it will review the table with the contract monitor from the Office of Medical Cannabis. BerryDunn will then make changes to the table to address the monitor's comments.

Task 2.7 Document the discounts offered for each product, in each quarter from June 2015 through December 2019.

BerryDunn will take the information and data from the manufacturers and develop a table that documents the discounts offered for the medical cannabis products in each quarter from June 2015 through December 2019. BerryDunn will review the table with the manufacturers to ensure that the table is accurate and complete. After BerryDunn completes its quality review with the manufacturers it will review the table with the contract monitor from the Office of Medical Cannabis. BerryDunn will then make changes to the table to address the monitor's comments.

Task 2.8 Calculate the average price for the product, in each quarter from June 2015 through December 2019.

BerryDunn will calculate the average price for the medical cannabis products in each quarter from June 2015 through 2019 by dividing the revenues identified under task 2.4 by the number of units sold identified under task 2.3. BerryDunn will compare these calculated prices with the pricing data that the manufacturers provide it to identify discrepancies between the actual pricing data and the calculated prices.

Task 2.9 Document the Current Prices for Medical Cannabis Products in Ohio, Pennsylvania, Illinois, Massachusetts, Colorado, and Washington.

As part of the tasks listed above BerryDunn will identify the medical cannabis products sold in Minnesota and the prices charged for those products during the quarter ending on December 31, 2019. BerryDunn will calculate the prices for the medical cannabis products as either:

- Dollars per unit of Tetrahydrocannabinol (THC), or
- Dollars per unit of Cannabidiol (CBD).

BerryDunn will work with Office of Medical Cannabis contract monitor in what units it should use in documenting the prices for medical cannabis products.

Once BerryDunn has developed the list of medical cannabis products and the dollars per unit of THC or CBD it will call representatives in Ohio, Pennsylvania, Illinois, Massachusetts, Colorado and Washington. Through these calls BerryDunn will identify what medical cannabis products those states sold in the quarter ending December 2019 and the prices (in dollars per unit of THC or CBD) charged for those products.

BerryDunn will build a table that lists the medical cannabis and the price in dollars per unit of THC or CBD for those products sold in Minnesota, Ohio, Pennsylvania, Illinois, Massachusetts, Colorado and Washington.

Task 2.10 Calculate what the average registered patient pays for a 30-day supply of medical cannabis in Minnesota.

In gathering the cost and pricing data BerryDunn will work with the two medical cannabis manufacturers in Minnesota to identify what data they have on units and the dates sold to consumers to assess the best way to calculate an "average" thirty day supply. BerryDunn will work with the Office of Medical Cannabis contract monitor to assess whether there are standards that the Office uses to define 30-day supplies of medical cannabis products.

If there is no definition of what constitutes a 30-day supply, then BerryDunn will define that from the data. For example, BerryDunn would analyze the data and calculate the average 30-day supply prescribed for consumers in Minnesota. Once BerryDunn have defined the average 30-day supply of each medical cannabis products it will calculate the price for each product.

❖ **Milestone 3: Price Analysis Fieldwork and Analysis Completed**

PHASE 3: Develop Medical Cannabis Price Analysis Report

During this phase BerryDunn will develop a report documenting the results of its analysis; review the report with the Office of Medical Cannabis; and finalize the reports

Phase 3 Objectives

- Develop the Findings Report

Task 3.1 Prepare and Submit a Draft Findings Report to the Office of Medical Cannabis.

Using the data and documentation gathered during Phase 2, BerryDunn will prepare a draft Findings Report describing its findings about the:

- Cost of producing and selling medical cannabis products
- Number of units sold, by product, in each quarter from 7/1/2015 through 12/31/2019
- Revenues from sales of each product, in each quarter from 7/1/2015 through 12/31/2019
- Current list prices for each product
- Historical list prices for each product in each quarter from 7/1/2015 through 12/31/2019
- Discounts offered for each product, in each quarter from 7/1/2015 through 12/31/2019
- Average price for the product, in each quarter from 7/1/2015 through 12/31/2019
- Current prices for medical cannabis products in Ohio, Pennsylvania, Illinois, Massachusetts, Colorado, and Washington
- Average registered patient pays for a 30-day supply of medical cannabis in Minnesota

Task 3.2 Submit Draft Findings Report.

BerryDunn will review the draft Findings Report with Office of Medical Cannabis contract monitor and identify changes it should make to the report.

Task 3.3 Update Draft Findings Report.

BerryDunn will update the draft Findings Report to address the changes requested by the Office of Medical Cannabis contract monitor.

Task 3.4 Issue Final Findings Report.

BerryDunn will provide the Office of Medical Cannabis with a soft copy of the report in a format that will enable the Office to post the report on its web-site.



Deliverable 3: Final Findings Report

Compensation

BerryDunn's total inclusive maximum fee for performing this work is \$152,050. Tables 1 and 2 show the fixed price by staff level, as well as the hours allocated to each project phase and task. All expenses are included in BerryDunn's total cost. Prices, terms, and conditions will be held firm for at least 90 days.

Table 1: Total Project Cost

Staff Level	Hourly Rate	Hours	Total
Principal	\$325	36	\$11,700
Project Manager	\$245	192	\$47,040
Senior Cost Analyst	\$225	48	\$10,800
Analyst	\$195	348	\$67,860
Subject Matter Expert	\$225	34	\$7,650
Project Coordination and Editorial/QA	\$125	56	\$7,000
	Total	714	\$152,050

Table 2: Total Hours by Phase and Task

Project Phase and Tasks	Hours
Phase 1: Project Planning and Management	80
1.1 Conduct Planning Meeting with Office of Medical Cannabis Contract Monitor	8
1.2 Conduct Entrance Conference	24
1.3 Conduct Bi-Weekly Project Status Update Meetings	48
Phase 2: Fieldwork and Analysis	520
2.1 Analyze manufacturer's pricing processes, from setting prices for new products, to the ongoing management of prices and discounts	184
2.2 Conduct an activity-based cost analysis to identify factors (under current operations) that are driving the price of the products.	184
2.3 Document the number of units sold, by product, in each quarter (7/1/2015 – 12/31/2019)	16

Project Phase and Tasks	Hours
2.4 Document the revenues from sales of each product, in each quarter (7/1/2015 – 12/31/2019)	16
2.5 Document the current list prices for each product.	16
2.6 Document the historical list prices for each product (from 7/1/2015 to 12/31/2019)	16
2.7 Document the discounts offered for each product, by quarter (7/1/2015 – 12/31/2019)	16
2.8 Calculate the average price for the product, in each quarter	16
2.9 Document the current prices (\$ per unit THC; \$ per unit CBD) for the medical cannabis programs in Ohio, Pennsylvania, Illinois, Massachusetts, Colorado, and Washington	28
2.10 Calculate what the average registered patient pays for a 30-day supply of medical cannabis in Minnesota	28
Phase 3: Develop Medical Cannabis Price Analysis Report	114
3.1 Prepare Draft Report	70
3.2 Review Draft Report with Office of Medical Cannabis	8
3.3 Update Draft Report	36
3.4 Issue Final Report	0
Total	714

Table 3 presents a proposed schedule for conducting our work, which adheres to the Office of Medical Cannabis' schedule, incorporating reviews by appropriate stakeholders within this process. This schedule assumes that the analysis of the prices for medical cannabis products will start the week of January 13, 2020. If a contract is not in place by the week of January 13th and the start date has to be delayed, BerryDunn will work with the Office to determine how to adjust the schedule to accommodate the actual start date.

The schedule shown in Table 3 below requires that the manufacturers cooperate and provide data in a timely manner and the Office of Medical Cannabis review documents in a compressed time period so that BerryDunn can complete the Price Analysis by the end of March. If the Office of Medical Cannabis and/or, manufacturers are not able to comply with these timelines BerryDunn and the Office of Medical Cannabis will work together to develop an updated schedule.

Table 3: Detailed Delivery Schedule

Tasks/Milestones		Start	Finish
Phase 1: Project Planning and Management		01/13/20	03/27/20
1.1	Conduct Planning Meeting with Office of Medical Cannabis Contract Monitor	01/13/20	01/17/20
1.2	Conduct Entrance Conference	01/13/20	01/17/20
1.3	Conduct Bi-Weekly Project Status Update Meetings	01/24/20	03/27/20
Phase 2: Fieldwork and Analysis		01/13/20	02/28/20
2.1	Analyze manufacturer's pricing processes, from setting prices for new products, to the ongoing management of prices and discounts	01/13/20	02/14/20
2.2	Conduct an activity-based cost analysis to identify factors (under current operations) that are driving the price of the products.	01/13/20	02/14/20
2.3	Document the number of units sold, by product, in each quarter (7/1/2015 – 12/31/2019)	02/17/20	02/28/20
2.4	Document the revenues from sales of each product, in each quarter (7/1/2015 – 12/31/2019)	02/17/20	02/28/20
2.5	Document the current list prices for each product.	02/17/20	02/28/20
2.6	Document the historical list prices for each product (from 7/1/2015 to 12/31/2019)	02/17/20	02/28/20
2.7	Document the discounts offered for each product, by quarter (7/1/2015 – 12/31/2019)	02/17/20	02/28/20
2.8	Calculate the average price for the product, in each quarter	02/17/20	02/28/20
2.9	Document the current prices (\$ per unit THC; \$ per unit CBD) for the medical cannabis programs in Ohio, Pennsylvania, Illinois, Massachusetts, Colorado, and Washington	02/03/20	02/28/20
2.10	Calculate what the average registered patient pays for a 30-day supply of medical cannabis in Minnesota	02/17/20	02/28/20
Phase 3: Develop Medical Cannabis Price Analysis Report		03/02/20	03/27/20
3.1	Prepare Draft Report	03/02/20	03/13/20
3.2	Review Draft Report with Office of Medical Cannabis	03/16/20	03/20/20
3.3	Update Draft Report	03/20/20	03/26/20
3.4	Issue Final Report	03/27/20	03/27/20



MAD Project Number: 2020-073
INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES

Requesting Agency: Minnesota Department of Health

MAD Contact: Rénda Rappa

Accounting Information: Business Unit – G1001, Financial Dept ID – G1031500, Approp ID – G100085, Fund – 5200, Accounts - 670011

Agency:	Fiscal Year:	
Total Amount of Contract: \$158,000.00	Amount of Contract First FY:	
Commodity Code: 023-19-000000	Commodity Code:	Commodity Code:
Object Code:	Object Code:	Object Code:
Amount:	Amount:	Amount:

Accounting Distribution 1:	Accounting Distribution 2:	Accounting Distribution 3:
Fund:	Fund:	Fund:
Appr ID:	Appr ID:	Appr ID:
Financial Dept ID:	Financial Dept ID:	Financial Dept ID:
Rept Catg:	Rept Catg:	Rept Catg:
Amount:	Amount:	Amount:

Processing Information: (Some entries may not apply.) Begin Date: _____ End Date: _____

Contract: 168899 Order: 70822 (see back)
 Number/Date/Entry Initials Number/Date/Signatures

[Individual signing certifies that funds have been encumbered as required by Minn. Stat. §§16A.15 and 16C.05]

This is an agreement between the Minnesota Department of Health (Requesting Agency) and Minnesota Management and Budget, Management Analysis and Development (Division).

Vendor Name: Minnesota Management and Budget		Vendor Number: G100000000		Vendor Location Code: 001	
Vendor Address: 400 CENTENNIAL OFFICE BLDG		Federal Employer I.D.:			
Requestor's Name/Employee ID#: (required by SWIFT) Hardi Wangsabesari/01192747		Targeted TG/ED/VO Vendor? (Circle "Y" or "N" for or all agreement types except grants and grant amendments.)		Y / N	
Starting State Fiscal Year:	2020	Total Amount of Original Agreement:	\$	158,000	
Agreement Start Date:	09/03/2019	Total Amount of Original, plus ALL Previous Amendments:	\$	158,000	
Initial End Date:	10/31/2019	Total Amount of this Amendment ONLY:	\$		
Amd Revised End Date:		Grand Total (Original + all Amendments):	\$	158,000	
Please Check ONE option for Amendments:		Time Only	Money Only	Time and Money	

Special Instructions: _____

Does this contract contain not public data information? (circle one): Y / N

If "Y" provide a description for FM entry into SWIFT: _____

ACCOUNTING INFORMATION

State Fiscal Year 2020						
Fund	Dept ID	Appr ID	Project ID	Activity ID	Amount	Project Funding Start Date
1000	H123 3003	H1201AH			\$158,000	07/01/2019
State Fiscal Year 201						
Fund	Dept ID	Appr ID	Project ID	Activity ID	Amount	Project Funding Start Date
	H123				\$	
	H123				\$	
	H123				\$	
State Fiscal Year 201						
Fund	Dept ID	Appr ID	Project ID	Activity ID	Amount	Project Funding Start Date
	H123				\$	
	H123				\$	
	H123				\$	

FINANCIAL MANAGEMENT USE ONLY

Encumbrance Signature	<i>[Signature]</i>	Date	11/5/19
Contract Number	168899	Origin Code	667
Purchase Order Number	70822	Source Type	
Category Code	8010500	Account ID	41103

1. Services to be Performed:

The Division agrees that through its Master Contract with North Highland the Division will sub-contract with North Highland to provide the services identified in Exhibit A, which is attached and incorporated into this agreement.

2. Authorized Representatives:

The following persons will be the primary authorized representatives for all matters concerning this agreement. Management Analysis and Development: Renda Rappa Requesting Agency: Michelle Larson

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to \$134,000.00 in accordance with the successful completion of the deliverables identified by invoice below. The Division will invoice up to \$16,000.00 for expenses incurred by North Highland. The Division will also invoice up to \$8,000.00 for contract management. The total amount the Division will invoice under this agreement shall not exceed \$158,000.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

- Invoice #1 (~September 23, 2019) - \$50,250 + Expenses
 - Current State Assessment
- Invoice #2 (~October 11, 2019) - \$50,250 + Expenses
 - Project Structure Recommendations
- Invoice #3 (~October 25, 2019) - \$33,500 + Expenses
 - Project Roadmap

4. Condition of Payment:

All services provided by the Division under this agreement must be performed to the Requesting Agency's satisfaction, as determined at the sole discretion of the State's Authorized Representative

5. Effective Dates:

This agreement is effective September 3, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until October 31, 2019, or until all obligations have been satisfactorily fulfilled, whichever comes first.

6. Termination:

This agreement may be terminated by the Requesting Agency or the Division at any time with thirty (30) days written notice to the other party. In this event, the Division shall receive payment on a pro rata basis for the work performed.

7. Requesting Agency's Authorized Representative:

The Requesting Agency's authorized agent for the purposes of this agreement is Michelle Larson. This person shall have final authority for accepting the Division's services and if the services are satisfactory, will certify this on each invoice submitted as part of number 3.

8. Interagency Agreement Authorization:

Pursuant to Minnesota Statutes, Sections 16A.055 Subd. 1a.; 43A.55 Subd. 2.; and 471.59, the Division is authorized to enter into this agreement.

9. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

10. State Audit:

The books, records, documents, and accounting practices and procedures of the Division relevant to this agreement, shall be subject to examination by the Requesting Agency and either the Minnesota Legislative Auditor or State Auditor, as appropriate, for a minimum of six years.

11. Liability:

Each party will be responsible for its own acts and behavior and the results thereof.

Approved:

1. Management Analysis and Development	2. Minnesota Department of Health
By: <i>Renda E Rappa</i> Title: <i>Business Manager</i> Date: <i>Aug 29, 2019</i>	By: <i>[Signature]</i> Title: <i>Accounting Director</i> Date: <i>11/6/18</i>

()

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Exhibit A

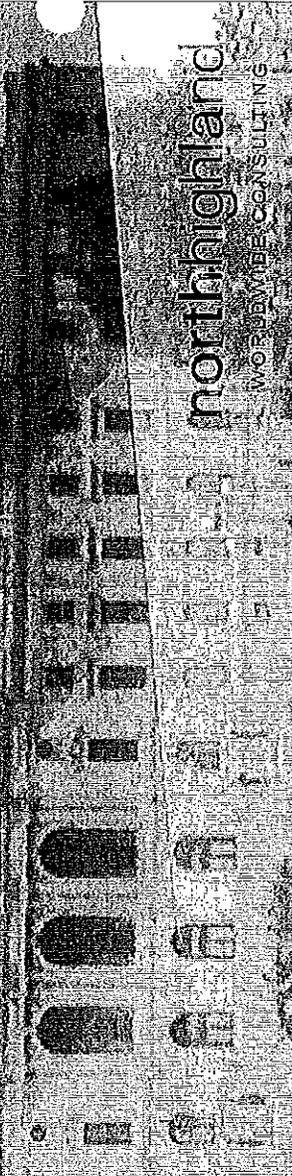
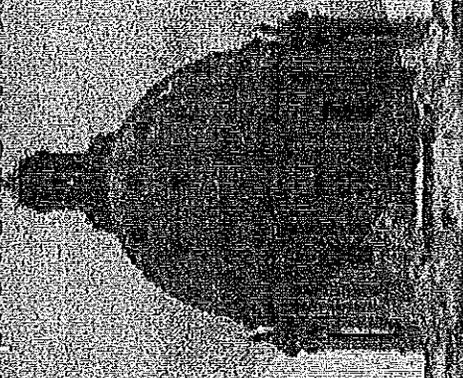
MINNESOTA DEPARTMENT OF HEALTH

Operations Improvement Project Assessment & Design

August 19, 2019



DEPARTMENT
OF HEALTH



northhighland
WORLDBE CONSULTING

OUR UNDERSTANDING

The Assisted Living Bill has brought a complete, consistent approach to regulating Assisted Living facilities that serve over 55,000 patients in over 1,200 facilities across Minnesota

Situation:

The new Assisted Living Bill brings licensing and regulatory oversight to the growing assisted living industry. With documented examples of elder abuse in assisted living and other elder care settings, expectations are high that a program can be quickly put into place to safeguard the population of Minnesota residents who are living in these facilities.

Additionally the state has provided significant financial resources to fund operations improvements to regulatory activities, systems, analysis, reporting and communications. This once in a decade opportunity brings with it immense potential, responsibility and attention, and the need to maximize the opportunity is substantial.

Need:

MDH is seeking assistance in assessing and planning the Operations Improvement activities to ensure a solid foundation for this important work is established. MDH strives to quickly demonstrate progress as well as carefully manage the high profile and many stakeholders.

OUR UNDERSTANDING

While the primary focus will be on Operations Improvement, effective coordination and integration with the Assisted Living Licensing initiative will be important.

Assisted Living Licensing

- Assisted Living Licensure Requirement
- Requirements for Dementia Services
- Violation Fines
- Prohibition of Deceptive Marketing and False Advertising

Operations Improvement

- Regulatory Capacity
- Case & Document Management
 - Design, Implementation & Integrations
 - Facility Self Reporting Portal
 - Public Reporting Website
- Time Reporting
- eLicensing
- Data Analysis & Reporting
- Communications & Engagement

APPROACH OVERVIEW

We envision three brief components to understanding and establishing a robust roadmap to support the Operations Improvement initiative

1 ASSESS 2 RECOMMENDATIONS 3 PRIORITIZE & ROADMAP 4 EXECUTION

Fully understanding the existing systems, activities and requirements as well as the current capabilities of the available resources. In addition, evaluating the clarity and alignment on project goals and objectives will be important to understanding the current direction.

3 - 4 Weeks

Identify and communicate recommendations on how to most effectively align and structure the many Operations Improvement initiatives that are both in progress and yet to be initiated. This includes direction on effective project structure and resourcing, as well as "rebranding" Operations Improvement to enhance understanding and engagement.

2 - 3 Weeks

With the many components of the Operations Improvement initiative understanding dependencies and establishing priorities will be critical for efficient execution. We will facilitate the necessary conversations and decision making to enable the development of an achievable timeline and roadmap.

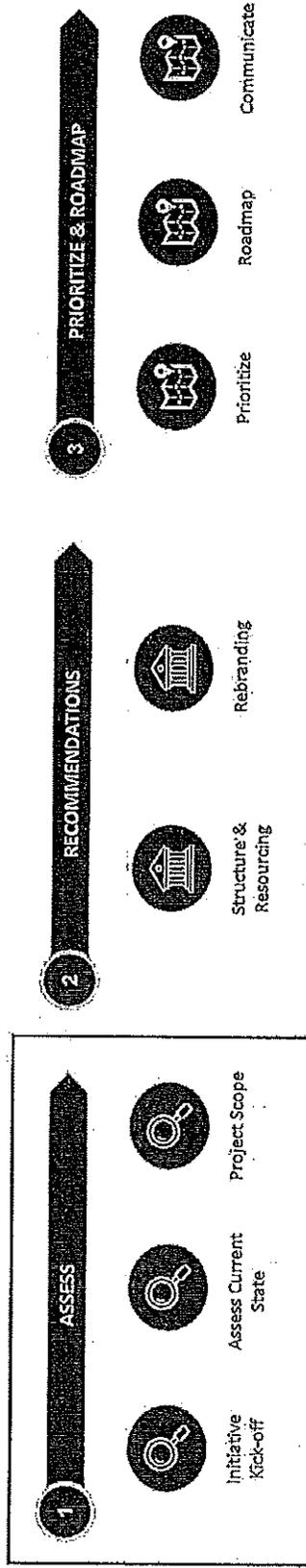
2 - 4 Weeks

Once the roadmap has been established and communicated the focus should quickly move to execution of the initiative

To be determined

APPROACH: ASSESS

The first portion of the project is critical for the North Highland team to become fully grounded in the project, understanding the many important system components, including the Case Management, Electronic Document Management, Business Intelligence, Time Reporting and eLicensing systems. In addition we will seek to understand both the resources available and the project management practices that exist.



KEY ACTIVITIES

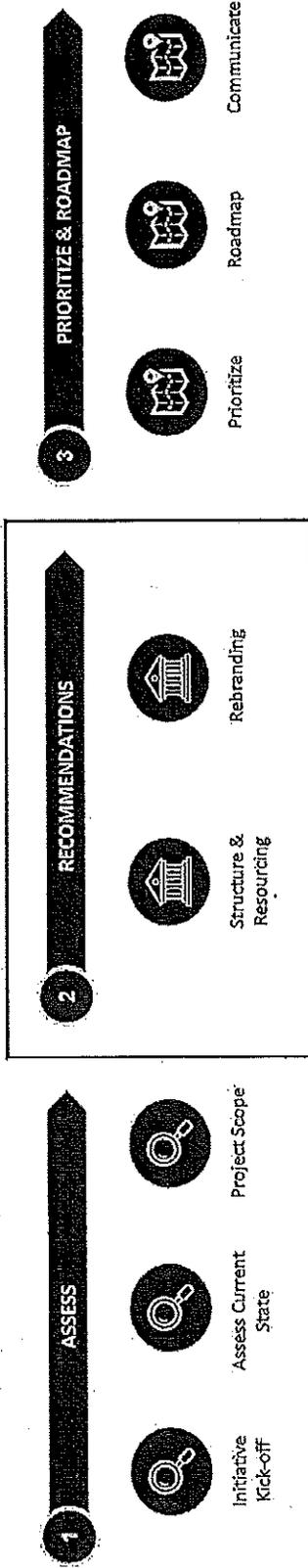
- Project Kickoff meeting with project sponsors
- Review legislation, supporting information & process documentation
- Assess existing systems through interviews & documentation review
- Discuss & review in progress & planned initiatives
- Assess MIDH resources available to contribute to the project
- Evaluate project management practices

DELIVERABLES

- Current State Summary including needs, gaps & opportunities
- Project Scope Statement

APPROACH: RECOMMENDATIONS

Once the current state of project, documentation and project management practices are understood the North Highland team will pivot to developing recommendations based on our experience. Through this portion of the project we will continue a dialogue with key MDH leadership and project stakeholders to continue to evolve our understanding of critical milestones, dependencies and stakeholders. Another key outcome of this portion of the project is to identify a new "brand" or project name that galvanizes the understanding and need for the project.



KEY ACTIVITIES

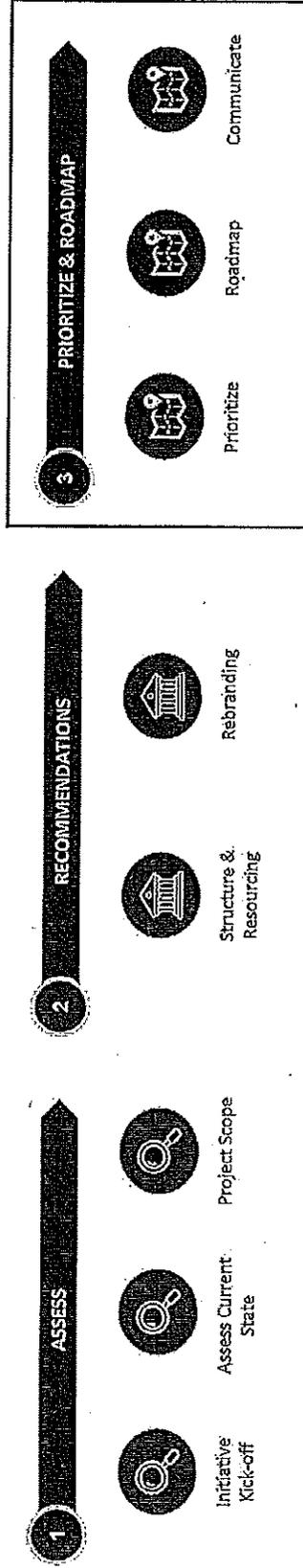
- Formulate recommendations based on identified needs, gaps & opportunities
- Identify Key Milestones, Dependencies & Stakeholders
- Discuss Program Assumptions & Risks
- Develop recommendations on Project Structure, Governance & Resourcing
- Discuss project Goals & Objectives to support developing a new project "Brand" or name that effectively conveys the purpose and opportunity

DELIVERABLES

- Project Structure & Governance Recommendations
- Project Staffing Recommendations
- Project Charter
- New Project "Brand"

APPROACH: PRIORITIZE & ROADMAP

The final portion of the project will focus on aligning the many activities to ensure they are efficiently and effectively organized. This will allow a timeline and roadmap to be built that can serve as a standard by which to measure the progress of the project. With a roadmap built the team can also begin developing an approach to communicate and engage the project stakeholders to establish appropriate expectations.



KEY ACTIVITIES

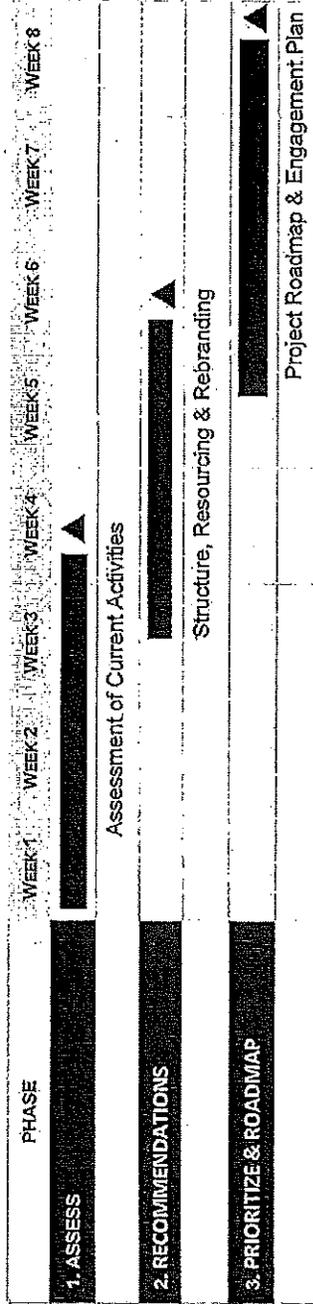
- Facilitate conversations among leadership & key project resources to determine the most effective alignment of activities
- Identify major Operations Improvement workstreams & activities
- Develop Stakeholder Engagement Approach
- Develop Initial Project Timeline

DELIVERABLES

- Operations Improvement Roadmap
- Operations Improvement Stakeholder Engagement Plan
- Recommended Next Steps

OVERVIEW OF PROPOSED TIMELINE

Our proposed approach focuses on assessing the current activities, identifying areas to enhance and establishing an actionable roadmap for moving the Operations Improvement project forward



▲ Key Deliverables

PROPOSED RESOURCING & COST

Notes about Resourcing & Cost:

Resourcing:

- 2 Consultants (1 Full time + 1 Part time)
- Additional Project & Program Management, Change Management and Public Health SMEs as needed

Cost:

- We have proposed a fixed fee to provide you certainty on the cost of the Planning phase of the project.

<u>Duration</u>	<u>Resourcing</u>	<u>Cost</u>
8 weeks	2 Consultants + SMEs as needed	\$ 134 k* + Travel Expenses

* Expenses will not exceed 12% of fees

THANK YOU



Jeff Smith
Associate Vice President
Jeff.Smith@northhighland.com
651.303.9102

northhighland.
WORLDWIDE CONSULTING



AD Project Number: 2020-012
INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS AND DEVELOPMENT SERVICES

Requesting Agency: Minnesota Department of Health

MAD Contact: Renda Rappa

Accounting Information: Business Unit - G1001, Financial Dept ID - G1031500, APPRID - G100086, Fund - 5200, Accounts - 670011.

Agency:	Fiscal Year:	Vendor Number: ID G100000000, Location 001
Total Amount of Contract: \$146,000.00	Amount of Contract First FY:	
Commodity Code: 80101500	Commodity Code:	Commodity Code:
Object Code:	Object Code:	Object Code:
Amount:	Amount:	Amount:

Accounting Distribution 1:	Accounting Distribution 2:	Accounting Distribution 3:
Fund:	Fund:	Fund:
Appr:	Appr:	Appr:
Org/Sub:	Org/Sub:	Org/Sub:
Rept Catg:	Rept Catg:	Rept Catg:
Amount:	Amount:	Amount:

Processing Information: (Some entries may not apply.)

Begin Date: 7/17/19 End Date: 6/30/20

Contract: 162396/3-67167/SR
 Number/Date/Entry Initials

Order: 3 67167 7/15/19
 Number/Date/Signatures

[Individual signing certifies that funds have been encumbered as required by Minn. Stat. §§16A.15 and 16C.05]

This is an agreement between the Minnesota Department of Health (Requesting Agency) and Minnesota Management and Budget, Management Analysis and Development (Division).

1. Services to be Performed:

The Division agrees that through its Master Contract with Trissential it will sub-contract with Trissential to provide consulting services as identified in Exhibit A, which is attached and incorporated as part of this contract.

2. Contacts:

The following persons will be the primary contacts for all matters concerning this agreement.

Management Analysis and Development: Renda Rappa

Requesting Agency: Dale Dorschner

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to 920 hours at a rate of \$150.00 per hour for services provided by Pam DeGrote, Trissential, and up to \$8,000.00 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed \$146,000.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Condition of Payment:

All services provided by the Division under this agreement must be performed to the Requesting Agency's satisfaction, as determined at the sole discretion of the Requesting Agency's Authorized Representative.

5. Effective Dates:

This agreement is effective July 17, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until June 30, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

6. Termination:

This agreement may be canceled by the Requesting Agency or the Division at any time with thirty (30) days written notice to the other party. In this event, the Division shall receive payment on a pro rata basis for the work performed.

7. Requesting Agency's Authorized Representative:

The Requesting Agency's authorized representative for the purposes of this agreement is Margaret Kelly. This person shall have final authority for accepting the Division's services and if the services are satisfactory, will certify this on each invoice submitted as part of number 3.

8. Interagency Agreement Authorization:

Pursuant to Minnesota Statutes, Sections 16A.055 Subd. 1a.; 43A.55 Subd. 2.; and 471.59, the Division is authorized to enter into this agreement.

9. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

10. State Audit:

The books, records, documents, and accounting practices and procedures of the Division relevant to this agreement, shall be subject to examination by the Requesting Agency and either the Minnesota Legislative Auditor or State Auditor, as appropriate, for a minimum of six years.

11. Liability:

Each party will be responsible for its own acts and behavior and the results thereof.

Approved:

1. Management Analysis and Development	2. Minnesota Department of Health
By: <i>Rosita E. Pappas</i>	By: <i>Dawn Udean</i>
Title: <i>Business Manager</i>	Title: <i>Accounting Supervisor Principal</i>
Date: <i>July 12, 2019</i>	Date: <i>7/15/19</i>





STATEMENT OF WORK

MDH PROCESS DOCUMENTATION & IMPROVEMENTS

Prepared by:
Pam DeGrote, Senior Business Consulting Manager
Cindy San Hamel, Account Executive

June 12, 2019



1905 EAST WAYZATA BOULEVARD, SUITE 333

MINNEAPOLIS, MN 55391

888-595-7970

WWW.TRISSENTIAL.COM

TABLE OF CONTENTS

TABLE OF CONTENTS 2

PROJECT OVERVIEW 3

APPROACH..... 4

DELIVERABLES 5

ROLES & RESPONSIBILITIES 6

COST & PAYMENT FOR SERVICES..... 6

Billing & Payment for Services 6

ASSUMPTIONS..... 7

CHANGE MANAGEMENT..... 7

TRISSENTIAL VALUE PROPOSITION..... 7

STATEMENT OF WORK ACCEPTANCE..... 7

PROJECT OVERVIEW

MDH has continued interest in documenting the business capabilities, processes, and identifying where there are possible improvement opportunities. This project will allow for various MDH Divisions to take advantage of Trisential's ability to drive documentation of business capabilities, services, and processes. Examples of work that may be performed include but are not limited to the following:

Financial Management

- (1) Finish working with Financial Management through the Fiscal Year End process
- (2) Conduct a post-year-end review session to gather improvement ideas
- (3) Consolidate with the assessment improvement ideas
- (4) Develop a roadmap for improvement across multiple MDH divisions
- (5) Develop a playbook for incorporating tasks and timing for year-end work activities
- (6) Documenting budgeting process and tasks needed for budget years.
- (7) Facilitate the evaluation of the use of metrics to evaluate operational effectiveness

Facilities Services

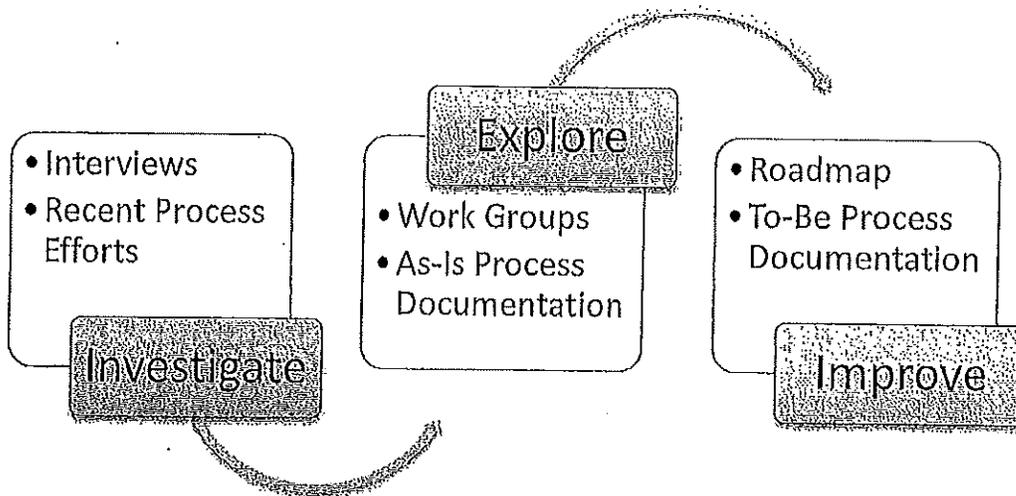
- (1) Evaluate capability model and service definitions
- (2) Map skills and people to capability model (current state)
- (3) Document future state needs and analyze skillset and resource gaps

Other Items of Interest, time permitting

- (1) Agency-wide Onboarding. Assess current state, desired future state, and develop plan to achieve future state.
- (2) Process Documentation – Financial Management
- (3) Process Documentation – HR
- (4) Process Documentation – Facilities

APPROACH

Trissential works from a set of proven frameworks. Given the work conducted at MDH in 2019, Trissential recommends continuing with the same approach allowing for the group to both define the big picture of process, while at the same time selecting some processes that if streamlined would create immediate value. Selected team members will be expected to participate at different levels with this approach. Inclusion of the right people at the right time will be critical to the adoption of changes resulting from this Initiative.



DELIVERABLES

Financial Management	<ul style="list-style-type: none">• Completed Fiscal Year End (FYE) close out and setup• Post FYE project review• Consolidated and prioritized Improvement portfolio• Roadmap for Improvement (graphical view of the best sequence to succeed with the Improvement projects)
Facilities Services	<ul style="list-style-type: none">• Refreshed capability model and service descriptions• Skills Database, of sorts, for all employees/contractors within Facilities Services• Tool for resource allocation and modelling• Resource Gap assessment
Other	<ul style="list-style-type: none">• Onboarding "Current State" documented• Onboarding "Future State" documented• Onboarding Gap assessment• Plan to close gaps

Statement of Work sign off by 06/30/2019

Project start – 07/17/2019

Project completion – 06/30/2020

ROLES & RESPONSIBILITIES

Role	Name	Level of Effort	Responsibility
Project Sponsors -	Dale Dorschner	Up to 10%	Formal guidance, approval and acceptance. Interface with Engagement Manager and Trisessential as needed.
Trisessential – Senior Management Consulting Manager	Pam DeGrote	Up to 50%	Engagement lead and Delivery Assurance. Work with DWP to lead and execute this SOW. Interface with all parties to provide expert leadership, insight, direction and recommendations.
Trisessential – Business Consultant	tbd	As needed	Under Pam's direction, this essentialist will assist with workshop preparation, facilitation, and documentation
Account Owner	Cindy San Hamel	As needed	Provide all account, contract and financial coordination and execution.

COST & PAYMENT FOR SERVICES

Maximum Hours	Bill Rate/Hr.	Total
920	\$150	\$138,000

- Engagement is Time & Materials
- Total for SOW is a Not Too Exceed \$138,000
- Travel and expenses are not included in the above estimates and will be invoiced separately. No travel is expected.

Billing & Payment for Services

- Work will be invoiced on a monthly basis
- Payment terms are net 30 days

ASSUMPTIONS

- Trisessential is part time (~20 hrs/wk)
- Trisessential may bring in another essentialist to assist with activity, as needed
- Trisessential will require a workspace and minimal supporting office infrastructure, such as network support, Internet access, printers and copy machines while performing onsite tasks; some of this work will be performed on-site/some work will be performed off-site.

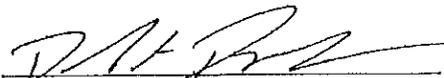
CHANGE MANAGEMENT

If any change to the scope of this project is required, all changes and variances to this SOW will be estimated and approved and an amended SOW will be created.

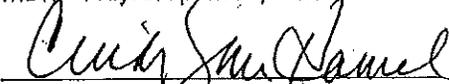
TRISSENTIAL VALUE PROPOSITION

It is Trisessential's sincere desire to be recognized as a trusted business partner of our clients. We strive to exceed your expectations in everything we do, and to provide value-add to all our business relationships. Trisessential was built on the concept, "take care of your clients – and the business will run itself". We take great strides to educate all of our staff on the concept of the lifetime value of a client. We plan to demonstrate this philosophy and commitment to DWP's staff.

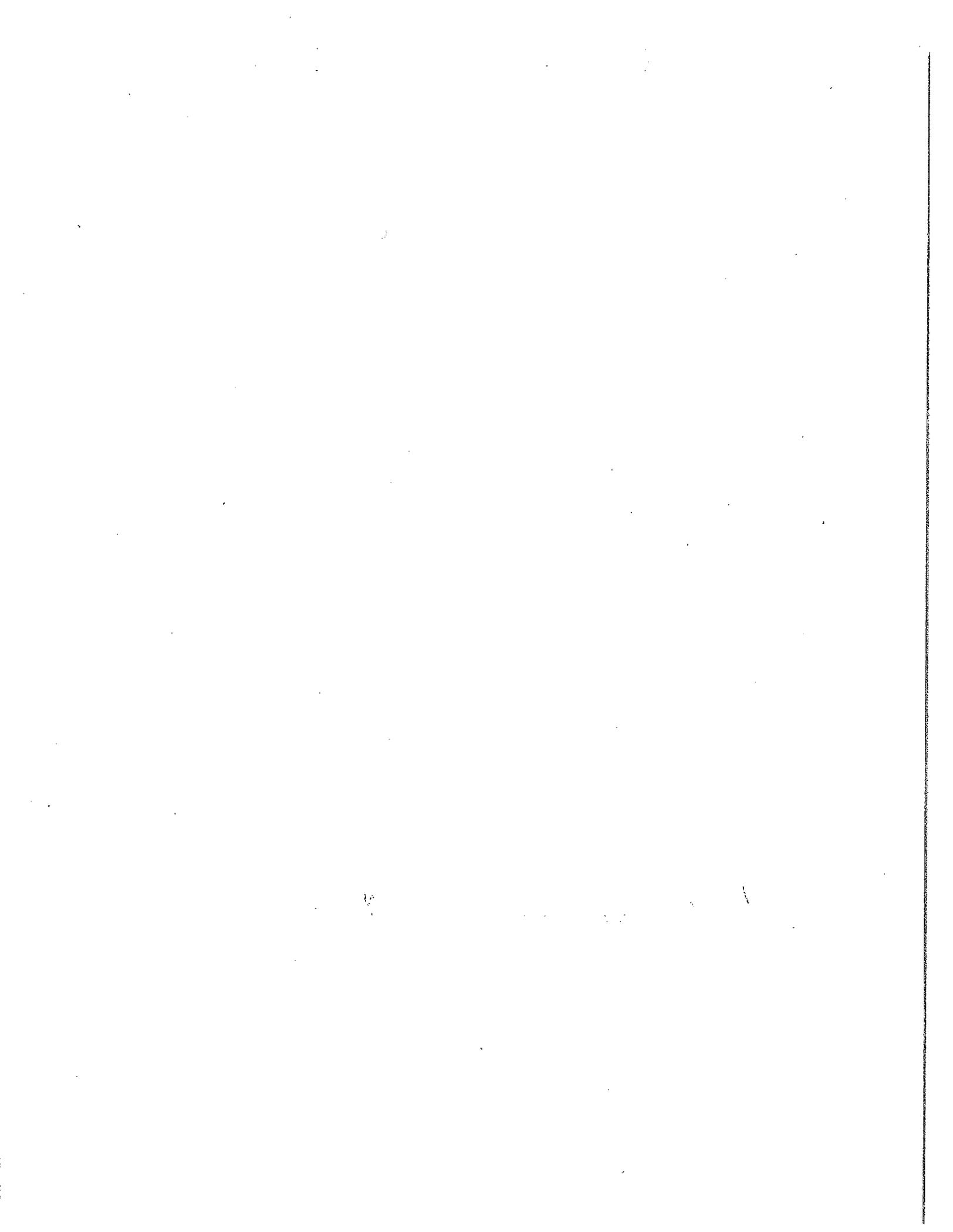
STATEMENT OF WORK ACCEPTANCE


MDH - Project Sponsor / Owner

7-11-19
Date


Trisessential Account Manager

7-11-19
Date



**STATE OF MINNESOTA
INTERAGENCY AGREEMENT**

Pursuant to Minnesota Statutes, Sections 4.045, 16A.055, and 471.59, this is an agreement between Minnesota Management & Budget (MMB) and the Department of Health (MDH).

1. Services to be Performed:

Minnesota Management and Budget will provide staffing and support for the Children's Cabinet (Minnesota Statutes, section 4.045), including the coordination of interagency efforts seeking to ensure that all Minnesota children are healthy, safe, and prepared to achieve their full potential.

Authorized Agents:

The following persons will be the primary contacts and authorized agents for all matters concerning this agreement.

MMB: Erin Bailey, Assistant Commissioner – Children's Cabinet, or his/her successor, 400 Centennial Office Building, 658 Cedar Street, St. Paul, MN 55155, Erin.Bailey@state.mn.us, 651-201-8044.

MDH: Margaret Kelly, Deputy, or his/her successor designated by the Commissioner, 625 Robert Street N, P.O. Box 64975, St. Paul, MN, 55155, Margaret.Kelly@state.mn.us, 651-201-5005.

2. Consideration and Terms of Payment:

In consideration for services provided, the Requesting Agency agrees to contribute to this effort as follows:

TOTAL COST: \$115,000

You will receive an annual invoice from MMB in July 2019. This invoice should be paid within 30 days of receipt.

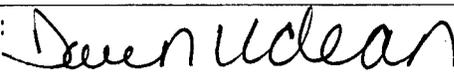
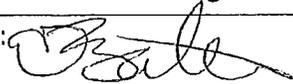
3. Term of Agreement:

This agreement is effective July 1, 2019, and shall remain in effect until June 30, 2020.

4. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

Approved:

1. Agency Signature	2. Minnesota Management & Budget
By:  Title: Accounting Supervisor Principal Date: 7/17/19	By:  Title: ASST Commissioner Date: 07/09/19



MAD Project Number: 2019-129
INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS & DEVELOPMENT SERVICES

Requesting Agency: Department of Human Services

MAD Contact: Renda Rappa

Accounting Information: Business Unit – G1001, Financial Dept ID – G1031600, APPRID – G100085, Fund – 5200, Accounts - 670011.

Agency:	Fiscal Year:	Vendor Number: ID G10000000, Location 001
Total Amount of Contract: \$179,387.50	Amount of Contract First FY:	
Commodity Code: 80101500	Commodity Code:	Commodity Code:
Object Code:	Object Code:	Object Code:
Amount:	Amount:	Amount:

Accounting Distribution 1:	Accounting Distribution 2:	Accounting Distribution 3:
Fund:	Fund:	Fund:
Appr:	Appr:	Appr:
Org/Sub:	Org/Sub:	Org/Sub:
Rept Catg:	Rept Catg:	Rept Catg:
Amount:	Amount:	Amount:

Processing Information: (Some entries may not apply.) Begin Date: 2/13/19 End Date: 6/30/19

Contract: IAK-154285 Order: 3000067909
 Number/Date/Entry Initials Number/Date/Signatures
Renda Rappa [Individual signing certifies that funds
 3/12/19 have been encumbered as required by
 Minn. Stat. §§16A.15 and 16C.05]

This is an agreement between the Department of Human Services (Requesting Agency) and Minnesota Management & Budget, Management Analysis & Development (Division).

Minnesota Management & Budget, 203 Administration Building, 50 Sherburne Ave., St. Paul, MN 55155
 Telephone: 651-259-3800 • Fax: 651-797-1311 • TTY: 800-627-3529 • <http://mn.gov/mmb/mad>

1. Services to be Performed:

The Division agrees that through its Master Contract with DeYoung Consulting Services, LLC, the Division will sub-contract with DeYoung Consulting Services, LLC, to provide the services identified in Exhibit A, Department of Human Services, Minnesota Preschool Development Project, dated January 28, 2019, which is attached and incorporated as part of this contract.

2. Contacts:

The following persons will be the primary contacts for all matters concerning this agreement. Management Analysis & Development: Renda Rappa . Requesting Agency: Missy Lorey

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

DeYoung Consulting Services, LLC, will be paid in accordance to the Work Plan, Timeline and Budget identified in Exhibit A. The Division will also invoice up to \$8,000.00 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed \$179,387.50.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed by the Division in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Effective Dates:

This agreement is effective February 13, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until June 30, 2019, or until all obligations have been satisfactorily fulfilled, whichever comes first.

5. Cancellation:

This agreement may be canceled by the Requesting Agency or the Division at any time with thirty (30) days written notice to the other party. In this event, the Division shall receive payment on a pro rata basis for the work performed.

6. Requesting Agency's Authorized Agent:

The Requesting Agency's authorized agent for the purposes of this agreement is Missy Lorey. This person shall have final authority for accepting the Division's services and if the services are satisfactory, will certify this on each invoice submitted as part of number 3.

7. Interagency Agreement Authorization:

Pursuant to Minnesota Statutes, Sections 16A.055 Subd. 1a.; 43A.55 Subd. 2.; and 471.59, the Division is authorized to enter into this agreement.

8. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

9. State Audit:

The books, records, documents, and accounting practices and procedures of the Division relevant to this agreement, shall be subject to examination by the Requesting Agency and either the Minnesota Legislative Auditor or State Auditor, as appropriate, for a minimum of six years.

10. Liability:

Each party will be responsible for its own acts and behavior and the results thereof.

Approved:

1. Requesting Agency	2. Management Analysis & Development
By: <i>Cindy Yang</i>	By: <i>Renda E Rappa</i>
Title: <i>Director, Child care Services</i>	Title: <i>Business Manager</i>
Date: <i>2/15/18</i>	Date: <i>Feb 12, 2019</i>

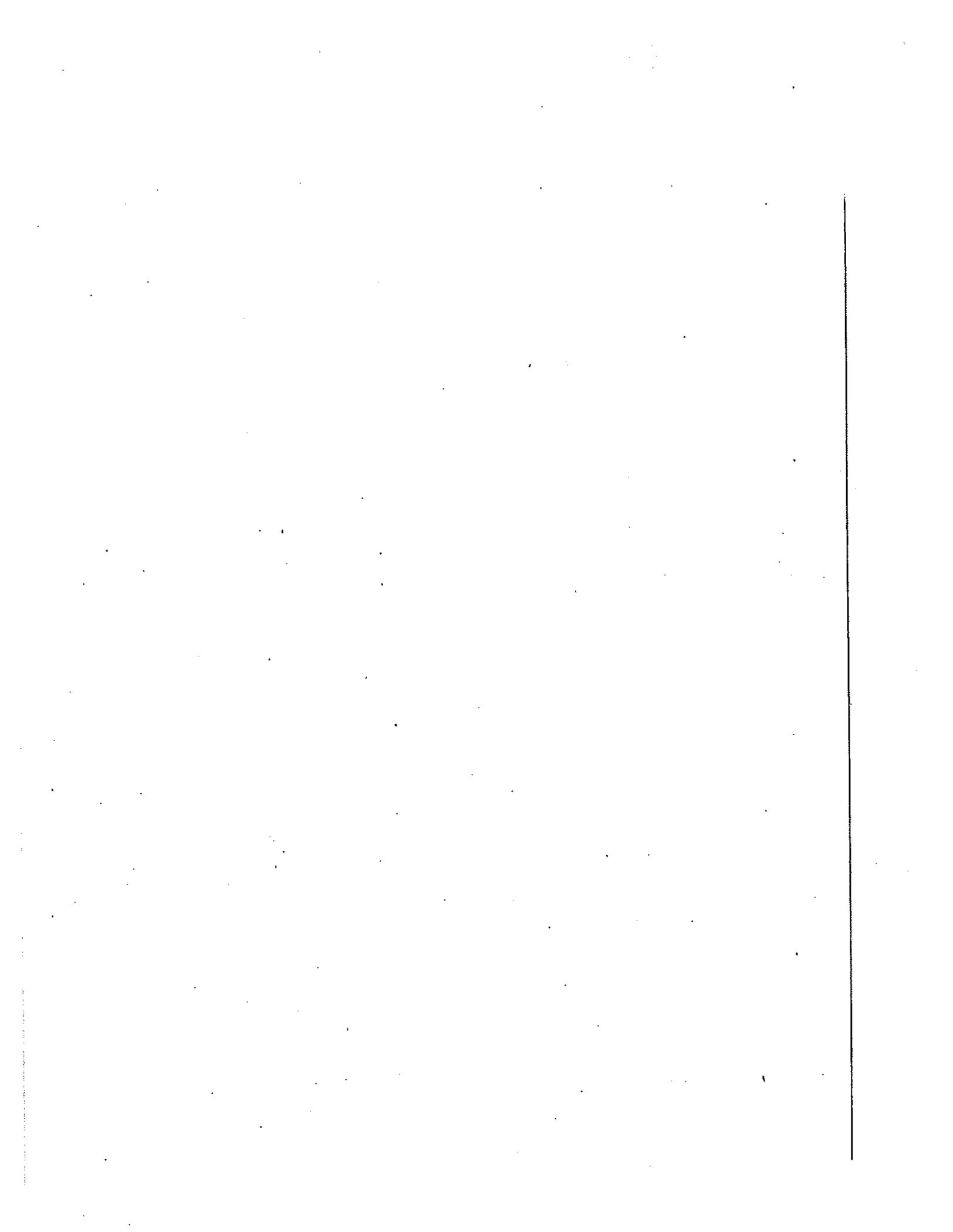


EXHIBIT A



DEYOUNG
CONSULTING SERVICES



**12 Proposal For:
Minnesota Department of Human Services**



Project: Minnesota Preschool Development Project

Revised: January 28, 2019

Submitted by: DeYoung Consulting Services, LLC
Karen DeYoung, M. Ed., President and Chief Executive Officer
710 South Second Street, Suite 400, Minneapolis, MN 55401
Phone: (612) 336-3755
Email : karen@deyoungconsultingservices.com
www.DeYoungConsultingServices.com



Project Overview

About the Minnesota Preschool Development Project

The Early Childhood Systems Reform project was launched in early 2017 to create an effective state system of early childhood programs and services that ensures pregnant and parenting families of prenatal to three-year-olds are receiving the supports they need in a manner that encourages their optimal growth and development and eliminates racial disparities in program access and outcomes.

To further this work, in 2018 the Minnesota Department of Education submitted a grant application on behalf of the Minnesota Children's Cabinet. The funds will be used to:

1. Assist states to develop, update, or implement a strategic plan that facilitates **COLLABORATION** and **COORDINATION** among **EXISTING** early childhood care and education (ECCE) programs in a **MIXED DELIVERY** System for low-income and disadvantaged children
2. Improve **TRANSITIONS** from mixed delivery system into elementary school
 - a. Efficiently align federal, state and local ECCE resources
 - b. Coordinate delivery of ECCE programs and funding streams
 - c. Develop recommendations to better use existing resources in order to:
 - i. Increase participation in a mixed delivery system
 - ii. Improve program quality
 - iii. Prioritize parental choice
 - iv. Increase school-readiness for low-income and disadvantaged children
3. Encourage **PARTNERSHIPS** among Head Start providers, state and local governments, Indian Tribes and tribal organizations, private entities and local educational agencies
4. Maximize **PARENTAL CHOICE** among within the mixed delivery system

Leaders of the Minnesota Preschool Development Project are seeking a consultant to facilitate the PDG Planning and Oversight Committee, which will oversee the project. The Committee's role includes design and implementation of a community needs assessment, as well as a subsequent strategic plan. The consultant will develop a tool kit and resources needed for the assessment and train community partners in their use. Additional consultant duties include preliminary analysis of needs assessment data, facilitation of needs assessment interpretation and analysis meetings, and creation of a needs assessment report. The consultant will also work in collaboration with the national technical assistance consultant as they create the strategic plan.



Consultant Qualifications, References & Experience

Equity Policy

DeYoung Consulting Services values opportunity for and success of all people. Our work supports this value. Every conversation, idea, goal and outcome is rooted in fairness and input from many. Beyond equality, we believe in equity, making sure the playing field is level and accessible to all, regardless of social or economic status and racial identity. Recognizing that inequalities have permeated this society, we promote terminology and techniques intended to right the wrongs in organizational structures. We believe that if each person thrives, the organization and the entire community will thrive.

Consultant Bios

Ms. DeYoung, the President and CEO of DeYoung Consulting Services, LLC, will facilitate all planning meetings. She will be responsible for all project management and consultant responsibilities, which includes the development of a project plan; written status reports; ongoing communication (email or phone, as dictated by need) with the client; communication with the identified representatives throughout project; and quality control (review of all deliverables for excellence before submission to client).

Lead Consultant



Karen DeYoung, M.Ed., has continued to serve as a consultant to hundreds of non-profit and public-sector organizations over the past twenty years providing facilitation, public engagement/outreach, board and staff training, organizational development, strategic planning, curriculum development, and evaluation. Her niche is working with underserved communities.

Ms. DeYoung facilitates processes and sets of actions that enable groups to develop and implement their plans. Organizational capacity building is included in every plan. She has extensive experience facilitating a process that identifies the lessons learned from the process findings and how the lessons can be used to improve programs through goal setting. This often-excluded additional step provides a direct link between the data gathering and the ongoing plans. In addition, the process of facilitation helps decision-makers understand and internalize the findings and begin to plan options for the program.

Ms. DeYoung's instructional design and performance improvement work is based on analyzing organizational performance needs and developing solutions (enhanced systems, training manuals, workshops, self-study guides, job performance aides, etc.) that effectively address those needs. She specializes in customized, rather than out of the box, solutions and provides clients with a particularly comprehensive performance analysis process that identifies and offers recommendations for both training and non-training related challenges. Ms. DeYoung also works with her clients to implement those solutions.



Ms. DeYoung received a BA In Broadcast Communications from American University, a M.Ed. In Curriculum and Instructional Systems from the University of Minnesota and a Certificate In Facilitating Organizational Change from the American Society for Training and Development. (A resume is attached in the appendices.)

Project Consultant



Anna Peters is a strategic thinker with 15 years of experience in management, recruitment, training, facilitation, and championing diversity, equity and inclusion. Her areas of expertise lie in inclusive recruiting and hiring practices, inclusive management practices, and engaging employees. Anna's driving philosophy behind her work is that true engagement leads to empowerment and mutual understanding, which impact an organization's effectiveness culture. Anna is currently consulting in Minnesota, drawing on her graduate work in Human Resource Development to help clients

understand their organizational issues, and identify solutions. In her nonprofit and for-profit leadership positions, Anna has played a key role in aligning business activities with overall strategy. She has sharp knowledge of the landscape of HR and talent acquisition, as well as solutions to ongoing challenges in recruitment, retention, and leadership development.

Her experience includes intercultural work abroad that put her in the seat of "other." She has launched and led initiatives as a manager including workplace discussions on race, diversity trainings, diversity recruitment, and a hiring process overhaul. A trained Racial Justice Facilitator, she can facilitate dialogue about race and racism, and she draws upon her own identities as a bilingual woman to inform her of common missteps around gender and culture.

To impact behavior change, Anna focuses on true engagement, team learning and collaboration. She challenges groupthink and the status quo by reframing ideas and asking hard questions that get to the root of an issue, resulting in solutions that are strategic, not that address the symptoms.

Community Engagement Consultant

Katie Troyer served in several community- and social equity-centered roles within government, philanthropic, and corporate organizations. Through these experiences she recognized that institutions have a unique opportunity to leverage events to expand their impact and attain social justice while fostering deepened relationships in their communities.



Katie has a passion for curating creative events that drive impact while always keeping innovation, relationship building, and fun at the center. Katie is trained in the Technology of Participation (ToP)[®] facilitation methods. She believes that

these methods are grounded in building consensus within groups to come to a common vision. Katie leverages the ToP methods when facilitating community engagement conversations and to guide visioning, design, and evaluation of events with her clients.



Katie holds a bachelor's degree in history and political science from Concordia University-Saint Paul. She was selected as a Ron McKinley Philanthropy Fellow through the Minnesota Council on Foundations in 2015.

Data Analyst: Review of Existing Needs Assessments and Data Analysis

Allison Shurilla holds a Master's Degree in Public Policy and has over seven years of experience



consulting nonprofits, schools, and public agencies on their evaluation and research goals. She has backgrounds in education, public health, community engagement, and the arts in a local, national, and international capacity. She founded AS Community Consulting, Inc. with the mission of using her evaluation and research expertise to contribute to social change through honoring and uplifting the expertise of communities that are often unheard, especially in the research world.

Strategic Plan Writer



Kate is a qualified evaluator, planner, and facilitator. She assists organizations dedicated to social issues and their solutions, and is especially passionate about economic and community development, early childhood education, human rights, mental health, and health inequities. Kate combines strategic planning, implementation, learning and evaluation, facilitation, and trust-building to allow the best ideas, talent, and resources to be optimized to create powerful social change. She has applied these skills while consulting for a wide range of clients, including four foundations, more than a dozen nonprofits, three state agencies, several local government agencies and private companies, the

federal government, and two coalitions.

Kate previously worked as a Managing Consultant at The Improve Group in St. Paul. Prior to consulting, Kate earned a Master of Public Policy from the Humphrey School of Public Affairs. Her dedication to the common good deepened early in her career while instructing kindergarteners at Minneapolis Public Schools.



In Graphic Artist



Elissa Schloesser helps transform your complex info and smart ideas into enlightening designs. She brings over 10 years of experience creating information graphics and designs that effectively communicate plans, make educational resources more engaging, and report results in a meaningful way. She holds a Master of Planning in Public Affairs and a Bachelor of Science in Design.

She is skilled in the following: developing graphics and visuals that succinctly communicate your vision and plans; logic & theory of change models; roadmaps; strategic plans; systems mapping.

Creating educational tools and community resources that advance your vision and mission: infographics; training materials; social media & presentation graphics; print collateral.

Producing meaningful and actionable reports that reflect your work: full & summary reports; dashboard designs; infographics; social media & presentation graphics.

Project Manager

As DeYoung Consulting Services' project manager, Amy Snetting is an experienced Program Coordinator with a demonstrated history of working in the non-profit organization management industry. She is skilled in Nonprofit Organizations, Budgeting, Event Management, Public Speaking, and Management.



She will provide administrative and project management support, as needed.



Related Experience

Below are several examples of related projects.

- **City of Minneapolis.** Ms. DeYoung is currently working the Minneapolis Mayor and City Council to facilitate revision of the City's vision and values. This revision is intended to incorporate key learnings from the City's recently completed racial equity plan and comprehensive plan.
- **African American Babies Coalition and Projects.** Ms. DeYoung is serving as evaluator for AABC's portion of the Integrated Care for High Risk Pregnancies (*ICHRP*) Initiative. The Initiative is intended to "create better integrated pathways and stronger partnerships to address African American high-risk pregnancies."



Work Plan, Timeline, and Budget

Task	Activities	Roles	Deliverables	Cost	Timeline
Create Community-Based Needs Assessment Structure					
1. Kick Off Meeting	<ul style="list-style-type: none"> Discuss and obtain agreement on project scope and intended outcomes Identify key stakeholders and participants Review and determine project timeline, roles, communication methods, milestones and budget Receive pertinent documentation, such as previous plans 	<p>Meeting prep and attendance:</p> <ul style="list-style-type: none"> Lead consultant Project consultant Project manager 	<ul style="list-style-type: none"> Meeting agenda Facilitation of meeting 	<ul style="list-style-type: none"> \$2800 (8 hours of meetings; 8 hours prep for 4 consultants) \$200 (4 project manager hours) 	<ul style="list-style-type: none"> By Feb 13, 2019
2. Review of existing Needs Assessments	<ul style="list-style-type: none"> Utilizing framing questions developed by the PDG Project Leads team, review existing needs assessment documents (up to 15) to identify: <ul style="list-style-type: none"> What we currently know in answer to our questions What we don't know - gaps in information. Conduct quantitative and qualitative analysis of data Draft report 	<p>Regular check-ins with DHS, MDH and MDE project leads to ensure existing needs assessment review and synthesis is grounded in the intentions of the broader grant purpose.</p> <ul style="list-style-type: none"> Lead consultant Data analyst Project manager 	<ul style="list-style-type: none"> Report that documents the what is currently known and where gaps in information exist. Recommendations for drill-down questions that serve as a starting point for community- 	<ul style="list-style-type: none"> \$8750 (50 hours for needs assessment review for 2 consultants) \$5250 (30 hours for reporting for 2 consultant) \$200 (4 project manager hours) 	<ul style="list-style-type: none"> By March 6, 2019



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Task	Activities	Roles	Deliverables	Cost	Timeline
3. Interviews with Internal Stakeholders	<ul style="list-style-type: none"> Conduct one-on-one (30 minute) interviews with interagency Project Team members, PDG Project Manager, and Regional Grantee reps to hear motivation for participating, desired operating principles, etc. Write summary of findings; use findings to craft framework for Project Charter 	<ul style="list-style-type: none"> Lead consultant and Project consultant to develop interview questions Lead consultant to conduct interviews Project manager to organize interview times Lead and Project consultant to summarize findings 	<ul style="list-style-type: none"> based needs assessment. Summary of interview findings 	<ul style="list-style-type: none"> \$875 (5 hours protocol development) \$2100 (12 interviews and notes clean up) \$7875 (45 hours for interview summary and Project Charter framework) \$950 (19 hours project management time for scheduling interviews) 	<ul style="list-style-type: none"> By March 6, 2019
4. Draft tools for and conduct process evaluation of project	<ul style="list-style-type: none"> Identify intended purpose of process evaluation Develop evaluation plan 	<ul style="list-style-type: none"> Strategic plan consultant to draft tools, conduct evaluation, and write report 	<ul style="list-style-type: none"> Process evaluation tools Process evaluation 	<ul style="list-style-type: none"> \$10,937,50 (62.5 hours for evaluation tools analysis) 	<ul style="list-style-type: none"> By August 31, 2019



Task	Activities	Roles	Deliverables	Cost	Timeline
	<ul style="list-style-type: none"> Draft survey and interview tools for use in process evaluation Conduct surveys and interviews Present to Preschool Oversight Committee and revise as needed Conduct evaluation throughout project Write evaluation report 	<ul style="list-style-type: none"> Lead and Project consultant to review 	<ul style="list-style-type: none"> process (to be completed during second phase of work) 	<ul style="list-style-type: none"> and report for 3 consultants \$300 (6 hours of project management time) 	
5. Prep for and Facilitate Initial Needs Assessment Planning Meeting	<ul style="list-style-type: none"> Internal planning meeting to discuss project, intended outcomes, purpose of needs assessment, etc. Draft meeting agenda Facilitate initial Planning and Oversight Committee meeting, which will include discussion and approval of operating principles Finalize meeting notes 	<ul style="list-style-type: none"> Lead consultant to facilitate meetings Project consultant to assist Project manager to organize meeting logistics, take notes during meeting 	<ul style="list-style-type: none"> Meeting agenda Draft operating principles Meeting notes 	<ul style="list-style-type: none"> \$4200 (12 hours of meetings; 12 hours prep for 3 consultants) \$400 (8 hours of project management time for meeting prep and scheduling; meeting notes) 	<ul style="list-style-type: none"> By March 15, 2019



Task	Activities	Roles	Deliverables	Cost	Timeline
6. Revise operating principles	<ul style="list-style-type: none"> Based on feedback from initial Advisory Committee meeting, revise operating principles 	<ul style="list-style-type: none"> Lead and Project consultants 	<ul style="list-style-type: none"> Final operating principles 	<ul style="list-style-type: none"> \$1750 (10 hours for 2 consultants) \$100 (2 hours for project management time) 	<ul style="list-style-type: none"> By March 20, 2019
7. Prep for and Facilitate Up to Two Additional Needs Assessment Planning Meetings	<ul style="list-style-type: none"> Draft meeting agendas and tools Facilitate needs assessment planning meetings 	<ul style="list-style-type: none"> Lead consultant to facilitate meetings Project consultant to assist Project manager to organize meeting logistics, take notes during meeting Consultants to draft needs assessment and charter Planning and Oversight Committee members review; consultants revise, as needed 	<ul style="list-style-type: none"> Top level needs assessment description that can be communicated to partners/stake holders and be submitted to the USDHH Office of Childcare Detailed manual/charter for the state interagency project team to understand how the needs assessment is 	<ul style="list-style-type: none"> \$4200 for meetings (16 hours of meetings; 4 hours prep; 4 hours for debrief for 2 consultants) \$10,500 for needs assessment description (60 hours for 2 consultants) \$5250 for charter (30 hours for 2 consultants) \$2250 (45 hours project 	<ul style="list-style-type: none"> By March 29, 2019



Task	Activities	Roles	Deliverables	Cost	Timeline
Toolkit and Resource Development: Needs Assessment Information Gathering					
8. Devise community engagement plan	<ul style="list-style-type: none"> Develop community engagement plan for use with information gathering 	<ul style="list-style-type: none"> Community engagement consultant develops plan Lead and Project consultants provides input 	<ul style="list-style-type: none"> Community engagement plan 	<ul style="list-style-type: none"> \$2100 (12 hours of meetings for 3 consultants) \$5250 (30 hours for 1 consultant) \$1050 (6 hours of review and providing feedback for 2 consultants) 	By March 22, 2019
9. Develop needs assessment tool(s)	<ul style="list-style-type: none"> Develop needs assessment tool(s) for use by community members 	<ul style="list-style-type: none"> Consultants conduct internal meeting to discuss needs assessment activities and tool needs Consultants draft needs assessment tool(s) Planning and Oversight Committee 	<ul style="list-style-type: none"> Community needs assessment tool(s) 	<ul style="list-style-type: none"> \$1575 (9 hours of meetings for 3 consultants) \$8225 for tool development and revisions (47 hours for 4 consultants) \$200 project management time (4 hours) 	By March 22, 2019



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Task	Activities	Roles	Deliverables	Cost	Timeline
		members review; consultants revise, as needed		project manager)	
10. Conduct train the trainer session	<ul style="list-style-type: none"> Develop training materials for train the trainer session Offer community members two options for train the trainer sessions 	<ul style="list-style-type: none"> Consultants conduct train the trainer sessions 	<ul style="list-style-type: none"> Two train the trainer sessions 	<ul style="list-style-type: none"> \$2450 for material development (14 hours for 2 consultants) \$2100 for designing, prepping and leading training (12 hours for two consultants) \$750 (15 hours for project manager to organize train the trainer sessions) 	By April 12, 2019
11. Provide technical assistance	<ul style="list-style-type: none"> Provide technical assistance (via phone or Zoom) PDG Planning and Oversight Committee, as needed, for data collection 	<ul style="list-style-type: none"> Lead consultant provides technical assistance 	<ul style="list-style-type: none"> Technical assistance 	<ul style="list-style-type: none"> \$5250 (30 hours for one consultant) 	As needed, up to 30 hours



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Task	Activities	Roles	Deliverables	Cost	Timeline
Conduct Check in Meetings					
12. Project Lead Check in Meetings	Conduct weekly check in meetings with Project Lead over course of the project	<ul style="list-style-type: none"> Lead consultant and project manager conduct meetings 	<ul style="list-style-type: none"> Up to 32 half-hour weekly check in meetings 	<ul style="list-style-type: none"> \$500 (10 hours of project management time) 	Ongoing
13. MDH and MDE As Needed Check in Meetings	Conduct as needed check in meetings with project leads from MDH and MDE	<ul style="list-style-type: none"> Lead consultant and project manager conduct meetings 	<ul style="list-style-type: none"> Up to 8 half-hour weekly check in meetings 	<ul style="list-style-type: none"> \$4200 (16 hours for 1 consultant, 8 hours for second consultant) \$800 (16 hours for project manager) \$1400 (8 hours for 1 consultant) \$200 (4 hours for project manager) 	Ongoing
Interpret Needs Assessment Data. Create Strategic Plan Outline					
14. Review needs assessment findings to	<ul style="list-style-type: none"> Review needs assessment findings to identify initial themes 	<ul style="list-style-type: none"> Data analyst conducts analysis and shares with 	<ul style="list-style-type: none"> Research brief/supporting documents 	<ul style="list-style-type: none"> \$20,300 for initial assessment (116 hours for 4 consultants) 	<ul style="list-style-type: none"> By May 17, 2019



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Task	Activities	Roles	Deliverables	Cost	Timeline
prepare for interpretation	<ul style="list-style-type: none"> Summarize high level themes for use in needs assessment analysis meetings 	Lead and Project consultants	<ul style="list-style-type: none"> Meeting agenda and protocol 	<ul style="list-style-type: none"> \$1850 (37 hours for project management) 	
15. Prep for and Facilitate Up to Two Needs Assessment Analysis and Interpretation Meetings	<ul style="list-style-type: none"> Draft meeting agendas and tools Facilitate needs assessment analysis and interpretation meetings 	<ul style="list-style-type: none"> Lead consultant to facilitate meetings Project consultant to assist Project manager to organize meeting logistics, take notes during meeting Consultants to draft needs assessment report Planning and Oversight Committee members review; consultants revise, as needed 	<ul style="list-style-type: none"> Needs assessment report that summarizes what was learned and includes recommendations for framing the strategic plan 	<ul style="list-style-type: none"> \$5250 for two meetings (16 hours of meetings; 10 hours prep; 4 hours for debrief for 2 consultants) \$10,500 for needs assessment report (60 hours for 2 consultants) \$1600 (32 hours project manager document review and editing) 	<ul style="list-style-type: none"> May 30, 2019



DEYOUNG
CONSULTING SERVICES

Task	Activities	Roles	Deliverables	Cost	Timeline
Toolkit and Resource Development: Strategic Plan Outline Review and Feedback/ Input					
16. Develop Strategic Plan Outline and Review tool	<ul style="list-style-type: none"> Develop Strategic Plan Outline and Review tool 	<ul style="list-style-type: none"> Consultants draft Strategic Plan Outline and Review tool Planning and Oversight Committee members review; consultants revise, as needed 	<ul style="list-style-type: none"> Strategic Plan Outline 	<ul style="list-style-type: none"> \$5250 for planning meetings (15 hours for 3 consultants) and prep (15 hours for 3 consultants) \$7000 for tool development (40 hours for 3 consultants) \$1000 (20 hours for project manager time) 	<ul style="list-style-type: none"> By June 14, 2019
17. Conduct train the trainer sessions	<ul style="list-style-type: none"> Develop training materials for train the trainer session Offer community members two options for train the trainer sessions 	<ul style="list-style-type: none"> Consultants conduct train the trainer sessions 	<ul style="list-style-type: none"> Two train the trainer sessions 	<ul style="list-style-type: none"> \$2450 for material development (14 hours for 2 consultants) 	<ul style="list-style-type: none"> By June 23, 2019



Task	Activities	Roles	Deliverables	Cost	Timeline
18. Provide technical assistance (via phone or Zoom) PDG Planning and Oversight Committee, as needed	<ul style="list-style-type: none"> Provide technical assistance (via phone or Zoom) PDG Planning and Oversight Committee, as needed 	<ul style="list-style-type: none"> Lead consultant provides technical assistance 	<ul style="list-style-type: none"> Technical assistance 	<ul style="list-style-type: none"> \$2100 for designing, prepping and leading training (12 hours for two consultants) \$400 (8 hours for project manager to organize train the trainer sessions) \$5250 (30 hours for one consultant) \$500 (10 hours for project manager for organizing sessions) 	<ul style="list-style-type: none"> As needed



DEYOUNG
CONSULTING SERVICES

Task	Activities	Roles	Deliverables	Cost	Timeline
Develop and implement an effective information sharing system to support the process					
19. Share toolkits and resources with community grantees	<ul style="list-style-type: none"> Conduct ongoing train the trainer sessions and provide technical assistance as indicated above 	<ul style="list-style-type: none"> Consultants conduct train the trainer sessions 	<ul style="list-style-type: none"> Train the trainer sessions and technical assistance 	<ul style="list-style-type: none"> See above 	<ul style="list-style-type: none"> Ongoing
20. Create central repository	<ul style="list-style-type: none"> Create a central repository for completed needs assessment documents and other information 	<ul style="list-style-type: none"> Project manager to create system and upload tools and resources Lead consultant to review 	<ul style="list-style-type: none"> Central repository 	<ul style="list-style-type: none"> \$1750 (10 hours for one consultant) \$1250 (25 hours of project management time) 	<ul style="list-style-type: none"> Ongoing
Total Cost (Not to Exceed)				\$ 171,387.50	



AMENDMENT to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS & DEVELOPMENT SERVICES AGREEMENT NUMBER 2019-129

WHEREAS, the State of Minnesota, Department of Human Services, has an interagency agreement identified as 2019-129 (IAK 154285, Order: 300067909) with Minnesota Management & Budget, Management Analysis & Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 1, 3 & 4 of the original contract shall be amended to read:

1. Services to be Performed:

The Division agrees that through its Master Contract with DeYoung Consulting Services, LLC, the Division will sub-contract with DeYoung Consulting Services, LLC, to provide the services identified in Exhibit A, Department of Human Services, Minnesota Preschool Development Project, dated January 28, 2019, and Exhibit A-1, Minnesota Preschool Development Grant Facilitator Work Plan through 12/31/2019 and Exhibit A-2, both which are attached and incorporated as part of this contract.

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

DeYoung Consulting Services, LLC, will be paid in accordance to the Work Plan, Timeline and Budget identified in Exhibit A, and Exhibit A-1, and Exhibit A-2. In addition, the Division will invoice up to \$1,000 in expenses incurred by DeYoung Consulting Services, LLC. The Division will also invoice up to \$8,000.00 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed ~~\$239,337.50~~ \$289,337.50.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed by the Division in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Effective Dates:

This agreement is effective February 13, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~December 31, 2019~~ February 28, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the original agreement remain in full force and effect. The Original Contract and any previous amendments are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: <i>Cindi Young</i> Title: Director, Child Care Services Division Date: November 20, 2019	By: <i>Renata Stovpa</i> Title: Business Manager Date: Nov 18, 2019

Exhibit A-2 - DeYoung Consulting Services Estimated Hours for Remainder of PDG Project

Category Activity	Estimated Budget/Hours
Draft tools for and conduct process evaluation of project	
Process evaluation tools; One-page process evaluation summary; Process evaluation report	\$3,500.00/20 hours
Toolkit and Resource Development: Needs Assessment Information Gathering	
Project Lead Check in Meetings	\$7,350.00/42 hours
Interpret Needs Assessment Data. Create Strategic Plan Outline	
Analysis of Beltrami county engagements	\$1,750.00/10 hours
Review needs assessment findings to prepare for interpretation – Selection of Quotes Bank	\$7,000.00/40 hours
Prep for and Facilitate Up to Two Needs Assessment Analysis and Interpretation Meetings	
Needs assessment report	\$5,600.00/32 hours
Assist with Development of Strategic Plan Outline and Review tool	
Develop tools for communicating findings	\$3500.00/20 hours
Conduct train the trainer sessions	\$1750.00/10 hours
Provide technical assistance: may include assistance with tools, facilitation, etc.	\$1750.00/ 10 hours
Review strategic plan for accessibility	\$3,850.00/22hours
Facilitate Meetings to Interpret Strategic Plan Outline Feedback and Summarize Info	
With strong collaboration from DHS, MDH and MDE project leads write final strategic plan draft and lead process of getting review from PDG Planning and Oversight Committee	\$8,575.00/49 hours
Design strategic plan document for use with external stakeholders	0 hours
Facilitate PAC advisory committee meetings	\$3,500.00/ 20 hours
Project Management	
	\$1,900.00/38 hours
Total	\$50,000.00



AMENDMENT to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS & DEVELOPMENT SERVICES AGREEMENT NUMBER 2019-129

WHEREAS, the State of Minnesota, Department of Human Services, has an interagency agreement identified as 2019-129 (IAK 154285, Order: 3000067909) with Minnesota Management & Budget, Management Analysis & Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 1, 3 & 4 of the original contract shall be amended to read:

1. Services to be Performed:

The Division agrees that through its Master Contract with DeYoung Consulting Services, LLC, the Division will sub-contract with DeYoung Consulting Services, LLC, to provide the services identified in Exhibit A, Department of Human Services, Minnesota Preschool Development Project, dated January 28, 2019, and Exhibit A-1, Minnesota Preschool Development Grant Facilitator Work Plan through 12/31/2019, which is both are attached and incorporated as part of this contract.

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

DeYoung Consulting Services, LLC, will be paid in accordance to the Work Plan, Timeline and Budget identified in Exhibit A and Exhibit A-1. In addition, the Division will invoice up to \$1,000 in expenses incurred by DeYoung Consulting Services, LLC. The Division will also invoice up to \$8,000.00 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed ~~\$179,387.50~~ \$239,337.50.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed by the Division in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Effective Dates:

This agreement is effective February 13, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~June 30~~ December 31, 2019, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the original agreement remain in full force and effect. The Original Contract and any previous amendments are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: <i>Cindi Yang</i> Title: Director Date: 07/30/2019	By: <i>Renda E Rappa</i> Title: <i>Business Manager</i> Date: <i>July 26, 2019</i>



Exhibit A-1 Work Plan, Timeline, and Budget

Task	Activities	Roles	Deliverables	Cost	Timeline
Create Community-Based Needs Assessment Structure					
1. Draft tools for and conduct process evaluation of project	<ul style="list-style-type: none"> Identify intended purpose of process evaluation Develop evaluation plan Draft survey and interview tools for use in process evaluation Conduct surveys and interviews Present to PDG Leadership Team and revise as needed Conduct evaluation throughout project Write evaluation report 	<ul style="list-style-type: none"> Strategic plan consultant to draft tools, conduct evaluation, and write report Lead and Project consultant to review 	<ul style="list-style-type: none"> Process evaluation tools One-page process evaluation summary (to be submitted by 9/30/2019) Process evaluation report 	<ul style="list-style-type: none"> \$5250.00 (30 hours) 	<ul style="list-style-type: none"> By December 30, 2019
Toolkit and Resource Development: Needs Assessment Information Gathering					
Conduct Check in Meetings					
2. Project Lead Check in Meetings	Conduct weekly check in meetings with Project Lead over course of the project	<ul style="list-style-type: none"> Lead consultant and project manager conduct meetings 	<ul style="list-style-type: none"> Up to 12 hour long weekly check in meetings 	<ul style="list-style-type: none"> \$8750.00 (50 hours) \$600.00 (12 hours project management) 	Ongoing
3. MDH and MDE AS Needed Check in Meetings	Conduct as needed check in meetings with project leads from MDH and MDE	<ul style="list-style-type: none"> Lead consultant and project manager conduct meetings 	<ul style="list-style-type: none"> Up to 8 half-hour weekly check in meetings 	<ul style="list-style-type: none"> \$525.00 (3 hours) 	Ongoing



Task	Activities	Roles	Deliverables	Cost	Timeline
Interpret Needs Assessment Data. Create Strategic Plan Outline					
4. Review needs assessment findings to prepare for interpretation	<ul style="list-style-type: none"> Review needs assessment findings to identify initial themes Summarize high level themes for use in needs assessment analysis meetings 	<ul style="list-style-type: none"> Data analyst conducts analysis and shares with Lead and Project consultants 	<ul style="list-style-type: none"> Research brief/supporting documents Meeting agenda and protocol 	<ul style="list-style-type: none"> \$50.00 (1 hour project management) 	<ul style="list-style-type: none"> By July 19, 2019
5. Prep for and Facilitate Up to Two Needs Assessment Analysis and Interpretation Meetings	<ul style="list-style-type: none"> Draft meeting agendas and tools Facilitate needs assessment analysis and interpretation meetings 	<ul style="list-style-type: none"> Lead consultant to facilitate meetings Project consultant to assist Project manager to organize meeting logistics, take notes during meeting Consultants to draft needs assessment report 	<ul style="list-style-type: none"> Needs assessment report that summarizes what was learned and includes recommendations for framing the strategic plan 	<ul style="list-style-type: none"> \$2625 for one meeting (8 hours of meetings; 5 hours prep; 2 hours for debrief for 2 consultants) \$10,500 for needs assessment report (60 	<ul style="list-style-type: none"> July 26, 2019



Task	Activities	Roles	Deliverables	Cost	Timeline
		<ul style="list-style-type: none"> Planning and Oversight Committee members review; consultants revise, as needed 		<ul style="list-style-type: none"> hours for 2 consultants) \$750 (15 hours project manager document review and editing) 	
Develop Communication Materials to Share Needs Assessment Themes with Community + Develop Resources to Train Community Grantees on Methods for Prioritizing Themes to Inform PDG Strategic Plan					
6. Assist with Development of Strategic Plan Outline and Review tool	<ul style="list-style-type: none"> Consult with project management team during outline development 	<ul style="list-style-type: none"> Consultants work closely with state project management team to understand thinking and framework 	<ul style="list-style-type: none"> Assistance with strategic Plan Outline 	<ul style="list-style-type: none"> \$1400 for prep and meeting attendance (8 hours for 1 consultant) \$500 (10 hours for project manager time) 	<ul style="list-style-type: none"> By August 2, 2019
7. Develop tools for communication g findings	<ul style="list-style-type: none"> Develop power point slide deck and paper-based communication tools to allow state staff and community grantees to share community-based 	<ul style="list-style-type: none"> Consultants draft tools Leadership team reviews 	<ul style="list-style-type: none"> PowerPoint slide deck Paper-based communication tools 	<ul style="list-style-type: none"> \$4375 (25 hours) 	<ul style="list-style-type: none"> By July 19, 2019



Task	Activities	Roles	Deliverables	Cost	Timeline
	<p>needs assessment themes and other findings with interested stakeholders</p> <ul style="list-style-type: none"> Develop in-person and web-based methods for engaging community in prioritizing needs assessment themes to inform the strategic plan. 		<ul style="list-style-type: none"> Tools to engage community 		
8. Conduct train the trainer sessions	<ul style="list-style-type: none"> Develop training materials for train the trainer session Offer community members two options for train the trainer sessions 	<ul style="list-style-type: none"> Consultants conduct train the trainer sessions 	<ul style="list-style-type: none"> Two train the trainer sessions 	<ul style="list-style-type: none"> \$2450 for material development (14 hours for 2 consultants) \$2100 for designing, prepping and leading training (12 hours for two consultants) \$400 (8 hours for project manager to organize train the trainer sessions) 	<ul style="list-style-type: none"> By July 19, 2019



Task	Activities	Roles	Deliverables	Cost	Timeline
9. Provide technical assistance: may include assistance with tools, facilitation, etc.	<ul style="list-style-type: none"> Provide technical assistance (via facilitation, tool assistance, etc.) 	<ul style="list-style-type: none"> Consultants provide technical assistance 	<ul style="list-style-type: none"> Technical assistance 	<ul style="list-style-type: none"> \$5250 (30 hours for one consultant) \$500 (10 hours for project manager for organizing sessions) 	<ul style="list-style-type: none"> As needed
Facilitate Meetings to Interpret Strategic Plan Outline Feedback and Summarize Info					
10. Prep for and Facilitate Up to Three Strategic Plan Feedback Synthesis Meetings	<ul style="list-style-type: none"> Draft meeting agendas and tools Facilitate strategic plan feedback synthesis meetings 	<ul style="list-style-type: none"> Lead consultant to facilitate meetings Project consultant to assist Strategic plan consultant to attend Project manager to organize meeting logistics take notes during meeting 	<ul style="list-style-type: none"> Facilitation of up to three strategic plan feedback synthesis meetings 	<ul style="list-style-type: none"> \$10,850 for three meetings (36 hours of meetings; 18 hours design and prep; 8 hours for debrief for 3 consultants) \$12,250 for strategic plan outline report (70 hours for 3 consultants) 	<ul style="list-style-type: none"> September 20, 2019



Task	Activities	Roles	Deliverables	Cost	Timeline
Write the Birth to Five Mixed Delivery System Strategic Plan for the State of Minnesota which includes an evaluation plan and updated logic model					
11. With strong collaboration from DHS, MDH and MDE project leads write final strategic plan draft and lead process of getting review from PDG Planning and Oversight Committee	<ul style="list-style-type: none"> Create the initial draft of the strategic plan, as well as any relevant tools. Present to PDG Planning and Oversight Committee (ideally during an in-person meeting) and revise, as needed 	<ul style="list-style-type: none"> Strategic plan consultant to draft tools Lead and project consultant to review PDG Planning and Oversight Committee to review 	<ul style="list-style-type: none"> Drafts of strategic plan Review process that PDG planning and oversight committee can engage in. 	<ul style="list-style-type: none"> \$11,550 (66 hours for 3 consultants) \$250 (5 hours project management time) 	<ul style="list-style-type: none"> Rough Draft due by September 27, 2019 Final DRAFT of Strategic Plan to be submitted to USDH Office of Childcare
12. Design strategic plan document for use with external stakeholders	<ul style="list-style-type: none"> Create draft of report design Present to PDG Planning and Oversight Committee and revise as needed 	<ul style="list-style-type: none"> Graphic artist to create design Lead consultant to review PDG Planning and Oversight 	<ul style="list-style-type: none"> Graphic design version of plan 	<ul style="list-style-type: none"> \$2450 (14 hours for 2 consultants) 	<ul style="list-style-type: none"> December 31, 2019



Task	Activities	Roles	Deliverables	Cost	Timeline
		Committee to review			
Develop and implement an effective information sharing system to support the process					
13. Share toolkits and resources with community grantees	<ul style="list-style-type: none"> Conduct ongoing train the trainer sessions and provide technical assistance as indicated above 	<ul style="list-style-type: none"> Consultants conduct train the trainer sessions 	<ul style="list-style-type: none"> Train the trainer sessions and technical assistance 	<ul style="list-style-type: none"> See above 	<ul style="list-style-type: none"> Ongoing
14. Expenses	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Expenses for food, drinks, etc. 	<ul style="list-style-type: none"> \$1000.00 	<ul style="list-style-type: none"> As needed
Total Cost (Not to Exceed)				\$112,525.00	



**MANAGEMENT
AND BUDGET**
MANAGEMENT ANALYSIS
AND DEVELOPMENT

MAD Project Number: 2020-085
**INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS
AND DEVELOPMENT SERVICES**

Requesting Agency: Department of Human Services

MAD Contact: Renda Rappa

Accounting Information: Business Unit – G1001, Financial Dept ID – G1031500, APPRID – G100085, Fund – 5200, Accounts - 670011.

Agency:	Fiscal Year:	Vendor Number: ID G100000000, Location 001
Total Amount of Contract: \$148,000.00	Amount of Contract First FY:	
Commodity Code: 80101500	Commodity Code:	Commodity Code:
Object Code:	Object Code:	Object Code:
Amount:	Amount:	Amount:

Accounting Distribution 1:	Accounting Distribution 2:	Accounting Distribution 3:
Fund:	Fund:	Fund:
Appropriation ID:	Appropriation ID:	Appropriation ID:
FinDept ID:	FinDept ID:	Org/Sub:
Rept Catg:	Rept Catg:	Rept Catg:
Amount:	Amount:	Amount:

Processing Information: (Some entries may not apply.) Begin Date: 10/1/19 End Date: 6/30/20

Contract: IAK 167495
Number/Date/Entry Initials

Order: PO # 3000073694
Number/Date/Signatures

*[Individual signing certifies that funds
have been encumbered as required by
Minn. Stat. §§16A.15 and 16C.05]*

This is an agreement between the Department of Human Services (Requesting Agency) and Minnesota Management and Budget, Management Analysis and Development (Division).

1. Services to be Performed:

The Division agrees that through its Master Contract with Trissential, it will sub-contract with Trissential to provide the services identified in Exhibit A, which is attached and incorporated into this agreement.

2. Contacts:

The following persons will be the primary contacts for all matters concerning this agreement.

Management Analysis and Development: Renda Rappa Requesting Agency: Missy Lorey

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

The Division will invoice up to 1,120 hours at a rate of \$125/hour for services provided by Trissential, as identified in Exhibit A. The Division will also invoice up to \$8,000.00 for contract management. The total amount the Division will invoice under this agreement shall not exceed \$148,000.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Condition of Payment:

All services provided by the Division under this agreement must be performed to the Requesting Agency's satisfaction, as determined at the sole discretion of Requesting Agency's Authorized Representative.

5. Effective Dates:

This agreement is effective October 1, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until June 30, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

6. Termination:

This agreement may be terminated by the Requesting Agency or the Division at any time with thirty (30) days written notice to the other party. In this event, the Division shall receive payment on a pro rata basis for the work performed.

7. Requesting Agency's Authorized Representative:

The Requesting Agency's authorized representative for the purposes of this agreement is Missy Lorey. This person shall have final authority for accepting the Division's services and if the services are satisfactory, will certify this on each invoice submitted as part of number 3.

8. Interagency Agreement Authorization:

Pursuant to Minnesota Statutes, Sections 16A.055 Subd. 1a.; 43A.55 Subd. 2.; and 471.59, the Division is authorized to enter into this agreement.

9. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

10. State Audit:

The books, records, documents, and accounting practices and procedures of the Division relevant to this agreement, shall be subject to examination by the Requesting Agency and either the Minnesota Legislative Auditor or State Auditor, as appropriate, for a minimum of six years.

11. Liability:

Each party will be responsible for its own acts and behavior and the results thereof.

Approved:

1. Requesting Agency	2. Management Analysis and Development
By: <i>Missy Lorey</i>	By: <i>Rendae E. Rappaport</i>
Title: <i>Director</i>	Title: <i>Business Manager</i>
Date: <i>10/1/19</i>	Date: <i>Sept 26, 2019</i>





STATEMENT OF WORK
DHS PROCESS AND SYSTEMS DOCUMENTATION EXECUTION PHASE

PREPARED BY:

CINDY SAN HAMEL – ACCOUNT EXECUTIVE

JEFF ROBINSON – DELIVERY DIRECTOR

9/19/2019



1905 EAST WAYZATA BOULEVARD, SUITE 333

MINNEAPOLIS, MN 55391

888-595-7970

WWW.TRISSENTIAL.COM

Table of Contents

PROJECT OVERVIEW	3
APPROACH.....	3
DELIVERABLES	4
RECOMMENDED SCHEDULE	4
ROLES & RESPONSIBILITIES	5
COST & PAYMENT FOR SERVICES.....	6
ASSUMPTIONS.....	6
CHANGE MANAGEMENT.....	7
TRISSENTIAL VALUE PROPOSITION.....	7

PROJECT OVERVIEW

In 2012 the Minnesota Department of Human Services (DHS) received funding to develop and implement a software application to manage the providers and contracts supporting DHS's Children Services' mission. The Insight application currently services approximately 55,000 users (primarily child care providers) and \$22M in contracts under management.

The design, implementation and ongoing management of Insight relies on a small number of subject matter experts (SMEs). While some documentation exists, it is not always current or in a usable format, which creates risk to the organization associated with turnover of the SMEs as well as maintaining a foundational understanding of the data flows, business rules, and functionality of the application to be leveraged in maximizing the value of Insight and supporting a roadmap of improvements.

To mitigate the risk, DHS wants to develop an Operations Manual to document the essential information required for new user training and system maintenance and support. The first step in this effort is to define the scope of the Operations Manual and a roadmap for continued investment in this asset.

During the Spring of 2019, DHS engaged Trisential to Assess the current state of the operation documentation and develop a roadmap recommendation Plan to develop an Operations Manual for Children's Services. The scope of this proposal is to Execute the development of the Operations Manual based on the recommendations from the previous work.

APPROACH

Trisential's "Assess Plan Execute" approach allowed DHS to define the scope of the Operations Manual and gain confidence that a structured approach would achieve delivery of an Operations Manual to match their needs.

- **Assess:** Understand the current state and define the future state through interviews, document review, and industry research [COMPLETED]
- **Plan:** Based on the scope defined during the Assess phase, create a Roadmap that focuses work efforts in a sequence that provides the highest incremental value to the organization with consideration to dependency and resource constraints [COMPLETED]
- **Execute:** Engage in the work efforts to implement the items per the roadmap defined in the Plan phase [THIS PROJECT]

The scope of this SOW covers the Execute phase to deliver the Operations Manual based on the recommendations from the Assess/Plan phase.

DELIVERABLES

- Kick off material
- Work Plan (Initial and maintained with progress and status)
- Project Status Report
- Operations Manual content template(s)
- Operations Manual document repository organization structure
 - Assumed to be DHS provided SharePoint site(s)
- Content Change Control process
- Operations Manual content by subjects in scope
- Final project report

RECOMMENDED SCHEDULE

Statement of Work signed: 09/27/2019
Project start: 10/9/2019
Project completion: 6/5/2020

Tentative Work Plan:

Trisessential will engage this work effort with a phased approach as depicted below. Our recommendation is the work and resource scheduling be conducted in two to three week increments so that progress, lessons learned, and priority adjustments can be recognized quickly and leveraged for planning the next increment of work. This approach will allow for close collaboration and transparency which will provide DHS with the ability to direct this investment to the highest value outcome.

- Initiation Phase - Planning for Execution
 - Validate Overall Operations Manual Priorities
 - Work Area Assessment – Validate Topics/Effort/Schedule
 - Plan/Schedule Kickoff Meeting(s)
- Foundation Phase - Validate Execute Approach
 - Manual Structure/Templates
 - Manual Location/Delivery/Maintenance
 - Change Control Methodology (i.e. tracking manual revisions)
 - Scheduling
- Create Operations Manual
 - Content Preparation
 - Review/Approval
 - Publish Content

Account Executive	Cindy San Hamel	As needed	Provide all account, contract and financial coordination and execution.
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COST & PAYMENT FOR SERVICES

Role	Name	Level of Effort	Hourly Rate	Extended Cost
Trisessential – Engagement Manager	Laura Dotseth	As Required	\$0	\$0
Trisessential - Essentialist	TBD	1,120 hours	\$125	\$140,000
Total				\$140,000

- Engagement is Time and Materials based
- Travel is not expected and is not included in the fee above. If travel is determined to be required, any pre-approved travel and other expenses will be invoiced separately
- Work hours will be invoiced at the completion of each month
- Payment terms are net 30 days

ASSUMPTIONS

- DHS will ensure resources are available as required for the scope of this work effort.
Resource assumptions include:
 - CDS Develop Admin Average Availability = 5hrs/week total
 - Lyn Rhodes – 2 to 4hrs/week
 - During big reporting periods or legislative session (Jan-May) most likely max of 2
 - Rebekah Dunnette – Up to 10 hrs/week, pending other priorities
 - Kerry Gershone – 2 to 5 hrs/week (inclusive of PM role)
- DHS will assist with scheduling of resources and conference rooms
- DHS will provide timely deliverable review/approval, decision making, and course corrections
- Trisessential will collaboratively work with DHS to define the “definition of done” (i.e. agreed to scope and success criteria) for each of the major deliverables

- Trisstantial will require a workspace and minimal supporting office infrastructure, such as laptop, network support, internet access, printers and copy machines while performing onsite tasks; some of this work will be performed offsite
- Microsoft Office, Visio and SharePoint will be the primary tools used in creating and storing deliverables. DHS may migrate to an alternate flow-charting tool during this engagement. Should that occur, an assessment on the cost to migrate from Visio will be required.

CHANGE MANAGEMENT

If any change to the scope of this project is required, all changes and variances to this SOW will be estimated and approved and an amended SOW will be created.

TRISSENTIAL VALUE PROPOSITION

It is Trisstantial's sincere desire to be recognized as a trusted business partner of our clients. We strive to exceed your expectations in everything we do, and to provide value-add to all business relationships. Trisstantial was built on the concept, "take care of your clients – and the business will run itself". We take great strides to educate all our staff on the concept of the lifetime value of a client. We plan to demonstrate this philosophy and commitment to DHS's staff.



AMENDMENT to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS & DEVELOPMENT SERVICES AGREEMENT NUMBER 2020-085

WHEREAS, the State of Minnesota, Department of Human Services, has an interagency agreement identified as 2020-085 (IAK 167495, PO# 3-73694) with Minnesota Management & Budget, Management Analysis & Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 3 of the original contract shall be amended to read:

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

The Division will invoice up to ~~4,120~~ **1,320** hours at a rate of \$125/hour for services provided by Trissential, as identified in Exhibit A. The Division will also invoice up to \$8,000.00 for contract management. The total amount the Division will invoice under this agreement shall not exceed ~~\$148,000.00~~ **\$173,000.00**.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

Except as herein amended, the provisions of the Original Agreement remain in full force and effect. The Original Agreement and any previous amendments are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: Cindi Title: Yang Date: Yang Digitally signed by Cindi Yang Date: 2020.05.05 08:55:49 -05'00'	By: Renda E Title: Rappa Date: Rappa Digitally signed by Renda E Rappa Date: 2020.05.04 12:37:02 -05'00'

FY21
PO-77697
Contract 167495

**AMENDMENT #2 to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS & DEVELOPMENT SERVICES
AGREEMENT NUMBER 2020-085**

WHEREAS, the State of Minnesota, Department of Human Services, has an interagency agreement identified as 2020-085 (IAK 167495, PO# 3-73694) with Minnesota Management & Budget, Management Analysis & Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 3 and 5 of the contract shall be amended to read:

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

The Division will invoice up to ~~1,320~~ **1,665** hours at a rate of \$125/hour for services provided by Trissential, as identified in Exhibit A. The Division will also invoice up to \$8,000.00 for contract management. The total amount the Division will invoice under this agreement shall not exceed ~~\$173,000.00~~ **\$216,125.00**.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

5. Effective Dates:

This agreement is effective October 1, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~June 30~~ **August 31**, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the Original Agreement remain in full force and effect. The Original Agreement and any previous amendments are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: Cindi Yang Title: Date: Digitally signed by Cindi Yang Date: 2020.06.22 09:59:57 -05'00'	By: Renda E Rappa Title: Date: Digitally signed by Renda E Rappa Date: 2020.06.10 16:49:40 -05'00'



**MANAGEMENT
AND BUDGET**
MANAGEMENT ANALYSIS
AND DEVELOPMENT

MAD-Project Number: 2020-022
INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS AND DEVELOPMENT SERVICES

Requesting Agency: Department of Human Services- Aging and Adult Services

MAD Contact: Stacy Sjogren

Accounting Information: Business Unit – G1001, Financial Dept ID – G1031500, APPRID – G100085, Fund – 5200, Accounts - 670011.

Agency:	Fiscal Year:	Vendor Number: ID G100000000, Location 001
Total Amount of Contract: \$144,780.00		Amount of Contract First FY:
Commodity Code: 80101500	Commodity Code:	Commodity Code:
Object Code:	Object Code:	Object Code:
Amount:	Amount:	Amount:

Accounting Distribution 1:	Accounting Distribution 2:	Accounting Distribution 3:
Fund:	Fund:	Fund:
Appr:	Appr:	Appr:
Org/Sub:	Org/Sub:	Org/Sub:
Rept Catg:	Rept Catg:	Rept Catg:
Amount:	Amount:	Amount:

Processing Information: (Some entries may not apply.) Begin Date: 7-2-19 End Date: 6-30-20

Contract: 161456/7-3-19/DB
Number/Date/Entry Initials

Order: 3-70866/7-3-19/DB
Number/Date/Signatures

*[Individual signing certifies that funds
have been encumbered as required by
Minn. Stat. §§16A.15 and 16C.05]*

This is an agreement between the Department of Human Services-Aging and Adult Services (Requesting Agency) and Minnesota Management and Budget, Management Analysis and Development (Division).

1. Services to be Performed:

The Division agrees that it will provide a project team to provide the services and/or perform the tasks outlined in the attached project proposal, which is incorporated and made part of this agreement.

2. Authorized Representatives:

The following persons will be the primary authorized representatives for all matters concerning this agreement.

Management Analysis and Development: Stacy Sjogren Requesting Agency: Mark Schulz

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to 1,027 hours at a rate of \$140.00 per hour as documented by invoice prepared by the Division. The Division will also invoice up to \$1,000.00 for travel, mileage and car rental costs that may be incurred. The total amount the Division will invoice under this agreement shall not exceed \$144,780.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Condition of Payment:

All services provided by the Division under this agreement must be performed to the Requesting Agency's satisfaction, as determined at the sole discretion of the State's Authorized Representative.

5. Effective Dates:

This agreement is effective July 2, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until June 30, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

6. Termination:

This agreement may be terminated by the Requesting Agency or the Division at any time with thirty (30) days written notice to the other party. In this event, the Division shall receive payment on a pro rata basis for the work performed.

7. Requesting Agency's Authorized Representative:

The Requesting Agency's authorized agent for the purposes of this agreement is Kari Benson. This person shall have final authority for accepting the Division's services and if the services are satisfactory, will certify this on each invoice submitted as part of number 3.

8. Interagency Agreement Authorization:

Pursuant to Minnesota Statutes, Sections 16A.055 Subd. 1a.; 43A.55 Subd. 2.; and 471.59, the Division is authorized to enter into this agreement.

9. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

10. State Audit:

The books, records, documents, and accounting practices and procedures of the Division relevant to this agreement, shall be subject to examination by the Requesting Agency and either the Minnesota Legislative Auditor or State Auditor, as appropriate, for a minimum of six years.

11. Liability:

Each party will be responsible for its own acts and behavior and the results thereof.

Approved:

1. Requesting Agency	2. Management Analysis and Development
By: <i>Kari Benson</i>	By: <i>[Signature]</i>
Title: <i>Director</i>	Title: <i>Director</i>
Date: <i>7/8/19</i>	Date: <i>6-28-19</i>



**MANAGEMENT
AND BUDGET**
MANAGEMENT ANALYSIS
AND DEVELOPMENT

Proposal

DHS Aging and Adult Services – Adult Protective Services
Re-Design
June 28 2019

Proposal prepared by:

Stacy Sjogren
651-201-8068
Stacy.Sjogren@state.mn.us

Lizzie McNamara
651-259-3817
Lizzie.McNamara@state.mn.us

Enterprise Director, MAD

Ryan Church

Assistant Director

Beth Bibus

Contact Information

Telephone: 651-259-3800

Email: Management.Analysis@state.mn.us

Fax: 651-797-1311

Website: mn.gov/mmb/mad

Address:

658 Cedar Street

Centennial Office Building

Room 300

Saint Paul, Minnesota 55155

Management Analysis and Development

Management Analysis and Development is Minnesota government's in-house fee-for-service management consulting group. We have over 30 years of experience helping public managers increase their organizations' effectiveness and efficiency. We provide quality management consultation services to local, regional, state, and federal government agencies and public institutions.

Alternative Formats

This document can be made available in alternative formats upon request. Call 651-259-3800.

Background

The Minnesota Vulnerable Adults Act (VAA), enacted in 1980, regulates the protection of vulnerable adults from maltreatment. The VAA (Minnesota Statutes, section 626.557) establishes public policy that grounds the state model for adult protective services (APS). The statute has been amended many times since 1980, with substantive changes made in 1995, and an amendment in 2013 that established a single common entry point for receiving and screening maltreatment reports. Currently, there is positive support for additional revisions to the VAA.

The Department of Human Services (DHS), a significant APS stakeholder, contracted with Public Sector Consultants (PSC) in the first half of 2019 to complete Phase I of an APS re-design process. Phase I included a review of APS models from other states, as well as evidence-based practices and emerging models. During Phase I, PSC interviewed over 60 stakeholders to identify the current and desired goals for APS in Minnesota, along with current supports and barriers to achieving those goals.

Phase II of the re-design process will engage APS stakeholders more broadly to develop a re-design concept for the statewide APS model, with the intention of informing future revisions to the VAA.

Products

Management Analysis and Development (MAD) would provide a range of consulting services to conduct stakeholder engagement as part of Phase II of the APS re-design process. MAD would work flexibly with the client and stakeholders of APS to plan and facilitate stakeholder engagement efforts. At the conclusion of this phase, MAD would provide DHS with written conceptualization of a re-designed APS program model for Minnesota, based on consensus among a broad group of stakeholders. This conceptualization could include recommendations for revisions to the Vulnerable Adults Act (VAA) statute language, in alignment with the APS re-design.

Activities, Timeline, and Project Costs

The overall timeline for the project would be July 2, 2019 (or when the Interagency agreement is signed) through June 30, 2020. If the Interagency agreement is not signed by July 8, 2019, MAD would work with the client to revise the timeline and project scope as necessary based on consultant availability and client needs.

The activities described below are based on initial conversations with the client. MAD would work with the client during the planning phase to further scope the stakeholder engagement plan, within the overall project budget.

Activities	Hours
Project planning and background research MAD would: <ul style="list-style-type: none">• Work with the client to develop and confirm initial steps	125

Activities	Hours
<ul style="list-style-type: none"> • Conduct initial research to understand the historical context of APS and VAA, previous statute revisions, and Phase I work • Conduct additional stakeholder analysis to identify individuals, groups, and organizations to involve in the re-design process • Convene stakeholder conversations to further inform stakeholder engagement effort planning • Develop a detailed MAD project plan and timeline for stakeholder engagement efforts, to be confirmed with the client before moving forward 	
<p>Stakeholder engagement</p> <p>Stakeholder engagement work conducted by MAD could include:*</p> <ul style="list-style-type: none"> • Development and facilitation of a steering committee to lead the APS re-design • Development and facilitation of up-to-four content area subcommittees to generate recommendations for steering committee consideration • Capacity-building training for steering committee and/or content area subcommittee members to gather additional input from a broader stakeholder base outside of MAD-facilitated meetings • Convening and facilitation of large stakeholder group(s) stakeholder engagement process for informing and consultation • Gathering additional feedback on draft re-design • Providing management and logistics for entire engagement effort • Travel, as needed outside of the Twin Cities metro area, for stakeholder meetings • Preparing documentation and language for DHS website 	595
<p><i>* Activities described are based on current understanding of the project and can be revised during the project planning phase to meet client needs, within the overall project budget</i></p>	
<p>Summarize and present recommendations for APS re-design</p> <p>MAD would document and analyze the feedback generated and/or gathered by stakeholders throughout the engagement process. MAD would provide a summary of the stakeholder engagement process within a final report conceptualizing the re-design of APS and informing future revisions to the VAA.</p> <p>In addition to opportunities built into the engagement process for stakeholders to review and provide input on the re-design concept, MAD would also present the final re-design concept and recommendations for VAA revisions to the client and/or additional stakeholder groups.</p> <p>If feasible and appropriate, MAD could provide consultation to those ultimately responsible for drafting legislation.</p>	150
<p>Subtotal</p>	870
<p>Project management, including client communication (18%)</p>	157
<p>Estimated expenses: Travel with lodging, mileage and rental car costs (estimate assuming there will be stakeholder meetings in greater Minnesota)</p>	\$1,000

	Activities	Hours
Total hours		1027
Total costs: (1027 hours times \$140, plus \$1,000 in expenses)		\$144,780

Documentation

Management Analysis and Development would provide the draft copy and the final report in Adobe Acrobat (PDF) format.

Clients and Consultants

The primary client contact would be Mark Schulz. The MAD project lead would be Stacy Sjogren; Lizzie McNamara and other MAD consultants would also provide services to the client.

Client Responsibilities

DHS will:

- provide timely access to staff and other resources (e.g. existing documentation)
- provide information necessary to identify key informants and other stakeholders
- provide direction for and feedback on the stakeholder engagement plan, re-design concept(s), and draft report
- develop and host a project website
- identify contact(s) for media, legislative, and general public inquiries

Data Practices

Information collected during this project would be subject to the Minnesota Data Practices Act, Minnesota Statutes §13.64. The final report would be public. Data on individuals (such as interview or survey data) is private data. Client staff would not be present at interviews or focus groups, and would not have access to any data that identifies individuals.

Billing and Cost Calculations

Management Analysis and Development bills at the Minnesota Management and Budget-approved rate of \$140 an hour. The client would be billed only for actual hours worked and for expenses actually incurred, and the costs of the project will not exceed the total reflected above without pre-arranged amendment. If the scope of the project expands after the work begins, an interagency agreement amendment would be required to cover the anticipated additional hours and/or to extend the end date of the contract.



**AMENDMENT to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES
AGREEMENT NUMBER 2020-022**

WHEREAS, the State of Minnesota, Department of Human Services – Aging and Adult Services, has an interagency agreement identified as 2020-022 (IAK: 161456, Order: 3000070866) with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 3 of the original contract shall be amended to read:

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to ~~4,027~~ 1,062 hours at a rate of \$140.00 per hour as documented by invoice prepared by the Division. The Division will also invoice up to \$1,000.00 for travel, mileage, event expenses and car rental costs that may be incurred. The total amount the Division will invoice under this agreement shall not exceed ~~\$144,780.00~~ \$149,680.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

Except as herein amended, the provisions of the Original Agreement remain in full force and effect. The Original Agreement and any previous amendments are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: <i>[Signature]</i> Title: <i>Director</i> Date: <i>3/4/20</i>	By: <i>[Signature]</i> Title: <i>Asst Director</i> Date: <i>2/27/20</i>



AMENDMENT #2 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2020-022

WHEREAS, the State of Minnesota, Department of Human Services – Aging and Adult Services, has an interagency agreement identified as 2020-022 (IAK: 161456, Order: 3000070866) with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

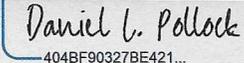
WHEREAS, Paragraph(s) 5 of the original contract shall be amended to read:

5. Effective Dates:

This agreement is effective July 2, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~June 30, 2020~~ July 31, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the Original Agreement remain in full force and effect. The Original Agreement and any previous amendments are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
<p>DocuSigned by:  By: Daniel L. Pollock <small>404BF90327BE421...</small> Title: Assistant Commissioner Date: 5/14/2020</p>	<p>By:  Title: Business Manager Date: April 22, 2020</p>

**AMENDMENT #3 to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES
AGREEMENT NUMBER 2020-022**

WHEREAS, the State of Minnesota, Department of Human Services – Aging and Adult Services, has an interagency agreement identified as 2020-022 (IAK: 161456, Order: 3000070866) with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

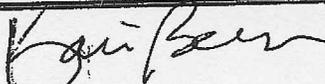
WHEREAS, Paragraph(s) 5 of the original contract shall be amended to read:

5. Effective Dates:

This agreement is effective July 2, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~July 31, 2020~~ October 31, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the Original Agreement remain in full force and effect. The Original Agreement and any previous amendments are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By:  Title: Director Date: 7/23/20	By: Renda E Rappa Title: Digitally signed by Renda E Rappa Date: 2020.06.10 08:07:00 -05'00' Date: Rappa

**AMENDMENT #4 to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES
AGREEMENT NUMBER 2020-022**

WHEREAS, the State of Minnesota, **Department of Human Services – Aging and Adult Services**, has an interagency agreement identified as **2020-022 (IAK: 161456, Order: 3000070866)** with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

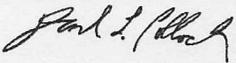
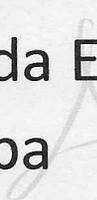
WHEREAS, Paragraph(s) **5** of the original contract shall be amended to read:

5. Effective Dates:

This agreement is effective July 2, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~October 31, 2020~~ November 30, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the Original Agreement remain in full force and effect. The Original Agreement and any previous amendments are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
<p>By: Dan Pollock </p> <p>Title: Assistant Commissioner</p> <p>Date: 7/21/2020</p>	<p>By:  Digitally signed by Renda E Rappa</p> <p>Title: Renda E Rappa</p> <p>Date: Rappa Date: 2020.07.02 10:09:31 -05'00'</p>

STATE OF MINNESOTA
INTERAGENCY AGREEMENT

Pursuant to Minnesota Statutes, Sections 4.045, 16A.055, and 471.59, this is an agreement between Minnesota Management & Budget (MMB) and the Department of Human Services (DHS).

1. Services to be Performed:

Minnesota Management and Budget will provide staffing and support for the Children's Cabinet (Minnesota Statutes, section 4.045), including the coordination of Interagency efforts seeking to ensure that all Minnesota children are healthy, safe, and prepared to achieve their full potential.

Authorized Agents:

The following persons will be the primary contacts and authorized agents for all matters concerning this agreement:

MMB: Erin Bailey, Assistant Commissioner – Children's Cabinet, or his/her successor, 400 Centennial Office Building, 658 Cedar Street, St. Paul, MN 55155; Erin.Bailey@state.mn.us, 651-201-8044.

DHS: Chuck Johnson, Deputy, or his/her successor designated by the Commissioner, 540 Cedar Street, St. Paul, MN, 55101, chuck.johnson@state.mn.us, 651-431-5672.

2. Consideration and Terms of Payment:

In consideration for services provided, the Requesting Agency agrees to contribute to this effort as follows:

TOTAL COST: \$115,000

You will receive an annual invoice from MMB in July 2019. This invoice should be paid within 30 days of receipt.

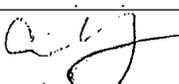
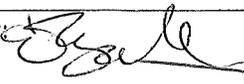
3. Term of Agreement:

This agreement is effective July 1, 2019, and shall remain in effect until June 30, 2020.

4. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

Approved:

1. Agency Signature	2. Minnesota Management & Budget
By: 	By: 
Title: Deputy Commissioner	Title: Asst Commissioner
Date: 7/1/19	Date: 7/08/19

20CONT06

STATE OF MINNESOTA INTERAGENCY AGREEMENT

This Interagency Agreement ("Agreement") is between the Minnesota Department of Human Services, Housing and Support Services (DHS), 540 Cedar Street, Saint Paul, MN 55155, and Minnesota Management and Budget, Enterprise Talent Development (MMB-ETD), 658 Cedar Street, 400 Centennial Building, Saint Paul, MN 55155.

RECITALS

WHEREAS, DHS and MMB-ETD are empowered to enter into interagency agreements pursuant to Minnesota Statutes, section 471.59, subdivision 10;

WHEREAS, MMB-ETD provides training, coaching, specialized courses, planning, and development assistance to all Minnesota government employees;

WHEREAS, MMB-ETD has a contract with edChunk, Inc., to provide instructional design, learning, and development services;

WHEREAS, DHS wishes MMB-ETD to have edChunk, Inc., work with DHS to produce and create an online series of up to fourteen (14) Housing Stabilization Service Program ("Program") eLearning modules for DHS employees and providers of the Program; and

WHEREAS, MMB-ETD is willing and able to subcontract with edChunk, Inc., to provide the services and materials described in this Agreement.

THEREFORE, the Parties agree as follows:

AGREEMENT

1. Term of Agreement.

- 1.1 **Effective Date:** Upon execution, the date DHS obtains all required signatures under Minnesota Statutes Section 16C.05, subdivision 2.
- 1.2 **Expiration Date:** June 30, 2020, or until all obligations have been satisfactorily fulfilled, whichever occurs first.

2. Scope of Work.

- 2.1. **General.** MMB-ETD will subcontract with edChunk, Inc., ("Contractor") to work with DHS to create an online series of eLearning modules. Contractor will create as many modules as DHS directs, up to a maximum of fourteen (14) modules. Each module will be approximately fifteen (15) minutes, but no more than twenty (20) minutes, in length and are to be hosted on the TrainLink Learning Management System for service providers participating in the Program. The total seat time (i.e., combined total time of all eLearning modules) for the series is not to exceed three (3) hours and thirty (30) minutes. The Contractor's instructional designers and media developers will work with DHS Subject Matter Experts ("SMEs") to produce and create the series of Program

20CONT06

eLearning modules. These modules will prominently feature real life scenarios and interactivity to engage the learner and ensure retention of the content.

- 2.2.** DHS. In order for the Contractor to provide the services, DHS must:
- A. Provide Contractor with access to images from the DHS current image library.
 - B. Supply a stock image library to use. This stock image library will be one for which DHS has an account and the ability to download images once they have been selected by the Contractor and approved.
 - C. Review, select, and approve images using the stock image library. If any images that were selected and approved need to be purchased, then DHS will purchase these images.
 - D. Download and make available the approved images to the Contractor to incorporate into the eLearning Modules.
- 2.3.** Contractor. The Contractor must comply with the State of Minnesota's Accessibility Standard (<https://mn.gov/mnit/about-mnit/accessibility/>) for all deliverables identified in this subsection, subsection 2.3. The State of Minnesota's Accessibility Standards entail, in part, the Web Content Accessibility Guidelines (WCAG) 2.0 (Level AA) and Section 508 of the Rehabilitation Act, as amended. The services to be provided by the Contractor include, but may not be limited to:
- A. Meet and work with DHS.
Meet and work with DHS SMEs to define key messages, content, and learning objectives for the eLearning modules, as described above in subsection 2.1 of this Agreement.
 - B. List and sequence eLearning modules.
 - i. Develop a list and sequence of eLearning modules.
 - ii. Give the list and sequence of eLearning modules to DHS to review and provide feedback.
 - iii. Make any necessary changes, as per DHS, to the list and sequence of eLearning modules.
 - iv. Give the revised list and sequence of eLearning modules to DHS for final review and approval.
 - C. Outline each eLearning module.
 - i. Develop an outline for each eLearning module.
 - ii. Give the outline for each eLearning module to DHS to review and provide feedback.
 - iii. Make any necessary changes, as per DHS, to applicable outlines.
 - iv. Give the revised outline to DHS for final review and approval.
 - D. Produce a script.
Provide an instructional designer to work with DHS SMEs to create a script for each of the modules. The script for each module must describe content, scenarios, interactions, and exercises, and include a quiz for each module.
 - E. Produce a prototype

20CONT06

- i. Based on a section of the script, produce a prototype of a Housing Stabilization Service Program eLearning module, with colors, logo, interactivity, navigation, and a few quiz questions.
 - ii. Give the prototype to DHS for review and accessibility testing. DHS will, through its SMEs:
 - a. Review and provide feedback on content, look, design, etc.
 - b. Examine and test the prototype to ensure that it meets the State's accessibility requirements.
 - iii. Make any necessary changes, as per DHS, to the prototype.
 - iv. Give the revised prototype to DHS. DHS will, through its SMEs:
 - a. Provide a final review and approval of content, look, design, etc.
 - b. Examine and test the revised prototype to ensure that it meets the State's accessibility requirements.
 - v. Make any necessary changes, as per DHS, and ensure that the prototype meets the State's accessibility requirements.
 - vi. Testing of the prototype's accessibility must be successful in order to meet the State's accessibility requirements and obtain final approval.
 - vii. Once the prototype's accessibility is approved by DHS, the prototype will be tested on TrainLink Learning Management System to ensure it meets tracking and reporting requirements.
- F. eLearning Modules
- i. Generally. Upon the prototype's approval, the Contractor will develop and produce the eLearning modules as described above in subsection 2.1 of this Agreement with interactivity, animations, graphics, images, exercises, and a quiz at the end of each module. Each module in the eLearning series must be:
 - a. Produced and authored using Articulate Storyline 360 tool.
 - b. Approximately fifteen (15) minutes, but no more than twenty (20) minutes in length.
 - c. Developed to run on both a tablet and PC..
 - d. Hosted on the TrainLink Learning Management System.
 - e. Produced in English, and does not require production in any other language
 - f. Must meet the State's accessibility requirements, and must be Section 508/WCAG 2.0 Compliant.
 - ii. Alpha
 - a. Using the prototype as a template and guide and following the approved scripts develop and produce eLearning modules, as described above in subsection 2.1 of this Agreement, including interactivity, animations, graphics, images, exercises, and a quiz at the end.
 - b. Use the approved scripts to add Robovoice audio to each module.
 - c. Give eLearning modules to DHS for review, provide feedback, and to check accessibility.
 - iii. Beta
 - a. Review feedback received from DHS.
 - b. Make any necessary changes based on feedback received from DHS.

20CONT06

- c. Give eLearning modules to DHS for review, provide feedback, and to check accessibility.
 - iv. Gold
 - a. Review feedback received from DHS.
 - b. Make any necessary changes based on feedback received from DHS.
 - c. Load the approved Robovoice audio for this course and sync with animations and closed captions (if they exist).
 - d. Give to DHS for final review and approval and do a final check to ensure that it meets the State of Minnesota’s accessibility requirements.
 - G. The Contractor will work with DHS to assess the success of the eLearning modules.
 - H. Any feature or functionality approved by DHS that is later determined to be considered non-compliant may incur additional costs and may require an amendment to this contract, or if necessary a new contract, in order for the Contractor to provide the necessary revisions to ensure compliance with State accessibility requirements.
 - I. Photo shoots, use/cost of stock imagery, and professional voice narration are not included in these costs and would require an amendment to the contract.
3. **Intellectual and Physical Property.** All source code, documents, and files will be the property of the State of Minnesota and given to DHS upon completion of this project.
4. **Consideration and Payment.**
- 4.1. MMB-ETD will invoice upon completion of services and no more than monthly for services and materials actually provided as per the breakdown of costs listed in the table below. MMB-ETD’s invoices shall be sent directly from SWIFT to dhs.mmb.traininginvoices@state.mn.us. DHS will pay MMB-ETD within thirty (30) days of receipt of each invoice.

Description of Services	Cost	ETD Admin Fee (18%)	Quantity	Total (not to exceed)
One-hour of eLearning instruction seat time – for example this may consist of, but may not be limited to: 3 20-minute eLearning modules OR 4 15-minute eLearning modules	\$26,000.00/hour of eLearning instruction seat time	\$4,680.00/hour of eLearning instruction seat time	Up to 3.5 hours of eLearning instruction seat time	\$107,380.00

- 4.2. DHS will pay MMB-ETD using the applicable vendor number accounting information: **G100000000** Location: **001**
- 4.3. The total obligation of DHS for all compensation and reimbursements to MMB-ETD under this Agreement will not exceed one hundred and seven thousand three hundred eighty

20CONT06

dollars and zero cents (\$107,380.00).

5. **Conditions of Payment.** All services provided by MMB-ETD under this Agreement must be performed to DHS' satisfaction, as determined at the sole discretion of DHS' Authorized Representative.
6. **Authorized Representative.**
 - 6.1 **DHS.** DHS' Authorized Representative is Erin Sullivan-Sutton, Director of DHS Housing Support Services, 540 Cedar Street, Saint Paul, MN 55155, (651) 431-3849, erin.sullivan-sutton@state.mn.us or her successor.
 - 6.2 **MMB-ETD.** MMB-ETD's Authorized Representative is George Wellock, Business and Operations Manager, 10 River Park Plaza, Ground Floor, Suite G35, Saint Paul, MN 55107, (651) 558-6671, george.wellock@state.mn.us or his successor.
7. **Amendments.** Any amendment to this Agreement must be in writing and will not be effective until it has been executed and approved by the same parties who executed and approved the original agreement, or their successors in office.
8. **Assignment.** Neither DHS nor MMB-ETD shall assign or transfer any rights or obligations under this Agreement without the prior written consent of the other party.
9. **Liability.** DHS and MMB-ETD agree that each party will be responsible for its own acts and the results thereof to the extent authorized by law and shall not be responsible for the acts of the other and the results thereof. DHS' and MMB-ETD's liability shall be governed by the provisions of the Minnesota Tort Claims Act, Minnesota Statutes, section 3.736, and other applicable law.
10. **Termination.** Either party may terminate this Agreement at any time, with or without cause, upon 30 days' written notice to the other party. In the event of such a cancellation, MMB-ETD shall be entitled to payment, determined on a pro rata basis, for work or services satisfactorily performed.

IN WITNESS WHEREOF, the parties have caused this Agreement to be duly executed intending to be bound thereby.

[THE REMAINDER OF THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY.]

20CONT06

APPROVED:

1. DHS ENCUMBRANCE VERIFICATION

Individual certifies that funds have been encumbered as required by Minn. Stat. §§ 16A.15 and 16C.05

DocuSigned by:
By: *D. Oberna*
5457B11AE8BB49D...
Date: 1/14/2020

SWIFT Contract No: IAK 170031

SWIFT PO #: 3000074705

2. MINNESOTA DEPARTMENT OF HUMAN SERVICES (DHS)

DocuSigned by:
By: *Erin Sullivan Sutton*
B375630DCC0D4B0...
Title: Director, Housing and Support Services
Date: 1/14/2020

3. MMB-ENTERPRISE TALENT DEVELOPMENT (MMB-ETD)

By: *George Wallack*
With delegated authority
Title: *BUSINESS MANAGER ETD*
Date: *1/16/20*

4. MMB-ENTERPRISE TALENT DEVELOPMENT (MMB-ETD)

By: *Janet Brown*
With delegated authority
Title: *CFO*
Date: *01-16-2020*

Distribution:

Requesting Agency – Original (fully executed) contract

Providing Agency

Contracting, Procurement & Legal Compliance, Contracts Unit- #0238

**STATE OF MINNESOTA
INTERAGENCY AGREEMENT**

INFORMATION AND TELECOMMUNICATIONS ACCOUNT
The ITA was established by Minn. Stat. 16E.21 and is known as "The Odyssey Fund".

Statewide Budget System ODY16.014

This agreement is between the Office of MN.IT Services (MN.IT) and Minnesota Management and Budget (Agency).

Agreement

1 Term of Agreement

- 1.1 **Effective date:** **June 30, 2015** or the date the State obtains all required signatures under Minnesota Statutes Section 16C.05, subdivision 2, whichever is later.
- 1.2 **Expiration date:** **June 30, 2017**, or until all obligations have been satisfactorily fulfilled, whichever occurs first.

2 Scope of Work

The purpose of this project is to complete the development of the Capital Budget System, implement enhancements to the Fiscal Note Tracking System, further develop and improve the Budget Planning and Analysis System (BPAS), develop a web-based application to support the Legislative Initiative process and strategically address the technology needs necessary to support the work agencies and MMB do to support budget development and management as required by M.S.16A

3 Consideration and Payment

The AGENCY agrees to contribute \$1,236,551 (one million two hundred thirty six thousand five hundred fifty one dollars) to the Information and Telecommunications Account (ITA). No contribution refunds are available.

4 Conditions of Payment

- 4.1 Upon execution of this agreement, the AGENCY will submit an appropriation transfer in SWIFT for the amount specified in Section 3 of this agreement.

SWIFT Appropriation Transfer Instructions:

Execution of this agreement is tracked in the MN.IT Centralized Procurement Request System (CPRS). The CPRS # referenced below should be entered in the "Ref" field on the SWIFT appropriation transfer transaction.

Business Unit	Budget Year	Fund	Department ID	Approp	Ref
G4601	2015	2001	G461TECH	G466000	CPRS # 28528

- 4.2 MN.IT agrees to serve as the fiscal manager for this agreement. Funds will be deposited in the Information and Telecommunications Account as authorized in Minn. Stat. § 16E.21 and will be budgeted for the project described in Section 2 for the term of the agreement.

4.3 The AGENCY agrees that allowable direct and indirect costs associated with managing and supporting the implementation of the scope of work in Section 2 will be charged to the contribution specified in this section.

5. Authorized Representatives

The AGENCY'S Authorized Representative is Dennis Munkwitz, Chief Financial Officer, Dennis.Munkwitz@state.mn.us or by phone at 651-201-8004, or his successor.

MN.ITs' Authorized Representative is Tu Tong, Chief Financial Officer, 658 Cedar Street, St Paul, MN 55155, by phone 651-556-8028, or via email at tu.tong@state.mn.us, or his successor.

6 Amendments

Any amendment to this agreement must be in writing and will not be effective until it has been executed and approved by the same parties who executed and approved the original agreement, or their successors in office.

7 Liability

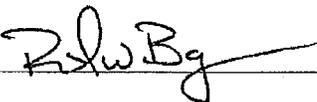
Each party will be responsible for its own acts and behavior and the results thereof.

8 Termination

Either party may terminate this agreement at any time, with or without cause, upon 30 days' written notice to the other party.

1. STATE TRANSFER VERIFICATION

Individual certifies that funds will be transferred to MN.IT as required by Minn. Stat. §§ 16E.0466.

Signed: 

Date: 6/30/2015

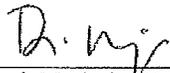
3. Office of MN.IT Services

By: 
Tu Tong

Title: MN.IT Chief Financial Officer

Date: 6/30/2015

2. Minnesota Management and Budget

By: 
Dennis Munkwitz (With delegated authority)

Title: Chief Financial Officer

Date: 6-30-15

**STATE OF MINNESOTA
INTERAGENCY AGREEMENT AMENDMENT**

INFORMATION AND TELECOMMUNICATIONS ACCOUNT

The ITA was established by Minn. Stat. 16E.21 and is known as "The Odyssey Fund".

Statewide Budget System ODY16.014

This is an amendment to the existing Interagency Agreement between the Office of MN.IT Services (MN.IT) and Minnesota Management and Budget (Agency).

Recitals

The Agency has an Interagency Agreement initially identified as Statewide Budget System, Odyssey16.014, CPRS 25828 to:

Complete the development of the Capital Budget System, implement enhancements to the Fiscal Note Tracking System, further develop and improve the Budget Planning and Analysis System (BPAS), develop a web-based application to support the Legislative Initiative process and strategically address the technology needs necessary to support the work agencies and MMB do to support budget development and management as required by M.S.16A

1. MN.IT and the Agency are willing to amend the original Interagency Agreement as stated below.
- 2.. In this Amendment, changes to original Interagency Agreement language will use ~~strike through~~ for deletions and underlining for insertions.

Interagency Agreement Amendment 1

Revision 1.

Consideration and Payment

The AGENCY agrees to contribute a total of \$1,711,000 (One Million Seven Hundred Eleven Thousand Dollars) in fiscal year 2015 funds ~~\$1,236,551 (one million two hundred thirty six thousand five hundred fifty one dollars)~~ to the Information and Telecommunications Account (ITA).

Immediately following the execution of Amendment 1, the AGENCY agrees to transfer those fiscal year 2015 funds not previously transferred to the Information and Telecommunications Account.

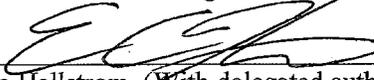
Except as amended herein, the terms and conditions of the original Interagency Agreement and all previous amendments remain in full force and effect. The original Interagency Agreement and any previous amendments are incorporated into this amendment by reference

1. STATE TRANSFER VERIFICATION (If Applicable)
Individual certifies that funds will be transferred to MN.IT as required by Minn. Stat. § 16E.0466.

Signed: _____

Date: _____

2. Minnesota Management and Budget



Eric Hallstrom, (With delegated authority)

Title: Deputy Commissioner

Date: 8/4/2015

3. Office of MN.IT Services

By: _____
Tu Tong, (With delegated authority)

Title: Chief Financial Officer, MN.IT Services

Date: _____

**STATE OF MINNESOTA
INTERAGENCY AGREEMENT AMENDMENT
Amendment 4 to Statewide Budget System ODY16.014**

This is an amendment to the existing State of Minnesota Interagency Agreement between the Office of MN.IT Services (MN.IT) and the Minnesota Management and Budget (Agency).

Recitals

1. The parties agreed to an Interagency Agreement initially identified as Statewide Budget System ODY16.014, ("Original Agreement") to complete the development of the Capital Budget System.
2. MN.IT and the Agency are willing to amend the original Interagency Agreement as stated below.
3. In this Amendment, changes to pre-existing Contract language will use ~~strike through~~ for deletions and underlining for insertions.

Amendment 4

Revision 1: Term of Agreement

1.1 **Effective date:** June 30, 2015 or the date the State obtains all required signatures to execute the interagency agreement authorizing the transfer of funds under Minnesota Statutes Section 16C.05, subdivision 2, whichever is later. Use of transferred funds is contingent upon MN.IT Enterprise Project Management Office approval of the Project Summary.

1.2 **Expiration date:** ~~June 30, 2019~~, June 30, 2021 or until all obligations have been satisfactorily fulfilled, whichever occurs first.

Except as amended herein, the terms and conditions of the Original Interagency Agreement remain in full force and effect.

Signatures:

1. Minnesota Management and Budget

(With delegated authority)

DocuSigned by:

By: *Dennis Munkwitz*

9F28A2D157F542A...

Title: Chief Financial Officer

Date: 6/27/2019

2. Office of MN.IT Services

(With delegated authority)

DocuSigned by:

By: *Tracy Gerasch*

58BF08075AF6441...

Title: Procurement Director

Date: 6/27/2019

**STATE OF MINNESOTA
INTERAGENCY AGREEMENT**

This Interagency Agreement is between the Office of MN.IT Services (“MNIT”) and Minnesota Management and Budget (“AGENCY”).

Recitals

The Legislative Advisory Commission has approved the use of the funds transferred by this agreement for work specified in the underlying Information Technology project described below.

1 Term of Agreement

1.1 Effective date: July 1, 2019, or the date the State obtains all required signatures to execute the interagency agreement authorizing the transfer of funds under Minnesota Statutes § 16C.05, subdivision 2, whichever is later. Use of transferred funds is contingent upon MNIT Enterprise Project Management Office approval of the Project Summary.

1.2 Expiration date: June 30, 2023, or until all obligations have been satisfactorily fulfilled, whichever occurs first.

2 Scope of Work

This request allows the AGENCY and MNIT to advance the support of the AGENCY’s critical enterprise systems with resources to implement software updates that increase the level of security needed for the highly sensitive data that these enterprise systems contain. Hardware costs are included to partially address end-of-life and disaster recovery equipment needed to achieve a more timely recovery of our systems in the event of a disruption in service. This project is being funded by multiple agencies, the AGENCY contribution is contained in this agreement.

3 Consideration and Payment

The AGENCY agrees to contribute \$500,000.00 to the Information and Telecommunications Account (ITA) for this project.

4 Conditions of Payment

4.1 MNIT Financial Management shall provide the AGENCY Chief Financial Officer with the Statewide Integrated Financial Tools (“SWIFT”) system appropriation transfer instructions. As required by Minn. Stat. § 16E.0466, the AGENCY shall submit an appropriation transfer in SWIFT for the amount specified in Section 3 of this agreement.

4.2 MNIT shall serve as the fiscal manager for this agreement. Funds will be deposited in the ITA as authorized in Minn. Stat. § 16E.21 and will be budgeted for the project described in Section 2 above for the term of the agreement.

4.3 The AGENCY shall not begin project activity until the MNIT Enterprise Project Management Office approves the required project planning documentation including: 1) Project Summary, 2) Resource Plan, 3) Project Requirements, and 4) Project Quality Plan.

4.4 The AGENCY agrees that allowable direct and indirect costs associated with managing and supporting the implementation of the scope of work in Section 2 will be charged to the ITA

contribution specified in section 3 above.

5 Authorized Representatives

The AGENCY’S Authorized Representative is Dennis Munkwitz, Chief Financial Officer, by phone at 651-201-8004, or by email Dennis.munkwitz@state.mn.us or their successor.

MNIT’S Authorized Representative is Tu Tong, Chief Financial Officer, by phone at 651-556-8028, or by email at tu.tong@state.mn.us, or their successor.

6 Amendments

Any amendment to this agreement must be in writing and will be effective upon approval and execution by the parties.

7 Liability

Each party is responsible for its own acts and behavior and the results thereof.

8 Termination

Either party may terminate this agreement at any time, with or without cause, upon 30 days’ written notice to the other party.

Signatures:

1. Minnesota Management and Budget

(With delegated authority)

By: 
Title: Chief Financial officer

Date: 6/28/2019

2. Office of MN.IT Services

(With delegated authority)

By: 
Title: Procurement Director

Date: 6/28/2019



MAD Project Number: 2020-086
INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS AND DEVELOPMENT SERVICES

Requesting Agency: MN.IT Services

MAD Contact: Renda Rappa

Accounting Information: Business Unit – G1001, Financial Dept ID – G1031500, APPRID – G100085, Fund – 5200, Accounts - 670011.

Agency:	Fiscal Year:	Vendor Number: ID G10000000, Location 001
Total Amount of Contract: \$104,544.00	Amount of Contract First FY:	
Commodity Code: 80101500	Commodity Code:	Commodity Code:
Object Code:	Object Code:	Object Code:
Amount:	Amount:	Amount:

Accounting Distribution 1:	Accounting Distribution 2:	Accounting Distribution 3:
Fund:	Fund:	Fund:
AppropID:	AppropID:	Appr:
FinDept ID:	FinDept ID:	Org/Sub:
Rept Catg:	Rept Catg:	Rept Catg:
Amount:	Amount:	Amount:

Processing Information: (Some entries may not apply.) Begin Date: 10/1/2019 End Date: 2/28/2020

Contract: 167066/9/26/2019/dj
Number/Date/Entry Initials

Order: 300003148610/1/2019

DocuSigned by:
Debra Johnson

Number/Date/Signature: 300003148610/1/2019

[Individual signing certifies that funds have been encumbered as required by Minn. Stat. §§16A.15 and 16C.05]

MNIT Tracking: 3655

This is an agreement between the MN.IT Services (Requesting Agency) and Minnesota Management and Budget, Management Analysis and Development (Division).

1. Services to be Performed:

The Division agrees that through its Master Contract with Trissential, it will sub-contract with Trissential to provide the services identified below:

Jim Feldman, Trissential, will assist MNIT Services at the Department of Natural Resources by providing business analysis services for Forestry pending MNIT requests and prioritized project work including the tasks below:

- Elicit requirements using interviews, document analysis, requirements workshops, storyboards, surveys, site visits, business process descriptions, use cases, scenarios, event lists, business analysis, competitive product analysis, task and workflow analysis, and/or viewpoints
- Write requirements specifications according to standard templates, using natural language simply, clearly, unambiguously, and concisely. Represent requirements using alternative views, such as analysis models (diagrams), prototypes, or scenarios, where appropriate
- Plan, schedule, and lead small group meetings to plan future work, identify business process improvements, and document outcomes.
- Identify and document the future-state business processes; define quality attributes, external interfaces, constraints, and other nonfunctional requirements
- Manage requirements to ensure that proposed solutions adhere to the defined functional and non-functional requirements and track their status.
- Analyze and document business requirements and required data to deliver work products throughout the project life cycle.
- Translate business requirements to System/Functional specifications, and pass them on to Application Developers
- Coordinate Business Validation to verify that a set of end-to-end business processes function as intended.
- Participate in peer reviews and inspections of requirements documents and work products derived from those documents to ensure that the requirements were interpreted correctly.
- Manage changes to baselined requirements through effective application of change control processes and tools.
- Provide knowledge transfer.

2. Contacts:

The following persons will be the primary contacts for all matters concerning this agreement.

Management Analysis and Development: Renda Rappa

Requesting Agency: Tammy Bjork

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

The Division will invoice up to 880 hours at a rate of \$110/hour for services provided by Jim Feldman, Trissential, for the services identified above. The Division will also invoice up to \$7,744.00 for contract management. The total amount the Division will invoice under this agreement shall not exceed \$104,544.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Condition of Payment:

All services provided by the Division under this agreement must be performed to the Requesting Agency's satisfaction, as determined at the sole discretion of Requesting Agency's Authorized Representative.

5. Effective Dates:

This agreement is effective October 1, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until February 28, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

6. Termination:

This agreement may be terminated by the Requesting Agency or the Division at any time with thirty (30) days written notice to the other party. In this event, the Division shall receive payment on a pro rata basis for the work performed.

7. Requesting Agency's Authorized Representative:

The Requesting Agency's authorized representative for the purposes of this agreement is Timothy Loesch. This person shall have final authority for accepting the Division's services and if the services are satisfactory, will certify this on each invoice submitted as part of number 3.

8. Interagency Agreement Authorization:

Pursuant to Minnesota Statutes, Sections 16A.055 Subd. 1a.; 43A.55 Subd. 2.; and 471.59, the Division is authorized to enter into this agreement.

9. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

10. State Audit:

The books, records, documents, and accounting practices and procedures of the Division relevant to this agreement, shall be subject to examination by the Requesting Agency and either the Minnesota Legislative Auditor or State Auditor, as appropriate, for a minimum of six years.

11. Liability:

Each party will be responsible for its own acts and behavior and the results thereof.

Approved:

1. Requesting Agency	2. Management Analysis and Development
<p>By: <small>Deauthorized by:</small> <i>Tracy Gerasch</i> <small>58BF08076AF6441...</small></p> <p>Title: Procurement Director</p> <p>Date: 10/1/2019</p>	<p>By: <i>Randa E. Rana</i></p> <p>Title: Business Manager</p> <p>Date: Sept 30, 2019</p>



AMENDMENT to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS & DEVELOPMENT SERVICES AGREEMENT NUMBER 2020-086

WHEREAS, the State of Minnesota, MN.IT Services, has an interagency agreement identified as 2020-086, MNIT Tracking 36555 (Contract: 167066, Order: 3-31486) with Minnesota Management & Budget, Management Analysis & Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 3 & 5 of the original contract shall be amended to read:

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

The Division will invoice up to ~~880~~ 1,320 hours at a rate of \$110/hour for services provided by Jim Feldman, Trissential, for the services identified above. The Division will also invoice up to ~~\$7,744.00~~ \$8,000.00 for contract management. The total amount the Division will invoice under this agreement shall not exceed ~~\$104,544.00~~ \$153,200.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

5. Effective Dates:

This agreement is effective October 1, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~February 28~~ June 5, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the Original Agreement remain in full force and effect. The Original Agreement and any previous amendments are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: <i>Tracy Gerasch</i> <small>DocuSigned by: 58BF08075AF6441...</small> Title: Procurement Director Date: 2/26/2020	By: <i>Randa E Farappa</i> Title: Business Manager Date: Feb 13, 2020

MNIT #3655



MAD Project Number: 2019-140
INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS AND DEVELOPMENT SERVICES

Requesting Agency: Minnesota Department of Revenue

MAD Contact: Renda Rappa

Accounting Information: Business Unit – G1001, Financial Dept ID – G1031500, APPRID – G100085, Fund – 5200, Accounts - 670011.

Agency: <u>667</u>	Fiscal Year: <u>2019</u>	Vendor Number: ID G10000000, Location 001
Total Amount of Contract: \$110,400.00	Amount of Contract First FY:	
Commodity Code: 80101500	Commodity Code:	Commodity Code:
Object Code:	Object Code:	Object Code:
Amount:	Amount:	Amount:

Accounting Distribution 1:	Accounting Distribution 2:	Accounting Distribution 3:
Fund: <u>1000</u>	Fund: <u>1000</u>	Fund:
Appr: <u>6676600</u>	Appr: <u>6677700</u>	Appr:
Org/Sub: <u>66731042</u>	Org/Sub: <u>66731042</u>	Org/Sub:
Rept Catg:	Rept Catg:	Rept Catg:
Amount: <u>\$88,320</u>	Amount: <u>\$22,080</u>	Amount:

Processing Information: (Some entries may not apply.) Begin Date: 3/11/19 End Date: 6/30/2019

Contract: 154204 3/6/19 omr
 Number/Date/Entry Initials

Order: 3-12434 3/6/19 omr
 Number/Date/Signatures

[Individual signing certifies that funds have been encumbered as required by Minn. Stat. §§16A.15 and 16C.05]

This is an agreement between the Minnesota Department of Revenue (Requesting Agency) and Minnesota Management and Budget, Management Analysis and Development (Division).

1. Services to be Performed:

The Division agrees that through its Master Contract with Project Consulting Group it will sub-contract with Project Consulting Group to provide consulting services to the Requesting Agency as identified below:

Jan Alexander, Project Consulting Group: will work as an **Organizational Development, Consultation and Facilitation consultant** embedded with HR Team and HR Director to facilitate changes & create improvements.

- Changing Culture of HR to facilitate:
 - o Strategic Business Partner to Leaders
 - o Improve Employee Experience
 - o Improving/Redesigning HR Structure and Roles, Responsibilities and Decision Rights within Team to Create Clarity, Backup, Streamline Process and Provide HR Team with Appropriate Levels of Accountability and Authority/Empowerment
 - o Create Open Door HR Team
- Leverage Voice of the Customer and Create HR work Flows that Support Business Need
- Create Knowledge Management Plans
- Provide Coaching and Mentoring to Various Leaders (HR, Employee Experience, Equity)
- Provide Support to Assistant Commissioner

Deliverables

- o Creation of HR office standard operating procedures
- o Creation of HR office communications (internal and external)
- o Creation of HR office daily operations calendar
- o Periodic status reports to the Assistant Commissioner
- o Updates to Senior Management Team as requested

2. Contacts:

The following persons will be the primary contacts for all matters concerning this agreement.
Management Analysis and Development: Renda Rappa Requesting Agency: Alyssa Haugen

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to 640 hours at rate of \$160/hour for services provided by Jan Alexander. The Division will also invoice up to \$8,000.00 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed \$110,400.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Effective Dates:

This agreement is effective March 11, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until June 30, 2019, or until all obligations have been satisfactorily fulfilled, whichever comes first.

5. Cancellation:

This agreement may be canceled by the Requesting Agency or the Division at any time with thirty (30) days written notice to the other party. In this event, the Division shall receive payment on a pro rata basis for the work performed.

6. Requesting Agency's Authorized Agent:

The Requesting Agency's authorized agent for the purposes of this agreement is Alyssa Haugen. This person shall have final authority for accepting the Division's services and if the services are satisfactory, will certify this on each invoice submitted as part of number 3.

7. Interagency Agreement Authorization:

Pursuant to Minnesota Statutes, Sections 16A.055 Subd. 1a.; 43A.55 Subd. 2.; and 471.59, the Division is authorized to enter into this agreement.

8. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

9. State Audit:

The books, records, documents, and accounting practices and procedures of the Division relevant to this agreement, shall be subject to examination by the Requesting Agency and either the Minnesota Legislative Auditor or State Auditor, as appropriate, for a minimum of six years.

10. Liability:

Each party will be responsible for its own acts and behavior and the results thereof.

Approved:

1. Requesting Agency	2. Management Analysis and Development
By: <i>Sam Casper</i> Title: <i>CFO</i> Date: <i>3/8/19</i>	By: <i>Reanda E Rappa</i> Title: <i>Business Manager</i> Date: <i>March 7, 2019</i>



**AMENDMENT to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS and DEVELOPMENT
SERVICES AGREEMENT NUMBER 2019-140**

WHEREAS, the State of Minnesota, Minnesota Department of Revenue, has an interagency agreement identified as 2019-140 (Contract: 154204, Order: 3000012434) with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 3 of the original contract shall be amended to read:

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

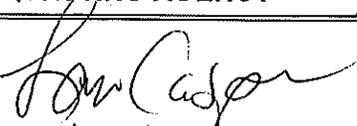
Up to 640 ~~688~~ hours at rate of \$160/hour for services provided by Jan Alexander. The Division will also invoice up to \$8,000.00 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed ~~\$110,400.00~~ \$118,080.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

Except as herein amended, the provisions of the Original Agreement remain in full force and effect. The Original Agreement and any previous amendments are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By:  Title: <u>CFO</u> Date: <u>6/25/19</u>	By:  Title: <u>Director</u> Date: <u>6-29-19</u>





**AMENDMENT #2 to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS and DEVELOPMENT
SERVICES AGREEMENT NUMBER 2019-140**

WHEREAS, the State of Minnesota, Minnesota Department of Revenue, has an interagency agreement identified as 2019-140 (Contract: 154204, Order: 3000012434) with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 3 & 4 of the original contract shall be amended to read:

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to ~~688-1,858~~ hours at rate of \$160/hour for services provided by Jan Alexander. The Division will also invoice up to \$8,000.00 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed ~~\$118,080.00~~ \$305,280.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Effective Dates:

This agreement is effective March 11, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~June 30, 2019~~ December 31, 2019, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the Original Agreement remain in full force and effect. The Original Agreement and any previous amendments are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: <i>Kari Casper</i> Title: <i>CFO</i> Date: <i>6/27/19</i>	By: <i>Bob Blaw</i> Title: <i>Asst Director</i> Date: <i>6/25/19</i>



**AMENDMENT #3 to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES
AGREEMENT NUMBER 2019-140**

WHEREAS, the State of Minnesota, Minnesota Department of Revenue, has an interagency agreement identified as MAD Project Number 2019-140 (Contract: 154204, Order: 3000012434) with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 4 of the second amendment to the original agreement shall be amended to read:

4. Effective Dates:

Upon Execution, or the last date when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, and shall remain in effect until ~~December 31, 2019~~ January 31, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the original agreement remain in full force and effect. The Original Interagency Agreement, and any previous amendments, are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: <i>[Signature]</i> Title: <i>Assistant Commissioner</i> Date: <i>December 27, 2019</i>	By: <i>Renuka E Renuka</i> Title: <i>Business Manager</i> Date: <i>Dec 26, 2019</i>



**AMENDMENT #4 to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES
AGREEMENT NUMBER 2019-140**

WHEREAS, the State of Minnesota, Minnesota Department of Revenue, has an interagency agreement identified as MAD Project Number 2019-140 (Contract: 154204, Order: 3000012434) with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 3 of the second amendment and 4 of the third amendment to the original agreement shall be amended to read:

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to ~~1,858,293~~ hours at rate of \$160/hour for services provided by Jan Alexander. The Division will also invoice up to \$8,000.00 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed ~~\$305,280.00~~ \$478,080.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Effective Dates:

Upon Execution, or the last date when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, and shall remain in effect until ~~January 31, 2020~~ June 30, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the original agreement remain in full force and effect. The Original Interagency Agreement, and any previous amendments, are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: <i>[Signature]</i> Title: <i>CFO</i> Date: <i>1/21/2020</i>	By: <i>[Signature]</i> Title: <i>Business Manager</i> Date: <i>Jan 16, 2020</i>

*154204
3-13207*



**AMENDMENT #5 to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES
AGREEMENT NUMBER 2019-140**

WHEREAS, the State of Minnesota, **Minnesota Department of Revenue**, has an interagency agreement identified as **MAD Project Number 2019-140 (Contract: 154204, Order: 3000012434)** with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) **3 and 4** of the fourth amendment to the original agreement shall be amended to read:

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to ~~2,938~~ **2,058** hours at rate of \$160/hour for services provided by Jan Alexander. The Division will also invoice up to \$8,000.00 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed ~~\$478,080.00~~ **\$337,280.00**

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Effective Dates:

Upon Execution, or the last date when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, and shall remain in effect until ~~June 30, 2020~~ **March 6, 2020**, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the original agreement remain in full force and effect. The Original Interagency Agreement, and any previous amendments, are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: <i>[Signature]</i> Title: <i>Assistant Commissioner</i> Date: <i>02/05/2020</i>	By: <i>[Signature]</i> Title: <i>Director</i> Date: <i>2-4-2020</i>

154204
3-13207



MAD Project Number: 2020-066
INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS AND DEVELOPMENT SERVICES

Requesting Agency: Minnesota Department of Revenue

MAD Contact: Renda Rappa

Accounting Information: Business Unit – G1001, Financial Dept ID – G1031500, APPRID – G100085, Fund – 5200, Accounts - 670011.

Agency: 667	Fiscal Year: 2020	Vendor Number: ID G10000000, Location 001
Total Amount of Contract: \$190,800.00	Amount of Contract First FY:	
Commodity Code: 80101500	Commodity Code:	Commodity Code:
Object Code: 41903	Object Code:	Object Code:
Amount: 190,800 -	Amount:	Amount:

Accounting Distribution 1:	Accounting Distribution 2:	Accounting Distribution 3:
Fund: 1000	Fund:	Fund:
Appr: 6676600	Appr:	Appr:
Org/Sub: 66731800	Org/Sub:	Org/Sub:
Rept Catg:	Rept Catg:	Rept Catg:
Amount: 190,800 -	Amount:	Amount:

Processing Information: (Some entries may not apply.) Begin Date: _____ End Date: _____

Contract: 165295/8-26-19/angur
 Number/Date/Entry Initials

Order: 3-13205/8-26-19/angur
 Number/Date/Signatures

[Individual signing certifies that funds have been encumbered as required by Minn. Stat. §§16A.15 and 16C.05]

This is an agreement between the Minnesota Department of Revenue (Requesting Agency) and Minnesota Management and Budget, Management Analysis and Development (Division).

1. Services to be Performed:

The Division agrees that through its Master Contract with North Highland it will sub-contract with North Highland to provide the services identified in Exhibit A, which is attached and incorporated into this agreement.

2. Contacts:

The following persons will be the primary contacts for all matters concerning this agreement.
Management Analysis and Development: Renda Rappa Requesting Agency: Jack Mansun

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

The Division will also invoice up to 960 hours at a rate of \$180/hour and up to 40 hours at a rate of \$250/hour for services provided by North Highland and up to \$8,000.00 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed \$190,800.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Effective Dates:

This agreement is effective September 1, 2019, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until February 29, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

5. Cancellation:

This agreement may be canceled by the Requesting Agency or the Division at any time with thirty (30) days written notice to the other party. In this event, the Division shall receive payment on a pro rata basis for the work performed.

6. Requesting Agency's Authorized Agent:

The Requesting Agency's authorized agent for the purposes of this agreement is Jack Mansun. This person shall have final authority for accepting the Division's services and if the services are satisfactory, will certify this on each invoice submitted as part of number 3.

7. Interagency Agreement Authorization:

Pursuant to Minnesota Statutes, Sections 16A.055 Subd. 1a.; 43A.55 Subd. 2.; and 471.59, the Division is authorized to enter into this agreement.

8. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

9. State Audit:

The books, records, documents, and accounting practices and procedures of the Division relevant to this agreement, shall be subject to examination by the Requesting Agency and either the Minnesota Legislative Auditor or State Auditor, as appropriate, for a minimum of six years.

10. Liability:

Each party will be responsible for its own acts and behavior and the results thereof.

Approved:

1. Requesting Agency	2. Management Analysis and Development
By: <i>[Signature]</i> Title: <i>CFO</i> Date: <i>8/26/19</i>	By: <i>Renda E Rappa</i> Title: <i>Business Manager</i> Date: <i>Aug 26, 2019</i>

Exhibit A

Purpose:

Agreement that through its Master Contract with North Highland, MAD will sub-contract with North Highland to provide services as an extension to the original Contract #156561, MAD Project # 2019-180.

Scope of Work:

Coach DOR leadership on North Highland's final Project Management Assessment for DOR and help DOR leadership to implement North Highland's recommended DOR Portfolio Management Roadmap. Specifically, North Highland shall:

1. Onboard Portfolio Manager
2. Develop, train, and implement Portfolio Planning and Tracking Tool
3. Train DOR leadership and Portfolio Manager on how to manage current portfolio projects and conduct resources baseline planning
4. Set up Assessment Process and Team
5. Set up Governance Process and Team
6. Train DOR leadership and Portfolio Manager on Change Control Process

Length of the Contract:

Six (6) months, which is approximately 1,000 hours

Specify Timeframe:

Six (6) months from September 2019 to February 2020

Amounts of Payments:

We would like to bring Lee Wyland back to continue coaching and implementation of North Highland's recommendations that Lee was part of its creation.

- Lee's rate for 6 months: 960 hours*\$180 = \$172,800
- Additional North Highland's SME/Leadership support: 40 hours*\$250 = \$10,000

Total payments for an extension to the original Contract #156561, MAD Project # 2019-180 will be \$182,800

Exhibit A

Purpose:

Agreement that through its Master Contract with North Highland, MAD will sub-contract with North Highland to provide services as an extension to the original Contract #156561, MAD Project # 2019-180.

Scope of Work:

Coach DOR leadership on North Highland's final Project Management Assessment for DOR and help DOR leadership to implement North Highland's recommended DOR Portfolio Management Roadmap.

Specifically, North Highland shall:

1. Onboard Portfolio Manager
2. Develop, train, and implement Portfolio Planning and Tracking Tool
3. Train DOR leadership and Portfolio Manager on how to manage current portfolio projects and conduct resources baseline planning
4. Set up Assessment Process and Team
5. Set up Governance Process and Team
6. Train DOR leadership and Portfolio Manager on Change Control Process

Length of the Contract:

Six (6) months, which is approximately 1,000 hours

Specify Timeframe:

Six (6) months from September 2019 to February 2020

Amounts of Payments:

We would like to bring Lee Wyland back to continue coaching and implementation of North Highland's recommendations that Lee was part of its creation.

- Lee's rate for 6 months: 960 hours*\$180 = \$172,800
- Additional North Highland's SME/Leadership support: 40 hours*\$250 = \$10,000

Total payments for an extension to the original Contract #156561, MAD Project # 2019-180 will be \$182,800



MAD Project Number: 2019-040
INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS AND DEVELOPMENT SERVICES

Requesting Agency: Minnesota Department of TransportationMAD Contact: Lisa Anderson

Accounting Information: Business Unit – G1001, Financial Dept ID – G1031500, APPRID – G100085, Fund – 5200, Accounts - 670011.

Agency:	Fiscal Year: 2019	Vendor Number: ID G100000000, Location 001
Total Amount of Contract: \$299,960.00	Amount of Contract First FY: \$299,960.00	
Commodity Code: 80101500	Commodity Code:	Commodity Code:
Account Code:	Account Code:	Account Code:
Amount:	Amount:	Amount:

Accounting Distribution 1:	Accounting Distribution 2:	Accounting Distribution 3:
Fund: 2700	Fund:	Fund:
Appr: T79P301	Appr:	Appr:
Fin Dept ID: T7946716	Fin Dept ID:	Fin Dept ID:
Rept Catg:	Rept Catg:	Rept Catg:
Amount: \$299,960.00	Amount:	Amount:

PROJECT: T9Y948 SOURCE: 6244
 Processing Information: (Some entries may not apply.)

Begin Date: _____ End Date: 6/30/2019

Contract: 147014
 Number/Date/Entry Initials

Order: 3000434466
 Number/Date/Signatures

*[Individual signing certifies that funds
 have been encumbered as required by
 Minn. Stat. §§16A.15 and 16C.05]*

This is an agreement between the Minnesota Department of Transportation (Requesting Agency) and Minnesota Management and Budget, Management Analysis and Development (Division).

1. Services to be Performed:

The Division agrees that it will provide a project team to provide the services and/or perform the tasks outlined in the attached project proposal, which is incorporated and made part of this agreement.

2. Contacts:

The following persons will be the primary contacts for all matters concerning this agreement.
Management Analysis and Development: Lisa Anderson Requesting Agency: Kathryn Caskey

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to 2,124 hours at a rate of \$140.00 per hour as documented by invoice prepared by the Division. The Division will also invoice up to \$2,600.00 for travel expenses incurred. The total amount the Division will invoice under this agreement shall not exceed \$299,960.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed by the Division in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Condition of Payment:

All services provided by the Division under this agreement must be performed to the Requesting Agency's satisfaction, as determined at the sole discretion of the Requesting Agency's Authorized Representative.

5. Effective Dates:

This agreement is effective September 4, 2018, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until June 30, 2019, or until all obligations have been satisfactorily fulfilled, whichever comes first.

6. Termination:

This agreement may be terminated by the Requesting Agency or the Division at any time with thirty (30) days written notice to the other party. In this event, the Division shall receive payment on a pro rata basis for the work performed.

7. Requesting Agency's Authorized Representative:

The Requesting Agency's authorized representative for the purposes of this agreement is Kathryn Caskey. This person shall have final authority for accepting the Division's services and if the services are satisfactory, will certify this on each invoice submitted as part of number 3.

8. Interagency Agreement Authorization:

Pursuant to Minnesota Statutes, Sections 16A.055 Subd. 1a.; 43A.55 Subd. 2.; and 471.59, the Division is authorized to enter into this agreement.

9. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

10. State Audit:

The books, records, documents, and accounting practices and procedures of the Division relevant to this agreement, shall be subject to examination by the Requesting Agency and either the Minnesota Legislative Auditor or State Auditor, as appropriate, for a minimum of six years.

11. Liability:

Each party will be responsible for its own acts and behavior and the results thereof.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: Chris Roy Digitally signed by Chris Roy Date: 2018.08.28 14:45:22 -05'00'	By: <i>Renda E Rappa</i> Title: <i>Business Manager</i> Date: <i>Aug 24, 2018</i>
3. Encumbrance Verification	4. MnDOT Contract Management
By: Sue Buhl Digitally signed by Sue Buhl Date: 2018.08.28 13:41:05 -05'00'	By: Kyle Fisher Digitally signed by Kyle Fisher Date: 2018.08.29 08:20:39 -05'00'



Proposal

Minnesota Department of Transportation—Advancing
Transportation Equity Initiative
August 24, 2018

Proposal prepared by:

Lisa Anderson

651-259-3824

Lisa.Anderson@state.mn.us

Mariyam Naadha

651-259-3806

Mariyam.Naadha@state.mn.us

Enterprise Director, MAD

Ryan Church

Assistant Director

Beth Bibus

Contact Information

Telephone: 651-259-3800

Email: Management.Analysis@state.mn.us

Fax: 651-797-1311

Website: mn.gov/mmb/mad

Address:

658 Cedar Street

Centennial Office Building

Room 300

Saint Paul, Minnesota 55155

Management Analysis and Development

Management Analysis and Development is Minnesota government's in-house fee-for-service management consulting group. We have over 30 years of experience helping public managers increase their organizations' effectiveness and efficiency. We provide quality management consultation services to local, regional, state, and federal government agencies and public institutions.

Alternative Formats

Upon request, this document can be made available in alternative formats by calling 651-259-3800.

Background

In 2017, the Minnesota Department of Transportation (MnDOT) updated its 20-year Statewide Multimodal Transportation Plan¹ to include, among other things, “study how transportation affects equity and identify transportation strategies that will meaningfully reduce disparities.”

In 2018, MnDOT, with consultation from Management Analysis and Development (MAD), piloted an assessment to understand how the transportation system, services and decisions-making processes help or hinder the lives of people in underserved and underrepresented communities in Minnesota. The ongoing pilot was in MnDOT’s District 2 (report pending) and was modeled after the MnDOT’s Manufacturers’ Perspectives projects. It includes a broad range of transportation topics and has yielded insightful information about challenges people face throughout the region. Preliminary findings show that factors such as geography; demographic background of the population; and access to housing, transit, medical, and other services are interrelated, and either impact, or are impacted by, transportation.²

MnDOT has asked MAD to continue the Advancing Transportation Equity Initiative. MAD would work with MnDOT to conduct, analyze, and report on interviews with organizations that work with key communities identified in the MnDOT District 2 Equity Pilot and others as they apply to different districts. MAD would also provide guidance to MnDOT on using information gleaned from interviews. MnDOT aims to work in three districts in Fiscal Year 2019, though progress will depend on timing and capacity.

Products

This is a project about advancing equity. As such, MAD will develop an inclusive, participatory data collection process to inform transportation equity in Minnesota. MAD anticipates working with three districts during Fiscal Year 2019, depending on district availability, capacity, and interest. For each district, MAD deliverables from this process will include:

- Interviewer training sessions
- Data collection tool(s)
- Lists of people or organizations to contact for interview
- Database of information from interviews and other potential data collection efforts
- Summary reports of findings and recommendations
- Implementation planning meeting
- Presentation of findings and recommendations

¹ Report and supplementary materials available at <https://www.dot.state.mn.us/minnesotago/SMTP.html>.

² These are high-level preliminary findings from the interviews completed to date and are subject to change.

Activities, Timeline, and Project Costs

The overall timeline for the project would be September 4, 2018 (or when the interagency agreement is signed) through June 30, 2019. If the interagency agreement is not signed by September 10, 2018 or MnDOT is not ready to begin work in a given district at the agreed-upon time, MAD would work with the client to revise the timeline and project scope as necessary based on consultant availability and client needs.

Activities	Hours ³
<p>Develop and manage a project plan: This may include periodic meetings with the client and project team, ongoing project partner coordination. Developing a project that is inclusive may require an iterative or phased approach to ensure MnDOT gets input from a wide variety of perspectives.</p>	150
<p>Data tool development and preparation: With input from the project team and possibly select community partners, MAD will modify existing tool for data collection. MAD assumes tool development will be an inclusive, participatory process that seeks input from several people, including some outside state government. MAD will also lead one or more interviewer training exercises for MnDOT staff and potential community partners.</p>	165
<p>Identify and recruit interviewees: MAD will conduct a demographic analysis of each district. With input and assistance from the project team and possibly community partners, MAD will develop of a list of potential interviewees and coordinate the scheduling and logistics for data collection, including contact with potential interviewees. Recruitment also includes communication materials needed to help potential partners or respondents understand the project and its intent.</p>	255
<p>Collect, document and analyze data: MAD will collect documentation from interviews and group processes. MAD will also attend interviews and group discussions as needed. For interviews or events where MAD is present, MAD will create the documentation. MAD will analyze data and present themes to the project team.</p>	405
<p>Create final deliverables and present findings and recommendations: MAD will develop a report of study findings and recommendations, including specific, actionable next steps for MnDOT and partners to take in order to advance equity. This may include sections or background information to explain the complexity behind various transportation equity topics or contributions from partner organizations. Other possible deliverables include a project one-pager, results highlights, and personal stories or case studies. MAD will present findings and recommendations to MnDOT staff and may participate in other presentations at the request of the client.</p>	450

³ Based on actual hours used for the MnDOT District 2 Equity Pilot.

Activities	Hours ³
Project wrap-up: MAD will facilitate an implementation planning meeting with MnDOT and others to review themes from the findings and identify next steps. This will include development of agendas, facilitation guides, planning materials, and documentation of the meeting. MAD will also initiate a conversation with the client, including others as appropriate, to discuss each district project, including lessons learned and ways to improve.	230
Additional consultation: MAD will provide the client with additional consultation as needed. Potential activities include analyzing and summarizing conversations with tribes, coordination among projects, database development, and additional analyses and syntheses at the request of the client.	145
Subtotal	1800
Project management, including client communication (18%)	324
Estimated expenses: Travel with lodging, mileage and rental car costs	2600
Total hours	2124
Total costs: (2124 hours times \$140, plus \$2600 in expenses)	\$ 299,960

Documentation

Management Analysis and Development would provide the draft copy and the final document in Adobe Acrobat (PDF) format.

Clients and Consultants

The primary client contact would be Kathryn Caskey, Transportation Policy Planning Director. The MAD project leads would be Lisa Anderson and Mariyam Naadha; other MAD consultants would also provide services to the client.

Client Responsibilities

For each district, MnDOT will assign a MnDOT project team, which will work with MAD to design and carry out the project activities, including identification of potential populations of interest and assistance with the logistics of engaging community partners. MnDOT will also ensure staff availability to collect data and help MAD make meaning from the findings.

The client would submit a copy of the final report to the Legislative Reference Library at the close of the project.

Data Practices

Minnesota Statutes Chapter 13.64 allows MAD to keep data on individuals private. MAD will work to with the client to determine data ownership and ensure the use of the appropriate data practices. All final written reports would be public.

Billing and Cost Calculations

Management Analysis and Development bills at the Minnesota Management and Budget-approved rate of \$140 an hour. The client would be billed only for actual hours worked and for expenses actually incurred, and the costs of the project will not exceed the total reflected above without pre-arranged amendment. If the scope of the project expands after the work begins, an interagency agreement amendment would be required to cover the anticipated additional hours and/or to extend the end date of the contract.

**AMENDMENT to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS and DEVELOPMENT
SERVICES AGREEMENT NUMBER 2019-040**

WHEREAS, the State of Minnesota, **Minnesota Department of Transportation**, has an interagency agreement identified as **2019-040 (Contract: 147014, Order: 30000434466)** with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 5 of the original contract shall be amended to read:

5. Effective Dates:

This agreement is effective September 4, 2018, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~June 30, 2019~~ June 30, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the original agreement remain in full force and effect.

APPROVED:

<p>1. REQUESTING AGENCY</p>	<p>2. DIVISION</p>
<p>By: Mark Gieseke Digitally signed by Mark Gieseke Date: 2019.04.04 08:11:40 -05'00'</p>	<p>By: <i>Renee E. Rouppen</i> Title: <i>Business Manager</i> Date: <i>April 3, 2019</i></p>
<p>3. Encumbrance Verification</p>	<p>4. MnDOT Contract Management</p>
<p>By: Sue Buhl Digitally signed by Sue Buhl Date: 2019.04.04 07:56:59 -05'00' Date: 147014 / 3000434466</p>	<p>By: Kyle Fisher Digitally signed by Kyle Fisher Date: 2019.04.05 12:02:34 -05'00'</p>

**AMENDMENT #2 to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS and DEVELOPMENT
SERVICES AGREEMENT NUMBER 2019-040**

WHEREAS, the State of Minnesota, **Minnesota Department of Transportation**, has an interagency agreement identified as **2019-040 (Contract: 147014, Order: 30000434466)** with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) **1, 3 and 5** of the contract shall be amended to read:

1. Services to be Performed:

The Division agrees that it will provide a project team to provide the services and/or perform the tasks outlined in the attached project proposal, in addition the Division will provide the services as identified in Exhibit A, which is also incorporated and made part of this agreement.

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to ~~2,124~~ 4,195 hours at a rate of \$140.00 per hour as documented by invoice prepared by the Division. The Division will also invoice up to ~~\$2,600.00~~ \$4,100.00 for travel expenses incurred. The total amount the Division will invoice under this agreement shall not exceed ~~\$299,960.00~~ \$591,400.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed by the Division in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

5. Effective Dates:

This agreement is effective September 4, 2018, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~June 30, 2029~~ December 31, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the original agreement remain in full force and effect.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: Mark Title: Gieseke Date: _____ Digitally signed by Mark Gieseke Date: 2019.07.18 15:50:04 -05'00'	By: <i>Reuda E Rauspa</i> Title: <i>Business Manager</i> Date: <i>July 17, 2019</i>
3. Encumbrance Verification	4. MnDOT Contract Management
By: Nicole Title: Peszynski Date: _____ Digitally signed by Nicole Peszynski Date: 2019.07.18 15:38:04 -05'00'	By: Kyle Title: Fisher Date: _____ Digitally signed by Kyle Fisher Date: 2019.07.19 08:19:45 -05'00'



**MANAGEMENT
AND BUDGET**
MANAGEMENT ANALYSIS
AND DEVELOPMENT

EXHIBIT A

Proposal

Minnesota Department of Transportation—Advancing
Transportation Equity 2020-2021
July 1, 2019

Proposal prepared by:

Mariyam Naadha
651-259-3806
Mariyam.Naadha@state.mn.us

Lisa Anderson
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Lisa.Anderson@state.mn.us

Jake Granholm
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Matt Kane
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Matt.Kane@state.mn.us

Abra Pollock
651-259-3814
Abra.Pollock@state.mn.us

Charlie Sellew
651-259-3815
Charlie.Sellew@state.mn.us

Enterprise Director, MAD

Ryan Church

Assistant Director

Beth Bibus

Contact Information

Telephone: 651-259-3800

Email: Management.Analysis@state.mn.us

Fax: 651-797-1311

Website: mn.gov/mmb/mad

Address:

658 Cedar Street

Centennial Office Building

Room 300

Saint Paul, Minnesota 55155

Management Analysis and Development

Management Analysis and Development is Minnesota government's in-house fee-for-service management consulting group. We have over 30 years of experience helping public managers increase their organizations' effectiveness and efficiency. We provide quality management consultation services to local, regional, state, and federal government agencies and public institutions.

Alternative Formats

This document can be made available in alternative formats upon request. Call 651-259-3800.

Background

In 2017, the Minnesota Department of Transportation (MnDOT) updated its 20-year Statewide Multimodal Transportation Plan¹ to include, among other things, “study how transportation affects equity and identify transportation strategies that will meaningfully reduce disparities.”

In 2018, MnDOT, with consultation from Management Analysis and Development (MAD), piloted an assessment to understand how the transportation system, services and decisions-making processes help or hinder the lives of people in underserved and underrepresented communities in MnDOT’s District 2.² The pilot was modeled after the MnDOT’s Manufacturers’ Perspectives projects and included a broad range of transportation topics and has yielded insightful information about challenges people face throughout the region. Subsequent assessments are underway in MnDOT Districts 4, 6, and 8. Findings in District 2 and preliminary findings indicate that factors such as geography; demographic background of the population; and access to housing, transit, medical, and other services are interrelated and either impact, or are impacted by, transportation.³

MnDOT has asked MAD to continue the Advancing Transportation Equity Initiative. MAD would work with MnDOT to conduct, analyze, and report on interviews with organizations that work with key communities identified through demographic analysis. MAD would also provide guidance to MnDOT on using information gleaned from interviews. MnDOT aims to work in three districts beginning in Fiscal Year 2020, though progress will depend on timing and capacity.

Products

This is a project about advancing equity. As such, MAD will develop an inclusive, participatory data collection process to inform transportation equity in Minnesota. MAD anticipates working with three districts, depending on district availability and capacity. For each district, MAD deliverables from this process will include:

- Interviewer training sessions
- Data collection tool(s)
- Lists of people or organizations to contact for interview
- Database of information from interviews and other potential data collection efforts
- Summary reports of findings and recommendations
- Implementation planning meeting
- Presentation of findings and recommendations

¹ Report and supplementary materials available at <https://www.dot.state.mn.us/minnesotago/SMTP.html>.

² <https://www.dot.state.mn.us/planning/program/advancing-transportation-equity/pdf/ATEd2report.pdf>

³ These are high-level preliminary findings from the interviews completed to date and are subject to change.

Activities, Timeline, and Project Costs

The overall timeline for the project would be July 1, 2019 (or when the interagency agreement is signed) through December 31, 2020. If the interagency agreement is not signed by August 1, 2019 or MnDOT is not ready to begin work in a given district at the agreed-upon time, MAD would work with the client to revise the timeline and project scope as necessary based on consultant availability and client needs.

Activities	Hours ⁴
<p>Develop and manage a project plan: This may include periodic meetings with the client and project team, ongoing project partner coordination. Developing a project that is inclusive may require an iterative or phased approach to ensure MnDOT gets input from a wide variety of perspectives.</p>	150
<p>Data tool development and preparation: With input from the project team and possibly select community partners, MAD will modify existing tool for data collection. MAD assumes tool development will be an inclusive, participatory process that seeks input from several people, including some outside state government. MAD will also lead one or more interviewer training exercises for MnDOT staff and potential community partners.</p>	165
<p>Identify and recruit interviewees: MAD will conduct a demographic analysis of each district. With input and assistance from the project team and possibly community partners, MAD will develop of a list of potential interviewees and coordinate the scheduling and logistics for data collection, including contact with potential interviewees. Recruitment also includes communication materials needed to help potential partners or respondents understand the project and its intent.</p>	255
<p>Collect, document and analyze data: MAD will collect documentation from interviews and group processes. MAD will also attend interviews and group discussions as needed. For interviews or events where MAD is present, MAD will create the documentation. MAD will analyze data and present themes to the project team.</p>	405

⁴ Based on actual hours used for the MnDOT District 2 Equity Pilot.

Activities	Hours ⁴
<p>Create final deliverables and present findings and recommendations: MAD will develop a report of study findings and recommendations, including specific, actionable next steps for MnDOT and partners to take in order to advance equity. This may include sections or background information to explain the complexity behind various transportation equity topics or contributions from partner organizations. Other possible deliverables include a project one-pager, results highlights, and personal stories or case studies. MAD will present findings and recommendations to MnDOT staff and may participate in other presentations at the request of the client.</p>	450
Activities	Hours ³
<p>Project wrap-up: MAD will facilitate an implementation planning meeting with MnDOT and others to review themes from the findings and identify next steps. This will include development of agendas, facilitation guides, planning materials, and documentation of the meeting. MAD will also initiate a conversation with the client, including others as appropriate, to discuss each district project, including lessons learned and ways to improve.</p>	230
<p>Additional consultation: MAD will provide the client with additional consultation as needed. Potential activities include coordination among projects, database development, and additional analyses and syntheses at the request of the client.</p>	100
<p>Subtotal</p>	1755
<p>Project management, including client communication (18%)</p>	316
<p>Estimated expenses: Travel with lodging, mileage and rental car costs</p>	1500
<p>Total hours</p>	2071
<p>Total costs: (2071 hours times \$140, plus \$1500 in expenses)</p>	\$ 291, 440

Documentation

Management Analysis and Development would provide the draft copy and the final document in Adobe Acrobat (PDF) format.

Clients and Consultants

The primary client contact would be Hally Turner. The MAD project lead would be Mariyam Naadha; other MAD consultants would also provide services to the client.

Client Responsibilities

For each district, MnDOT will assign a MnDOT project team, which will work with MAD to design and carry out the project activities, including identification of potential populations of interest and assistance with the logistics of engaging community partners. MnDOT will also ensure staff availability to collect data and help MAD make meaning from the findings.

The client would submit a copy of the final report to the Legislative Reference Library at the close of the project.

Data Practices

Information collected during this project would be subject to the Minnesota Data Practices Act, Minnesota Statutes §13.64. The final report would be public. Data on individuals (such as interview or survey data) is private data. Client staff would not be present at interviews or focus groups, and would not have access to any data that identifies individuals.

Billing and Cost Calculations

Management Analysis and Development bills at the Minnesota Management and Budget-approved rate of \$140 an hour. The client would be billed only for actual hours worked and for expenses actually incurred, and the costs of the project will not exceed the total reflected above without pre-arranged amendment. If the scope of the project expands after the work begins, an interagency agreement amendment would be required to cover the anticipated additional hours and/or to extend the end date of the contract.

**AMENDMENT #3 to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS and DEVELOPMENT
SERVICES AGREEMENT NUMBER 2019-040**

WHEREAS, the State of Minnesota, **Minnesota Department of Transportation**, has an interagency agreement identified as **2019-040 (Contract: 147014, Order: 30000434466)** with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) **5** of the contract shall be amended to read:

5. Effective Dates:

This agreement is effective September 4, 2018, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~December 31, 2020~~ December 31, 2021, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the Original Agreement remain in full force and effect. The Original Agreement and any previous amendments are incorporated into this amendment by reference.

APPROVED:

<p>1.1 MnDOT CONTRACT MANAGEMENT</p>	<p>2. DIVISION</p>
<p>By: Kyle Fisher Title: Fisher Date: Digitally signed by Kyle Fisher Date: 2020.09.11 08:13:25 -05'00'</p>	<p>By: Renda E Rappa Title: Rappa Date: Digitally signed by Renda E Rappa Date: 2020.09.02 13:41:14 -05'00'</p>
<p>3. Encumbrance Verification</p>	<p>4. REQUESTING AGENCY</p>
<p>By: Nicole Peszynski Title: Nicole Peszynski Date: Digitally signed by Nicole Peszynski Date: 2020.09.10 08:02:43 -05'00'</p>	<p>By: Chris Roy Title: Chris Roy Date: Digitally signed by Chris Roy Date: 2020.09.10 10:27:24 -05'00'</p>



MAD Project Number: 2019-039
INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS AND DEVELOPMENT SERVICES

Requesting Agency: Minnesota Department of Transportation

MAD Contact: Abra Pollock

Accounting Information: Business Unit – G1001, Financial Dept ID – G1031500, APPRID – G100085, Fund – 5200, Accounts - 670011.

Agency:	Fiscal Year: 2019	Vendor Number: ID G10000000, Location 001
Total Amount of Contract: \$21,420.00	Amount of Contract First FY:	
Commodity Code: 80101500	Commodity Code:	Commodity Code:
Account Code:	Account Code:	Account Code:
Amount:	Amount:	Amount:

Accounting Distribution 1:	Accounting Distribution 2:	Accounting Distribution 3:
Fund: 3000	Fund:	Fund:
Appr: T790194	Appr:	Appr:
Fin Dept ID: T7934300	Fin Dept ID:	Fin Dept ID:
Rept Catg:	Rept Catg:	Rept Catg:
Amount: \$21,420.00	Amount:	Amount:

SOURCE: 6270 PROJECT: TMN20509-201701

Processing Information: (Some entries may not apply.) Begin Date: _____ End Date: _____

147468 /

Contract: 3000436090
 Number/Date/Entry Initials

Order: _____
 Number/Date/Signatures

*[Individual signing certifies that funds
 have been encumbered as required by
 Minn. Stat. §§16A.15 and 16C.05]*

This is an agreement between the Minnesota Department of Transportation (Requesting Agency) and Minnesota Management and Budget, Management Analysis and Development (Division).

1. Services to be Performed:

The Division agrees that it will provide a project team to provide the services and/or perform the tasks outlined in the attached project proposal, which is incorporated and made part of this agreement.

2. Contacts:

The following persons will be the primary contacts for all matters concerning this agreement. Management Analysis and Development: Abra Pollock Requesting Agency: Noel Shughart

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to 153 hours at a rate of \$140.00 per hour as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed \$21,420.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed by the Division in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

4. Condition of Payment:

All services provided by the Division under this agreement must be performed to the Requesting Agency's satisfaction, as determined at the sole discretion of the Requesting Agency's Authorized Representative.

5. Effective Dates:

This agreement is effective August 28, 2018, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until October 31, 2018, or until all obligations have been satisfactorily fulfilled, whichever comes first.

6. Termination:

This agreement may be terminated by the Requesting Agency or the Division at any time with thirty (30) days written notice to the other party. In this event, the Division shall receive payment on a pro rata basis for the work performed.

7. Requesting Agency's Authorized Representative:

The Requesting Agency's authorized representative for the purposes of this agreement is Tim Henkel, Assistant Commissioner. This person shall have final authority for accepting the Division's services and if the services are satisfactory, will certify this on each invoice submitted as part of number 3.

8. Interagency Agreement Authorization:

Pursuant to Minnesota Statutes, Sections 16A.055 Subd. 1a.; 43A.55 Subd. 2.; and 471.59, the Division is authorized to enter into this agreement.

9. Amendments:

Any amendments to this agreement will be in writing and will be executed by the same parties who executed the original agreement, or their successors in office.

10. State Audit:

The books, records, documents, and accounting practices and procedures of the Division relevant to this agreement, shall be subject to examination by the Requesting Agency and either the Minnesota Legislative Auditor or State Auditor, as appropriate, for a minimum of six years.

11. Liability:

Each party will be responsible for its own acts and behavior and the results thereof.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: Melissa Brand <small>Digitally signed by Melissa Brand Date: 2018.09.07 15:48:58 -05'00'</small> Title: Assistant Director, Consultant Services Date: 09/07/2018	By: <i>Reanda E Reppa</i> Title: <i>Business Manager</i> Date: <i>Aug 23, 2018</i>
3. Encumbrance Verification	4. MnDOT Contract Management
By: Melissa Brand <small>Digitally signed by Melissa Brand Date: 2018.09.07 15:47:58 -05'00'</small> Title: Assistant Director, Consultant Services Date: 09/07/18	By: Kyle Fisher Title: Kyle Fisher Date: 2018.09.10 09:45:22 -05'00' <small>Digitally signed by Kyle Fisher</small>



**MANAGEMENT
AND BUDGET**
MANAGEMENT ANALYSIS
AND DEVELOPMENT

Proposal

Department of Transportation—Transit Program Manual:
Needs Assessment
August 17, 2018

Proposal prepared by:

Abra Pollock

651.259.3814

abra.pollock@state.mn.us

Enterprise Director, MAD

Ryan Church

Assistant Director

Beth Bibus

Contact Information

Telephone: 651-259-3800

Email: Management.Analysis@state.mn.us

Fax: 651-797-1311

Website: mn.gov/mmb/mad

Address:

658 Cedar Street

Centennial Office Building

Room 300

Saint Paul, Minnesota 55155

Management Analysis and Development

Management Analysis and Development is Minnesota government's In-house fee-for-service management consulting group. We have over 30 years of experience helping public managers increase their organizations' effectiveness and efficiency. We provide quality management consultation services to local, regional, state, and federal government agencies and public institutions.

Alternative Formats

Upon request, this document can be made available in alternative formats by calling 651-259-3800.

Background

Minnesota has a statutory goal to provide transit services to all counties in the state to meet the needs of transit users.¹ As the population of Greater Minnesota is growing and aging, the need for public transit is also increasing.² The Minnesota Department of Transportation (MnDOT)'s Office of Transit and Active Transportation (OTAT) administers state and federal programs to support the 59 public transit systems that local governments and nonprofit organizations operate throughout greater Minnesota.³

OTAT now aims to produce a Transit Program Manual to consolidate the most useful information, regulations, processes, and guidance for its staff in delivering grants and technical assistance. The manual will standardize staff members' understanding of how to fulfill this function, while also building institutional memory and creating a valuable reference for knowledge management. Ultimately, the manual will contribute to OTAT efficiency and effectiveness by creating a "one stop shop" to answer staff questions and resolve inconsistencies.

OTAT has asked Management Analysis and Development (MAD) to conduct a "phase one" needs assessment to inform the design of the manual. OTAT intends to use the needs assessment findings and recommendations in phase two, manual development.

The research questions for this needs assessment are:

1. What is the priority issue (or issues) that the manual aims to address?
 - a. What are the "pain points"?
 - b. What are some of the contributing factors to this issue (or issues)?
 - c. Are there particular processes or practices within OTAT that need attention?
2. Who are the manual's primary users?
3. Which existing Transit Program guidance materials do OTAT staff members use to perform their jobs?
 - a. What types of information do staff members most frequently reference in these materials?
 - b. What are these materials' strengths? Limitations?
4. What are the most important content areas that the manual should cover?
5. What would be the attributes or characteristics of an ideal manual?

¹ Minnesota Department of Transportation. "Transit in Minnesota: Meeting the needs of transit users." Accessed August 15, 2018, <https://www.dot.state.mn.us/transit/about.html>.

² Minnesota Department of Transportation. "Greater Minnesota Transit Investment Plan: Executive Summary." Accessed August 15, 2018, <http://minnesotago.org/final-plans/gmtip-draft-plan-2/executive-summary>.

³ Minnesota Department of Transportation, "Transit In Minnesota: Meeting the needs of transit users."

Products

MAD would conduct the needs assessment research and analysis described below and deliver a Table of Contents (TOC) that outlines the suggested list of manual topics. Accompanying the TOC, MAD will deliver a proposed list of next steps for gathering content on each manual topic (e.g., drawing from existing materials, adapting external resources, MAD facilitating knowledge capture, etc.). MAD would also prepare a recommendations memo from the needs assessment findings that details actions that OTAT could take beyond the manual. Examples of recommendations may include: developing infographics on standard processes for staff, distributing checklists or other job aids, etc.

Activities, Timeline, and Project Costs

The overall timeline for the project would be August 28, 2018 (or when the interagency agreement is signed) through October 31, 2018. If the interagency agreement is not signed by August 24, 2018, MAD would work with the client to revise the timeline and project scope as necessary based on consultant availability and client needs.

Activities	Hours
<p>Project Initiation and background document review: MAD would carry out the following consulting activities:</p> <ul style="list-style-type: none"> • Review OTAT and MnDOT’s existing information and resources (such as program descriptions; grant requirements; statutory references; templates; fact sheets; technical briefs; flowcharts or other process flow documentation; and Chapter 8835, Public Transit rules). • Refine research questions with the client. • Develop a research plan and timeline, including confirming with the client the list of proposed OTAT interviewees. 	30
<p>Data compilation, analysis: MAD would conduct structured interviews with OTAT supervisors and staff (i.e., users) to answer research questions and inform the needs assessment products. For budgeting purposes, MAD assumes 15 interviews. Additional data collection methods may include:</p> <ul style="list-style-type: none"> • Reviewing examples of “best practice” transit program manuals from other states • Reviewing other relevant information (such as meeting minutes, memos, or emails) provided to MAD by OTAT <p>MAD would analyze this interview data and draw out themes for the TOC, suggested next steps, and recommendations memo.</p>	70

Activities	Hours
<p>Prepare TOC, proposed next steps, and recommendations memo: MAD would use our synthesis of the data collected in previous phases to prepare:</p> <ul style="list-style-type: none"> • A draft TOC • A list of suggested next steps for compiling the materials on each topic area • A recommendations memo outlining actions that OTAT could take beyond the manual. <p>MAD would share these draft products with the client and revise if necessary.</p>	30
Subtotal	130
Project management, including client communication (18%)	23
Total hours	153
Total costs: (153 hours times \$140)	\$ 21,420

Documentation

MAD would provide the draft copy and the final document in Adobe Acrobat (PDF) format.

Clients and Consultants

The primary client contact would be Noel Shughart, MnDOT. The MAD project lead would be Abra Pollock; other MAD consultants would also provide services to the client.

Client Responsibilities

The client would provide timely access to information and staff necessary to complete the work within the anticipated time period. In particular, the client would be responsible for:

- Providing relevant background documents
- Reviewing and giving feedback on the proposed research questions and methods, draft TOC, suggested next steps, and recommendations memo
- Suggesting names of office supervisors and staff (manual users) for MAD consultants to interview
- Ensuring that staff are available for interviews

Data Practices

Information collected during this project would be subject to the Minnesota Data Practices Act, Minnesota Statutes §13.64. The final report would be public. Data on individuals (such as interview or survey data) is

private data. Client staff would not be present at interviews or focus groups, and would not have access to any data that identifies individuals.

Billing and Cost Calculations

MAD bills at the Minnesota Management and Budget-approved rate of \$140 an hour. The client would be billed only for actual hours worked and for expenses actually incurred, and the costs of the project will not exceed the total reflected above without pre-arranged amendment. If the scope of the project expands after the work begins, an interagency agreement amendment would be required to cover the anticipated additional hours and/or to extend the end date of the contract.

**AMENDMENT to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS and DEVELOPMENT
SERVICES AGREEMENT NUMBER 2019-039**

WHEREAS, the State of Minnesota, Minnesota Department of Transportation, has an interagency agreement identified as 2019-039 (Contract: 147468, Order: 30000436090) with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 5 of the original contract shall be amended to read:

5. Effective Dates:

This agreement is effective August 28, 2018, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~October 31~~ December 31, 2018, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the original agreement remain in full force and effect.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: Melissa Brand Digitally signed by Melissa Brand Date: 2018.10.11 13:28:38 -05'00'	By: <i>Renee E Rappa</i> Title: <i>Business Manager</i> Date: <i>Oct 10, 2018</i>
3. Encumbrance Verification	4. MnDOT Contract Management
By: Sue Buhl Digitally signed by Sue Buhl Date: 2018.10.11 10:35:47 -05'00'	By: James Cownie Digitally signed by James Cownie Date: 2018.10.11 15:57:04 -05'00'
Date: 147468 / 3000436090	

**AMENDMENT #2 to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS and DEVELOPMENT
SERVICES AGREEMENT NUMBER 2019-039**

WHEREAS, the State of Minnesota, **Minnesota Department of Transportation**, has an interagency agreement identified as **2019-039 (Contract: 147468, Order: 3000436090)** with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 5 of the first amendment to the original contract shall be amended to read:

5. Effective Dates:

This agreement is effective August 28, 2018, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~December 31, 2018~~ February 28, 2019, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the original agreement remain in full force and effect.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: Melissa Brand Title: Brand Date: Digitally signed by Melissa Brand Date: 2018.12.24 08:43:00 -06'00'	By: <i>Renda E Rappa</i> Title: <i>Business Manager</i> Date: <i>Dec 20, 2018</i>
3. Encumbrance Verification	4. MnDOT Contract Management
By: Kelly Mample Title: Mample Date: ID: 147468 PO: 3000436090 Digitally signed by Kelly Mample Date: 2018.12.21 10:36:45 -06'00'	By: Kyle Fisher Title: Fisher Date: Digitally signed by Kyle Fisher Date: 2018.12.26 09:26:40 -06'00'

**AMENDMENT #3 to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS and DEVELOPMENT
SERVICES AGREEMENT NUMBER 2019-039**

WHEREAS, the State of Minnesota, Minnesota Department of Transportation, has an interagency agreement identified as 2019-039 (Contract: 147468, Order: 30000436090) with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 5 of the second amendment to the original contract shall be amended to read:

5. Effective Dates:

This agreement is effective August 28, 2018, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~February 28, 2019~~ March 31, 2019, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the original agreement remain in full force and effect.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: Melissa Brand Digitally signed by Melissa Brand Date: 2019.02.22 09:52:11 -06'00'	By: <i>Renee E. Royce</i> Title: <i>Business Manager</i> Date: <i>Feb 20, 2019</i>
3. Encumbrance Verification	4. MnDOT Contract Management
By: Sue Buhl Digitally signed by Sue Buhl Date: 2019.02.21 13:29:25 -06'00'	By: Kyle Fisher Digitally signed by Kyle Fisher Date: 2019.02.22 12:37:45 -06'00'

AMENDMENT #4 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2019-039

WHEREAS, the State of Minnesota, **Minnesota Department of Transportation**, has an interagency agreement identified as **2019-039 (Contract: 147468, Order: 30000436090)** with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 5 of the second amendment to the original contract shall be amended to read:

5. Effective Dates:

This agreement is effective August 28, 2018, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~March 31, 2019~~ June 30, 2019, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the original agreement remain in full force and effect.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: Melissa Brand Digitally signed by Melissa Brand Title: Brand Date: 2019.03.27 16:10:35 -05'00'	By: <i>[Signature]</i> Title: <i>Asst Director</i> Date: <i>3/25</i>
3. Encumbrance Verification	4. MnDOT Contract Management
By: Sue Buhl Digitally signed by Sue Buhl Title: Sue Buhl Date: 2019.03.26 09:45:08 -05'00' Date: 147468 / 3000436090	By: James Cownie Digitally signed by James Cownie Title: James Cownie Date: 2019.03.28 09:17:56 -05'00'

AMENDMENT #5 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2019-039

WHEREAS, the State of Minnesota, Minnesota Department of Transportation, has an interagency agreement identified as 2019-039 (Contract: 147468, Order: 3000436090) with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) 1, 3 and 5 of the first amendment to the original contract shall be amended to read:

1. Services to be Performed:

The Division agrees that it will provide a project team to provide the services and/or perform the tasks outlined in the attached project proposal, which is incorporated and made part of this agreement. In addition, the Division agrees that through its Master Contract with Project Consulting Group, the Division will sub-contract with Project Consulting Group to provide the services identified in Exhibit A, which is attached and incorporated into this agreement.

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division as follows:

Up to 153 143 hours at a rate of \$140.00 per hour as documented by invoice prepared by the Division; and up to 3,120 hours at a rate of \$90.00 per hour for services provided by Project Consulting Group. The Division will also charge up to \$8,000 for contract management. The total amount the Division will invoice under this agreement shall not exceed \$21,420.00 \$308,820.00.

The Requesting Agency will pay the Division for services performed within 30 days of receipt of invoices submitted by the Division. The invoices will be submitted according to the following schedule:

Payment to be requested by invoice based on actual hours of service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

5. Effective Dates:

This agreement is effective August 28, 2018, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~June 30, 2019~~ June 30, 2020, or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the Original Agreement remain in full force and effect. The Original Agreement and any previous amendments are incorporated into this amendment by reference.

APPROVED:

MnDOT Contract Management	
1. REQUESTING AGENCY	2. DIVISION
By: Kyle Fisher Title: Fisher Date:	Digitally signed by Kyle Fisher Date: 2019.06.28 08:54:00 -05'00'
By: Nicole Peszynski Title: Peszynski Date: (Future FY2020 Funds)	Digitally signed by Nicole Peszynski Date: 2019.06.26 08:45:16 -05'00'
3. Encumbrance Verification	4. MnDOT Contract Management
By: Nancy Daubenberger Title: Daubenberger Date:	Digitally signed by Nancy Daubenberger Date: 2019.06.26 12:22:57 -05'00'

EXHIBIT A



Project Consulting Group
Statement of Work
Phase 2
OTAT Transit Program Manual

6/3/2019

by Kevin McGrane
Vice President and Partner
Project Consulting Group
KevinM@pcgmn.com
510 1st Avenue North, Minneapolis MN 55403

This Statement of Work for Phase 2, Greater Minnesota Public Transit Program Manual will describe:

1. Project Scope
2. Project Consulting Group's (PCG) approach, activities deliverables
3. Timelines
4. List of client responsibilities
5. Costs

1. PROJECT SCOPE

Develop a Program Manual for Office of Transit and Active Transportation (OTAT) that can be used both internally as process documentation and externally for disclosure purposes. Consultant will be responsible for leading information gathering sessions and identifying and working with Supervisors from each business unit to identify content owners. Consultant will jointly create a plan with Policy Advisory Committee (PAC) to write the manual that uses Plain Language standards with topics as defined in provided draft Table of Contents (TOC). Consultant will consolidate information, write the manual, manage edit and review process, and roll out to users in online format.

Out of Scope:

Process Improvement

Process Improvement is out of scope for this Statement of Work (SOW). Project Consulting Group (PCG) can provide Process Improvement Consulting services under a separate SOW.

In instances where content owners and subject matter experts all agree on process improvement, the consultant will document the process prior to developing manual content. If the process cannot be agreed upon by staff, consultant will defer to PAC representatives for resolution.

Change Management

Change Management is out of scope for this Statement of Work. PCG can provide Change Management Consulting services under a separate SOW.

PCG will support and PAC will lead the effort to incorporate change management actions into the development of the manual, taking into consideration OTAT's history of differing perspectives on adhering to guidance. Examples of change management actions include:

- Planned and deliberate communications before, during, and after the manual rollout about what the Transit Program Manual means for "the way we do our work."
- Reinforcement from office leadership about expectations for staff adopting new behaviors and practices (i.e., turning to the manual for guidance and decision-making).
- Leadership modeling the adoption of these new behaviors and practices.
- Promoting accountability by stating what the incentives and disincentives will be for using/not using the manual (e.g., linking job descriptions, recognition, and performance appraisals to adhering to standards in the manual).
- Consultant will identify and raise issues and/or open discussions. OTAT will be responsible for resolving procedure definitions.

2. APPROACH

Launch & Identify Content Owners - Estimated effort: 4-6 weeks

Based on the draft Table of Contents provided, work with business unit leaders and draft communications to staff to facilitate the identification of content owners in conjunction with the PAC.

Research what material is available already.

Work with OTAT staff to determine tools available and best avenue to display content and build manual framework. Finalize what will be the display medium with PAC committee.

Consultant will work with PAC representative and OTAT staff to ensure output limitations are clearly understood so a proper format can be prepared, and versioning control can be put in place.

Identify and communicate roles and reporting structure, resources, key milestones/drivers.

- Draft communication tools
- Establish Core Project Team, Project Schedule, stakeholder meetings and issue resolution process
- Define process on how to handle disagreements amongst OTAT staff

Deliverables

- Agreed upon Project Plan
- Issue Resolution Process
- Meeting Cadence
- Project Communication & Project Status Tools and processes
- Approval Process
- Updated Table of Contents with content owners and Subject Matter Experts assigned
- Plan for Deploying Program Manual

Development and Planning - Estimated Effort: 10-15 weeks

Create the framework based on the draft TOC that identifies all the areas of information, so items can be organized into the correct flow.

PCG will utilize an iterative approach to create the manual. This allows for multiple content areas to be written, reviewed and released in parallel.

To organize the work, consultant will determine and record where content already exists and where content needs to be created.

Consultant will meet with each of the content owners to identify topics OTAT already has content available to adapt to the Program Manual (such as from the internal tools and templates) and for which TOC items new content must be created (Gap Analysis).

- During these meetings, consultant will review the existing content with the content owner to determine whether any content must be added to this list for the subject.

- Identify what types of visuals would be helpful in documenting the topic areas. For initial version of the manual it is the intent to support visuals with text descriptions
- Content owners will provide existing diagrams, tables, and flowcharts OTAT already has available on the topics included in the program manual.

Based on the material that is already available, one chapter will be chosen to complete a couple of subsections to establish voice and structure type to be duplicated throughout the manual. Will work with the PAC to edit and structure these subsections to establish this structure (Proof of Concept).

Conduct an accessibility check on subchapters.

Deliverables

- Develop preliminary Program Manual chapter template
- Completed Proof of Concept Chapter
- Comprehensive list of TOC subjects with content already written and those needing content written
- List of existing visuals, charts and graphics and subjects where visuals, charts and graphics are needed

Scheduling & Preconstruction - Estimated Effort 2-3 weeks

Based on information gathered in the first two phases, work with PAC representatives to establish priority schedule of which chapters will be completed first. This will be based on many factors including content owner & subject matter expert availability, areas having the greatest impact among others. The schedule will guide priorities and allow for reprioritization as new information is discovered.

Utilizing the chapter template designed in the previous phase, consultant will provide the chapter template to all content owners.

Deliverables

- Prioritized Content Development Schedule
- Meetings scheduled with Content Owners and Subject Matter Experts
- Approved Program Manual chapter template

Buildout - Estimated Effort: 26-39 weeks

Based upon high level schedule begin taking information provided by content owners and building out subchapters.

Validate meeting schedule established in Approach and set regular meeting schedule with PAC representatives to update status, process or procedure conflicts, address potential risks or issues, handle and changing of priorities from highlighted schedule.

In instances where content owners and subject matter experts all agree on process improvement, the consultant will document the process prior to developing manual content. If the process cannot be agreed upon by OTAT staff, consultant will defer to PAC representatives for resolution.

Each Chapter/Subchapter will follow the following editing process

- Rough draft to be reviewed with content owner
- Pass Accessibility Check
- Check to ensure maintaining "One Voice Goal"
- Consultant will utilize "Plain Language" format
- Proofread
- Review by MNDOT. Review deadlines will be established by PAC representatives in meeting with consultant to best fit reasonable timelines and workflow.
- Review by external stakeholders, if necessary, inviting them to comment and make suggestions, coordinated by consultant.
- Content changes will be saved and updated at a singularly time when it does not slow down the buildout of other chapters.
- Once content updates are completed content will be moved to the framework where additional feedback will be gathered on an ongoing basis in a process to be determined. Feedback will be reviewed in Final Review to determine edits.

Once all chapters have been completed at the initial level a full review will be done to ensure that we meet accessibility, one voice, and regulatory requirements.

Deliverables

- Draft version for each chapter

Final Review - Estimated Effort: 6-9 weeks

Upon completion of review, consultant will consolidate the additional content items. In a meeting with the PAC representatives it will be determined which items are approved.

If Program Manual is not working as intended, consultant will facilitate a PAC meeting to determine how roadblocks can be removed and update manual to reflect decisions.

Deliverables

- Final version of Program Manual

Project Closeout - Estimated Effort: 4-6 weeks

Once revisions are completed with the updates directed by the PAC, consultant will finalize the manual with a new version number. Final Testing and Final Approval Review will occur during Closeout.

Consultant will establish and implement a maintenance strategy with content owners and PAC representative to keep manual active and accurate. Documented process will be provided to PAC.

Ensure documents are stored in a location as directed by OTAT staff.

Deliverables

- Approved Final Version of Program Manual
- Program Manual maintenance schedule

**AMENDMENT #6 to INTERAGENCY AGREEMENT
for MANAGEMENT ANALYSIS and DEVELOPMENT
SERVICES AGREEMENT NUMBER 2019-039**

WHEREAS, the State of Minnesota, **Minnesota Department of Transportation**, has an interagency agreement identified as **2019-039 (Contract: 147468, Order: 3000436090)** with Minnesota Management and Budget, Management Analysis and Development (Division), for consulting services; and

WHEREAS, the Requesting Agency and the Division agree that the above-referenced contract should be amended; and

WHEREAS, Paragraph(s) **5** of the contract shall be amended to read:

5. Effective Dates:

This agreement is effective August 28, 2018, or when all necessary approvals and signatures have been obtained pursuant to MN Stat. 16C.05 subd. 2, whichever occurs later, and shall remain in effect until ~~June 30, 2020~~ December 31, 2020 or until all obligations have been satisfactorily fulfilled, whichever comes first.

Except as herein amended, the provisions of the Original Agreement remain in full force and effect. The Original Agreement and any previous amendments are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: Mark Gieseke Title: Mark Gieseke Date: 2020.06.15 16:03:13 -05'00' Digitally signed by Mark Gieseke	By: Renda E Rappa Title: Renda E Rappa Date: 2020.06.15 10:23:26 -05'00' Digitally signed by Renda E Rappa
3. Encumbrance Verification	4. MnDOT Contract Management
By: Nicole Peszynski Title: Nicole Peszynski Date: 2020.06.15 15:55:58 -05'00' Digitally signed by Nicole Peszynski	By: Kyle Fisher Title: Kyle Fisher Date: 2020.06.16 10:55:44 -05'00' Digitally signed by Kyle Fisher