



October 15, 2021

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 and Elections
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 Jim Nash, Ranking Minority
Member
House State Government Finance and Elections
Committee
349 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 Minnesota IT (MNIT) Services service-level agreement, are attached. MNIT will provide the service-level agreement template with their report, along with a summary of fiscal year 2021 costs for all agencies.

If you have questions, please contact Paul Moore, Chief Financial Officer, at paul.b.moore@state.mn.us or 651-201-8004.

The cost of preparing this report was approximately \$1,945.

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 2021 Transfers

October 15, 2021

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 Government Services	207,000	Transfer for costs of activities and services for local governments.	MS 477A.03 2B
MMB	General	G100001	Accounting Services	(64,112)	MMB	General	G100130	FY21 Operating Holdback	64,112	Transfer operating budget holdback to designated account for cancellation to the general fund.	211 012 01 038 00C
MMB	General	G100002	Budget Services	(216,962)	MMB	General	G100130	FY21 Operating Holdback	216,962	Transfer operating budget holdback to designated account for cancellation to the general fund.	211 012 01 038 00C
MMB	General	G100003	Economic Analysis	(171)	MMB	General	G100130	FY21 Operating Holdback	171	Transfer operating budget holdback to designated account for cancellation to the general fund.	211 012 01 038 00C
MMB	General	G100004	MNIT Services@MMB	(145,000)	MMB	General	G100009	Management Services	145,000	Transfer to fund staff salaries and operating costs.	191 010 01 013
MMB	General	G100004	MNIT Services@MMB	(40,956)	MMB	General	G100130	FY21 Operating Holdback	40,956	Transfer operating budget holdback to designated account for cancellation to the general fund.	211 012 01 038 00C
MMB	General	G100005	Debt Management	(3,321)	MMB	General	G100130	FY21 Operating Holdback	3,321	Transfer operating budget holdback to designated account for cancellation to the general fund.	211 012 01 038 00C
MMB	General	G100007	Enterprise Human Resources	(150,000)	MMB	General	G100009	Management Services	150,000	Transfer to fund staff salaries and operating costs.	191 010 01 013
MMB	General	G100007	Enterprise Human Resources	(403,833)	MMB	General	G100130	FY21 Operating Holdback	403,833	Transfer operating budget holdback to designated account for cancellation to the general fund.	211 012 01 038 00C
MMB	General	G100008	Labor Relations	(79)	MMB	General	G100004	MNIT Services@MMB	79	Transfer to fund staff salaries and operating costs.	191 010 01 013
MMB	General	G100008	Labor Relations	(136,579)	MMB	General	G100007	Enterprise Human Resources	136,579	Transfer to fund staff salaries and operating costs.	191 010 01 013
MMB	General	G100009	Management Services	(4,900)	Administration	Other Misc. Special Revenue	G027203	Enterprise Sustainability Office	4,900	Transfer to fund services of the Office of Enterprise Sustainability.	MS 471.59
MMB	General	G100009	Management Services	(35,000)	Governor's Office	Other Misc. Special Revenue	G391300	Governor's Special Revenue Fund	35,000	Transfer to fund interagency agreement for Governor's Office services.	MS 471.59
MMB	General	G100009	Management Services	(175,516)	MMB	General	G100130	FY21 Operating Holdback	175,516	Transfer operating budget holdback to designated account for cancellation to the general fund.	211 012 01 038 00C
MMB	General	G100009	Management Services	(300,000)	MNIT Services	Special Revenue	G467163	ITA Enterprise Systems	300,000	Transfer to Information and Telecommunications Account for Enterprise Systems project.	MS 16A.21
MMB	General	G100032	Enterprise Communications and Planning	(5,000)	MMB	General	G100009	Management Services	5,000	Transfer to fund staff salaries and operating costs.	191 010 01 013
MMB	General	G100032	Enterprise Communications and Planning	(21,200)	MMB	General	G100130	FY21 Operating Holdback	21,200	Transfer operating budget holdback to designated account for cancellation to the general fund.	211 012 01 038 00C
MMB	General	G100121	Proven-Effective Practices Evaluation Activities	(266,231)	MMB	General	G100130	FY21 Operating Holdback	266,231	Transfer operating budget holdback to designated account for cancellation to the general fund.	211 012 01 038 00C
MMB	General	G100122	Opiate Epidemic Response Evaluation Activities	(174,698)	MMB	General	G100130	FY21 Operating Holdback	174,698	Transfer operating budget holdback to designated account for cancellation to the general fund.	211 012 01 038 00C
MMB	Other Misc. Special Revenue	G100123	Tribal Relations Leadership Grant	(150,000)	Governor's Office	Other Misc. Special Revenue	G391702	MMB IA - Bush	150,000	Transfer to fund interagency agreement for Tribal engagement efforts funded by Bush Foundation.	MS 471.59
MMB	State Employees Insurance	G100041	Insurance Administration	(35,000)	Governor's Office	Other Misc. Special Revenue	G391300	Governor's Special Revenue Fund	35,000	Transfer to fund interagency agreement for Governor's Office services.	MS 471.59
MMB	State Employees Insurance	G100041	Insurance Administration	(35,000)	MMB	State Employees Insurance	G100056	Blue Cross/Blue Shield Vision	35,000	Transfer to fund employee insurance vision program.	MS 43A.30 5
MMB	State Employees Insurance	G100043	Insurance Clearing	(1,318,963)	MMB	State Employees Insurance	G100050	Bi-Weekly Payroll Clearing	1,318,963	Transfer to provide adequate cash flow to Employee Insurance Program clearing accounts.	MS 43A.30 4
MMB	State Employees Insurance	G100047	Medical Insurance - Health Partners	(441,980)	MMB	State Employees Insurance	G100053	Risk Management Unit	441,980	Transfer of medical insurance assessments to fund Employee Insurance Program Risk Management Unit.	MS 43A.30 5
MMB	State Employees Insurance	G100048	Medical Insurance - Blue Cross Blue Shield	(506,660)	MMB	State Employees Insurance	G100053	Risk Management Unit	506,660	Transfer of medical insurance assessments to fund Employee Insurance Program Risk Management Unit.	MS 43A.30 5
MMB	State Employees Insurance	G100051	Medical Insurance - Preferred One	(129,360)	MMB	State Employees Insurance	G100053	Risk Management Unit	129,360	Transfer of medical insurance assessments to fund Employee Insurance Program Risk Management Unit.	MS 43A.30 5
TOTAL				(4,967,521)					4,967,521		

Minnesota Management and Budget

Fiscal Year 2021 Interagency Agreements and Service-Level Agreements

October 15, 2021

Agency	Amount	Legal Authority	Purpose	Effective Date	Duration
Administration	\$ 505,000	MS 471.59	Procurement System support services	7/1/2019	6/30/2021
Administration	\$ 471,556	MS 471.59	Human Resources services	12/18/2018	Continuous
Administration	\$ 202,400	MS 43A.55; MS 471.59	Services from Management Analysis and Development	2/11/2020	10/31/2020
Commerce	\$ 333,421	MS 43A.55; MS 471.59	Services from Enterprise Talent Development	2/25/2020	6/30/2022
Commerce	\$ 230,000	MS 43A.55; MS 471.59	Services from Management Analysis and Development	1/12/2021	12/31/2021
Commerce	\$ 170,575	MS 43A.55; MS 471.59	Services from Management Analysis and Development	2/3/2021	10/31/2021
Corrections	\$ 110,799	MS 43A.55; MS 471.59	Services from Enterprise Talent Development	8/12/2020	6/30/2021
Education	\$ 742,641	MS 43A.55; MS 471.59	Services from Management Analysis and Development	12/22/2016	12/30/2021
Employment and Economic Development	\$ 206,500	MS 43A.55; MS 471.59	Services from Management Analysis and Development	9/25/2020	9/30/2021
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	\$ 244,250	MS 43A.55; MS 471.59	Services from Management Analysis and Development	9/4/2020	8/31/2021
Health	\$ 241,380	MS 43A.55; MS 471.59	Services from Management Analysis and Development	9/8/2020	8/31/2021
Human Services	\$ 257,053	MS 43A.55; MS 471.59	Services from Management Analysis and Development	12/20/2019	6/30/2022
Human Services	\$ 190,632	MS 43A.55; MS 471.59	Services from Management Analysis and Development	10/26/2020	6/30/2021
Human Services	\$ 187,101	MS 43A.55; MS 471.59	Services from Enterprise Talent Development	8/12/2020	6/30/2021
Human Services	\$ 167,925	MS 43A.55; MS 471.59	Services from Management Analysis and Development	2/20/2020	6/30/2021
Human Services	\$ 107,380	MS 43A.55; MS 471.59	Services from Enterprise Talent Development	1/16/2020	8/31/2020
MNIT Services	\$ 17,775,615	MS 16E.016	Information technology services for MMB (SLA template provided by MN.IT)	7/1/2020	6/30/2021
MNIT Services	\$ 500,000	MS 16E.21	Information and Telecommunications Account - Statewide Systems	7/1/2019	6/30/2023
MNIT Services	\$ 340,640	MS 43A.55; MS 471.59	Services from Management Analysis and Development	8/4/2020	12/31/2021
Natural Resources	\$ 100,065	MS 43A.55; MS 471.59	Services from Enterprise Talent Development	8/12/2020	6/30/2021
Transportation	\$ 308,820	MS 43A.55; MS 471.59	Services from Management Analysis and Development	9/10/2018	2/28/2021
Transportation	\$ 137,856	MS 43A.55; MS 471.59	Services from Enterprise Talent Development	8/12/2020	6/30/2021
Total	\$ 24,131,609				

**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.

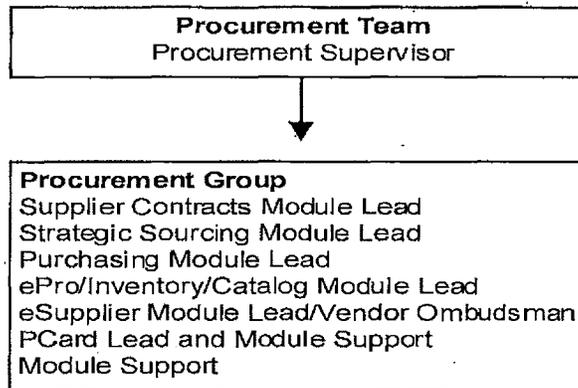
Procurement Functional Team:

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:

1. Administer the following procurement module configurations as required:
 - Catalog Management Configuration
 - eProcurement Configuration
 - eSupplier Configuration
 - Inventory Configuration
 - Purchasing Configuration
 - Strategic Sourcing Configuration
 - Supplier Contracts Configuration
 - 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:
 - Catalog Management Transaction Processing
 - eProcurement Transaction Processing
 - eSupplier Transaction Processing
 - Inventory Transaction Processing
 - Purchasing Transaction Processing
 - Strategic Sourcing Transaction Processing
 - 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	SPASenior/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



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

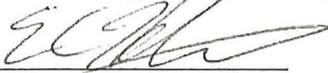
Admin and MMB must comply with the Minnesota Government Data Practices Act (MGDPA), Minnesota Statutes Chapter 13, as it applies to all data exchanged under this agreement, and as it applies to all data created, collected, received, stored, used, maintained, or disseminated by either party to this agreement. 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 2021</u>	Vendor Number: ID G10000000, 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: 172625/2/12/20/ JR
 Number/Date/Entry Initials

Order: 300-1632/2/12/20/ Janna Gailor
 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.

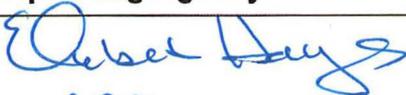
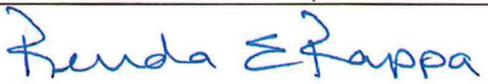
10. State Audit:

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 • Facilitate 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@thepioneerteam.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 Svitak), 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 is 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.

**STATE OF MINNESOTA
INTERAGENCY AGREEMENT**

This agreement is between Minnesota Management and Budget (MMB), Enterprise Talent Development (ETD), 658 Cedar Street, 400 Centennial Building, Saint Paul, MN 55155 and the Minnesota Department of Commerce (Commerce), 85 Seventh Place East, Suite 280, Saint Paul, MN 55101.

Agreement

1 Term of Agreement

- 1.1 *Effective date:* Upon execution, the date the State 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

MMB's Enterprise Talent Development division (ETD) will subcontract with edChunk, Inc., (Contractor) to provide services to the Minnesota Department of Commerce (Commerce). The Contractor shall work with Commerce to develop and deliver training and communication materials for Commerce's eHeat Next Generation software application. The title of the training is "eHEAT next Generation Release One Training". Contractor shall ensure that the duration of each in classroom training session will be 2-full-days in length. Contractor shall ensure that all training materials and training sessions cover how to use the new Energy Assistance Program (EAP) software (eHEAT Next Generation) for each audience, which consists of, but may not be limited to, the current service provider network, energy vendors, and Commerce staff. Contractor shall ensure that all content and materials provided meet the State's accessibility requirements, and thus they must be Section 508 and Web Content Accessibility guidelines (WCAG) 2.0 Compliant. The Contractor shall use the Analyze, Design, Develop/Produce, Implement, and Evaluate (ADDIE) instructional design methodology for this project.

Deliverables

The Contractor's duties include, but are not limited to, delivery of the services and materials identified below:

- 2.1 Analyze
- 2.1.1 Collaborate with Commerce's Subject Matter Experts (SMEs) to determine approach for the following phases:
- A. Define key messages.
 - B. Develop learning objectives for each audience based upon their access and roles within the system.
 - C. Develop goals for the project.
 - D. Develop a Task Inventory.
 - E. Develop training deliverables.
- 2.1.2 The Contractor must obtain and receive final approval from Commerce on all content and materials developed for each deliverable.
- 2.2 Design
- 2.2.1 Contractor's duty to design a curriculum includes, but may not be limited to, designing the following items in accordance with the determinations made in the analysis phase:
- A. Collaborate with Commerce to determine the best media for each learning objective and each audience, this may include, but may not be limited to: classroom training, participant guides, HTML user guides, online training, web conferences, videos, screen level help, FAQs, etc.
 - B. Develop content based on learning objectives for each audience.
 1. Give to Commerce for review and approval.
 2. Make any necessary changes, as per Commerce.
 3. Give to Commerce for final review and approval.
 - C. Upon Commerce's request, develop web conference materials.
 1. Give to Commerce for review and approval.
 2. Make any necessary changes, as per Commerce.
 3. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 4. Give to Commerce for final review and approval.
 - D. Develop a prototype of the instructor guide.

1. Give prototype to Commerce to review and approve.
 2. Make any necessary changes, as per Commerce.
 3. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 4. Give to Commerce for final review and approval. Upon final approval by Commerce of the prototype it will become the final product.
- E. Develop a prototype of the participant guide.
1. Give prototype to Commerce to review and approve.
 2. Make any necessary changes, as per Commerce.
 3. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 4. Give to Commerce for final review and approval. Upon final approval by Commerce of the prototype it will become the final product.
- F. User guides.
1. Collaborate with Commerce to determine if user guides are to be developed and the number needed (if applicable). If it is determined that user guides are needed, then:
 - i. Develop a prototype of each user guide in HTML5.
 - ii. Give each prototype to Commerce to review and approve.
 - iii. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 - iv. Give each prototype to Commerce for final review and approval. Upon final approval by Commerce of each prototype, the prototypes will become the final product.
- G. Collaborate with Commerce's SMEs to develop a production schedule of the deliverables. The Contractor must obtain and receive final approval from Commerce of the production schedule.

2.3 Develop

- 2.3.1 Produce all training materials according to production schedule. Training materials include, but may not be limited to: instructor guide, PowerPoints, and participant materials. The Contractor must obtain and receive final approval from Commerce for all training materials provided, and all training materials must meet the State's accessibility requirements.
- 2.3.2 Provide an instructor/facilitator to rehearse the 2-full-day classroom training at Commerce, 85 Seventh Place East, Suite 280, Saint Paul, MN 55101. (In unforeseen circumstance, the location may be subject to change.)
- A. Make any necessary changes, as per Commerce.
- 2.3.3 Provide an instructor/facilitator to deliver one Train the Trainer session to Commerce SMEs at Commerce, 85 Seventh Place East, Suite 280, Saint Paul, MN 55101. (In unforeseen circumstances, the location may be subject to change.)
- 2.3.4 Record one live classroom training session.
- A. Provide accessible videos of classroom training session with closed captioning.
- B. Videos are to be hosted on Commerce's eHEAT Next Generation website. Commerce staff and service provider staff are to access via the eHEAT Next Generation login.

2.4 Implementation

- 2.4.1 If not already completed, produce a final version of each piece of training material required by Commerce. The Contractor must obtain and receive final approval from Commerce for all training materials provided, and all training materials must meet the State's accessibility requirements.
- 2.4.2 Provide an instructor/facilitator to deliver classroom training, if required by Commerce.
- A. Number of training sessions is to be determined, approximately 3 to 6 sessions are anticipated.
- B. Of the 3 to 6 anticipated sessions, 2 to 4 of the sessions may be held in a location outside of the Metro Area.
- 2.4.3 Provide an instructor/facilitator to deliver Train the Trainer sessions to service provider staff, if required by Commerce.
- 2.4.4 Provide a facilitator to deliver web conferences via WebEx, if required by Commerce.

2.5 Evaluate

- 2.5.1 Collaborate with Commerce SMEs to assess the success of training and change management efforts.

Commerce will review each deliverable from the Contractor, and the Contractor will revise the deliverables as required by Commerce. The Contractor's time and service for revisions is included.

Any feature or functionality approved by Commerce that is later determined to be considered non-compliant may incur additional costs and may require an amendment in order for the Contractor to provide the necessary revisions to ensure compliance with State accessibility requirements.

All source code, documents, and files will be the property of the State of Minnesota and given to Commerce upon completion of this project.

3 Consideration and Payment

ETD will invoice no more than monthly, upon completion of services and materials actually provided, and as per the breakdown of costs listed in Tables 1 and 2 below. Invoices are sent directly from SWIFT to accountspayable.commerce@state.mn.us. Commerce is to pay within 30 days of receipt of each invoice.

Table 1: Breakdown of Costs

Deliverables	Cost	ETD Admin Fee (18%)
<i>Analyze</i>	\$80.00/hour	\$14.40/hour
In collaboration with Commerce's SMEs, determined the approach for the following phases: Define key messages. Develop learning objectives for each audience based upon their access and roles within the system. Develop goals for the project. Develop a Task Inventory. Develop training deliverables.		
<i>Design</i>		
In collaboration with Commerce, determined the best media for each learning objective and each audience, this may include, but may not be limited to: <ul style="list-style-type: none"> ✓ Classroom training ✓ Participant guides ✓ HTML user guides ✓ Online training ✓ Web conferences ✓ Videos ✓ Screen level help ✓ FAQs ✓ Other deliverables requested by Commerce 		
Developed content based on learning objectives for each audience.		
Developed web conference materials (upon Commerce's request) that meets the State's accessibility requirements.		
Developed a prototype of the instructor guide.		
Provided a finalized instructor guide that meets the State's accessibility requirements.		
Developed a prototype of the participant guide.		
Provided a finalized participant guide that meets the State's accessibility requirements.		
In collaboration with Commerce, determined if user guides are to be developed and the number needed (if applicable).		
Developed a prototype of each user guide in HTML5 (upon Commerce's request).		
Provided finalized user guides (upon Commerce's request) in HTML that meets the State's accessibility requirements.		
In collaboration with Commerce, developed a production schedule of the deliverables.		
<i>Develop</i>		
Produced all training materials according to production schedule. Training materials include, but may not be limited to: <ul style="list-style-type: none"> ✓ Instructor guide ✓ PowerPoints 		

Deliverables	Cost	ETD Admin Fee (18%)
✓ Participant materials		
Delivered a rehearsal of the 2-full-day classroom training.		
Delivered one 2-full-day Train the Trainer session to Commerce SMEs.		
Recorded and provided one live classroom training session that meets the State's accessibility requirements.		
<i>Implementation</i>		
Delivered a final version of each piece of training material required by Commerce that meets the State's accessibility requirements (if not already completed).		
Delivered up to 6 sessions of the 2-full-day classroom training, if required by Commerce. – Up to 4 of the 6 sessions may be held outside the Metro Area.		
Delivered the 2-full-day Train the Trainer sessions to service provider staff, if required by Commerce.		
Delivered web conferences via WebEx, if required by Commerce, that meets the State's accessibility requirements.		
<i>Evaluate</i>		
In collaboration with Commerce, assessed the success of training and change management efforts.		
TOTAL HOURS (amount of services and materials actually provided, not to exceed)		840 hours
TOTAL COST (amount of deliverable services and materials actually provided, includes ETD admin fee, not to exceed)		\$79,296.00

Table 2: Breakdown of Travel Expenses

Travel Expense	Cost (includes taxes/fees/gratuity)	Quantity	Subtotal (not to exceed)
Hotel	Up to \$150.00/night	Up to 12 nights (up to 3 nights per session)	\$1,800.00
Mileage – Up to 700 miles per roundtrip – must be the most direct route between 2 locations	\$0.575/mile	Up to 4 roundtrips	\$1,610.00
Parking (if applicable)	Up to \$20.00/day	Up to 8 days (up to 2 days per session)	\$160.00
Meals – breakfast, lunch, dinner	Up to \$36.00/day	Up to 12 days (up to 3 days per session)	\$432.00
TOTAL (amount of travel expenses, not to exceed)			\$4,002.00

The payment is to be made to ETD using the applicable vendor number accounting information: **G100000000** Location: **001**.

The total obligation of Commerce for all compensation and reimbursements to ETD under this agreement will not exceed \$83,298.00.

4 Conditions of Payment

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

5 Authorized Representative

ETD's Authorized Representative is George Wellock, Business and Operations Manager, 10 River Park Plaza, Suite G35, Saint Paul, MN 55107, (651) 558-6671, george.wellock@state.mn.us or their successor.

Commerce's Authorized Representative is Anne O'Connor, Deputy Commissioner, 85 Seventh Place East, Suite 280, Saint Paul, MN 55101, (651) 539-1442, anne.oconnor@state.mn.us or their successor.

6 State Audit

The books, records, documents, and accounting practices and procedures relevant to this agreement, are subject to examination by the State and/or the State Auditor or Legislative Auditor, as appropriate, for a minimum of six years from the end of this agreement.

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 Liability

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

9 Termination

Either party may terminate this agreement at any time, with or without cause, upon 30 days' written notice to the other party. In this event, ETD shall be entitled to payment, determined on a pro rata basis, for work and/or services satisfactorily performed.

1. STATE ENCUMBRANCE VERIFICATION *EX*

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

Signed: Carla Collins
(Please sign name on line above)

Carla Collins
(Please print name on line above)

Date: 2/19/20

SC# 172908 / FY20 PO# 3-13095

2. MINNESOTA DEPARTMENT OF COMMERCE

By: Anne O'Connor
(With delegated authority - Please sign name on line above)

Anne O'Connor
(Please print name on line above)

Title: Deputy

Date: 2-24-2020

3. MINNESOTA MANAGEMENT AND BUDGET

By: George Wellock
(With delegated authority - Please sign name on line above)

George Wellock
(Please print name on line above)

Title: Acting Director ETD

Date: 2/24/2020

4. MINNESOTA MANAGEMENT AND BUDGET

By: Paul Moore
(With delegated authority - Please sign name on line above)

Paul Moore
(Please print name on line above)

Title: CFO

Date: 02-25-2020

20CONT13 Amendment #1

AMENDMENT TO STATE OF MINNESOTA INTERAGENCY AGREEMENT

Agreement Start Date: February 25, 2020	Total Agreement Amount: \$83,298.00
Original Agreement Expiration Date: June 30, 2020	Original Agreement: \$83,298.00
Current Agreement Expiration Date: June 30, 2020	Previous Amendment(s) Total: Not applicable
Requested Agreement Expiration Date: August 31, 2020	This Amendment: None

This amendment is by and between the Minnesota Management and Budget (MMB), Enterprise Talent Development (ETD), 658 Cedar Street, 400 Centennial Building, Saint Paul, MN 55155 and the Minnesota Department of Commerce (Commerce), 85 Seventh Place East, Suite 280, Saint Paul, MN 55101.

Recitals

1. MMB's ETD division and Commerce have an agreement identified as SWIFT Contract Number 172908 ("Original Agreement") in which MMB's ETD division is to subcontract with edChunk, Inc., for edChunk, Inc., to work with Commerce to develop and deliver training and communication materials for Commerce's eHeat Next Generation software application.
2. This agreement is being amended in order to extend the duration of this agreement in order to provide more time to complete the services identified in the Original Agreement to Commerce's satisfaction.
3. MMB's ETD and Commerce are willing to amend the Original Agreement as stated below.

Agreement Amendment

In this Amendment, changes to pre-existing Original Agreement language will use ~~strike through~~ for deletions and underlining for insertions.

REVISION 1. Clause 1. "**Term of Agreement**" is amended as follows:

- 1.1 **Effective date:** Upon execution, the date the State obtains all required signatures under Minnesota Statutes Section 16C.05, subdivision 2.
- 1.2 **Expiration date:** ~~June 30, 2020~~ August 31, 2020, or until all obligations have been satisfactorily fulfilled, whichever occurs first.

Except as amended herein, the terms and conditions of the Original Agreement and all previous amendments remain in full force and effect and incorporated into this amendment by reference.

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20CONT13 Amendment #1

1. STATE ENCUMBRANCE VERIFICATION

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

DocuSigned by:
Signed: Carlo Collins
Date: 6/22/2020

SWIFT Contract No. SC# 172908

SWIFT PO #: FY20 PO# 3-13095 / FY21 PO# 3-13534

2. MINNESOTA DEPARTMENT OF COMMERCE

DocuSigned by:
By: Jim Jahnke
(With delegated authority)
Title: Admin Services Director/CFO
Date: 6/23/2020

3. MINNESOTA MANAGEMENT AND BUDGET

DocuSigned by:
By: George Wellock
(With delegated authority)
Title: ETD Director
Date: 6/24/2020

4. MINNESOTA MANAGEMENT AND BUDGET

DocuSigned by:
By: Kristin Batson
(With delegated authority)
Title: Acting Deputy Commssioner
Date: 6/24/2020

AMENDMENT TO STATE OF MINNESOTA INTERAGENCY AGREEMENT

Agreement Start Date: February 25, 2020	Total Agreement Amount: \$83,298.00
Original Agreement Expiration Date: June 30, 2020	Original Agreement: \$83,298.00
Current Agreement Expiration Date: August 31, 2020	Previous Amendment(s) Total: \$0.00
Requested Agreement Expiration Date: June 30, 2021	This Amendment: \$250,160.00

This amendment is by and between the Minnesota Management and Budget (MMB), Enterprise Talent Development (ETD), 658 Cedar Street, 400 Centennial Building, Saint Paul, MN 55155 and the Minnesota Department of Commerce (Commerce), 85 Seventh Place East, Suite 280, Saint Paul, MN 55101.

Recitals

1. MMB's ETD division and Commerce have an agreement identified as SWIFT Contract Number 172908 ("Original Agreement") in which MMB's ETD division is to subcontract with edChunk, Inc., for edChunk, Inc., to work with Commerce to develop and deliver training and communication materials for Commerce's eHeat Next Generation software application.
2. This agreement is being amended to:
 - a. Extend the end date and increase the contract amount in order to add phases two and three, which includes eHEAT Next Generation Release Two Training and eHEAT Next Generation Release Three Training, and provide more time to complete the project.
 - b. Modify language in the first paragraph of Clause 2, which consists of making a correction to the title of the training as well as adding Energy Assistance Program (EAP) applicants and mechanical contractors to the audience.
 - c. Adding information identifying content and audience covered in phase one to clause 2.1.
 - d. Modify language in subclause 2.1.4.2.B and in Table 1 of Clause 3, which consists of removing delivery of classroom sessions outside the Metro Area due to COVID-19 travel restrictions and the Stay at Home Order.
 - e. Modify Commerce's authorized representative as this has changed.
3. MMB's ETD and Commerce are willing to amend the Original Agreement as stated below.

Agreement Amendment

In this Amendment, changes to pre-existing Original Agreement language will use ~~strike through~~ for deletions and underlining for insertions.

REVISION 1. Clause 1. "**Term of Agreement**" is amended as follows:

- 1.1 **Effective date:** Upon execution, the date the State obtains all required signatures under Minnesota Statutes Section 16C.05, subdivision 2.
- 1.2 **Expiration date:** ~~August 31, 2020~~ June 30, 2021, or until all obligations have been satisfactorily fulfilled, whichever occurs first.

REVISION 2. Clause 2. "**Scope of Work**" is amended as follows:

MMB's Enterprise Talent Development division (ETD) will subcontract with edChunk, Inc., (Contractor) to provide services to the Minnesota Department of Commerce (Commerce). The Contractor shall work with Commerce to develop and deliver training and communication materials for Commerce's eHeat Next Generation software application. The title of the training is "eHEAT ~~n~~Next Generation Release One Training". Contractor shall ensure that the duration of each in classroom training session will be 2-full-days in length. Contractor shall ensure that all training materials and training sessions cover how to use the new Energy Assistance Program (EAP) software (eHEAT Next Generation) for each audience, which consists of, but may not be limited to, the current service

provider network, energy vendors, EAP applicants, mechanical contractors, and Commerce staff. Contractor shall ensure that all content and materials provided meet the State's accessibility requirements, and thus they must be Section 508 and Web Content Accessibility guidelines (WCAG) 2.0 Compliant. The Contractor shall use the Analyze, Design, Develop/Produce, Implement, and Evaluate (ADDIE) instructional design methodology for this project.

Amended to include eHEAT Next Generation Release Two Training and eHEAT Next Generation Release Three Training. The approach and the outlined deliverables are similar for each Release. The content and the audiences are different in each Release.

2.1 Phase One Deliverables

Content may include but may not be limited to: Introduction to e-Heat Next Generation – application processing, payment processing, energy vendor and mechanical contractor duties. Audiences may include but may not be limited to: Commerce EAP, service providers, energy vendors, and mechanical contractors.

The Contractor's duties include, but are not limited to, delivery of the services and materials identified below:

2.1.1 Analyze

- 2.1.1.1 Collaborate with Commerce's Subject Matter Experts (SMEs) to determine approach for the following phases:
 - A. Define key messages.
 - B. Develop learning objectives for each audience based upon their access and roles within the system.
 - C. Develop goals for the project.
 - D. Develop a Task Inventory.
 - E. Develop training deliverables.
- 2.1.1.2 The Contractor must obtain and receive final approval from Commerce on all content and materials developed for each deliverable.

2.1.2 Design

- 2.1.2.1 Contractor's duty to design a curriculum includes, but may not be limited to, designing the following items in accordance with the determinations made in the analysis phase:
 - A. Collaborate with Commerce to determine the best media for each learning objective and each audience, this may include, but may not be limited to: classroom training, participant guides, HTML user guides, online training, web conferences, videos, screen level help, FAQs, etc.
 - B. Develop content based on learning objectives for each audience.
 - 1. Give to Commerce for review and approval.
 - 2. Make any necessary changes, as per Commerce.
 - 3. Give to Commerce for final review and approval.
 - C. Upon Commerce's request, develop web conference materials.
 - 1. Give to Commerce for review and approval.
 - 2. Make any necessary changes, as per Commerce.
 - 3. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 - 4. Give to Commerce for final review and approval.
 - D. Develop a prototype of the instructor guide.
 - 1. Give prototype to Commerce to review and approve.
 - 2. Make any necessary changes, as per Commerce.
 - 3. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 - 4. Give to Commerce for final review and approval. Upon final approval by Commerce of the prototype it will become the final product.
 - E. Develop a prototype of the participant guide.
 - 1. Give prototype to Commerce to review and approve.
 - 2. Make any necessary changes, as per Commerce.
 - 3. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 - 4. Give to Commerce for final review and approval. Upon final approval by Commerce of the prototype it will become the final product.
 - F. User guides.

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1. Collaborate with Commerce to determine if user guides are to be developed and the number needed (if applicable). If it is determined that user guides are needed, then:
 - i. Develop a prototype of each user guide in HTML5.
 - ii. Give each prototype to Commerce to review and approve.
 - iii. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 - iv. Give each prototype to Commerce for final review and approval. Upon final approval by Commerce of each prototype, the prototypes will become the final product.
 - G. Collaborate with Commerce's SMEs to develop a production schedule of the deliverables. The Contractor must obtain and receive final approval from Commerce of the production schedule.
- 2.1.3 Develop
- 2.1.3.1 Produce all training materials according to production schedule. Training materials include, but may not be limited to: instructor guide, PowerPoints, and participant materials. The Contractor must obtain and receive final approval from Commerce for all training materials provided, and all training materials must meet the State's accessibility requirements.
 - 2.1.3.2 Provide an instructor/facilitator to rehearse the 2-full-day classroom training at Commerce, 85 Seventh Place East, Suite 280, Saint Paul, MN 55101. (In unforeseen circumstance, the location may be subject to change.)
 - A. Make any necessary changes, as per Commerce.
 - 2.1.3.3 Provide an instructor/facilitator to deliver one Train the Trainer session to Commerce SMEs at Commerce, 85 Seventh Place East, Suite 280, Saint Paul, MN 55101. (In unforeseen circumstances, the location may be subject to change.)
 - 2.1.3.4 Record one live classroom training session.
 - A. Provide accessible videos of classroom training session with closed captioning.
 - B. Videos are to be hosted on Commerce's eHEAT Next Generation website. Commerce staff and service provider staff are to access via the eHEAT Next Generation login.
- 2.1.4 Implementation
- 2.1.4.1 If not already completed, produce a final version of each piece of training material required by Commerce. The Contractor must obtain and receive final approval from Commerce for all training materials provided, and all training materials must meet the State's accessibility requirements.
 - 2.1.4.2 Provide an instructor/facilitator to deliver classroom training, if required by Commerce.
 - A. Number of training sessions is to be determined, approximately 3 to 6 sessions are anticipated.
 - B. ~~Of the 3 to 6 anticipated sessions, 2 to 4 of the sessions may be held in a location outside of the Metro Area.~~
 - 2.1.4.3 Provide an instructor/facilitator to deliver Train the Trainer sessions to service provider staff, if required by Commerce.
 - 2.1.4.4 Provide a facilitator to deliver web conferences via WebEx, if required by Commerce.
- 2.1.5 Evaluate
- 2.1.5.1 Collaborate with Commerce SMEs to assess the success of training and change management efforts.

2.2 Phase Two Deliverables

Content may include but may not be limited to: online application submission, reporting functions, user guides for all content created to-date. Audiences may include but may not be limited to: Commerce EAP staff, service providers, and EAP applicants.

The Contractor's duties include, but are not limited to, delivery of the services and materials identified below:

- 2.2.1 Analyze
 - 2.2.1.1 Collaborate with Commerce's Subject Matter Experts (SMEs) to determine approach for the following phases:
 - A. Define key messages.
 - B. Develop learning objectives for each audience based upon their access and roles within the system.

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- C. Develop goals for the project.
- D. Develop a Task Inventory.
- E. Develop training deliverables.

2.2.1.2 The Contractor must obtain and receive final approval from Commerce on all content and materials developed for each deliverable.

2.2.2 Design

2.2.2.1

Contractor's duty to design a curriculum includes, but may not be limited to, designing the following items in accordance with the determinations made in the analysis phase:

- A. Collaborate with Commerce to determine the best media for each learning objective and each audience, this may include, but may not be limited to: classroom training, participant guides, HTML user guides, online training, web conferences, videos, screen level help, FAQs, etc.
- B. Develop content based on learning objectives for each audience.
 - 1. Give to Commerce for review and approval.
 - 2. Make any necessary changes, as per Commerce.
 - 3. Give to Commerce for final review and approval.
- C. Upon Commerce's request, develop web conference materials.
 - 1. Give to Commerce for review and approval.
 - 2. Make any necessary changes, as per Commerce.
 - 3. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 - 4. Give to Commerce for final review and approval.
- D. Develop a prototype of the instructor guide.
 - 1. Give prototype to Commerce to review and approve.
 - 2. Make any necessary changes, as per Commerce.
 - 3. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 - 4. Give to Commerce for final review and approval. Upon final approval by Commerce of the prototype it will become the final product.
- E. Develop a prototype of the participant guide.
 - 1. Give prototype to Commerce to review and approve.
 - 2. Make any necessary changes, as per Commerce.
 - 3. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 - 4. Give to Commerce for final review and approval. Upon final approval by Commerce of the prototype it will become the final product.
- F. User guides.
 - 1. Collaborate with Commerce to determine if user guides are to be developed and the number needed (if applicable). If it is determined that user guides are needed, then:
 - i. Develop a prototype of each user guide in HTML5.
 - ii. Give each prototype to Commerce to review and approve.
 - iii. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 - iv. Give each prototype to Commerce for final review and approval. Upon final approval by Commerce of each prototype, the prototypes will become the final product.
- G. Collaborate with Commerce's SMEs to develop a production schedule of the deliverables. The Contractor must obtain and receive final approval from Commerce of the production schedule.

2.2.3 Develop

2.2.3.1

Produce all training materials according to production schedule. Training materials include, but may not be limited to: instructor guide, PowerPoints, and participant materials. The Contractor must obtain and receive final approval from Commerce for all training materials provided, and all training materials must meet the State's accessibility requirements.

2.2.3.2

Record one live classroom training session.

- A. Provide accessible videos of classroom training session with closed captioning.

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- B. Videos are to be hosted on Commerce's eHEAT Next Generation website. Commerce staff and service provider staff are to access via the eHEAT Next Generation login.

2.2.4 Implementation

- 2.2.4.1 If not already completed, produce a final version of each piece of training material required by Commerce. The Contractor must obtain and receive final approval from Commerce for all training materials provided, and all training materials must meet the State's accessibility requirements.
- 2.2.4.2 Provide a facilitator to deliver web conferences via WebEx, if required by Commerce.

2.2.5 Evaluate

- 2.2.5.1 Collaborate with Commerce SMEs to assess the success of training and change management efforts.

2.3 Phase Three Deliverables

Content may include but may not be limited to: data integration with the Minnesota Department of Employment and Economic Development (DEED) and the Social Security Administration (SSA). Audiences may include but may not be limited to: Commerce EAP staff and service providers.

The Contractor's duties include, but are not limited to, delivery of the services and materials identified below:

2.3.1 Analyze

- 2.3.1.1 Collaborate with Commerce's Subject Matter Experts (SMEs) to determine approach for the following phases:
- A. Define key messages.
 - B. Develop learning objectives for each audience based upon their access and roles within the system.
 - C. Develop goals for the project.
 - D. Develop a Task Inventory.
 - E. Develop training deliverables.
- 2.3.1.2 The Contractor must obtain and receive final approval from Commerce on all content and materials developed for each deliverable.

2.3.2 Design

- 2.3.2.1 Contractor's duty to design a curriculum includes, but may not be limited to, designing the following items in accordance with the determinations made in the analysis phase:
- A. Collaborate with Commerce to determine the best media for each learning objective and each audience, this may include, but may not be limited to: classroom training, participant guides, HTML user guides, online training, web conferences, videos, screen level help, FAQs, etc.
 - B. Develop content based on learning objectives for each audience.
 - 1. Give to Commerce for review and approval.
 - 2. Make any necessary changes, as per Commerce.
 - 3. Give to Commerce for final review and approval.
 - C. Upon Commerce's request, develop web conference materials.
 - 1. Give to Commerce for review and approval.
 - 2. Make any necessary changes, as per Commerce.
 - 3. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 - 4. Give to Commerce for final review and approval.
 - D. Develop a prototype of the instructor guide.
 - 1. Give prototype to Commerce to review and approve.
 - 2. Make any necessary changes, as per Commerce.
 - 3. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 - 4. Give to Commerce for final review and approval. Upon final approval by Commerce of the prototype it will become the final product.
 - E. Develop a prototype of the participant guide.
 - 1. Give prototype to Commerce to review and approve.

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2. Make any necessary changes, as per Commerce.
 3. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 4. Give to Commerce for final review and approval. Upon final approval by Commerce of the prototype it will become the final product.
- F. User guides.
1. Collaborate with Commerce to determine if user guides are to be developed and the number needed (if applicable). If it is determined that user guides are needed, then:
 - i. Develop a prototype of each user guide in HTML5.
 - ii. Give each prototype to Commerce to review and approve.
 - iii. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 - iv. Give each prototype to Commerce for final review and approval. Upon final approval by Commerce of each prototype, the prototypes will become the final product.
- G. Collaborate with Commerce's SMEs to develop a production schedule of the deliverables. The Contractor must obtain and receive final approval from Commerce of the production schedule.
- 2.3.3 Develop
- 2.3.3.1 Produce all training materials according to production schedule. Training materials include, but may not be limited to: instructor guide, PowerPoints, and participant materials. The Contractor must obtain and receive final approval from Commerce for all training materials provided, and all training materials must meet the State's accessibility requirements.
 - 2.3.3.2 Provide an instructor/facilitator to rehearse the 2-full-day classroom training at Commerce, 85 Seventh Place East, Suite 280, Saint Paul, MN 55101. (In unforeseen circumstance, the location may be subject to change.)
 - A. Make any necessary changes, as per Commerce.
 - 2.3.3.3 Provide an instructor/facilitator to deliver one Train the Trainer session to Commerce SMEs at Commerce, 85 Seventh Place East, Suite 280, Saint Paul, MN 55101. (In unforeseen circumstances, the location may be subject to change.)
 - 2.3.3.4 Record one live classroom training session.
 - A. Provide accessible videos of classroom training session with closed captioning.
 - B. Videos are to be hosted on Commerce's eHEAT Next Generation website. Commerce staff and service provider staff are to access via the eHEAT Next Generation login.
- 2.3.4 Implementation
- 2.3.4.1 If not already completed, produce a final version of each piece of training material required by Commerce. The Contractor must obtain and receive final approval from Commerce for all training materials provided, and all training materials must meet the State's accessibility requirements.
 - 2.3.4.2 Provide an instructor/facilitator to deliver classroom training, if required by Commerce.
 - A. Number of training sessions is to be determined, approximately 3 to 6 sessions are anticipated.
 - B. Of the 3 to 6 anticipated sessions, 2 to 4 of the sessions may be held in a location outside of the Metro Area.
 - 2.3.4.3 Provide an instructor/facilitator to deliver Train the Trainer sessions to service provider staff, if required by Commerce.
 - 2.3.4.4 Provide a facilitator to deliver web conferences via WebEx, if required by Commerce.
- 2.3.5 Evaluate
- 2.3.5.1 Collaborate with Commerce SMEs to assess the success of training and change management efforts.

Commerce will review each deliverable from the Contractor, and the Contractor will revise the deliverables as required by Commerce. The Contractor's time and service for revisions is included.

Any feature or functionality approved by Commerce that is later determined to be considered non-compliant may incur additional costs and may require an amendment in order for the Contractor to provide the necessary revisions to ensure compliance with State accessibility requirements.

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All source code, documents, and files will be the property of the State of Minnesota and given to Commerce upon completion of this project.

REVISION 3. Clause 3 “**Consideration and Payment**” is amended as follows:

ETD will invoice no more than monthly, upon completion of services and materials actually provided, and as per the breakdown of costs listed in Tables 1, ~~and 2~~, 3, and 4 below. Invoices are sent directly from SWIFT to accountspayable.commerce@state.mn.us. Commerce is to pay within 30 days of receipt of each invoice.

Table 1: Breakdown of Phase One Costs

Deliverables	Cost	ETD Admin Fee (18%)
<i>Analyze</i>	\$80.00/hour	\$14.40/hour
In collaboration with Commerce’s SMEs, determined the approach for the following phases: Define key messages. Develop learning objectives for each audience based upon their access and roles within the system. Develop goals for the project. Develop a Task Inventory. Develop training deliverables.		
<i>Design</i>		
In collaboration with Commerce, determined the best media for each learning objective and each audience, this may include, but may not be limited to: <ul style="list-style-type: none"> ✓ Classroom training ✓ Participant guides ✓ HTML user guides ✓ Online training ✓ Web conferences ✓ Videos ✓ Screen level help ✓ FAQs ✓ Other deliverables requested by Commerce 		
Developed content based on learning objectives for each audience.		
Developed web conference materials (upon Commerce’s request) that meets the State’s accessibility requirements.		
Developed a prototype of the instructor guide.		
Provided a finalized instructor guide that meets the State’s accessibility requirements.		
Developed a prototype of the participant guide.		
Provided a finalized participant guide that meets the State’s accessibility requirements.		
In collaboration with Commerce, determined if user guides are to be developed and the number needed (if applicable).		
Developed a prototype of each user guide in HTML5 (upon Commerce’s request).		
Provided finalized user guides (upon Commerce’s request) in HTML that meets the State’s accessibility requirements.		
In collaboration with Commerce, developed a production schedule of the deliverables.		
<i>Develop</i>		

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Deliverables	Cost	ETD Admin Fee (18%)
Produced all training materials according to production schedule. Training materials include, but may not be limited to: <ul style="list-style-type: none"> ✓ Instructor guide ✓ PowerPoints ✓ Participant materials 		
Delivered a rehearsal of the 2-full-day classroom training.		
Delivered one 2-full-day Train the Trainer session to Commerce SMEs.		
Recorded and provided one live classroom training session that meets the State's accessibility requirements.		
<i>Implementation</i>		
Delivered a final version of each piece of training material required by Commerce that meets the State's accessibility requirements (if not already completed).		
Delivered up to 6 sessions of the 2-full-day classroom training, if required by Commerce. – Up to 4 of the 6 sessions may be held outside the Metro Area.		
Delivered the 2-full-day Train the Trainer sessions to service provider staff, if required by Commerce.		
Delivered web conferences via WebEx, if required by Commerce, that meets the State's accessibility requirements.		
<i>Evaluate</i>		
In collaboration with Commerce, assessed the success of training and change management efforts.		
PHASE ONE TOTAL HOURS (amount of services and materials actually provided, not to exceed)		840 hours
PHASE ONE TOTAL COST (amount of deliverable services and materials actually provided, includes ETD admin fee, not to exceed)		\$79,296.00

Table 2: Breakdown of Phase Two Costs

Deliverables	Cost	ETD Admin Fee (18%)
<i>Analyze</i>	<u>\$80.00/hour</u>	<u>\$14.40/hour</u>
<u>In collaboration with Commerce's SMEs, determined the approach for the following phases:</u> <u>Define key messages.</u> <u>Develop learning objectives for each audience based upon their access and roles within the system.</u> <u>Develop goals for the project.</u> <u>Develop a Task Inventory.</u> <u>Develop training deliverables.</u>		
<i>Design</i>		
<u>In collaboration with Commerce, determined the best media for each learning objective and each audience, this may include, but may not be limited to:</u> <ul style="list-style-type: none"> ✓ <u>Classroom training</u> ✓ <u>Participant guides</u> 		

<u>Deliverables</u>	<u>Cost</u>	<u>ETD Admin Fee (18%)</u>
<ul style="list-style-type: none"> ✓ <u>HTML user guides</u> ✓ <u>Online training</u> ✓ <u>Web conferences</u> ✓ <u>Videos</u> ✓ <u>Screen level help</u> ✓ <u>FAQs</u> ✓ <u>Other deliverables requested by Commerce</u> 		
<u>Developed content based on learning objectives for each audience.</u>		
<u>Developed web conference materials (upon Commerce's request) that meets the State's accessibility requirements.</u>		
<u>Developed a prototype of the instructor guide.</u>		
<u>Provided a finalized instructor guide that meets the State's accessibility requirements.</u>		
<u>Developed a prototype of the participant guide.</u>		
<u>Provided a finalized participant guide that meets the State's accessibility requirements.</u>		
<u>In collaboration with Commerce, determined if user guides are to be developed and the number needed (if applicable).</u>		
<u>Developed a prototype of each user guide in HTML5 (upon Commerce's request).</u>		
<u>Provided finalized user guides (upon Commerce's request) in HTML that meets the State's accessibility requirements.</u>		
<u>In collaboration with Commerce, developed a production schedule of the deliverables.</u>		
<i><u>Develop</u></i>		
<u>Produced all training materials according to production schedule. Training materials include, but may not be limited to:</u>		
<ul style="list-style-type: none"> ✓ <u>Instructor guide</u> ✓ <u>PowerPoints</u> ✓ <u>Participant materials</u> 		
<u>Recorded and provided one live classroom training session that meets the State's accessibility requirements.</u>		
<i><u>Implementation</u></i>		
<u>Delivered a final version of each piece of training material required by Commerce that meets the State's accessibility requirements (if not already completed).</u>		
<u>Delivered web conferences via WebEx, if required by Commerce, that meets the State's accessibility requirements.</u>		
<i><u>Evaluate</u></i>		
<u>In collaboration with Commerce, assessed the success of training and change management efforts.</u>		
<u>PHASE TWO TOTAL HOURS (amount of services and materials actually provided)</u>		<u>1,431 hours</u>
<u>PHASE TWO TOTAL COST (amount of deliverable services and materials actually provided, includes ETD admin fee)</u>		<u>\$135,086.40</u>

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Table 3: Breakdown of Phase Three Costs

<u>Deliverables</u>	<u>Cost</u>	<u>ETD Admin Fee (18%)</u>
<u>Analyze</u>	<u>\$80.00/hour</u>	<u>\$14.40/hour</u>
<u>In collaboration with Commerce's SMEs, determined the approach for the following phases:</u>		
<u>Define key messages.</u>		
<u>Develop learning objectives for each audience based upon their access and roles within the system.</u>		
<u>Develop goals for the project.</u>		
<u>Develop a Task Inventory.</u>		
<u>Develop training deliverables.</u>		
<u>Design</u>		
<u>In collaboration with Commerce, determined the best media for each learning objective and each audience, this may include, but may not be limited to:</u>		
<ul style="list-style-type: none"> ✓ <u>Classroom training</u> ✓ <u>Participant guides</u> ✓ <u>HTML user guides</u> ✓ <u>Online training</u> ✓ <u>Web conferences</u> ✓ <u>Videos</u> ✓ <u>Screen level help</u> ✓ <u>FAQs</u> ✓ <u>Other deliverables requested by Commerce</u> 		
<u>Developed content based on learning objectives for each audience.</u>		
<u>Developed web conference materials (upon Commerce's request) that meets the State's accessibility requirements.</u>		
<u>Developed a prototype of the instructor guide.</u>		
<u>Provided a finalized instructor guide that meets the State's accessibility requirements.</u>		
<u>Developed a prototype of the participant guide.</u>		
<u>Provided a finalized participant guide that meets the State's accessibility requirements.</u>		
<u>In collaboration with Commerce, determined if user guides are to be developed and the number needed (if applicable).</u>		
<u>Developed a prototype of each user guide in HTML5 (upon Commerce's request).</u>		
<u>Provided finalized user guides (upon Commerce's request) in HTML that meets the State's accessibility requirements.</u>		
<u>In collaboration with Commerce, developed a production schedule of the deliverables.</u>		
<u>Develop</u>		
<u>Produced all training materials according to production schedule. Training materials include, but may not be limited to:</u>		
<ul style="list-style-type: none"> ✓ <u>Instructor guide</u> ✓ <u>PowerPoints</u> ✓ <u>Participant materials</u> 		
<u>Delivered a rehearsal of the 2-full-day classroom training.</u>		
<u>Delivered one 2-full-day Train the Trainer session to Commerce SMEs.</u>		

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<u>Deliverables</u>	<u>Cost</u>	<u>ETD Admin Fee (18%)</u>
<u>Recorded and provided one live classroom training session that meets the State's accessibility requirements.</u>		
<i><u>Implementation</u></i>		
<u>Delivered a final version of each piece of training material required by Commerce that meets the State's accessibility requirements (if not already completed).</u>		
<u>Delivered up to 6 sessions of the 2-full-day classroom training, if required by Commerce. – Up to 4 of the 6 sessions may be held outside the Metro Area.</u>		
<u>Delivered the 2-full-day Train the Trainer sessions to service provider staff, if required by Commerce.</u>		
<u>Delivered web conferences via WebEx, if required by Commerce, that meets the State's accessibility requirements.</u>		
<i><u>Evaluate</u></i>		
<u>In collaboration with Commerce, assessed the success of training and change management efforts.</u>		
<u>PHASE THREE TOTAL HOURS (amount of services and materials actually provided)</u>		<u>1,219 hours</u>
<u>PHASE THREE TOTAL COST (amount of deliverable services and materials actually provided, includes ETD admin fee)</u>		<u>\$115,073.60</u>
<u>GRAND TOTAL HOURS FOR ALL THREE PHASES (amount of services and materials actually provided, not to exceed)</u>		<u>3,490 hours</u>
<u>GRAND TOTAL COST FOR ALL THREE PHASES (amount of deliverable services and materials actually provided, includes ETD admin fee, not to exceed)</u>		<u>\$329,456.00</u>

Table 2 4: Breakdown of Travel Expenses

<u>Travel Expense</u>	<u>Cost (includes taxes/fees/gratuity)</u>	<u>Quantity</u>	<u>Subtotal (not to exceed)</u>
Hotel	Up to \$150.00/night	Up to 12 nights (up to 3 nights per session)	\$1,800.00
Mileage – Up to 700 miles per roundtrip – must be the most direct route between 2 locations	\$0.575/mile	Up to 4 roundtrips	\$1,610.00
Parking (if applicable)	Up to \$20.00/day	Up to 8 days (up to 2 days per session)	\$160.00
Meals – breakfast, lunch, dinner	Up to \$36.00/day	Up to 12 days (up to 3 days per session)	\$432.00
TOTAL (amount of travel expenses, not to exceed)			\$4,002.00

The payment is to be made to ETD using the applicable vendor number accounting information: **G100000000** Location: **001**.

The total obligation of Commerce for all compensation and reimbursements to ETD under this agreement will not exceed ~~\$83,298.00~~ **\$333,458.00**.

REVISION 4. Clause 5 “**Authorized Representative**” is amended as follows:

ETD's Authorized Representative is George Wellock, Business and Operations Manager, 10 River Park Plaza, Suite G35, Saint Paul, MN 55107, (651) 558-6671, george.wellock@state.mn.us or their successor.

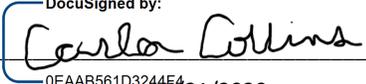
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Commerce's Authorized Representative is ~~Anne O'Connor, Deputy Commissioner~~ Timothy Jahnke, Admin Services Director, 85 Seventh Place East, Suite 280, Saint Paul, MN 55101, ~~(651) 539-1442, anne.oconnor@state.mn.us~~ (651) 539-1501, tim.jahnke@state.mn.us or their successor.

Except as amended herein, the terms and conditions of the Original Agreement and all previous amendments remain in full force and effect and incorporated into this amendment by reference.

1. STATE ENCUMBRANCE VERIFICATION

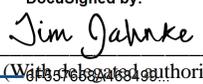
Individual certifies that funds have been encumbered as required by Minn. Stat. §§ 16A.15 and 16C.05.

DocuSigned by:
Signed: 
Date: 7/21/2020
0EAAB561D324454

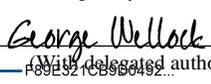
SWIFT Contract No. SC# 172908

SWIFT PO #: FY20 PO# 3-13095 / FY21 PO# 3-13534

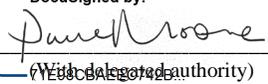
2. MINNESOTA DEPARTMENT OF COMMERCE

DocuSigned by:
By: 
(With delegated authority)
Title: Admin Services Director/CFO
Date: 7/21/2020

3. MINNESOTA MANAGEMENT AND BUDGET

DocuSigned by:
By: 
(With delegated authority)
Title: ETD Director
Date: 7/27/2020

4. MINNESOTA MANAGEMENT AND BUDGET

DocuSigned by:
By: 
(With delegated authority)
Title: Chief Financial Officer
Date: 7/27/2020

Amendment 3 to State of Minnesota Interagency Agreement

Agreement Effective Date:	<u>2/25/2020</u>	Total Agreement Amount:	<u>\$333,420.80</u>
Original Agreement Expiration Date:	<u>6/30/2020</u>	Original Agreement:	<u>\$83,298.00</u>
Current Agreement Expiration Date:	<u>6/30/2021</u>	Previous Amendment(s) Total:	<u>\$250,160.00</u>
Requested Agreement Expiration Date:	<u>None</u>	This Amendment:	<u>-\$37.20</u>

This amendment is by and between the Minnesota Department of Commerce (Commerce), 85 Seventh Place East, Suite 280, Saint Paul, MN 55101 and the Minnesota Management and Budget (MMB), Enterprise Talent Development (ETD), 658 Cedar Street, 400 Centennial Building, Saint Paul, MN 55155.

Recitals

1. The Minnesota Department of Commerce (Commerce), 85 Seventh Place East, Suite 280, Saint Paul, MN 55101 and Minnesota Management and Budget (MMB), Enterprise Talent Development (ETD), 658 Cedar Street, 400 Centennial Building, Saint Paul, MN 55155 have an agreement identified as SWIFT Contract Number 172908 ("Original Agreement") in which MMB's ETD division is to subcontract with edChunk, Inc., for edChunk, Inc., to work with Commerce to develop and deliver training and communication materials for Commerce's eHeat Next Generation software application.
2. This agreement is being amended:
 - a. To make minor modifications and move language which identifies training for each release in clause 2 to a more appropriate place within clause 2.
 - b. Due to COVID-19 restrictions and per Commerce's request, to incorporate that training may be delivered virtually; remove language regarding training being held outside the Metro Area; remove travel expenses; and increase the total hours for Phase Two and Phase Three by 21 additional hours for each phase for a total of 42 additional hours overall.
3. The Minnesota Department of Commerce (Commerce), 85 Seventh Place East, Suite 280, Saint Paul, MN 55101 and the Minnesota Management and Budget (MMB), Enterprise Talent Development (ETD), 658 Cedar Street, 400 Centennial Building, Saint Paul, MN 55155 are willing to amend the Original Agreement as stated below.

Agreement Amendment

In this Amendment, changes to pre-existing Agreement language will use ~~strike through~~ for deletions and underlining for insertions.

REVISION 1. Clause 2. "Scope of Work" is amended as follows:

MMB's Enterprise Talent Development division (ETD) will subcontract with edChunk, Inc., (Contractor) to provide services to the Minnesota Department of Commerce (Commerce). The Contractor shall work with Commerce to develop and deliver training and communication materials for Commerce's eHeat Next Generation software application. The title of the training for each release is "eHEAT Next Generation Release One Training", "eHEAT Next Generation Release Two Training", and "eHEAT Next Generation Release Three Training". ~~The approach and the outlined deliverables are similar for each Release. The content and the audiences are different in each Release.~~ Contractor shall ensure that the duration of each in classroom and/or virtual classroom training session will be 2-full-days in length. Contractor shall ensure that all training materials and training sessions cover how to use the new Energy Assistance Program (EAP) software (eHEAT Next Generation) for each audience, which consists of, but may not be limited to, the current service provider network, energy vendors, EAP applicants, mechanical contractors, and Commerce staff. Contractor shall ensure that all content and materials provided meet the State's accessibility requirements, and thus they must be Section 508 and Web Content Accessibility guidelines (WCAG) 2.0 Compliant. The Contractor shall use the Analyze, Design, Develop/Produce, Implement, and Evaluate (ADDIE) instructional design methodology for this project.

~~Amended to include eHEAT Next Generation Release Two Training and eHEAT Next Generation Release Three Training. The approach and the outlined deliverables are similar for each Release. The content and the audiences are different in each Release.~~

2.1 Phase One Deliverables

Content may include but may not be limited to: Introduction to e-Heat Next Generation – application processing, payment processing, energy vendor and mechanical contractor duties. Audiences may include but may not be limited to: Commerce EAP, service providers, energy vendors, and mechanical contractors.

The Contractor's duties include, but are not limited to, delivery of the services and materials identified below:

2.1.1 Analyze

- 2.1.1.1 Collaborate with Commerce's Subject Matter Experts (SMEs) to determine approach for the following phases:
- A. Define key messages.
 - B. Develop learning objectives for each audience based upon their access and roles within the system.
 - C. Develop goals for the project.
 - D. Develop a Task Inventory.
 - E. Develop training deliverables.
- 2.1.1.2 The Contractor must obtain and receive final approval from Commerce on all content and materials developed for each deliverable.

2.1.2 Design

- 2.1.2.1 Contractor's duty to design a curriculum includes, but may not be limited to, designing the following items in accordance with the determinations made in the analysis phase:
- A. Collaborate with Commerce to determine the best media for each learning objective and each audience, this may include, but may not be limited to: classroom training, participant guides, HTML user guides, online training, web conferences, videos, screen level help, FAQs, etc.
 - B. Develop content based on learning objectives for each audience.
 1. Give to Commerce for review and approval.
 2. Make any necessary changes, as per Commerce.
 3. Give to Commerce for final review and approval.
 - C. Upon Commerce's request, develop web conference materials.
 1. Give to Commerce for review and approval.
 2. Make any necessary changes, as per Commerce.
 3. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 4. Give to Commerce for final review and approval.
 - D. Develop a prototype of the instructor guide.
 1. Give prototype to Commerce to review and approve.
 2. Make any necessary changes, as per Commerce.
 3. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 4. Give to Commerce for final review and approval. Upon final approval by Commerce of the prototype it will become the final product.
 - E. Develop a prototype of the participant guide.
 1. Give prototype to Commerce to review and approve.
 2. Make any necessary changes, as per Commerce.
 3. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 4. Give to Commerce for final review and approval. Upon final approval by Commerce of the prototype it will become the final product.
 - F. User guides.
 1. Collaborate with Commerce to determine if user guides are to be developed and the number needed (if applicable). If it is determined that user guides are needed, then:
 - i. Develop a prototype of each user guide in HTML5.
 - ii. Give each prototype to Commerce to review and approve.
 - iii. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 - iv. Give each prototype to Commerce for final review and approval. Upon final approval by Commerce of each prototype, the prototypes will become the final product.

- G. Collaborate with Commerce’s SMEs to develop a production schedule of the deliverables. The Contractor must obtain and receive final approval from Commerce of the production schedule.
- 2.1.3 Develop
 - 2.1.3.1 Produce all training materials according to production schedule. Training materials include, but may not be limited to: instructor guide, PowerPoints, and participant materials. The Contractor must obtain and receive final approval from Commerce for all training materials provided, and all training materials must meet the State’s accessibility requirements.
 - 2.1.3.2 Provide an instructor/facilitator to rehearse the 2-full-day classroom training at Commerce, 85 Seventh Place East, Suite 280, Saint Paul, MN 55101. (In unforeseen circumstance, the location may be subject to change.)
 - A. Make any necessary changes, as per Commerce.
 - 2.1.3.3 Provide an instructor/facilitator to deliver one Train the Trainer session to Commerce SMEs at Commerce, 85 Seventh Place East, Suite 280, Saint Paul, MN 55101. (In unforeseen circumstances, the location may be subject to change.)
 - 2.1.3.4 Record one live classroom training session.
 - A. Provide accessible videos of classroom training session with closed captioning.
 - B. Videos are to be hosted on Commerce’s eHEAT Next Generation website. Commerce staff and service provider staff are to access via the eHEAT Next Generation login.
 - 2.1.4 Implementation
 - 2.1.4.1 If not already completed, produce a final version of each piece of training material required by Commerce. The Contractor must obtain and receive final approval from Commerce for all training materials provided, and all training materials must meet the State’s accessibility requirements.
 - 2.1.4.2 Provide an instructor/facilitator to deliver classroom training, if required by Commerce.
 - A. Number of training sessions is to be determined, approximately 3 to 6 sessions are anticipated.
 - 2.1.4.3 Provide an instructor/facilitator to deliver Train the Trainer sessions to service provider staff, if required by Commerce.
 - 2.1.4.4 Provide a facilitator to deliver web conferences via WebEx, if required by Commerce.
 - 2.1.5 Evaluate
 - 2.1.5.1 Collaborate with Commerce SMEs to assess the success of training and change management efforts.

2.2 Phase Two Deliverables

Content may include but may not be limited to: online application submission, reporting functions, user guides for all content created to-date. Audiences may include but may not be limited to: Commerce EAP staff, service providers, and EAP applicants.

The Contractor’s duties include, but are not limited to, delivery of the services and materials identified below:

- 2.2.1 Analyze
 - 2.2.1.1 Collaborate with Commerce’s Subject Matter Experts (SMEs) to determine approach for the following phases:
 - A. Define key messages.
 - B. Develop learning objectives for each audience based upon their access and roles within the system.
 - C. Develop goals for the project.
 - D. Develop a Task Inventory.
 - E. Develop training deliverables.
 - 2.2.1.2 The Contractor must obtain and receive final approval from Commerce on all content and materials developed for each deliverable.
- 2.2.2 Design
 - 2.2.2.1 Contractor’s duty to design a curriculum includes, but may not be limited to, designing the following items in accordance with the determinations made in the analysis phase:
 - A. Collaborate with Commerce to determine the best media for each learning objective and each audience, this may include, but may not be limited to: classroom training, participant guides, HTML user guides, online training, web conferences, videos, screen level help, FAQs, etc.
 - B. Develop content based on learning objectives for each audience.
 - 1. Give to Commerce for review and approval.
 - 2. Make any necessary changes, as per Commerce.
 - 3. Give to Commerce for final review and approval.

- C. Upon Commerce’s request, develop web conference materials.
 - 1. Give to Commerce for review and approval.
 - 2. Make any necessary changes, as per Commerce.
 - 3. Materials must meet the State’s accessibility requirements before final review and approval can be provided.
 - 4. Give to Commerce for final review and approval.
- D. Develop a prototype of the instructor guide.
 - 1. Give prototype to Commerce to review and approve.
 - 2. Make any necessary changes, as per Commerce.
 - 3. Materials must meet the State’s accessibility requirements before final review and approval can be provided.
 - 4. Give to Commerce for final review and approval. Upon final approval by Commerce of the prototype it will become the final product.
- E. Develop a prototype of the participant guide.
 - 1. Give prototype to Commerce to review and approve.
 - 2. Make any necessary changes, as per Commerce.
 - 3. Materials must meet the State’s accessibility requirements before final review and approval can be provided.
 - 4. Give to Commerce for final review and approval. Upon final approval by Commerce of the prototype it will become the final product.
- F. User guides.
 - 1. Collaborate with Commerce to determine if user guides are to be developed and the number needed (if applicable). If it is determined that user guides are needed, then:
 - i. Develop a prototype of each user guide in HTML5.
 - ii. Give each prototype to Commerce to review and approve.
 - iii. Materials must meet the State’s accessibility requirements before final review and approval can be provided.
 - iv. Give each prototype to Commerce for final review and approval. Upon final approval by Commerce of each prototype, the prototypes will become the final product.
- G. Collaborate with Commerce’s SMEs to develop a production schedule of the deliverables. The Contractor must obtain and receive final approval from Commerce of the production schedule.

2.2.3 Develop

2.2.3.1

Produce all training materials according to production schedule. Training materials include, but may not be limited to: instructor guide, PowerPoints, and participant materials. The Contractor must obtain and receive final approval from Commerce for all training materials provided, and all training materials must meet the State’s accessibility requirements.

2.2.3.2

Record one live classroom/virtual classroom training session.

- A. Provide accessible videos of classroom/virtual classroom training session with closed captioning.
- B. Videos are to be hosted on Commerce’s eHEAT Next Generation website. Commerce staff and service provider staff are to access via the eHEAT Next Generation login.

2.2.4 Implementation

2.2.4.1

If not already completed, produce a final version of each piece of training material required by Commerce. The Contractor must obtain and receive final approval from Commerce for all training materials provided, and all training materials must meet the State’s accessibility requirements.

2.2.4.2

Provide a facilitator to deliver web conferences via WebEx, if required by Commerce.

2.2.5 Evaluate

2.2.5.1

Collaborate with Commerce SMEs to assess the success of training and change management efforts.

2.3 Phase Three Deliverables

Content may include but may not be limited to: data integration with the Minnesota Department of Employment and Economic Development (DEED) and the Social Security Administration (SSA). Audiences may include but may not be limited to: Commerce EAP staff and service providers.

The Contractor’s duties include, but are not limited to, delivery of the services and materials identified below:

2.3.1 Analyze

2.3.1.1

Collaborate with Commerce's Subject Matter Experts (SMEs) to determine approach for the following phases:

- A. Define key messages.
- B. Develop learning objectives for each audience based upon their access and roles within the system.
- C. Develop goals for the project.
- D. Develop a Task Inventory.
- E. Develop training deliverables.

2.3.1.2

The Contractor must obtain and receive final approval from Commerce on all content and materials developed for each deliverable.

2.3.2 Design

2.3.2.1

Contractor's duty to design a curriculum includes, but may not be limited to, designing the following items in accordance with the determinations made in the analysis phase:

- A. Collaborate with Commerce to determine the best media for each learning objective and each audience, this may include, but may not be limited to: classroom training, participant guides, HTML user guides, online training, web conferences, videos, screen level help, FAQs, etc.
- B. Develop content based on learning objectives for each audience.
 1. Give to Commerce for review and approval.
 2. Make any necessary changes, as per Commerce.
 3. Give to Commerce for final review and approval.
- C. Upon Commerce's request, develop web conference materials.
 1. Give to Commerce for review and approval.
 2. Make any necessary changes, as per Commerce.
 3. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 4. Give to Commerce for final review and approval.
- D. Develop a prototype of the instructor guide.
 1. Give prototype to Commerce to review and approve.
 2. Make any necessary changes, as per Commerce.
 3. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 4. Give to Commerce for final review and approval. Upon final approval by Commerce of the prototype it will become the final product.
- E. Develop a prototype of the participant guide.
 1. Give prototype to Commerce to review and approve.
 2. Make any necessary changes, as per Commerce.
 3. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 4. Give to Commerce for final review and approval. Upon final approval by Commerce of the prototype it will become the final product.
- F. User guides.
 1. Collaborate with Commerce to determine if user guides are to be developed and the number needed (if applicable). If it is determined that user guides are needed, then:
 - i. Develop a prototype of each user guide in HTML5.
 - ii. Give each prototype to Commerce to review and approve.
 - iii. Materials must meet the State's accessibility requirements before final review and approval can be provided.
 - iv. Give each prototype to Commerce for final review and approval. Upon final approval by Commerce of each prototype, the prototypes will become the final product.
- G. Collaborate with Commerce's SMEs to develop a production schedule of the deliverables. The Contractor must obtain and receive final approval from Commerce of the production schedule.

2.3.3 Develop

2.3.3.1

Produce all training materials according to production schedule. Training materials include, but may not be limited to: instructor guide, PowerPoints, and participant materials. The Contractor must obtain and receive final approval from Commerce for all training materials provided, and all training materials must meet the State's accessibility requirements.

- 2.3.3.2 Provide an instructor/facilitator to rehearse the 2-full-day classroom/virtual classroom training at Commerce, 85 Seventh Place East, Suite 280, Saint Paul, MN 55101. (In unforeseen circumstance, the location may be subject to change.)
 - A. Make any necessary changes, as per Commerce.
- 2.3.3.3 Provide an instructor/facilitator to deliver one Train the Trainer session to Commerce SMEs at Commerce, 85 Seventh Place East, Suite 280, Saint Paul, MN 55101. (In unforeseen circumstances, the location may be subject to change.)
- 2.3.3.4 Record one live classroom/virtual classroom training session.
 - A. Provide accessible videos of classroom/virtual classroom training session with closed captioning.
 - B. Videos are to be hosted on Commerce’s eHEAT Next Generation website. Commerce staff and service provider staff are to access via the eHEAT Next Generation login.
- 2.3.4 Implementation
 - 2.3.4.1 If not already completed, produce a final version of each piece of training material required by Commerce. The Contractor must obtain and receive final approval from Commerce for all training materials provided, and all training materials must meet the State’s accessibility requirements.
 - 2.3.4.2 Provide an instructor/facilitator to deliver classroom/virtual classroom training, if required by Commerce.
 - A. Number of training sessions is to be determined, approximately 3 to 6 sessions are anticipated.
 - ~~B. Of the 3 to 6 anticipated sessions, 2 to 4 of the sessions may be held in a location outside of the Metro Area.~~
 - 2.3.4.3 Provide an instructor/facilitator to deliver Train the Trainer sessions to service provider staff, if required by Commerce.
 - 2.3.4.4 Provide a facilitator to deliver web conferences via WebEx, if required by Commerce.
- 2.3.5 Evaluate
 - 2.3.5.1 Collaborate with Commerce SMEs to assess the success of training and change management efforts.

Commerce will review each deliverable from the Contractor, and the Contractor will revise the deliverables as required by Commerce. The Contractor’s time and service for revisions is included.

Any feature or functionality approved by Commerce that is later determined to be considered non-compliant may incur additional costs and may require an amendment in order for the Contractor to provide the necessary revisions to ensure compliance with State accessibility requirements.

All source code, documents, and files will be the property of the State of Minnesota and given to Commerce upon completion of this project.

REVISION 2. Clause 3. “Consideration and Payment” is amended as follows:

ETD will invoice no more than monthly, upon completion of services and materials actually provided, and as per the breakdown of costs listed in Tables 1, 2, ~~and 3, and 4~~ below. Invoices are sent directly from SWIFT to accountspayable.commerce@state.mn.us. Commerce is to pay within 30 days of receipt of each invoice.

Table 1: Breakdown of Phase One Costs

Deliverables	Cost	ETD Admin Fee (18%)
<i>Analyze</i>	\$80.00/hour	\$14.40/hour
In collaboration with Commerce’s SMEs, determined the approach for the following phases: Define key messages. Develop learning objectives for each audience based upon their access and roles within the system. Develop goals for the project. Develop a Task Inventory. Develop training deliverables.		

<i>Design</i>		
In collaboration with Commerce, determined the best media for each learning objective and each audience, this may include, but may not be limited to: <ul style="list-style-type: none"> ✓ Classroom training ✓ Participant guides ✓ HTML user guides ✓ Online training ✓ Web conferences ✓ Videos ✓ Screen level help ✓ FAQs ✓ Other deliverables requested by Commerce 		
Developed content based on learning objectives for each audience.		
Developed web conference materials (upon Commerce's request) that meets the State's accessibility requirements.		
Developed a prototype of the instructor guide.		
Provided a finalized instructor guide that meets the State's accessibility requirements.		
Developed a prototype of the participant guide.		
Provided a finalized participant guide that meets the State's accessibility requirements.		
In collaboration with Commerce, determined if user guides are to be developed and the number needed (if applicable).		
Developed a prototype of each user guide in HTML5 (upon Commerce's request).		
Provided finalized user guides (upon Commerce's request) in HTML that meets the State's accessibility requirements.		
In collaboration with Commerce, developed a production schedule of the deliverables.		
<i>Develop</i>		
Produced all training materials according to production schedule. Training materials include, but may not be limited to: <ul style="list-style-type: none"> ✓ Instructor guide ✓ PowerPoints ✓ Participant materials 		
Delivered a rehearsal of the 2-full-day classroom training.		
Delivered one 2-full-day Train the Trainer session to Commerce SMEs.		
Recorded and provided one live classroom training session that meets the State's accessibility requirements.		
<i>Implementation</i>		
Delivered a final version of each piece of training material required by Commerce that meets the State's accessibility requirements (if not already completed).		
Delivered up to 6 sessions of the 2-full-day classroom training, if required by Commerce.		
Delivered the 2-full-day Train the Trainer sessions to service provider staff, if required by Commerce.		
Delivered web conferences via WebEx, if required by Commerce, that meets the State's accessibility requirements.		

<i>Evaluate</i>		
In collaboration with Commerce, assessed the success of training and change management efforts.		
PHASE ONE TOTAL HOURS (amount of services and materials actually provided)		840 hours
PHASE ONE TOTAL COST (amount of deliverable services and materials actually provided, includes ETD admin fee)		\$79,296.00

Table 2: Breakdown of Phase Two Costs

Deliverables	Cost	ETD Admin Fee (18%)
<i>Analyze</i>	\$80.00/hour	\$14.40/hour
In collaboration with Commerce's SMEs, determined the approach for the following phases: Define key messages. Develop learning objectives for each audience based upon their access and roles within the system. Develop goals for the project. Develop a Task Inventory. Develop training deliverables.		
<i>Design</i>		
In collaboration with Commerce, determined the best media for each learning objective and each audience, this may include, but may not be limited to: <ul style="list-style-type: none"> ✓ Classroom training ✓ Participant guides ✓ HTML user guides ✓ Online training ✓ Web conferences ✓ Videos ✓ Screen level help ✓ FAQs ✓ Other deliverables requested by Commerce 		
Developed content based on learning objectives for each audience.		
Developed web conference materials (upon Commerce's request) that meets the State's accessibility requirements.		
Developed a prototype of the instructor guide.		
Provided a finalized instructor guide that meets the State's accessibility requirements.		
Developed a prototype of the participant guide.		
Provided a finalized participant guide that meets the State's accessibility requirements.		
In collaboration with Commerce, determined if user guides are to be developed and the number needed (if applicable).		
Developed a prototype of each user guide in HTML5 (upon Commerce's request).		
Provided finalized user guides (upon Commerce's request) in HTML that meets the State's accessibility requirements.		
In collaboration with Commerce, developed a production schedule of the deliverables.		

<i>Develop</i>		
Produced all training materials according to production schedule. Training materials include, but may not be limited to:		
<ul style="list-style-type: none"> ✓ Instructor guide ✓ PowerPoints ✓ Participant materials 		
Recorded and provided one live classroom/ <u>virtual classroom</u> training session that meets the State’s accessibility requirements.		
<i>Implementation</i>		
Delivered a final version of each piece of training material required by Commerce that meets the State’s accessibility requirements (if not already completed).		
Delivered web conferences via WebEx, if required by Commerce, that meets the State’s accessibility requirements.		
<i>Evaluate</i>		
In collaboration with Commerce, assessed the success of training and change management efforts.		
PHASE TWO TOTAL HOURS (amount of services and materials actually provided)		1,431 <u>1,452</u> hours
PHASE TWO TOTAL COST (amount of deliverable services and materials actually provided, includes ETD admin fee)		\$135,086.40 <u>\$137,068.80</u>

Table 3: Breakdown of Phase Three Costs

Deliverables	Cost	ETD Admin Fee (18%)
<i>Analyze</i>	\$80.00/hour	\$14.40/hour
In collaboration with Commerce’s SMEs, determined the approach for the following phases: Define key messages. Develop learning objectives for each audience based upon their access and roles within the system. Develop goals for the project. Develop a Task Inventory. Develop training deliverables.		
<i>Design</i>		
In collaboration with Commerce, determined the best media for each learning objective and each audience, this may include, but may not be limited to:		
<ul style="list-style-type: none"> ✓ Classroom training ✓ Participant guides ✓ HTML user guides ✓ Online training ✓ Web conferences ✓ Videos ✓ Screen level help ✓ FAQs ✓ Other deliverables requested by Commerce 		
Developed content based on learning objectives for each audience.		

Deliverables	Cost	ETD Admin Fee (18%)
Developed web conference materials (upon Commerce's request) that meets the State's accessibility requirements.		
Developed a prototype of the instructor guide.		
Provided a finalized instructor guide that meets the State's accessibility requirements.		
Developed a prototype of the participant guide.		
Provided a finalized participant guide that meets the State's accessibility requirements.		
In collaboration with Commerce, determined if user guides are to be developed and the number needed (if applicable).		
Developed a prototype of each user guide in HTML5 (upon Commerce's request).		
Provided finalized user guides (upon Commerce's request) in HTML that meets the State's accessibility requirements.		
In collaboration with Commerce, developed a production schedule of the deliverables.		
<i>Develop</i>		
Produced all training materials according to production schedule. Training materials include, but may not be limited to: <ul style="list-style-type: none"> ✓ Instructor guide ✓ PowerPoints ✓ Participant materials 		
Delivered a rehearsal of the 2-full-day classroom training.		
Delivered one 2-full-day Train the Trainer session to Commerce SMEs.		
Recorded and provided one live classroom/ <u>virtual classroom</u> training session that meets the State's accessibility requirements.		
<i>Implementation</i>		
Delivered a final version of each piece of training material required by Commerce that meets the State's accessibility requirements (if not already completed).		
Delivered up to 6 sessions of the 2-full-day classroom/ <u>virtual classroom</u> training, if required by Commerce. —Up to 4 of the 6 sessions may be held outside the Metro Area.		
Delivered the 2-full-day Train the Trainer sessions to service provider staff, if required by Commerce.		
Delivered web conferences via WebEx, if required by Commerce, that meets the State's accessibility requirements.		
<i>Evaluate</i>		
In collaboration with Commerce, assessed the success of training and change management efforts.		
PHASE THREE TOTAL HOURS (amount of services and materials actually provided)		1,219 1,240 hours
PHASE THREE TOTAL COST (amount of deliverable services and materials actually provided, includes ETD admin fee)		\$115,073. 60 <u>\$117,056.00</u>

GRAND TOTAL HOURS FOR ALL THREE PHASES (amount of services and materials actually provided, not to exceed)	3,490 <u>3,532</u> hours
GRAND TOTAL COST FOR ALL THREE PHASES (amount of deliverable services and materials actually provided, includes ETD admin fee, not to exceed)	\$329,456.00 <u>\$333,420.80</u>

Table 4: Breakdown of Travel Expenses

Travel Expense	Cost (includes taxes/fees/gratuity)	Quantity	Subtotal (not to exceed)
Hotel	Up to \$150.00/night	Up to 12 nights (up to 3 nights per session)	\$1,800.00
Mileage — Up to 700 miles per roundtrip — must be the most direct route between 2 locations	\$0.575/mile	Up to 4 roundtrips	\$1,610.00
Parking (if applicable)	Up to \$20.00/day	Up to 8 days (up to 2 days per session)	\$160.00
Meals — breakfast, lunch, dinner	Up to \$36.00/day	Up to 12 days (up to 3 days per session)	\$432.00
TOTAL (amount of travel expenses, not to exceed)			\$4,002.00

The payment is to be made to ETD using the applicable vendor number accounting information: **G100000000** Location: **001**.

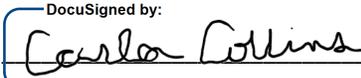
The total obligation of Commerce for all compensation and reimbursements to ETD under this agreement will not exceed ~~\$333,458.00~~ \$333,420.80.

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

1. State Encumbrance Verification

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

Print Name: CARLA COLLINS

Signature: 
DocuSigned by:
0EAAB561D3244F4...

Title: Buyer

Date: 2/8/2021

SWIFT Contract and PO No. SC# 172908 / FY21 PO# 3-13534

2. MINNESOTA DEPARTMENT OF COMMERCE

With delegated authority

Print Name: Tim Jahnke

Signature: 
DocuSigned by:
6F557658A468499...

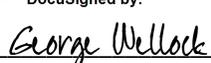
Title: Admin Services Director/CFO

Date: 2/8/2021

3. MINNESOTA MANAGEMENT AND BUDGET

With delegated authority

Print Name: George Wellock

Signature: 
DocuSigned by:
F89E321CB9D0492...

Title: ETD Director

Date: 2/9/2021

4. MINNESOTA MANAGEMENT AND BUDGET

With delegated authority

Print Name: Paul Moore

Signature: 
DocuSigned by:
71E98CBAEEC742B...

Title: Chief Financial Officer

Date: 2/9/2021

Amendment 4 to State of Minnesota Interagency Agreement

Agreement Effective Date: <u>2/25/2020</u>	Total Agreement Amount: <u>\$333,420.80</u>
Original Agreement Expiration Date: <u>6/30/2020</u>	Original Agreement: <u>\$83,298.00</u>
Current Agreement Expiration Date: <u>6/30/2021</u>	Previous Amendment(s) Total: <u>\$250,122.80</u>
Requested Agreement Expiration Date: <u>6/30/2022</u>	This Amendment: <u>None</u>

This amendment is by and between the Minnesota Department of Commerce (Commerce), 85 Seventh Place East, Suite 280, Saint Paul, MN 55101 and the Minnesota Management and Budget (MMB), Enterprise Talent Development (ETD), 658 Cedar Street, 400 Centennial Building, Saint Paul, MN 55155.

Recitals

1. The Minnesota Department of Commerce (Commerce) and the Minnesota Management and Budget (MMB), Enterprise Talent Development (ETD) division, have an agreement identified as SWIFT Contract Number 172908 ("Original Agreement") in which MMB's ETD division is to subcontract with edChunk, Inc., for edChunk, Inc., to work with Commerce to develop and deliver training and communication materials for Commerce's eHeat Next Generation software application.
2. This agreement is being amended to extend the duration of this agreement in order to provide more time to complete the services identified in the agreement to Commerce's satisfaction.
3. The Minnesota Department of Commerce (Commerce) and the Minnesota Management and Budget (MMB), Enterprise Talent Development (ETD) division, are willing to amend the Original Agreement as stated below.

Agreement Amendment

In this Amendment, changes to pre-existing Agreement language will use ~~strike through~~ for deletions and underlining for insertions.

REVISION 1. Clause 1. "**Term of Agreement**" is amended as follows:

- 1.1 **Effective date:** Upon execution, the date the State obtains all required signatures under Minnesota Statutes Section 16C.05, subdivision 2.
- 1.2 **Expiration date:** ~~June 30, 2021~~ June 30, 2022, or until all obligations have been satisfactorily fulfilled, whichever occurs first.

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

[The remainder of the page has been left blank intentionally.]

1. State Encumbrance Verification

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

Print Name: CARLA COLLINS

Signature: 
0EAAAB561D3244F4...

Title: Buyer

Date: 6/25/2021

SWIFT Contract and PO No. SC# 172908 / FY21 PO# 3-13534 / Future FY22 Encumbrance PO# 3-14541

2. MINNESOTA DEPARTMENT OF COMMERCE

With delegated authority

Print Name: Tim Jahnke

Signature: 
6F557658A468499...

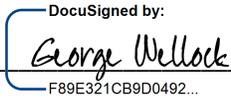
Title: Admin Services Director/CFO

Date: 6/25/2021

3. MINNESOTA MANAGEMENT AND BUDGET

With delegated authority

Print Name: George Wellock

Signature: 
F89E321CB9D0492...

Title: ETD Director

Date: 6/28/2021

4. MINNESOTA MANAGEMENT AND BUDGET

With delegated authority

Print Name: Paul Moore

Signature: 
71E98CBAEEC742B...

Title: Chief Financial Officer

Date: 6/28/2021



MAD Project Number: 2021-081 INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS AND DEVELOPMENT SERVICES

Requesting Agency: Minnesota Department of CommerceMAD Contact: Renda Rappa

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

Agency: B1301	Fiscal Year: 2021	Vendor Number: ID G100000000, Location 001
Total Amount of Contract: \$152,000.00	Amount of Contract First FY:	
Category Code: 80101500	Category Code:	Category Code:
Account: 411901	Account:	Account:
Amount: \$152,000	Amount:	Amount:

Accounting Distribution 1:	Accounting Distribution 2:	Accounting Distribution 3:
Fund: 3000	Fund:	Fund:
Appr: B132113	Appr:	Appr:
Fin Dept ID: B1331561	Fin Dept ID:	Fin Dept ID:
Rept Catg: n/a	Rept Catg:	Rept Catg:
Amount: \$152,000	Amount:	Amount:

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

Contract: SC# 188029
FY21 PO# 3000013905
1/12/2021 to 1/30/2021
Number/Date/Signatures Initials

DocuSigned by:
Order: Carla Collins 1/12/2021
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 The MACRO GROUP, Inc. it will sub-contract with The MACRO GROUP, 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: Tracy Smetana

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 1,040 hours at a rate of \$135/hour for Business Analysis and a rate of \$150/hour for Web Design services as identified in Exhibit A for services provided by The MACRO GROUP, 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 \$152,000.00.

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 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, 2021, 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 Tracy Smetana. 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>DocuSigned by: 6F557658A468499...</small> Title: Admin Services Director/CFO Date: 1/12/2021</p>	<p>By:  Title: Renda E Rappa Date: 2021.01.12 08:11:39 -06'00'</p>



AMENDMENT #1 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2021-081

WHEREAS, the State of Minnesota, **Minnesota Department of Commerce**, has an interagency agreement identified as **SC# 188029, PO#3000013905** 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 & 5** the original agreement shall be amended to read:

1. Services to be Performed:

The Division agrees that through its Master Contract with The MACRO GROUP, Inc. it will sub-contract with The MACRO GROUP, Inc. to provide the services identified in Exhibit A and Exhibit B, which is are 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 ~~1,040~~ 1,560 hours at a rate of \$135/hour for Business Analysis and a rate of \$150/hour for Web Design services as identified in Exhibit A for services provided by The MACRO GROUP, 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 ~~\$152,000.00~~ \$230,000.00.

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.

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, 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 Interagency Agreement, and any previous amendments, are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
<p>DocuSigned by: By:  6F557658A468499... Title: Date: 7/7/2021</p>	<p>By: Renda E Rappa Title: Digitally signed by Renda E Rappa Date: 2021.07.01 12:41:00 -05'00'</p>

SC# 188029,
PO#3000013905

EXHIBIT B



**Response to
Energy Assistance Program
Online Application Project
Commerce Department – Office of Energy
Assistance Programs**

**Contact Information:
Dersell Phipps
Consulting Services Manager
1200 Washington Av. S. Suite 350
Minneapolis, MN 55415
dhipps@macrogroup.net
651-500-4200**

June 28, 2021

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	Credentials	Error! Bookmark not defined.
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6.	Resumes	Error! Bookmark not defined.

1. RESTATEMENT OF CLIENT'S NEEDS

The Minnesota Department of Commerce, Office of Energy Assistance Programs (Commerce EAP) is modernizing its application processing and payment system, called eHEAT, as part of its overall service delivery improvements to approximately 130,000 households in Minnesota each year and those of its partners, including 29 local service providers. This project is to be completed in three phases, though this proposal only pertains to the second phase: design of a new online application.

The first phase of this project, the improvement of application processing including replacing existing functionality – was completed in August of 2020. Building on that improved functionality, Commerce EAP is seeking a consultant(s) to partner with the agency's business owners and IT personnel, utilizing the project's business requirements, to create an online application design that is ADA-compliant and ensures the identity of the citizens applying for services is fully safeguarded as part of the application process. The completion of this phase will include the provision of wireframes and any other needed design products to guide Commerce EAP'S developers for the third phase of this project – implementation and data integration with the Social Security Administration and Department of Employment & Economic Development.

2. LIST OF ACTIVITIES AND TIMEFRAMES – PROJECT PLAN

The proposed project plan is shown below, listing activities and timeframes to the best of our knowledge using ranges.

TASKS	ARTIFACTS	PROJECT SCHEDULE*	ESTIMATED MACRO HOURS
4.4. Iterate Design Decisions /Prototype		12 Weeks	
4.4.1 Re/Design prototype UX based upon SP Feedback and CBO's direction			300-400
4.4.2. Prepare source code of Vue.js prototype CBO/MNIT use			40-80
5. Finalize UX/UI Design	Final Project Artifacts	1 week	24 - 40
a. Review project artifacts with Commerce project team			
b. Make changes and finalize artifacts			
c. Turnover final project artifacts to Commerce project team			
TOTALS		13 Weeks	364- 520

* Given in elapsed weeks from the project start date.

3. ESTIMATED COSTS (INCLUDING RATES AND EXPENSES)

Hourly Rates for MACRO Consultants

SERVICE CLASSIFICATION	HOURLY RATE
Business Analysis	\$135
Web Design	\$150

Estimated Cost

TASK	ESTIMATED COST
4. Develop UX/UI Design	\$51,000 - \$72,000
5. Finalize UX/UI Design	\$3,600 - \$6,000
TOTAL	\$54,000 - \$78,000

Assumptions

The following assumptions were made in developing the Project Plan and estimated cost:

- The Project Plan and timeline will be finalized with the client before the project contract is finalized.
- The project will be completed on a Time and Materials basis with completed work billed on a monthly basis based on the hourly rates specified above.
- Project management tasks, including maintaining the project plan and schedule, scheduling review meetings and team communications, will be performed by the Commerce – Office of EAP team/MNIT project manager. The MACRO team will not be responsible for project management and will add tasks, hours and cost to the project, if these services are needed.
- MACRO will set up a SharePoint Online project site for project collaboration. The site will be accessed by the Commerce – Office of EAP team through “guest” accounts.
- Any required system access, including State email account, will be provided to MACRO team within the first two days of project initiation.
- The Business Analyst who performed the requirements identification (or a substitute familiar with the requirements) will be available to respond, in a timely manner, to questions regarding the requirements.
- Commerce – Office of EAP will provide existing design elements, design standards and graphics to the MACRO development team.
- The Commerce Department – Office of EAP business staff & MNIT information technology staff are available as needed to participate in the project within the schedule set by the proposed Project Plan.

- The MNIT@ Commerce team, who will be responsible for developing the online application, will be included in the review of deliverables.
- All work products will be reviewed and approved by the Commerce Department – Office of EAP within 5 working days of presentation and review of the deliverable. Any delay in meeting this review schedule may require MACRO and to revise project hours, timelines, and budget accordingly.
- Delays to the project, not due to MACRO's actions, may increase the project cost.
- The MACRO consultants assigned to this project can be made available for consultation during development at the above specified hourly rates.

4. LIST OF CLIENT RESPONSIBILITIES

The following list identifies the expected tasks, activities and responsibilities of the Commerce Department – Office of EAP team/MNIT team:

- Identify members of the Commerce Office of EAP team and their responsibilities, including who is responsible for deliverable approval.
- Provide all documents prepared during the business requirements phase to the MACRO team.
- Review and discuss business requirements with the MACRO team.
- Provide the MACRO team with any agency or division style guides, assets, colors, or guides that the Office of EAP expect to guide development of the application UI/UX.
- If there are examples of online applications that the Commerce – Office of EAP team would like the new application to resemble, make the MACRO team aware of these applications before the design process has started.
- Provide a copy or URL to any State standards and guidelines that must be followed in development of the design.
- Be available to respond to questions, need for information or preliminary reviews for feedback when needed by the MACRO team.
- Be available to meet and review deliverables within the timeframes set out in the project plan.
- Review and approve final version of project deliverables provided by the MACRO team within 5 days. If issues with the deliverables are identified by the Commerce – Office of EAP team, they must be submitted to the MACRO team within the 5 days. If approval or issues are not received within the 5-day review period, the MACRO team will assume the deliverable is approved.



MAD Project Number: 2021-090 INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS AND DEVELOPMENT SERVICES

Requesting Agency: Department of Commerce – Weatherization Assistance Program MAD Contact: Renda Rappa

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

Agency: Commerce	Fiscal Year: 2021-2022	Vendor Number: ID G100000000, Location 001
Total Amount of Contract: \$170,575.00	Amount of Contract First FY: \$100,000.00	
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: B132500	Appr:	Appr:
Fin Dept ID: B1331573	Fin Dept ID:	Fin Dept ID:
Rept Catg:	Rept Catg:	Rept Catg:
Amount: \$170,575.00	Amount:	Amount:

Processing Information: (Some entries may not apply.)

Begin Date: 02/03/2021 End Date: 10/31/2021

Contract: SC# 188719
Number/Date/Entry Initials

Order: 0EAAB561D3244F4...
Number/Date/Signatures
FY21 PO# 3-13938

*[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 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 Alliant Consulting, Inc. the Division will sub-contract with Alliant Consulting, Inc. to provide the services 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: Ben Tucker

3. Consideration and Terms of Payment:

In consideration for all services performed and materials provided, the Requesting Agency agrees to pay the Division according to the terms in the work order according to the following budget as described in the attachments:

Up to 929 hours at a rate of \$175.00 per hour for services provided by Alliant Consulting, Inc. as identified in Exhibit A. The Division will also invoice 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 \$170,575.00.

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:

February 3, 2021, 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 October 31, 2021, 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 Ben Tucker. 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:

<p>1. Requesting Agency</p> <p>DocuSigned by: <i>Tim Jahnke</i></p> <p>By:  6F557658A468499... Tim Jahnke</p> <p>Title: Admin Services Director/CFO</p> <p>Date: 1/28/2021</p>	<p>2. Management Analysis and Development</p> <p>DocuSigned by: <i>Renda Rappa</i></p> <p>By:  D514DFE93FEE440... Renda Rappa</p> <p>Title: Business Manager</p> <p>Date: 1/28/2021</p>
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**Minnesota Department of Commerce
Minnesota Weatherization Network
WAPLINK Development and Implementation
Project Management Services
Proposal**

January 25, 2021

Prepared and Submitted by

Alliant Consulting, Inc.

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Proposal – Introduction/Background

The Minnesota Weatherization Assistance Program is a long-established program that provides energy upgrades to income-eligible homeowners and renters across the state through a network of 23 program service provider agencies who provide audits and installation services. The program is federally funded and administered by MN Department of Commerce.

The program has been developing a new software solution over the last three years with the goal of improving program and production management across the statewide weatherization provider network. Fiscal systems went on-line in PY18 and client management in PY19. The final component, which is arguably the largest and most complex, is the energy audit modeling, production workflow, and fund tracking system.

Commerce has a great deal of work to do to complete development, implementation, communication and troubleshooting around the WAPLINK software solution. At this point the targeted implementation date of July 2021 looks at risk. They are seeking a project manager to assess the current status of the project and develop and shepherd a plan to help them achieve a successful, on-time implementation of the final components and provide implementation preparation and launch and post-launch support.

Alliant Consulting is a management consulting firm with over 30 years of experience in operations reengineering and implementation planning and support for service, quality and productivity improvement. These projects nearly always include technology upgrades and development and change management to ensure that as performance improves, so does the overall morale of the people who take care of our clients' customers and constituents. This document will provide the Commerce team with information they need to determine whether Alliant is the right fit for this project. It includes our understanding of your objectives and priorities, lays out our approach to achieving them, our experience in similar projects and the projected investment to engage Alliant's services for this work.

Objectives and Deliverables

Successfully transition about 100 end-users in ~22 organizations from their current, disparate work management tools to the new energy audit modeling, production workflow, and fund-tracking system. This would include:

- Assessing status of application development for the three modules.
- Assessing readiness of the partners/end-users to make the change.
- Assisting the team in identifying mission critical functionality and documenting and prioritizing enhancements for future implementation.

January 25, 2021

- Developing and implementing a work plan to ensure system completion and operational launch preparations in time for the July 2021 launch.
- Establishing and facilitating a reporting, decision-making and communication/coordination and feedback structure that optimizes staff time and ensures critical information flow between Commerce, developers and the WAP network end-users.
- Developing appropriate training and technical support materials and mechanisms.
- Providing post-implementation support for prioritizing bugs to be addressed utilizing effective change management principles (technical and tactical).

Approach / Work Description and Resource Requirements

Discovery (Weeks 1-2)

Documentation Review, Interviews, Product review (current tools and those in development)

Alliant will request and review all form of documentation related to the project and product status: project charter, meeting notes, product, schedules, work process documentation, confirmation of the hardware (devices) currently used, the financial module already in place, etc.

Workplan development, agreement and roll out (Weeks 2 - 3)

Alliant conducts gap analysis, identifies solution options to accelerate progress, presents to stakeholders, incorporates feedback and designs and facilitates a “process launch” to gain commitment to and begin revised project management approach.

Development and preparation activities per plan Feb- June (16 weeks)

There are four elements to this phase. Product development and testing, User preparation, User training and overall coordination and communication. The exact structure and approach to this will be designed and confirmed as part of the work plan.

The user preparation approach is anticipated to include each program coordinator having their unique preparation plan to move from their unique “as is” situation to the new way of doing business. From tools to auditor practices, each will identify what they need to do to be ready to move to the common “end state” using the new tools.

Training

User training will be common for all, since the new tools will be the same, and will focus not only on “how to use the tool” technically. There will be an element related to how it changes their experience in the field. Depending on the variety of devices used, there may need to be some versioning of the training. A user guide and training plan will be developed, as well as the implementation technical support plan.

January 25, 2021

Launch/Post-Launch Support and Transition (12 – 16 weeks)

The first few weeks after “go live”, the focus will be on technical support, bug identification and critical fixes to ensure the tools are being used 100% and old tools are decommissioned.

Once we have 100% use of the new system tools, the focus will shift to prioritization of bug fixes and identification and planning for future enhancements to add features and functions that may have been set aside in order to meet the launch deadline.

Additionally, documentation will be reviewed, gaps identified and plans to address developed. Alliant will assist the WAPLINK team to develop an ongoing maintenance and enhancement plan, document the work completed and hold a transition meeting where documentation is provided and accountability for ongoing responsibilities confirmed.

The work plan on the following page includes a draft work plan and timeline with estimated hours. It will be updated upon completion of the first to phases of work (Discovery and Work plan development).

Roles and Responsibilities

Alliant Consulting

- Clearly communicate needed access to materials and individuals for this work
- Review materials and design and conduct structured interviews with staff and stakeholders
- Document findings and recommendations
- Facilitate discussions regarding options and decisions for project work plan
- Prepare materials for meetings, training and technical support
- Provide technical support and problem-solving to keep the work on track for a successful launch of the WAPLINK systems
- Document work completed and alert DOC management to any tactical or technical barriers that require their attention
- Provide regular status updates

Minnesota Department of Commerce

- Provide access to individuals and current materials and documentation as described above
- Communicate the purpose and expectations for the engagement to departmental staff and stakeholders
- Timely review and response to requests for information and recommendations, in particular decision-making regarding recommendations presented
- Participation in meetings as agreed upon in the workplan to be developed

Consulting Investment

As noted on the work plan, Alliant has developed a workplan to deliver the project objectives utilizing 929 hours.

At a fee rate of \$175.00 per hour, the consulting investment will be \$162,575.00

We do not anticipate travel expenses on this project since the work is expected to be completed virtually.

All consultant hours will be billed at the same rate.

Minnesota Department of Commerce

WAPLINK Development and Implementation Project Management Services

Proposal

January 25, 2021



Experience and Credentials Related to this Engagement

This project will be staffed primarily by Paul Broman (CV attached) with oversight provided by Toni Malanaphy-Sorg. Both have strong background in project management, and implementation of complex change and technology.

They are backed by the entire Alliant Team who bring skills and experience in the arena of tactical change management, technical change management, and training development. In particular, Lea Bittner-Eddy maybe called upon to assist in these areas. Below are a couple of examples of technology-related projects we have undertaken.

Minnesota Department of Commerce

WAPLINK Development and Implementation Project Management Services

Proposal

January 25, 2021

5. Management of Business Technology			
Consulting with managers on the nontechnical aspects of information technology			
EXPERIENCE, CAPACITY, APPROACH TO PROVIDING SERVICES	Six members of our team have extensive experience in business management of IT. We are a MNIT SITE approved vendor, and have in our network 3 former CTOs. We have familiarity with MNIT and contributed to the governance plan for Ramsey County's interoperable radio system. Our approach to technology management is to first gain clarity about the business needs; assess what can be leveraged with current technology; ensure ROI is there; Once a decision is made to move forward, business must stay in the conversation, establish a process for status, collaboration, problem-solving and mutual accountability with their technical partners. Clarity of purpose, communication and a disciplined decision-making process are key.		
PROJECT/CLIENT CONTACT	Hennepin County Sheriff's Office-800 MHz Radio System Implementation Roger Laurence- Radio Communications Mgr (retired): roger_laurence@msn.com	DSD- MnCHOICES 2.0 Lori Miller: 651-431-6370 Lori.Miller@state.mn.us	DHS- MnCHOICES 2.0 Project Recalibration Lori Miller: 651-431-6370 Tom Kine: 651.431.4755 Lori.Miller@state.mn.us tom.kine@state.mn.us
PROJECT DESCRIPTION	Implementation of new technology drove the need for next generation radios with varying levels of features/cost, and there was uncertainty as to who needed what level of radio. Alliant facilitated a Hennepin County Steering Committee of senior leadership; work groups at staff level and conducted an operational survey to assess radio needs of every position/shift .	Alliant participated in gathering business needs from lead agency users of the current application, offered planning and development models, facilitated decision-making meetings, documented processes, key decisions, and commitments made; alerted business management to concerns re: quality or pace of work	Due to lack of progress in development of the MnCHOICES 2.0 application, DHS requested a "deep dive" review of the project. Alliant was asked to facilitate the process which has resulted in a call for more technical resources, a change in how the project is organized. (The recommendations and lessons learned will be presented March 15.)
Aligning business technology investments with the agency mission, vision, and current business priorities and strategies	The Steering Committee facilitation related to that alignment and financial planning to support municipalities, volunteer fire departments, etc. in financing radio purchases (system had already been built).	Alliant is not part of the steering committee, but has raised the long-term questions at every opportunity. This application is designed to support person-centered practices required by law (Olmstead Plan) and streamline and improve data capture and efficiencies for lead agencies. Alliant has kept these priorities at the forefront of scope negotiations.	N/A. this is about how to accomplish the objectives already established.
Establishing reliable means of participatory decision making and quality control involving business managers, technology experts, and customers (e.g., chartering and leading effective governance structures, ensuring effective portfolio Management, obtaining and using performance metrics and customer feedback);	Alliant designed the charters and timelines for the steering committee, work groups and technical design group. Facilitated the process to get the design answers needed when they were needed and ensure the voices of the various users and stakeholders were heard and held.	Constant changes in project management and technical staff have challenged attempts at collaboration. Alliant and the MnCHOICES team have kept a steady and highly participative communication, input and feedback structure in place with the Lead Agencies (end users), even involving some in the requirements gathering process. We have designed and recommended process, developed tools to support the process and are monitoring and facilitating requirements meetings, and facilitating tough discussions between the two parties.	The collaboration and honest review of status in the last week has led to both business and tech teams being ready to work together. The MNIT team is recommending changes to how they manage large projects as a result of this review and the lessons learned.
Ensuring new technology projects have adequate funding for long-term maintenance	participated in bonding projections/pro formas at Hennepin County		
Creating and maintaining a culture of interdisciplinary collaboration that promotes the principles of transparency, communication, accountability, and active support from all stakeholders	Created the Technical design team- consisted of "business-side representatives willing to "study" the technology and the engineers, to determine the features and design of the "fleet map" (think rules engine) for the radios. These business people were charged with representing user needs to tech and bringing the options back to their respective "user" work groups.	We proposed a "design team" model for this project. It never was formed due to a series of changing project managers. However, we established and facilitate a weekly status update that includes MnCHOICES team, and the project managers for the 2.0 assessment and the Support Plan. This is a forum where issues are raised for resolution, next steps set and followed up;	Work sessions have resulted in process recommendations that will ensure a framework for collaboration is in place. Weekly status will continue.
Demonstrated experience working with organizations and general managers (as well as technology professionals) to enhance their ability to effectively manage their information technology to achieve business goals.		Yes. Weekly synch up with Lori, where we follow up on items that arose during the week and prepare the agenda for the status update. Lori reports our agendas help her with her meetings with the project managers.	This work was about development project effectiveness. We address our ability to help business with prioritization in the introductory phase. We

STATE OF MINNESOTA
INTERAGENCY AGREEMENT

C - 181619

Pursuant to Minnesota Statutes, Sections 43A.21 and 471.59, this is an agreement between Minnesota Management and Budget (MMB) and the Department of Corrections (DOC or Requesting Agency).

1. **Services to be Performed:**

MMB will provide the following services:

- Administration, maintenance and upgrades for the Enterprise Learning Management system
- Enterprise employee engagement and inclusion survey, which is conducted every two years
- Post-survey follow-up coaching and support to agencies
- Annual required training and policy acknowledgements for all employees
- Continuation of LinkedIn Learning offered to 10,000 employees
- Development of other eLearning needed by the enterprise

Authorized Agents:

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

MMB: Kristin Batson, Deputy Commissioner – Enterprise Human Capital, or their successor, 400 Centennial Office Building, 658 Cedar Street, St. Paul, MN 55155, kristin.batson@state.mn.us, 651-259-3816.

DOC: Marcus Schmidt, Deputy Commissioner, or their successor designated by the Commissioner, 1450 Energy Park Drive, St. Paul, MN 651-361-7633 marcus.schmidt@state.mn.us 651-361-7633.

2. **Consideration and Terms of Payment:**

In consideration for services to be performed, as provided in Paragraph 1, the Requesting Agency agrees to contribute to this effort as follows:

TOTAL COST: \$110,799.00

You will receive a quarterly invoice from MMB for 25% of this amount, beginning August 2020. Each quarterly invoice should be paid within 30 days of receipt.

3. **Term of Agreement:**

This agreement is effective August 12, 2020, or the date that all required signatures are obtained, whichever is later, and shall remain in effect until June 30, 2021.

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.

Approval:

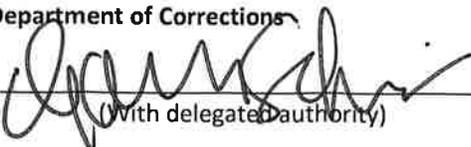
1. **STATE ENCUMBRANCE VERIFICATION**

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

Signed: mary myers

Date: 8/11/20 C-181619 PO 3-127337

2. **Department of Corrections**

By: 
(with delegated authority)

Title: AC

Date: 8.7.20

3. **Minnesota Management and Budget**

By: _____
(with delegated authority)

Title: Chief Financial Officer

Date: 08-11-2020

**AMENDMENT COVER SHEET
STANDARD AMENDMENTS
(Minn. Stat. §§ 16C.05, subd. 2(c), 16C.08, subd. 2 and 3)**

Instructions:

1. Complete this form for contract amendments that extend the end date of a contract, add/reduce work and money, or change any other term or condition of the contract.
2. Attach this form to the amendment when sending to the Department of Administration for approval. **Please always include copies of the original certification form, the original contract, and any previous amendments as these are used for reference.**
3. Make sure that you are using the updated amendment template where the State Agency signature block reaffirms applicable sections of 16C.08, subdivisions 2 and 3.
4. Admin will retain this cover sheet for its files.

Agency: MN Dept. of Education (MDE)	Name of Contractor: MMB-MAD
Current contract term: 12/22/16-6/30/21	Project Identification: Positive Behavioral Interventions and Supports (PBIS) evaluation project, SWIFT contract #119055

Amendments to contracts must entail tasks that are substantially similar to those in the original contract or involve tasks that are so closely related to the original contract that it would be impracticable for a different contractor to perform the work. The commissioner or an agency official to whom the commissioner has delegated contracting authority under section 16C. 03, subdivision 16, must determine that an amendment would serve the interest of the state better than a new contract and would cost no more. An amendment should be in effect before the contract expires.

Complete Appropriate Box(es) for the amendment submitted.

1. <input checked="" type="checkbox"/> Amendment to the end date of the contract
Proposed New End Date: December 30, 2021
Why is it necessary to amend the end date? MDE is requesting the end date to be extended so MAD can continue to work with Amherst Wilder through MAD's master contract to continue to evaluate the PBIS work.

2. <input checked="" type="checkbox"/> Amend Duties and Cost <input type="checkbox"/> Amend Duties Only
2a. If cost is amended, insert amount of original contract AND amount of each amendment below: \$249,826.00 (original total) \$119,933.00 (amendment #1 increase) \$119,890.00 (amendment #2 increase) \$239,992.00 (amendment #3 increase) <u>\$13,000.00 (amendment #5 increase)</u> \$742,641.00 (new grand total)
2b. Describe the amendment: Amendment #5 is being done to add more tasks and an additional \$13,000.00 to this project so Amherst Wilder through MAD's master contract can continue to work on the PBIS evaluation project. This is the final amendment for this project.

3. Amendment to change other terms and conditions of the contract

Describe the changes that are being made:

Contract Start Date:	<u>Dec. 22, 2016</u>	Total Contract Amount:	<u>\$742,641.00</u>
Original Contract Expiration Date:	<u>June 30, 2017</u>	Original Contract:	<u>\$249,826.00</u>
Current Contract Expiration Date:	<u>June 30, 2021</u>	Previous Amendment(s) Total:	<u>\$479,815.00</u>
Requested Contract Expiration Date:	<u>Dec. 30, 2021</u>	This Amendment:	<u>\$13,000.00</u>

This amendment #5 is by and between the State of Minnesota, through its Commissioners of MN Department of Education (“MDE”) and MN Management & Budget, Management Analysis & Development (“MAD”).

Recitals

1. MDE has an interagency agreement with MAD identified as SWIFT Contract Number 119055 (“Original Interagency Agreement”) to provide evaluation services on the MN Positive Behavioral Interventions and Support (PBIS) project.
2. Amendment #5 is being done to add more time, funding, and duties for MAD to continue to provide PBIS evaluation services with Amherst H. Wilder Foundation through MAD’s Master Contract #80334 (during 12/22/16 to 6/30/19) and #159698 (during 7/1/19 to 12/31/21).
3. MDE and MAD are willing to amend the Original Interagency Agreement as stated below.

Interagency Agreement Amendment #5

In this Amendment, changes to pre-existing Contract language will use ~~strike through~~ for deletions and underlining for insertions.

REVISION 1. Clause 1 “**Term of Agreement; Incorporation of Exhibits**” is amended as follows:

1 Term of Agreement; Incorporation of Exhibits

- 1.1 **Effective Date:** **Upon execution**, or the date the State obtains all required signatures under Minnesota Statutes Section 16C.05, subdivision 2, whichever is later.
- 1.2 **Expiration Date:** This Agreement will expire on ~~June 30, 2024~~ **December 30, 2021**, or when all obligations have been satisfactorily fulfilled, whichever occurs first.
- 1.3 **Exhibits:** **Exhibit A, A-1, A-2, and A-3, and A-4** – MAD agrees that through its Master Contract #80334 and #159698 with Amherst H. Wilder Foundation. MAD will sub-contract with Amherst H. Wilder Foundation to provide services to MDE as identified in Exhibit A, A-1, A-2, ~~and A-3,~~ and A-4 PBIS Evaluation Work Plan, in accordance with the Budget identified in Exhibit A, A-1, A-2, ~~and A-3,~~ and A-4 which ~~is~~ are attached and incorporated into this Agreement. Exhibit B Change Order template is being added to amendment #1.

REVISION 2. Clause 2.1 “**Scope of Work**” is amended as follows:

2 Scope of Work

- 2.1 The Amherst H. Wilder Foundation, who is not a State employee, will:
 - Perform the duties listed in Exhibit A, A-1, A-2, ~~and A-3,~~ and A-4 PBIS evaluation work plan, which are attached and incorporated into this Agreement.
 - (a) Amherst H. Wilder Foundation must follow and meet all Accessibility Standards that can be accessed using the website link in clause 9.2 for all end products.
 - (b) Amherst H. Wilder Foundation must submit drafts of all non-interactive end products to the MN Department of Education (MDE) Communication Accessibility Liaison to review and approve before MDE can accept final end products. If edits are needed Contractor will have 2 weeks to edit document(s) and resubmit to the MDE Communication Accessibility Liaison for further accessibility testing.
 - (c) All clauses under the MAD Master Contract #80334 and #159698 apply to this work order.

REVISION 3. Clause 3 “**Consideration and Payment**” is amended as follows:

3 Consideration and Payment

- 3.1 Amherst H. Wilder Foundation will be paid in accordance with the Budget identified in Exhibit A, A-1, A-2, ~~and A-3, and A-4~~ for a total amount up to ~~\$721,641.00~~ **\$734,641.00** which includes up to \$9,000.00 in travel and business expenses. Upon receipt of invoice from Wilder, MAD will invoice MDE. MAD will also invoice MDE up to **\$8,000.00** in contract management fees.
 - (a) All travel expenses for an amount not to exceed \$9,000.00 must follow the rates set in the current “Commissioner’s Plan” established by the Commissioner of Minnesota Management and Budget which is incorporated into this Agreement by reference.
- 3.2 MAD must submit invoices electronically for payment.
- 3.3 The total obligation of MDE for all compensation and reimbursements to MAD under this Agreement will not exceed ~~\$729,641.00~~ **\$742,641.00**.

REVISION 4. Clause 4 “**Conditions of Payment**” is amended as follows:

4 Conditions of Payment

- 4.1 All services provided by MAD under this Agreement must be performed to MDE’s satisfaction, as determined at the sole and reasonable discretion of MDE’s Authorized Representative.
- 4.2 MDE will promptly pay all valid obligations under this Agreement as required by Minnesota Statutes §16A.124. MDE will make undisputed payments no later than 30 days after receiving MAD invoices for services performed. If an invoice is incorrect, defective or otherwise improper, MDE will notify MAD within 10 days of discovering the error. After MDE receives the corrected invoice, MDE will pay MAD within 30 days of receipt of such invoice.
- 4.3 MAD will submit **monthly invoices** based on actual hours of service performed by MAD in the previous month and a final invoice upon completion of the above services, which is due no later than July 31, each calendar year, to Accounts Payable. Work done through June 30, 2017 must be submitted as a separate invoice from work done past June 30, 2017. Work done through June 30, 2018 must be submitted as a separate invoice from work done past June 30, 2018. Work done through June 30 each calendar year must be submitted as a separate invoice from work done past June 30 each calendar year. The invoice for work done to December 30, 2021 should be received no later than January 21, 2022. Any unspent funds from year 1 cannot be moved to year 2 because of an MDE funding change starting July 1, 2017. Invoice will include the following information: MDE’s Authorized Representative’s name, ~~the Purchase Order (PO)~~ and Contract/Agreement number, dates of service, itemized expenses with original receipts, and corresponding amounts. The subject line of the email with the invoice attached will contain the MDE’s Authorized Representative’s name, ~~Purchase Order (PO)~~ and Contract/Agreement number. The preferred method of obtaining an invoice from a vendor is by email.

Submit invoices via email to Accounts Payable:

MN Department of Education
Accounts Payable Department
MDE.AccountsPayable@state.mn.us

Should an invoice need to be submitted via U.S. Mail, please use the following address:

MN Department of Education
Attn: Accounts Payable Department
1500 Highway 36 West
Roseville, MN 55113-4266

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

1. MDE ENCUMBRANCE VERIFICATION

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

Signed: DocuSigned by:
Jennifer Fleckner
B824FC320BF94B1...
Date: 7/27/2021

SWIFT Contract No. 119055

3. Minnesota Department of Education (MDE)

Individual certifies the applicable provisions of Minn. Stat. §16C.08, subdivisions 2 and 3 are reaffirmed.

By: DocuSigned by:
Andri Elmer
8737A85DF8A14AA...
Title: Agency Finance Director
(with delegated authority)
Date: 7/27/2021

2. Management Analysis & Development (MAD)

**Please attach the applicable Delegation of Authority, if necessary*

By: DocuSigned by:
Renda Rappa
D514DFE93FEE440...
Title: Business Manager
Date: 7/27/2021

By: _____
Title: _____
Date: _____

Distribution:
Agency
Contractor
State's Authorized Representative - Photo Copy

Signature page to contract #119055 amendment #5

Exhibit A-4

PBIS work plan—July-December 2021

July 2021-December 30, 2021

The following work plan outlines database and evaluation tasks for Minnesota PBIS for July-December fiscal year 2022. It is our understanding that this contract period will be from July 2021, through December 30, 2021.

The following sections outline the major tasks to be carried out during this time period, including estimated completion dates and deliverables for each task.

Task 1: Ongoing project management and leadership

Timeline: July 2021-December 30, 2021

Deliverables:

- Participation at the Statewide Leadership Team meetings (August, October, December)
- Monthly email updates to Eric Kloos

Wilder's project lead, Amanda Petersen, or Wilder's database lead, Walker Bosch, or another Wilder representative will attend and present at Statewide Leadership Team (SLT) meeting in August, October, and December to provide updates about the evaluation tasks and database and provide any assistance as needed at that time. We will check in with Eric Kloos on a monthly basis via email to determine any database or evaluation needs.

Task 2: Ongoing database development/maintain data on PBIS schools in Minnesota

Timeline: July 2021-December 30, 2021

Deliverables:

- Continue to input implementation fidelity data from PBIS Eval on a weekly basis (July-December 2021) in the database and ODR data (July-August 2021)
- Send reminders to all schools currently in the database to update their contact information (Fall 2021)
- Invite new school teams to input their contact information into our database (Fall 2021)

Wilder Research will update the database on a weekly basis to incorporate new implementation fidelity data (TFI, SAS, etc.) for the duration of the contract. Wilder Research staff will also incorporate ODR data from the 2020-2021 school year into the database (July-August 2021).

In fall 2021, Wilder Research will reach out to school teams that are new, sustaining, and DIY/non-cohort schools and encourage them to update their contact information in the database. We will also communicate with school teams that are sustaining, DIY/non-cohort and remind them to complete fidelity assessments and to submit ODR data if they are a non-SWIS school.

Task 3: Evaluate PBIS cohort trainings provided by MDE and the RIPs

Timeline: August 2021, November 2021

Deliverables:

- Redesign training surveys and share with MDE to program surveys
- Produce memos with key findings from fall and winter 2021 trainings using results from training surveys

Training participant feedback will be obtained from post-training web surveys that Wilder will modify and RIPs will administer to school teams immediately after training. Wilder will provide the surveys to MDE staff who will program these into their survey platform. School teams will then take the training survey as a team immediately after training.

MDE staff will share the results of the surveys with Wilder Research after fall and winter 2021 trainings are completed. Wilder will analyze the results and provide a short memo with key findings from these surveys after each training is complete.

Task 4: Complete SWIS case study and presentation on results

Timeline: October 2021

Deliverables:

- SWIS case study
- Brief presentation on case study results to SLT (October 2021)

Wilder staff will complete reporting for the SWIS case study as data collection and partial analysis were completed in FY21. Wilder staff will complete analysis and report writing as well as formatting. Wilder staff will present the results at the October 2021 SLT meeting.

Budget—July-December 2021 FY22

PBIS Evaluation Cost Estimate--FY22				
Task	Staff	Billing Rate	Hours	Cost
Task 1: Ongoing project management and leadership				
	senior research manager (Nicole)	\$ 179	1	\$ 179
	research scientist 1 (Amanda)	\$ 113	5	\$ 565
	data analyst (Walker)	\$ 104	5	\$ 520
Sub-total				\$ 1,264
Task 2: Ongoing database development/maintain data on PBIS schools in MN				
	senior research manager (Nicole)	\$ 179	1	\$ 179
	research scientist 1 (Amanda)	\$ 113	2	\$ 226
	web & apps manager (Bryan)	\$ 128	4	\$ 512
	research analyst (Walker)	\$ 104	60	\$ 6,240
Sub-total				\$ 7,157
Task 3: Evaluate PBIS trainings				
	senior research manager (Nicole)	\$ 179	1	\$ 179
	research scientist 1 (Amanda)	\$ 113	12	\$ 1,356
Sub-total				\$ 1,535
Task 4: Complete SWIS Case Study				
	senior research manager (Nicole)	\$ 179	2	\$ 358
	research analyst (Walker)	\$ 104	2	\$ 208
	research scientist 1 (Amanda)	\$ 113	8	\$ 904
	research associate 1 (Julia)	\$ 69	15	\$ 1,035
	communications specialist (Anna)	\$ 77	7	\$ 539
Sub-total				\$ 3,044
				\$ 13,000

**AMENDMENT COVER SHEET
STANDARD AMENDMENTS
(Minn. Stat. §§ 16C.05, subd. 2(c), 16C.08, subd. 2 and 3)**

Instructions:

1. Complete this form for contract amendments that extend the end date of a contract, add/reduce work and money, or change any other term or condition of the contract.
2. Attach this form to the amendment when sending to the Department of Administration for approval. **Please always include copies of the original certification form, the original contract, and any previous amendments as these are used for reference.**
3. Make sure that you are using the updated amendment template where the State Agency signature block reaffirms applicable sections of 16C.08, subdivisions 2 and 3.
4. Admin will retain this cover sheet for its files.

Agency: MN Dept. of Education (MDE)	Name of Contractor: MMB-MAD
Current contract term: 12/22/16-6/30/21	Project Identification: Positive Behavioral Interventions and Supports (PBIS) evaluation project, SWIFT contract #119055

Amendments to contracts must entail tasks that are substantially similar to those in the original contract or involve tasks that are so closely related to the original contract that it would be impracticable for a different contractor to perform the work. The commissioner or an agency official to whom the commissioner has delegated contracting authority under section 16C. 03, subdivision 16, must determine that an amendment would serve the interest of the state better than a new contract and would cost no more. An amendment should be in effect before the contract expires.

Complete Appropriate Box(es) for the amendment submitted.

1. <input type="checkbox"/> Amendment to the end date of the contract
Proposed New End Date:
Why is it necessary to amend the end date?

2. <input type="checkbox"/> Amend Duties and Cost	X Amend Duties Only
2a. If cost is amended, insert amount of original contract AND amount of each amendment below:	
2b. Describe the amendment: Amendment #4 is being done to update the budget under Exhibit A-3 to reflect what was spent for state fiscal year (SFY) 20 so the unspent amount of \$26,425.25 for services plus \$1,500 for travel can be moved to SFY21 for a net zero change in the grand total.	

3. <input type="checkbox"/> Amendment to change other terms and conditions of the contract
Describe the changes that are being made:

REVISION 3. Clause 3 **“Consideration and Payment”** is amended as follows:

3 Consideration and Payment

3.1 Amherst H. Wilder Foundation will be paid in accordance with the Budget identified in Exhibit A, A-1, A-2, and A-3 for a total amount up to **\$721,641.00** which includes up to \$9,000.00 in travel and business expenses. Upon receipt of invoice from Wilder, MAD will invoice MDE. MAD will also invoice MDE up to **\$8,000.00** in contract management fees.

(a) All travel expenses for an amount not to exceed \$9,000.00 must follow the rates set in the current “Commissioner’s Plan” established by the Commissioner of Minnesota Management and Budget which is incorporated into this Agreement by reference.

3.2 MAD must submit invoices electronically for payment.

3.3 The total obligation of MDE for all compensation and reimbursements to MAD under this Agreement will not exceed **\$729,641.00**.

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

1. MDE ENCUMBRANCE VERIFICATION

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

Signed: Jennifer Fleckner
Date: 6/30/2021

SWIFT Contract No. 119055

3. Minnesota Department of Education (MDE)

Individual certifies the applicable provisions of Minn. Stat. §16C.05 subdivisions 2 and 3 are reaffirmed.

By: Andri Elmer
Title: Agency Finance Director
Date: 7/6/2021

2. Management Analysis & Development (MAD)

*Please attach the applicable Delegation of Authority, if necessary

By: Renda Rappa
Title: Business Manager
Date: 6/30/2021

By: _____
Title: _____
Date: _____

Distribution:
Agency
Contractor
State’s Authorized Representative - Photo Copy

Exhibit A-3

PBIS evaluation work plan—FY 2020 and 2021

July 1, 2019-June 30, 2021

Wilder Research is pleased to present the following evaluation work plan for Minnesota PBIS for fiscal years 2020 and 2021. It is our understanding that this contract period will be from July 1, 2019, through June 30, 2021. The following work plan outlines the major evaluation tasks to be carried out as part of the PBIS evaluation project, including estimated completion dates and deliverables for each task.

Task 1: Ongoing project management and leadership

Timeline: July 1, 2019-June 30, 2021

Deliverables:

- Participation at the Statewide Leadership Team meetings (ongoing)
- Attend website work group and any other work group meetings as needed (ongoing)
- Maintain and update PBISevalMN.org website

Wilder's project lead, Amanda Petersen, or another Wilder representative will attend and present at every monthly Statewide Leadership Team (SLT) meeting about the progress of the evaluation. In addition, Wilder staff will check in with the SLT at every meeting to ensure that each component of the evaluation plan is effective and efficient. If we identify any issues, we will work with the SLT to resolve them. We recommend formally reviewing the evaluation plan with the SLT on an annual basis to determine any areas that need to be updated.

Wilder Research staff will also participate in the website workgroup in order to contribute to the continued improvement of the PBISevalMN.org and the PBISmn.org websites.

Wilder will also provide access to all evaluation-related materials on the PBISevalMN.org website. This includes instructions, information about various components of the project, training materials like webinars and PowerPoint presentations, links to other sites, etc. This will include maintaining a reporting request portal on PBISevalMN.org and the ODR data collection portal that links to the database. Any routine content changes due to ongoing maintenance and updates will be determined through discussions with the website work group and the SLT.

Task 2: Ongoing database development/maintain data on PBIS schools in Minnesota

Timeline: July 1, 2019-June 30, 2021

Deliverables:

- Ongoing development of the PBIS database including:
 - Continue to work to add District Regional Capacity Assessment Data (if possible)
 - Add District level at-a-glance reports for PBIS schools
- Discuss new developments/next phases of database with Eric Kloos on a quarterly basis, and with the SLT as needed
- Continue to input implementation fidelity data from PBIS Eval on a monthly basis in the database and ODR data on a yearly basis
- Ongoing training and technical assistance for new database users (SLT and RIPs)
- Revisions to the database dictionary as needed
- Begin tracking database user analytics and provide updates to the SLT on a quarterly basis
- Continue to promote the database and provide technical assistance to all PBIS schools as needed (how to request reports, enter school information data, etc.)

In July-August of each fiscal year, Wilder Research will meet with the SLT to determine database objectives to be completed. We will examine the “database wish list” from previous fiscal years to guide this discussion. Wilder staff will then work with Eric Kloos to prioritize the objectives outlined by the SLT. We will outline the objectives we are currently working on and input the updated “wish list” into the PBIS database. We will update this quarterly throughout the year.

During the previous contract period, Wilder Research developed a database that included school information; implementation fidelity, effort, and progress monitoring indicators; outcomes; and other data for PBIS schools in Minnesota. Wilder will continue to work with the SLT, the RIPs, the University of Oregon, and other stakeholders to build out additional desired features of the database.

Wilder will also begin tracking and compiling user analytics (e.g., number of log-ins, frequency of database access, report tracking, and other indicators) to determine how well the database is working, user-friendliness, and what types of reports/indicators are most frequently used by the SLT, RIPs, and trainers. Wilder staff will also ask for user input directly via feedback forms, via email, or at SLT meetings. We will also report the number of requests for reports and number of schools that have updated their contact information.

Wilder Research will also continue to provide the SLT and RIPS with technical assistance and training on how to use the database and continue to make modifications based on feedback from Eric Kloos and the SLT. We will work with the SLT and RIPS to continue to promote the database and any new updated features via the website, newsletters, and social media and how the database benefits school teams.

Task 3: Evaluate PBIS trainings provided by MDE and the RIPS

Timeline: Three times per year – August 2019/2020, November 2019/2020, February/March 2020/2021

Deliverables:

- Program training surveys into Survey Monkey and provide the SLT, RIPS, and trainers with raw survey data
- Provide technical assistance to the SLT, RIPS, and trainers to access reports and results

Training participant feedback will be obtained from post-training web surveys that Wilder will develop/modify and administer to school teams immediately after training, with support from the RIPS. Wilder will provide the link for the RIPS to share with the school teams at training. School teams will then take the training survey as a team immediately after training. Training survey results will also be provided in quarterly status report updates to the SLT, which will be outlined in Task 8.

Task 4: Create and update webinar and video trainings and outreach materials for schools in training, sustaining schools, and non-cohort schools as needed

Deliverables:

- Create and update PBIS training materials for schools out of training and DIY/non-cohort schools including written instructions and webinar training which will be available in real-time on the PBISevalMN.org website, reviewed and updated as needed for the TFI, SET, and BoQ as needed as well as for how to enter ODR data for non-SWIS schools

In this contract period, we will update our previous training materials (such as a webinar, video, written materials, and/or electronic materials as determined by the SLT) to be available to schools. The SLT and RIPS will have the opportunity to review all training materials and provide feedback prior to distribution to school team members and on the PBISevalMN.org website.

Schools that are out of training can choose to complete a SET, a BoQ, or a TFI to measure their implementation fidelity. To complete these assessments, schools need to watch a short training webinar on the PBISevalMN.org provided by Wilder Research, download the assessment forms, complete the assessment (using the no-cost exchange process if, desired) according to the instructions, and enter their scores in PBISApps. We will update and create any new materials for these assessments so they apply to schools out of training and non-cohort

schools (as they follow a different data calendar than schools in training). We are happy to create new training and outreach materials as directed by the SLT and according to project needs.

Task 5: Coordinate TFI assessments among PBIS schools *in training* in Minnesota

Timeline: August-May for FY20 and FY21 (attend either Fall or Winter or Spring regional trainings)

Deliverables:

- Process documentation, such as coordination tracking spreadsheet, that includes roles and responsibilities for Wilder, RIPs, MDE, and school matches for the external TFI exchange
- Ongoing updates to SLT, and coordination with RIPs and MDE to facilitate TFI assessments (ongoing, with emphasis on spring TFIs conducted outside of training)
- Completed TFIs (Wilder staff will arrange with RIPs to complete TFIs for schools upon request)

In previous years, as part of the data calendar for schools in training, school teams facilitated the TFI four times per year: once at each of three training sessions during the year and then once in their own school with an external evaluator, which was set up through a no-cost exchange managed by Wilder. In FY2019, the SLT decided to forego the spring 2019 TFI at training in order to encourage school teams to complete a TFI with an external evaluator at their school. Currently, the SLT is waiting to determine if they will continue with this new TFI schedule, try something else, or if they will revert back to previous years' data calendar. Wilder Research staff are open and flexible to any TFI facilitation calendar as determined by the SLT and are happy to amend the no-cost exchange (outlined below) to best meet project needs.

Under the no-cost exchange model, each school that is participating in Minnesota's PBIS training initiative is asked to identify one staff person who will be trained to facilitate the TFI at other school sites by watching the TFI training video and observing the RIPs/trainers conduct the TFI at training. Once staff are trained, nearby schools and districts pair up to exchange these trained staff to complete their TFIs. For schools that do not want to participate in the no-cost exchange, the RIPs or Wilder Research staff can be available to conduct these assessments. Wilder Research staff will follow up by email and phone with individual schools as needed to facilitate the no-cost exchange for the TFI.

Wilder will develop and maintain a TFI evaluation tracking record that will be presented monthly at SLT meetings after spring training for both fiscal years. This will include how many schools have completed a spring TFI, a timeline for following up with schools that have not yet completed it, and discussion about any schools that need assistance from RIPs for scheduling the TFI. Wilder will provide updates to the RIPs and MDE, who will be expected to follow up with schools that do not respond to Wilder's requests to schedule their TFI, to ensure full participation by schools in training.

Additionally, Wilder will also attend one quarterly regional PBIS training for all three regions and present on a topic to be determined by the SLT. This could include technical assistance with the TFI, how to use/disaggregate

your TFI data, participatory data analysis, or other topics TBD. Since the TFI is facilitated at each training and end-of-year matches are determined by the RIPs, we believe that providing technical assistance around using data and the TFI would be more beneficial for school teams.

Task 6: Implement a system of reminders to ensure completion of implementation fidelity assessments for schools that are out of training or that are not participating in the MDE training cohort (DIY Schools)

Timeline: July-June 2019-2020 and July-June 2020-2021

Deliverables:

- Work with the SLT to design a communications plan for sustaining schools, and DIY/non-cohort schools that is customized based on their level of engagement in PBIS around completing fidelity assessments
- Ongoing updates to SLT regarding how many sustaining schools and DIY/non-cohort schools have completed a fidelity assessment
- Completed assessment data (in annual School Status Report, and via the PBIS database)

Wilder Research will work with the SLT to design a communications plan for reminding school teams that are sustaining, DIY/non-cohort schools based on their current involvement in PBIS activities in July and August for 2019. These communications will focus on reminding school teams to complete fidelity assessments and to submit ODR data if they are a non-SWIS school. For sustaining schools, these communications could include information about and coincide with coaches meetings, data days, sustaining schools workshops, involvement in APBS, and whether or not they are in contact with their RIP. We will also base this communications around whether or not they have completed a fidelity assessment in the past school year. Another factor to consider in these communication plans is whether or not they have team or administrator turnover. We will come up with various communications such as email language, phone scripts, and other types of communication if needed in collaboration with the SLT. We will also provide suggestions on a communications calendar for when schools will be contacted and what type of communications they receive and how often from Wilder staff and RIPs. We will plan to share updates and progress to these plans at the SLT meetings. We will plan to review our plan and process in July/August 2020 to determine what worked well and any improvements to the communications to schools and the calendar.

As part of this plan, we could also build some automated reminders into the database. For example, if we see that a sustaining school has not completed a TFI in the past 2 years, we can send an automated reminder or nudge at a certain point in the school year. Or, we can automate “congratulatory” emails when sustaining schools are seen to have done a TFI. There are many options for automated emails that we can include as part of the communications plan.

Wilder Research staff will notify schools that are out of training or not participating in the training cohort (assuming we have contact information for them) to remind them to select and complete their assessment during the 2019-2020 and 2020-2021 school years. Wilder Research will obtain all completed assessment scores prior to preparing school status reports.

We have budgeted for Wilder staff to complete up to five TFIs for schools that need assistance. (These could be used for sustaining schools or schools that are currently participating in cohort training, at the discretion of the SLT.)

Task 7: Gather and report office discipline referral (ODR) data from all participating schools according to the PBIS evaluation plan

Timeline: May-June 2020 and 2021

Deliverables:

- Ongoing revisions and maintenance to the ODR online data reporting tool developed by Wilder Research for non-SWIS schools, to ultimately be incorporated into the new PBIS database
- ODR summary data (in the annual School Status Report)

Wilder Research will work with the SLT to continue to refine, update, and maintain the online data entry system that we developed in a previous contract period for non-SWIS schools to enter their ODR data. We will gather feedback from the SLT and the RIPS to update our system to gather annual data, and to ensure the data gathered are valid, with ample notice for schools to enter this data at the year-end. It also includes automating and streamlining the importing and exporting of ODR data from the PBISValMN.org website into the PBIS school database.

Task 8: Prepare PBIS evaluation reports and disseminate results, prepare case studies on special topics

Timeline: Year end (2018-2019) in July 2019 and (2019-2020) in July 2020; quarterly in September, December, and March for both years of the contract. We will complete one case study per contract period.

Deliverables:

- Quarterly facilitated participatory data analysis sessions during SLT meetings to discuss school-level fidelity and/or outcomes data and use, to coincide with quarterly sortable spreadsheets (available in Excel and in the database) and summary school status reports
- Case studies on the following topics that were previously identified by the SLT:

- Measuring outcomes for implementation fidelity and discipline data of schools that use SWIS versus schools that did not use SWIS during cohort training (FY2020)
- Comparing SAS and TFI data to determine differences in features determined to be “in place” (TFI) and staff perceptions within the building (SAS) (FY2021)
- End of year status update and discussion around schools in training, sustaining schools, and non-cohort schools (summary of implementation fidelity data could be completed by June 30, 2020, or, a full report including implementation fidelity and outcome data could be completed by late July 2020)
- Presentations and workshops at up to three events, or products as needed within budget allotted during the contract throughout the year to participate in or produce materials for activities such as Summer Institute, Data Days/Sustainability Days, or other events/activities that make sense such as APBS, PBIS Collaborators Forum, and/or a peer reviewed journal article, etc.
- Data use workshops for SLT as well as regional workshops (which can either be done via webinar or in person)

Wilder staff will work collaboratively with the SLT to define the types of reports and updates needed for decision-making, strategic and action planning, and communicating with key stakeholders. The PBIS school database created by Wilder allows for the SLT to create reports on a variety of variables and obtain real-time data on participating PBIS schools. However, Wilder will plan to provide quarterly reports around training survey data and implementation fidelity data in a summary format. Training survey summaries will include the number and characteristics of school teams at each training session along with their ratings of the value of the training after each training session (in the fall, winter, and spring of each school year), and the extent to which they have completed their PBIS artifacts (a tool that trainers are using to collect progress monitoring information from school teams).

Because the database allows for the SLT and RIPs to obtain immediate access to self-generated reports, and sortable spreadsheets, we anticipate that the need for Wilder to produce reports around implementation fidelity data will decrease. However, it is still important that the RIPs and SLT hold discussions around PBIS data and use. Wilder Research will work with the SLT on a quarterly basis to review data for the state as a whole and for each of the RIP’s regions. We will do this by facilitating discussions using quadrant analysis and other methods of participatory data analysis.

Also, Wilder has allotted staff time for developing and/or delivering up to three presentations, fact sheets, blog or other social media posts, press releases, and other materials that will be useful to the SLT and other project stakeholders for communicating evaluation results. Rather than try to define these specific products ahead of time, we would rather set aside staff time for this activity every year so we have the flexibility to identify and take advantage of windows of opportunity to tell the story of PBIS in Minnesota, with the specific products to be determined through conversation with Eric Kloos and the SLT.

In previous years, we have identified via training surveys and other anecdotal evidence that schools are struggling with data use. For fiscal year 2020, Wilder has budgeted for our staff to design a workshop for the SLT and trainers on how to prioritize, analyze, and use data using participatory methodologies such as data parties, data place mats, in-depth action planning, and other ways. We will plan to adapt this workshop to make it relevant for school teams in training as well as sustaining/non-cohort school teams. We could present these workshops either as a part of training, or, these could be done via webinar or a separate, in-person workshop at a coaches meeting or data day.

As appropriate, we would like to partner with the SLT in preparing presentations and publications for broader dissemination. This may include attending and presenting at other conferences, and peer-reviewed publication opportunities, as well as infographics or blogs for general audiences. This not only benefits the field, but also serves as a way to increase Minnesota's reputation as a leader in PBIS.

Budget for state fiscal years (SFY) 20 and 21

SFY20 budget

Task	Staff	Billing Rate	Hours	Cost
Task 1: Ongoing project management and leadership				
Year 1: 2019-2020	senior research manager (Nicole)	\$ 168	5	\$ 840
	research scientist 2 (Francie)	\$ 115	25	\$ 2,875
	research associate 3 (Amanda)	\$ 82	45	\$ 3,690
Year 1 Sub-total				\$ 7,405
Task 2: Maintain data/database and revisions as needed				
Year 1: 2019-2020	senior research manager (Nicole)	\$ 168	3	\$ 504
	research scientist 2 (Francie)	\$ 115	30	\$ 3,450
	web & apps manager (Bryan)	\$ 118	45	\$ 5,310
	IT analyst 2 (Lisa)	\$ 98	100	\$ 9,800
	research analyst (Walker)	\$ 93	125	\$ 11,625
	research associate 3 (Amanda)	\$ 82	20	\$ 1,640
	Database vendor (Dave)			\$5,000
Year 1 Sub-total				\$ 37,329
Task 3: Evaluate PBIS trainings				
Year 1: 2019-2020	senior research manager (Nicole)	\$ 168	3	\$ 504
	research scientist 2 (Francie)	\$ 115	2	\$ 230
	communications specialist (Jenny)	\$ 72	10	\$ 720
	research associate 3 (Amanda)	\$ 82	15	\$ 1,230
	research associate 1 (Sheila)	\$ 62	5	\$ 310
Year 1 Sub-total				\$ 2,994
Task 4: Create and update webinar/video trainings and outreach materials				
Year 1: 2019-2020	senior research manager (Nicole)	\$ 168	1	\$ 168
	research scientist 2 (Francie)	\$ 115	2	\$ 230
	research associate 3 (Amanda)	\$ 82	20	\$ 1,640

Year 1 Sub-total				\$ 2,038
Task 5: Coordinate TFI assessments for schools in training				
Year 1: 2019-2020	senior research manager	\$ 168	5	\$ 840
	research scientist 2 (Francie)	\$ 115	5	\$ 575
	research associate 3 (Amanda)	\$ 82	37	\$ 3,034
	research associate 2 (Thalia)	\$ 67	28	\$ 1,876
	research associate 1 (Sheila)	\$ 62	70	\$ 4,340
Year 1 Sub-total				\$ 10,665
Task 6: Provide training and data collection assistance for schools out of training				
Year 1: 2019-2020	senior research manager (Nicole)	\$ 168	2	\$ 336
	research scientist 2 (Francie)	\$ 115	2	\$ 230
	research associate 3 (Amanda)	\$ 82	5	\$ 410
	research associate 1 (Sheila)	\$ 62	20	\$ 1,240
Year 1 Sub-total				\$ 2,216
Task 7: Coordinate ODR data collection				
Year 1: 2019-2020	senior research manager (Nicole)	\$ 168	2	\$ 336
	web & apps manager (Bryan)	\$ 115	2	\$ 230
	research analyst (Walker)	\$ 93	10	\$ 930
	research associate 3 (Amanda)	\$ 82	10	\$ 820
	research associate 1 (Sheila)	\$ 62	10	\$ 620
Year 1 Sub-total				\$ 2,936
Task 8: Reporting and presentations				
Year 1: 2019-2020	senior research manager (Nicole)	\$ 168	5	\$ 840
	research analyst (Walker)	\$ 93	76	\$ 7,068
	research scientist 2 (Francie)	\$ 115	11	\$ 1,265
	research associate 3 (Amanda)	\$ 82	85	\$ 6,970
	research associate 1 (Sheila)	\$ 62	43	\$ 2,666

	communications specialist (Jenny)	\$ 72	41	\$ 2,952
Year 1 Sub-total				\$ 21,761
Travel and other expenses (YR 1)				\$ 2,992
Total				\$ 90,336

SFY21 budget

Task	Staff	Billing Rate	Hours	Cost
Task 1: Ongoing project management and leadership				
Year 2: 2020-2021	senior research manager (Nicole)	\$ 173	10	\$ 1,730
	research scientist 2 (Francie)	\$ 119	50	\$ 5,950
	research associate 3 (Amanda)	\$ 85	100	\$ 8,500
Year 2 Sub-total				\$ 16,180
Task 2: Maintain data/database and revisions as needed				
Year 2: 2020-2021	senior research manager (Nicole)	\$ 173	3	\$ 519
	research scientist 2 (Francie)	\$ 119	60	\$ 7,140
	web & apps manager (Bryan)	\$ 122	56	\$ 6,832
	IT analyst 2 (Lisa)	\$ 101	140	\$ 14,140
	research analyst (Walker)	\$ 95	200	\$ 19,000
	research associate 3 (Amanda)	\$ 85	60	\$ 5,100
	Database vendor (Dave)			\$5,000
Year 2 Sub-total				\$ 57,731
Task 3: Evaluate PBIS trainings				
Year 2: 2020-2021	senior research manager (Nicole)	\$ 173	5	\$ 865
	research scientist 2 (Francie)	\$ 119	5	\$ 595
	communications specialist (Jenny)	\$ 74	15	\$ 1,110
	research associate 3 (Amanda)	\$ 85	80	\$ 6,800
	research associate 1 (Sheila)	\$ 64	20	\$ 1,280

Year 2 Sub-total				\$ 10,650
Task 4: Create and update webinar/video trainings and outreach materials				
Year 2: 2020-2021	senior research manager (Nicole)	\$ 173	4	\$ 692
	research scientist 2 (Francie)	\$ 119	5	\$ 595
	research associate 3 (Amanda)	\$ 85	20	\$ 1,700
Year 2 Sub-total				\$ 2,987
Task 5: Coordinate TFI assessments for schools in training				
Year 2: 2020-2021	senior research manager	\$ 173	5	\$ 865
	research scientist 2 (Francie)	\$ 119	5	\$ 595
	research associate 3 (Amanda)	\$ 85	40	\$ 3,400
	research associate 2 (Thalia)	\$ 69	35	\$ 2,415
	research associate 1 (Sheila)	\$ 64	70	\$ 4,480
Year 2 Sub-total				\$ 11,755
Task 6: Provide training and data collection assistance for schools out of training				
Year 2: 2020-2021	senior research manager (Nicole)	\$ 173	4	\$ 692
	research scientist 2 (Francie)	\$ 119	5	\$ 595
	research associate 3 (Amanda)	\$ 85	40	\$ 3,400
	research associate 1 (Sheila)	\$ 64	40	\$ 2,560
Year 2 Sub-total				\$ 7,247
Task 7: Coordinate ODR data collection				
Year 2: 2020-2021	senior research manager (Nicole)	\$ 173	4	\$ 606
	web & apps manager (Bryan)	\$ 119	5	\$ 595
	research analyst (Walker)	\$ 95	30	\$ 2,850
	research associate 3 (Amanda)	\$ 85	20	\$ 1,700
	research associate 1 (Sheila)	\$ 64	20	\$ 1,280
Year 2 Sub-total				\$ 7,031
Task 8: Reporting and presentations				
Year 2: 2020-2021	senior research manager (Nicole)	\$ 173	4	\$ 606

	research analyst (Walker)	\$ 95	103	\$ 9,785
	research scientist 2 (Francie)	\$ 119	32	\$ 3,808
	research associate 3 (Amanda)	\$ 85	141	\$ 11,985
	research associate 1 (Sheila)	\$ 64	50	\$ 3,200
	communications specialist (Jenny)	\$ 74	50	\$ 3,700
Year 2 Sub-total				\$ 33,084
Travel and other expenses (YR 2)				\$ 2,991
Total				\$149,656.00
GRAND TOTAL				\$239,992.00

AMENDMENT COVER SHEET
STANDARD AMENDMENTS
(Minn. Stat. §§ 16C.05, subd. 2(e), 16C.08, subd. 2 and 3)

Instructions:

1. Complete this form for contract amendments that extend the end date of a contract, add/reduce work and money, or change any other term or condition of the contract.
2. Attach this form to the amendment when sending to the Department of Administration for approval. **Please always include copies of the original certification form, the original contract, and any previous amendments as these are used for reference.**
3. Make sure that you are using the updated amendment template where the State Agency signature block reaffirms applicable sections of 16C.08, subdivisions 2 and 3.
4. Admin will retain this cover sheet for its files.

Agency: MN Dept. of Education (MDE)	Name of Contractor: MMB-MAD
Current contract term: 12/22/16-6/30/19	Project Identification: Positive Behavioral Interventions and Supports (PBIS) evaluation project, SWIFT contract #119055

Amendments to contracts must entail tasks that are substantially similar to those in the original contract or involve tasks that are so closely related to the original contract that it would be impracticable for a different contractor to perform the work. The commissioner or an agency official to whom the commissioner has delegated contracting authority under section 16C. 03, subdivision 16, must determine that an amendment would serve the interest of the state better than a new contract and would cost no more. An amendment should be in effect before the contract expires.

Complete Appropriate Box(es) for the amendment submitted.

1. <input checked="" type="checkbox"/> Amendment to the end date of the contract
Proposed New End Date: 6/30/21
Why is it necessary to amend the end date? MDE is requesting the end date to be extended for two more years so MDE can continue to work with Amherst Wilder through MAD's master contract to continue to evaluate PBIS work.

2. <input checked="" type="checkbox"/> Amend Duties and Cost <input type="checkbox"/> Amend Duties Only
2a. If cost is amended, insert amount of original contract AND amount of each amendment below: \$249,826.00 (original amount) \$119,933.00 (amendment #1 increase) \$119,890.00 (amendment #2 increase) <u>\$239,992.00 (amendment #3 increase)</u> \$729,641.00 (new grand total)
2b. Describe the amendment: Amendment #3 is being done to add an additional \$239,992.00 to this project so Amherst Wilder through MAD's master contract can continue to work on the PBIS evaluation for the next two state fiscal years.

3. <input type="checkbox"/> Amendment to change other terms and conditions of the contract
Describe the changes that are being made:

Contract Start Date:	<u>Dec. 22, 2016</u>	Total Contract Amount:	<u>\$729,641.00</u>
Original Contract Expiration Date:	<u>June 30, 2017</u>	Original Contract:	<u>\$249,826.00</u>
Current Contract Expiration Date:	<u>June 30, 2019</u>	Previous Amendment(s) Total:	<u>\$239,823.00</u>
Requested Contract Expiration Date:	<u>June 30, 2021</u>	This Amendment:	<u>\$239,992.00</u>

This amendment #3 is by and between the State of Minnesota, through its Commissioners of MN Department of Education ("MDE") and MN Management & Budget, Management Analysis & Development ("MAD").

Recitals

1. MDE has an interagency agreement with MAD identified as SWIFT Contract Number 119055 ("Original Interagency Agreement") to provide evaluation services on the MN Positive Behavioral Interventions and Support (PBIS) project.
2. Amendment #3 is being done to add two additional state fiscal years so MAD can continue to provide PBIS evaluation services with Amherst H. Wilder Foundation through MAD's Master Contract #80334 (during 12/22/16 to 6/30/19) and #159698 (during 7/1/19 to 6/30/21).
3. MDE and MAD are willing to amend the Original Interagency Agreement as stated below.

Interagency Agreement Amendment #3

In this Amendment, changes to pre-existing Contract language will use strike-through for deletions and underlining for insertions.

REVISION 1. Clause 1. "Term of Agreement; Incorporation of Exhibits" is amended as follows:

1 Term of Agreement; Incorporation of Exhibits

- 1.1 **Effective Date:** Upon execution, or the date the State obtains all required signatures under Minnesota Statutes Section 16C.05, subdivision 2, whichever is later.
- 1.2 **Expiration Date:** This Agreement will expire on ~~June 30, 2019~~ June 30, 2021, or when all obligations have been satisfactorily fulfilled, whichever occurs first.
- 1.3 **Exhibits:** Exhibit A, A-1, A-2, and A-3 – MAD agrees that through its Master Contract #80334 and #159698 with Amherst H. Wilder Foundation. MAD will sub-contract with Amherst H. Wilder Foundation to provide services to MDE as identified in Exhibit A, A-1, A-2 and A-3, PBIS Evaluation Work Plan, in accordance with the Budget identified in Exhibit A, A-1, A-2, and A-3, which is attached and incorporated into this Agreement. Exhibit B Change Order template is being added to amendment #1.

REVISION 2. Clause 2.1 "Scope of Work" is amended as follows:

2 Scope of Work

- 2.1 The Amherst H. Wilder Foundation, who is not a State employee, will:
 - Perform the duties listed in Exhibit A, A-1, A-2 and A-3, PBIS evaluation work plan, which are ~~is~~ attached and incorporated into this Agreement.
 - Amherst H. Wilder Foundation must follow and meet all Accessibility Standards that can be accessed using the website link in clause 9.2 for all end products.
 - Amherst H. Wilder Foundation must submit drafts of all non-interactive end products to the MN Department of Education (MDE) Communication Accessibility Liaison to review and approve before MDE can accept final end products. If edits are needed Contractor will have 2 weeks to edit document(s) and resubmit to the MDE Communication Accessibility Liaison for further accessibility testing.
 - All clauses under the MAD Master Contract #80334 and #159698 apply to this work order.

REVISION 3. Clause 3 "Consideration and Payment" is amended as follows:

3 Consideration and Payment

- 3.1 Amherst H. Wilder Foundation will be paid in accordance with the Budget Identified in Exhibit A, A-1, A-2, and A-3 for a total amount up to ~~\$481,649.00~~ \$721,641.00 which includes up to ~~\$6,000.00~~ \$9,000.00 in travel and business expenses. Upon receipt of invoice from Wilder, MAD will invoice MDE. MAD will also invoice MDE up to \$8,000.00 in contract management fees.
- (a) All travel expenses for an amount not to exceed ~~\$6,000.00~~ \$9,000.00 must follow the rates set in the current "Commissioner's Plan" established by the Commissioner of Minnesota Management and Budget which is Incorporated Into this Agreement by reference.
- 3.2 MAD must submit invoices electronically for payment.
- 3.3 The total obligation of MDE for all compensation and reimbursements to MAD under this Agreement will not exceed ~~\$489,649.00~~ \$729,641.00.

REVISION 4. Clause 4 "Conditions of Payment" is amended as follows:

4 Conditions of Payment

- 4.1 All services provided by MAD under this Agreement must be performed to MDE's satisfaction, as determined at the sole and reasonable discretion of MDE's Authorized Representative.
- 4.2 MDE will promptly pay all valid obligations under this Agreement as required by Minnesota Statutes §16A.124. MDE will make undisputed payments no later than 30 days after receiving MAD invoices for services performed. If an invoice is incorrect, defective or otherwise improper, MDE will notify MAD within 10 days of discovering the error. After MDE receives the corrected invoice, MDE will pay MAD within 30 days of receipt of such invoice.
- 4.3 MAD will submit **monthly invoices** based on actual hours of service performed by MAD in the previous month and a final invoice upon completion of the above services, which is due no later than July 31, ~~2019~~ each calendar year, to Accounts Payable. Work done through June 30, 2017 must be submitted as a separate invoice from work done past June 30, 2017. Work done through June 30, 2018 must be submitted as a separate invoice from work done past June 30, 2018. Work done through June 30 each calendar year must be submitted as a separate invoice from work done past June 30 each calendar year. Any unspent funds from year 1 cannot be moved to year 2 because of an MDE funding change starting July 1, 2017. Invoice ~~should~~ will include the following information: MDE's Authorized Representative's name, the Purchase Order (PO) and Contract number, dates of service, itemized expenses with original receipts, and corresponding amounts. The subject line of the email with the invoice attached ~~should~~ will contain the MDE's Authorized Representative's name, Purchase Order (PO) and Contract number. The preferred method of obtaining an invoice from a vendor is by email.

Submit invoices via email to Accounts Payable:

MN Department of Education
Accounts Payable Department
MDE.AccountsPayable@state.mn.us

Should an invoice need to be submitted via U.S. Mail, please use the following address:

MN Department of Education
Attn: Accounts Payable Department
1500 Highway 36 West
Roseville, MN 55113-4266

REVISION 5. Clause 9.2 "Accessibility Standards" is amended as follows:

- 9.2 Accessibility Standards.** Amherst H. Wilder Foundation agrees to comply with the State of Minnesota Accessibility Standards effective September 1, 2010, which entails, in part, the Web Content Accessibility Guidelines (WCAG) 2.0 (Level AA) and Section 508 ~~Subparts A-D~~ which can be viewed at: <http://mn.gov/mnit/programs/accessibility/> on the Minnesota IT Services website (<https://mn.gov/mnit/about-mnit/accessibility/>).

9.2.1 Contact the MDE Communications Office mde.contactus@state.mn.us (ZXQualityTeam.mde@state.mn.us) for specific guidance on creating content that meets our accessibility requirements.

The Original Interagency Agreement and any previous amendments are incorporated into this amendment by reference.

1. MDE ENCUMBRANCE VERIFICATION

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

Signed: Jennifer A. Flechner

Date: June 24, 2019

SWIFT Contract No. 119055 tied to
PO #3000014534

2. Management Analysis & Development (MAD)
**Please attach the applicable Delegation of Authority, if necessary*

By: [Signature]

Title: Director

Date: 6-24-19

By: _____

Title: _____

Date: _____

3. Minnesota Department of Education (MDE)

Individual certifies the applicable provisions of Minn. Stat. §16C.08, subdivisions 2 and 3 are reaffirmed.

By: [Signature]
(with delegated authority)

Title: Agency Finance Director

Date: 6/25/19

Distribution:
Agency
Contractor
State's Authorized Representative - Photo Copy

Exhibit A-3

PBIS evaluation work plan—FY 2020 and 2021

July 1, 2019-June 30, 2021

Wilder Research is pleased to present the following evaluation work plan for Minnesota PBIS for fiscal years 2020 and 2021. It is our understanding that this contract period will be from July 1, 2019, through June 30, 2021. The following work plan outlines the major evaluation tasks to be carried out as part of the PBIS evaluation project, including estimated completion dates and deliverables for each task.

Task 1: Ongoing project management and leadership

Timeline: July 1, 2019-June 30, 2021

Deliverables:

- Participation at the Statewide Leadership Team meetings (ongoing)
- Attend website work group and any other work group meetings as needed (ongoing)
- Maintain and update PBISevalMN.org website

Wilder's project lead, Amanda Petersen, or another Wilder representative will attend and present at every monthly Statewide Leadership Team (SLT) meeting about the progress of the evaluation. In addition, Wilder staff will check in with the SLT at every meeting to ensure that each component of the evaluation plan is effective and efficient. If we identify any issues, we will work with the SLT to resolve them. We recommend formally reviewing the evaluation plan with the SLT on an annual basis to determine any areas that need to be updated.

Wilder Research staff will also participate in the website workgroup in order to contribute to the continued improvement of the PBISevalMN.org and the PBISmn.org websites.

Wilder will also provide access to all evaluation-related materials on the PBISevalMN.org website. This includes instructions, information about various components of the project, training materials like webinars and PowerPoint presentations, links to other sites, etc. This will include maintaining a reporting request portal on PBISevalMN.org and the ODR data collection portal that links to the database. Any routine content changes due to ongoing maintenance and updates will be determined through discussions with the website work group and the SLT.

Task 2: Ongoing database development/maintain data on PBIS schools in Minnesota

Timeline: July 1, 2019-June 30, 2021

Deliverables:

- Ongoing development of the PBIS database including:
 - Continue to work to add District Regional Capacity Assessment Data (if possible)
 - Add District level at-a-glance reports for PBIS schools
- Discuss new developments/next phases of database with Eric Kloos on a quarterly basis, and with the SLT as needed
- Continue to input implementation fidelity data from PBIS Eval on a monthly basis in the database and ODR data on a yearly basis
- Ongoing training and technical assistance for new database users (SLT and RIPs)
- Revisions to the database dictionary as needed
- Begin tracking database user analytics and provide updates to the SLT on a quarterly basis
- Continue to promote the database and provide technical assistance to all PBIS schools as needed (how to request reports, enter school information data, etc.)

In July-August of each fiscal year, Wilder Research will meet with the SLT to determine database objectives to be completed. We will examine the “database wish list” from previous fiscal years to guide this discussion. Wilder staff will then work with Eric Kloos to prioritize the objectives outlined by the SLT. We will outline the objectives we are currently working on and input the updated “wish list” into the PBIS database. We will update this quarterly throughout the year.

During the previous contract period, Wilder Research developed a database that included school information; implementation fidelity, effort, and progress monitoring indicators; outcomes; and other data for PBIS schools in Minnesota. Wilder will continue to work with the SLT, the RIPs, the University of Oregon, and other stakeholders to build out additional desired features of the database.

Wilder will also begin tracking and compiling user analytics (e.g., number of log-ins, frequency of database access, report tracking, and other indicators) to determine how well the database is working, user-friendliness, and what types of reports/indicators are most frequently used by the SLT, RIPs, and trainers. Wilder staff will also ask for user input directly via feedback forms, via email, or at SLT meetings. We will also report the number of requests for reports and number of schools that have updated their contact information.

Wilder Research will also continue to provide the SLT and RIPS with technical assistance and training on how to use the database and continue to make modifications based on feedback from Eric Kloos and the SLT. We will work with the SLT and RIPS to continue to promote the database and any new updated features via the website, newsletters, and social media and how the database benefits school teams.

Task 3: Evaluate PBIS trainings provided by MDE and the RIPS

Timeline: Three times per year – August 2019/2020, November 2019/2020, February/March 2020/2021

Deliverables:

- Program training surveys into Survey Monkey and provide the SLT, RIPS, and trainers with raw survey data
- Provide technical assistance to the SLT, RIPS, and trainers to access reports and results

Training participant feedback will be obtained from post-training web surveys that Wilder will develop/modify and administer to school teams immediately after training, with support from the RIPS. Wilder will provide the link for the RIPS to share with the school teams at training. School teams will then take the training survey as a team immediately after training. Training survey results will also be provided in quarterly status report updates to the SLT, which will be outlined in Task 8.

Task 4: Create and update webinar and video trainings and outreach materials for schools in training, sustaining schools, and non-cohort schools as needed

Deliverables:

- Create and update PBIS training materials for schools out of training and DIY/non-cohort schools including written instructions and webinar training which will be available in real-time on the PBISevalMN.org website, reviewed and updated as needed for the TFI, SET, and BoQ as needed as well as for how to enter ODR data for non-SWIS schools

In this contract period, we will update our previous training materials (such as a webinar, video, written materials, and/or electronic materials as determined by the SLT) to be available to schools. The SLT and RIPS will have the opportunity to review all training materials and provide feedback prior to distribution to school team members and on the PBISevalMN.org website.

Schools that are out of training can choose to complete a SET, a BoQ, or a TFI to measure their implementation fidelity. To complete these assessments, schools need to watch a short training webinar on the PBISevalMN.org provided by Wilder Research, download the assessment forms, complete the assessment (using the no-cost exchange process if, desired) according to the instructions, and enter their scores in PBISApps. We will update and create any new materials for these assessments so they apply to schools out of training and non-cohort

schools (as they follow a different data calendar than schools in training). We are happy to create new training and outreach materials as directed by the SLT and according to project needs.

Task 5: Coordinate TFI assessments among PBIS schools *in training* in Minnesota

Timeline: August-May for FY20 and FY21 (attend either Fall or Winter or Spring regional trainings)

Deliverables:

- Process documentation, such as coordination tracking spreadsheet, that includes roles and responsibilities for Wilder, RIPs, MDE, and school matches for the external TFI exchange
- Ongoing updates to SLT, and coordination with RIPs and MDE to facilitate TFI assessments (ongoing, with emphasis on spring TFIs conducted outside of training)
- Completed TFIs (Wilder staff will arrange with RIPs to complete TFIs for schools upon request)

In previous years, as part of the data calendar for schools in training, school teams facilitated the TFI four times per year: once at each of three training sessions during the year and then once in their own school with an external evaluator, which was set up through a no-cost exchange managed by Wilder. In FY2019, the SLT decided to forego the spring 2019 TFI at training in order to encourage school teams to complete a TFI with an external evaluator at their school. Currently, the SLT is waiting to determine if they will continue with this new TFI schedule, try something else, or if they will revert back to previous years' data calendar. Wilder Research staff are open and flexible to any TFI facilitation calendar as determined by the SLT and are happy to amend the no-cost exchange (outlined below) to best meet project needs.

Under the no-cost exchange model, each school that is participating in Minnesota's PBIS training initiative is asked to identify one staff person who will be trained to facilitate the TFI at other school sites by watching the TFI training video and observing the RIPs/trainers conduct the TFI at training. Once staff are trained, nearby schools and districts pair up to exchange these trained staff to complete their TFIs. For schools that do not want to participate in the no-cost exchange, the RIPs or Wilder Research staff can be available to conduct these assessments. Wilder Research staff will follow up by email and phone with individual schools as needed to facilitate the no-cost exchange for the TFI.

Wilder will develop and maintain a TFI evaluation tracking record that will be presented monthly at SLT meetings after spring training for both fiscal years. This will include how many schools have completed a spring TFI, a timeline for following up with schools that have not yet completed it, and discussion about any schools that need assistance from RIPs for scheduling the TFI. Wilder will provide updates to the RIPs and MDE, who will be expected to follow up with schools that do not respond to Wilder's requests to schedule their TFI, to ensure full participation by schools in training.

Additionally, Wilder will also attend one quarterly regional PBIS training for all three regions and present on a topic to be determined by the SLT. This could include technical assistance with the TFI, how to use/disaggregate

your TFI data, participatory data analysis, or other topics TBD. Since the TFI is facilitated at each training and end-of-year matches are determined by the RIPs, we believe that providing technical assistance around using data and the TFI would be more beneficial for school teams.

Task 6: Implement a system of reminders to ensure completion of implementation fidelity assessments for schools that are out of training or that are not participating in the MDE training cohort (DIY Schools)

Timeline: July-June 2019-2020 and July-June 2020-2021

Deliverables:

- Work with the SLT to design a communications plan for sustaining schools, and DIY/non-cohort schools that is customized based on their level of engagement in PBIS around completing fidelity assessments
- Ongoing updates to SLT regarding how many sustaining schools and DIY/non-cohort schools have completed a fidelity assessment
- Completed assessment data (in annual School Status Report, and via the PBIS database)

Wilder Research will work with the SLT to design a communications plan for reminding school teams that are sustaining, DIY/non-cohort schools based on their current involvement in PBIS activities in July and August for 2019. These communications will focus on reminding school teams to complete fidelity assessments and to submit ODR data if they are a non-SWIS school. For sustaining schools, these communications could include information about and coincide with coaches meetings, data days, sustaining schools workshops, involvement in APBS, and whether or not they are in contact with their RIP. We will also base this communications around whether or not they have completed a fidelity assessment in the past school year. Another factor to consider in these communication plans is whether or not they have team or administrator turnover. We will come up with various communications such as email language, phone scripts, and other types of communication if needed in collaboration with the SLT. We will also provide suggestions on a communications calendar for when schools will be contacted and what type of communications they receive and how often from Wilder staff and RIPs. We will plan to share updates and progress to these plans at the SLT meetings. We will plan to review our plan and process in July/August 2020 to determine what worked well and any improvements to the communications to schools and the calendar.

As part of this plan, we could also build some automated reminders into the database. For example, if we see that a sustaining school has not completed a TFI in the past 2 years, we can send an automated reminder or nudge at a certain point in the school year. Or, we can automate “congratulatory” emails when sustaining schools are seen to have done a TFI. There are many options for automated emails that we can include as part of the communications plan.

Wilder Research staff will notify schools that are out of training or not participating in the training cohort (assuming we have contact information for them) to remind them to select and complete their assessment during the 2019-2020 and 2020-2021 school years. Wilder Research will obtain all completed assessment scores prior to preparing school status reports.

We have budgeted for Wilder staff to complete up to five TFIs for schools that need assistance. (These could be used for sustaining schools or schools that are currently participating in cohort training, at the discretion of the SLT.)

Task 7: Gather and report office discipline referral (ODR) data from all participating schools according to the PBIS evaluation plan

Timeline: May-June 2020 and 2021

Deliverables:

- Ongoing revisions and maintenance to the ODR online data reporting tool developed by Wilder Research for non-SWIS schools, to ultimately be incorporated into the new PBIS database
- ODR summary data (in the annual School Status Report)

Wilder Research will work with the SLT to continue to refine, update, and maintain the online data entry system that we developed in a previous contract period for non-SWIS schools to enter their ODR data. We will gather feedback from the SLT and the RIPs to update our system to gather annual data, and to ensure the data gathered are valid, with ample notice for schools to enter this data at the year-end. It also includes automating and streamlining the importing and exporting of ODR data from the PBISevalMN.org website into the PBIS school database.

Task 8: Prepare PBIS evaluation reports and disseminate results, prepare case studies on special topics

Timeline: Year end (2018-2019) in July 2019 and (2019-2020) in July 2020; quarterly in September, December, and March for both years of the contract. We will complete one case study per contract period.

Deliverables:

- Quarterly facilitated participatory data analysis sessions during SLT meetings to discuss school-level fidelity and/or outcomes data and use, to coincide with quarterly sortable spreadsheets (available in Excel and in the database) and summary school status reports
- Case studies on the following topics that were previously identified by the SLT:

- Measuring outcomes for implementation fidelity and discipline data of schools that use SWIS versus schools that did not use SWIS during cohort training (FY2020)
- Comparing SAS and TFI data to determine differences in features determined to be “in place” (TFI) and staff perceptions within the building (SAS) (FY2021)
- End of year status update and discussion around schools in training, sustaining schools, and non-cohort schools (summary of implementation fidelity data could be completed by June 30, 2020, or, a full report including implementation fidelity and outcome data could be completed by late July 2020)
- Presentations and workshops at up to three events, or products as needed within budget allotted during the contract throughout the year to participate in or produce materials for activities such as Summer Institute, Data Days/Sustainability Days, or other events/activities that make sense such as APBS, PBIS Collaborators Forum, and/or a peer reviewed journal article, etc.
- Data use workshops for SLT as well as regional workshops (which can either be done via webinar or in person)

Wilder staff will work collaboratively with the SLT to define the types of reports and updates needed for decision-making, strategic and action planning, and communicating with key stakeholders. The PBIS school database created by Wilder allows for the SLT to create reports on a variety of variables and obtain real-time data on participating PBIS schools. However, Wilder will plan to provide quarterly reports around training survey data and implementation fidelity data in a summary format. Training survey summaries will include the number and characteristics of school teams at each training session along with their ratings of the value of the training after each training session (in the fall, winter, and spring of each school year), and the extent to which they have completed their PBIS artifacts (a tool that trainers are using to collect progress monitoring information from school teams).

Because the database allows for the SLT and RIPs to obtain immediate access to self-generated reports, and sortable spreadsheets, we anticipate that the need for Wilder to produce reports around implementation fidelity data will decrease. However, it is still important that the RIPs and SLT hold discussions around PBIS data and use. Wilder Research will work with the SLT on a quarterly basis to review data for the state as a whole and for each of the RIP's regions. We will do this by facilitating discussions using quadrant analysis and other methods of participatory data analysis.

Also, Wilder has allotted staff time for developing and/or delivering up to three presentations, fact sheets, blog or other social media posts, press releases, and other materials that will be useful to the SLT and other project stakeholders for communicating evaluation results. Rather than try to define these specific products ahead of time, we would rather set aside staff time for this activity every year so we have the flexibility to identify and take advantage of windows of opportunity to tell the story of PBIS in Minnesota, with the specific products to be determined through conversation with Eric Kloos and the SLT.

In previous years, we have identified via training surveys and other anecdotal evidence that schools are struggling with data use. For fiscal year 2020, Wilder has budgeted for our staff to design a workshop for the SLT and trainers on how to prioritize, analyze, and use data using participatory methodologies such as data parties, data place mats, in-depth action planning, and other ways. We will plan to adapt this workshop to make it relevant for school teams in training as well as sustaining/non-cohort school teams. We could present these workshops either as a part of training, or, these could be done via webinar or a separate, in-person workshop at a coaches meeting or data day.

As appropriate, we would like to partner with the SLT in preparing presentations and publications for broader dissemination. This may include attending and presenting at other conferences, and peer-reviewed publication opportunities, as well as infographics or blogs for general audiences. This not only benefits the field, but also serves as a way to increase Minnesota's reputation as a leader in PBIS.

Budget for state fiscal years 20 and 21

Task	Staff	Billing Rate	Hours	Cost	Total for FY20 and FY21
Task 1: Ongoing project management and leadership					
Year 1: 2019-2020	senior research manager (Nicole)	\$ 168	10	\$ 1,680	
	research scientist 2 (Francie)	\$ 115	50	\$ 5,750	
	research associate 3 (Amanda)	\$ 82	90	\$ 7,380	
Year 1 Sub-total				\$ 14,810	
Year 2: 2020-2021	senior research manager (Nicole)	\$ 173	10	\$ 1,730	
	research scientist 2 (Francie)	\$ 119	50	\$ 5,950	
	research associate 3 (Amanda)	\$ 85	90	\$ 7,650	
Year 2 Sub-total				\$ 15,330	\$ 30,140
Task 2: Maintain data/database and revisions as needed					
Year 1: 2019-2020	senior research manager (Nicole)	\$ 168	3	\$ 504	
	research scientist 2 (Francie)	\$ 115	60	\$ 6,900	
	web & apps manager (Bryan)	\$ 118	56	\$ 6,608	
	IT analyst 2 (Lisa)	\$ 98	138	\$ 13,524	
	research analyst (Walker)	\$ 93	150	\$ 13,950	
	research associate 3 (Amanda)	\$ 82	35	\$ 2,870	
	Database vendor (Dave)			\$5,000	
Year 1 Sub-total				\$ 49,356	
Year 2: 2020-2021	senior research manager (Nicole)	\$ 173	3	\$ 519	
	research scientist 2 (Francie)	\$ 119	60	\$ 7,140	
	web & apps manager (Bryan)	\$ 122	56	\$ 6,832	
	IT analyst 2 (Lisa)	\$ 101	138	\$ 13,938	
	research analyst (Walker)	\$ 95	150	\$ 14,250	
	research associate 3 (Amanda)	\$ 85	35	\$ 2,975	
	Database vendor (Dave)			\$5,000	
Year 2 Sub-total				\$ 50,654	\$ 100,010
Task 3: Evaluate PBIS trainings					
Year 1: 2019-2020	senior research manager (Nicole)	\$ 168	5	\$ 840	
	research scientist 2 (Francie)	\$ 115	5	\$ 575	
	communications specialist (Jenny)	\$ 72	15	\$ 1,080	
	research associate 3 (Amanda)	\$ 82	15	\$ 1,230	
	research associate 1 (Shella)	\$ 62	20	\$ 1,240	
Year 1 Sub-total				\$ 4,965	
Year 2: 2020-2021	senior research manager (Nicole)	\$ 173	5	\$ 865	
	research scientist 2 (Francie)	\$ 119	5	\$ 595	
	communications specialist (Jenny)	\$ 74	15	\$ 1,110	
	research associate 3 (Amanda)	\$ 85	15	\$ 1,275	
	research associate 1 (Shella)	\$ 64	20	\$ 1,280	
Year 2 Sub-total				\$ 5,125	\$ 10,090
Task 4: Create and update webinar/video trainings and outreach materials					
Year 1: 2019-2020	senior research manager (Nicole)	\$ 168	5	\$ 840	
	research scientist 2 (Francie)	\$ 115	5	\$ 575	
	research associate 3 (Amanda)	\$ 82	20	\$ 1,640	
Year 1 Sub-total				\$ 3,055	
Year 2: 2020-2021	senior research manager (Nicole)	\$ 173	5	\$ 865	
	research scientist 2 (Francie)	\$ 119	5	\$ 595	
	research associate 3 (Amanda)	\$ 85	20	\$ 1,700	
Year 2 Sub-total				\$ 3,160	\$ 6,215

Task	Staff	Billing Rate	Hours	Cost	Total for FY20 and FY21
Task 5: Coordinate TFI assessments for schools in training					
Year 1: 2019-2020	senior research manager	\$ 168	5	\$ 840	
	research scientist 2 (Francie)	\$ 115	5	\$ 575	
	research associate 3 (Amanda)	\$ 82	40	\$ 3,280	
	research associate 2 (Thalia)	\$ 67	30	\$ 2,010	
	research associate 1 (Sheila)	\$ 62	70	\$ 4,340	
Year 1 Sub-total				\$ 11,045	
Year 2: 2020-2021	senior research manager	\$ 173	5	\$ 865	
	research scientist 2 (Francie)	\$ 119	5	\$ 595	
	research associate 3 (Amanda)	\$ 85	40	\$ 3,400	
	research associate 2 (Thalia)	\$ 69	30	\$ 2,070	
	research associate 1 (Sheila)	\$ 64	70	\$ 4,480	
Year 2 Sub-total				\$ 11,410	\$ 22,455
Task 6: Provide training and data collection assistance for schools out of training					
Year 1: 2019-2020	senior research manager (Nicole)	\$ 168	5	\$ 840	
	research scientist 2 (Francie)	\$ 115	5	\$ 575	
	research associate 3 (Amanda)	\$ 82	20	\$ 1,640	
	research associate 1 (Sheila)	\$ 62	40	\$ 2,480	
Year 1 Sub-total				\$ 5,535	
Year 2: 2020-2021	senior research manager (Nicole)	\$ 173	5	\$ 865	
	research scientist 2 (Francie)	\$ 119	5	\$ 595	
	research associate 3 (Amanda)	\$ 85	20	\$ 1,700	
	research associate 1 (Sheila)	\$ 64	40	\$ 2,560	
Year 2 Sub-total				\$ 5,720	\$ 11,255
Task 7: Coordinate ODR data collection					
Year 1: 2019-2020	senior research manager (Nicole)	\$ 168	3	\$ 504	
	web & apps manager (Bryan)	\$ 115	5	\$ 575	
	research analyst (Walker)	\$ 93	15	\$ 1,395	
	research associate 3 (Amanda)	\$ 82	10	\$ 820	
	research associate 1 (Sheila)	\$ 62	20	\$ 1,240	
	Year 1 Sub-total				\$ 4,534
Year 2: 2020-2021	senior research manager (Nicole)	\$ 173	3	\$ 519	
	web & apps manager (Bryan)	\$ 119	5	\$ 595	
	research analyst (Walker)	\$ 95	15	\$ 1,425	
	research associate 3 (Amanda)	\$ 85	10	\$ 850	
	research associate 1 (Sheila)	\$ 64	20	\$ 1,280	
Year 2 Sub-total				\$ 4,669	\$ 9,203
Task 8: Reporting and presentations					
Year 1: 2019-2020	senior research manager (Nicole)	\$ 168	4	\$ 672	
	research analyst (Walker)	\$ 93	80	\$ 7,440	
	research scientist 2 (Francie)	\$ 115	20	\$ 2,300	
	research associate 3 (Amanda)	\$ 82	90	\$ 7,380	
	research associate 1 (Sheila)	\$ 62	45	\$ 2,790	
	communications specialist (Jenny)	\$ 72	40	\$ 2,880	
	Year 1 Sub-total				\$ 23,462
Year 2: 2020-2021	senior research manager (Nicole)	\$ 173	4	\$ 692	
	research analyst (Walker)	\$ 95	80	\$ 7,600	
	research scientist 2 (Francie)	\$ 119	20	\$ 2,380	
	research associate 3 (Amanda)	\$ 85	90	\$ 7,650	
	research associate 1 (Sheila)	\$ 64	45	\$ 2,880	
	communications specialist (Jenny)	\$ 74	40	\$ 2,960	
Year 2 Sub-total				\$ 24,162	\$ 47,624
Travel and other expenses (YR 1 and YR 2)				\$ 3,000	\$ 3,000
Total				\$ 239,992	\$ 239,992

**AMENDMENT COVER SHEET
STANDARD AMENDMENTS**
(Minn. Stat. §§ 16C.05, subd. 2(c), 16C.08, subd. 2 and 3)

Instructions:

1. Complete this form for contract amendments that extend the end date of a contract, add/reduce work and money, or change any other term or condition of the contract.
2. Attach this form to the amendment when sending to the Department of Administration for approval. **Please always include copies of the original certification form, the original contract, and any previous amendments as these are used for reference.**
3. Make sure that you are using the updated amendment template where the State Agency signature block reaffirms applicable sections of 16C.08, subdivisions 2 and 3.
4. Admin will retain this cover sheet for its files.

Agency: MN Dept. of Education (MDE)	Name of Contractor: MMB-MAD
Current contract term: 12/22/16-6/30/18	Project Identification: Positive Behavioral Interventions and Supports (PBIS) evaluation project, SWIFT contract #119055

Amendments to contracts must entail tasks that are substantially similar to those in the original contract or involve tasks that are so closely related to the original contract that it would be impracticable for a different contractor to perform the work. The commissioner or an agency official to whom the commissioner has delegated contracting authority under section 16C. 03, subdivision 16, must determine that an amendment would serve the interest of the state better than a new contract and would cost no more. An amendment should be in effect before the contract expires.

Complete Appropriate Box(es) for the amendment submitted.

1. <input checked="" type="checkbox"/> Amendment to the end date of the contract
Proposed New End Date: 6/30/19
Why is it necessary to amend the end date? MDE is requesting the end date to be extended so MDE can continue to work with Amherst Wilder through MAD's master contract to continue to evaluate PBIS work.

2. <input checked="" type="checkbox"/> Amend Duties and Cost <input type="checkbox"/> Amend Duties Only
2a. If cost is amended, insert amount of original contract AND amount of each amendment below: \$249,826.00 (original amount) \$119,933.00 (amendment #1 increase) <u>\$119,890.00</u> (amendment #2 increase) \$489,649.00 (new Grand Total)
2b. Describe the amendment: Amendment #2 is being done to add an additional \$119,890.00 to this project so Amherst Wilder through MAD's master contract can continue to work on the PBIS evaluation for the state fiscal next year.

3. <input type="checkbox"/> Amendment to change other terms and conditions of the contract
Describe the changes that are being made:

Contract Start Date:	<u>Dec. 22, 2016</u>	Total Contract Amount:	<u>\$489,649.00</u>
Original Contract Expiration Date:	<u>June 30, 2017</u>	Original Contract:	<u>\$249,826.00</u>
Current Contract Expiration Date:	<u>June 30, 2018</u>	Previous Amendment(s) Total:	<u>\$119,933.00</u>
Requested Contract Expiration Date:	<u>June 30, 2019</u>	This Amendment:	<u>\$119,890.00</u>

This amendment #2 is by and between the State of Minnesota, through its Commissioners of MN Department of Education ("MDE") and MN Management & Budget, Management Analysis & Development ("MAD").

Recitals

1. MDE has an interagency agreement with MAD identified as SWIFT Contract Number 119055 ("Original Interagency Agreement") to provide evaluation services on the MN Positive Behavioral Interventions and Support (PBIS) project.
2. Amendment #2 is being done to add one additional state fiscal year so MAD can continue to provide PBIS evaluation services with Amherst H. Wilder Foundation through MAD's Master Contract #80334.
3. MDE and MAD are willing to amend the Original Interagency Agreement as stated below.

Interagency Agreement Amendment #2

In this Amendment, changes to pre-existing Contract language will use strike-through for deletions and underlining for insertions.

REVISION 1. Clause 1. "**Term of Agreement; Incorporation of Exhibits**" is amended as follows:

1 Term of Agreement; Incorporation of Exhibits

- 1.1 **Effective Date:** Upon execution, or the date the State obtains all required signatures under Minnesota Statutes Section 16C.05, subdivision 2, whichever is later.
- 1.2 **Expiration Date:** This Agreement will expire on ~~June 30, 2018~~ June 30, 2019, or when all obligations have been satisfactorily fulfilled, whichever occurs first.
- 1.3 **Exhibits:** Exhibit A-2 – MAD agrees that through its Master Contract #80334 with Amherst H. Wilder Foundation MAD will sub-contract with Amherst H. Wilder Foundation to provide services to MDE as identified in Exhibit A-2, PBIS Evaluation Work Plan, in accordance with the Budget identified in Exhibit A-2, which is attached and incorporated into this Agreement. Exhibit B Change Order template is being added to amendment #1.

REVISION 2. Clause 2.1 "**Scope of Work**" is amended to as follows:

2 Scope of Work

- 2.1 The Amherst H. Wilder Foundation, who is not a State employee, will:
 - Perform the duties listed in Exhibit A-2, PBIS evaluation work plan, which is attached and incorporated into this Agreement.
 - (a) Amherst H. Wilder Foundation must follow and meet all Accessibility Standards that can be accessed using the website link in clause 9.2 for all end products.
 - (b) Amherst H. Wilder Foundation must submit drafts of all non-interactive end products to the MN Department of Education (MDE) Communication Accessibility Liaison to review and approve before MDE can accept final end products. If edits are needed Contractor will have 2 weeks to edit document(s) and resubmit to the MDE Communication Accessibility Liaison for further accessibility testing.
 - (c) All clauses under the MAD Master Contract #80334 apply to this work order.

REVISION 3. Clause 3 "**Consideration and Payment**" is amended as follows:

3 Consideration and Payment

- 3.1 Amherst H. Wilder Foundation will be paid in accordance with the Budget identified in Exhibit A-2, for a

total amount up to ~~\$361,759.00~~ **\$481,649.00** which includes up to ~~\$4,500.00~~ \$6,000.00 in travel and business expenses. Upon receipt of invoice from Wilder, MAD will invoice MDE. MAD will also invoice MDE up to **\$8,000.00** in contract management fees.

(a) All travel expenses for an amount not to exceed ~~\$4,500.00~~ \$6,000.00 must follow the rates set in the current "Commissioner's Plan" established by the Commissioner of Minnesota Management and Budget which is incorporated into this Agreement by reference.

3.2 MAD must submit invoices electronically for payment.

3.3 The total obligation of MDE for all compensation and reimbursements to MAD under this Agreement will not exceed ~~\$369,759.00~~ **\$489,649.00**.

REVISION 4. Clause 4 "Conditions of Payment" is amended as follows:

4 Conditions of Payment

4.1 All services provided by MAD under this Agreement must be performed to MDE's satisfaction, as determined at the sole and reasonable discretion of MDE's Authorized Representative.

4.2 MDE will promptly pay all valid obligations under this Agreement as required by Minnesota Statutes §16A.124. MDE will make undisputed payments no later than 30 days after receiving MAD invoices for services performed. If an invoice is incorrect, defective or otherwise improper, MDE will notify MAD within 10 days of discovering the error. After MDE receives the corrected invoice, MDE will pay MAD within 30 days of receipt of such invoice.

4.3 MAD will submit **monthly invoices** based on actual hours of service performed by MAD in the previous month and a final invoice upon completion of the above services, which is due no later than July 31, ~~2018~~ 2019, to Accounts Payable. Work done through June 30, 2017 must be submitted as a separate invoice from work done past June 30, 2017. Work done through June 30, 2018 must be submitted as a separate invoice from work done past June 30, 2018. Any unspent funds from year 1 cannot be moved to year 2 because of an MDE funding change starting July 1, 2017. Invoice ~~must~~ should include the following information: MDE's Authorized Representative's name, the Purchase Order (PO) and Contract number, dates of service; itemized expenses with original receipts (if applicable), and corresponding amounts. The subject line of the email with the invoice attached ~~must~~ should contain the MDE's Authorized Representative's name, Purchase Order (PO) and Contract number. The preferred method of obtaining an invoice from a vendor is by email.

Submit invoices via email to Accounts Payable:

MN Department of Education
Accounts Payable Department
MDE.AccountsPayable@state.mn.us

Should an invoice need to be submitted via U.S. Mail, please use the following address:

MN Department of Education
Attn: Accounts Payable Department
1500 Highway 36 West
Roseville, MN 55113-4266

Except as amended herein, the terms and conditions of the Original Interagency Agreement and all previous amendments remain in full force and effect.

1. MDE ENCUMBRANCE VERIFICATION

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

Signed: Jennifer A. Fleckner

Date: June 21, 2018

SWIFT Contract No. 119055 tied to PO #3000014534 (FY19)

2. Management Analysis & Development (MAD)

*Please attach the applicable Delegation of Authority, if necessary

By: Bea Rios

Title: Assy. Director

Date: 6/21/18

By: _____

Title: _____

Date: _____

3. MDE

Individual certifies the applicable provisions of Minn. Stat. §16C.08, subdivisions 2 and 3 are reaffirmed.

By: [Signature]
(with delegated authority)

Title: Agency Finance Director

Date: 6/25/18

Distribution:
Agency
Contractor
State's Authorized Representative - Photo Copy

Exhibit A-2

PBIS evaluation work plan—FY 2019

July 2018-June 2019

Wilder Research is pleased to present the following evaluation work plan for Minnesota PBIS. It is our understanding that this contract period will be from July 1, 2018, through June 30, 2019. The following work plan outlines the major evaluation tasks to be carried out as part of the PBIS evaluation project, including estimated completion dates and deliverables for each task.

Task 1: Ongoing project management and leadership

Timeline: July 1, 2018-June 30, 2019

Deliverables:

- Participation at the Statewide Leadership Team meetings (ongoing)
- Attend website work group and any other work group meetings as needed (ongoing)
- Maintain and update PBISevalMN.org website

Wilder's project lead, Amanda Petersen, or another Wilder representative will attend and present at every monthly Statewide Leadership Team (SLT) meeting about the progress of the evaluation. In addition, Wilder staff will check in with the SLT at every meeting to ensure that each component of the evaluation plan is effective and efficient. If we identify any issues, we will work with the SLT to resolve them. We recommend formally reviewing the evaluation plan with the SLT on an annual basis to determine any areas that need to be updated.

Wilder Research staff will also participate in the website workgroup in order to contribute to the continued improvement of the PBISevalMN.org and the PBISmn.org websites.

Wilder will also provide access to all evaluation-related materials on the PBISevalMN.org website. This includes instructions, information about various components of the project, training materials like webinars and PowerPoint presentations, links to other sites, etc. This will include adding a reporting request portal on PBISevalMN.org and incorporating our ODR data collection system into the database. Any routine content changes due to ongoing maintenance and updates will be determined through discussions with the website work group and the SLT.

Task 2: Ongoing database development/maintain data on PBIS schools in Minnesota

Timeline: July 1, 2018-June 30, 2019

Deliverables:

- Ongoing development of the PBIS database including:
 - Implementation fidelity data from PBISEval is updated on a monthly basis in the database
 - Add District Regional Capacity Assessment Data
 - Add Cohort and District level at-a-glance reports for PBIS schools
- Discuss new developments/next phases of database with Eric Kloos on a monthly basis, and with the SLT as needed
- Ongoing training and technical assistance for new database users (SLT and three regional implementation projects [RIPs])
- Provide user analytics on a quarterly basis
- Promote new database and provide technical assistance to all PBIS schools (how to request reports, enter school information data, etc.)

During the previous contract period, Wilder Research and our subcontracted Quickbase vendor developed a database that included school information; implementation fidelity, effort, and progress monitoring indicators; outcomes; and other data for PBIS schools in Minnesota. Wilder will continue to work with the SLT, the RIPs, the University of Oregon, and other stakeholders to build out additional desired features of the database. In FY2019, we will focus on the prioritized additions described above, however, we are willing to change these priorities or add more based on current needs of the SLT. We are available to complete additional tasks (such as building out the process for creating groups that are not connected to a cohort or region, integrating other data sources, or other options) for additional cost.

Wilder will also examine user analytics (e.g., number of log-ins, frequency of database access, report tracking, and other indicators) to determine how well the database is working, user-friendliness, and what types of reports/indicators are most frequently used by the SLT, RIPs, and trainers. We will also report the number of requests for reports and number of schools that have updated their contact information.

Wilder Research will also provide the SLT and RIPs with technical assistance and training on how to use the database and continue to make modifications based on feedback from Eric Kloos and the SLT. We would also work with the SLT and RIPs to promote the new database via the website, newsletters, and social media and how the database benefits school teams.

Task 3: Evaluate PBIS trainings provided by MDE and the RIPs

Timeline: Three times per year – August 2018, November 2018, February/March 2019

Deliverables:

- Program training surveys into Acuity and train the SLT, RIPs, and trainers on how to access training survey reports
- Provide technical assistance to the SLT, RIPs, and trainers to access reports and results

Training participant feedback will be obtained from post-training web surveys that Wilder will develop/modify and administer to school teams immediately after training, with support from the RIPs. Wilder will provide the link for the RIPs to share with the school teams at training. School teams will then take the training survey as a team immediately after training.

For this contract period, we propose switching from Survey Monkey to Wilder's online survey platform, Acuity. This will allow the SLT, RIPs, and trainers to access training survey results and data in real time immediately after training has been completed. Wilder will also provide quarterly status report updates to the SLT, which will be outlined below in Task 8.

Task 4: Create and update webinar and video trainings and outreach materials for schools in training, sustaining schools, and non-cohort schools about implementation fidelity assessments (the TFI, schoolwide evaluation tool [SET], and benchmark of quality [BoQ])

Deliverables:

- Tiered Fidelity Inventory (TFI) evaluation materials including written instructions and supplemental webinar/training videos (to be made available on the PBISEvalMN.org website, reviewed by the SLT each summer and winter and updated as needed)
- Updated training materials for schools in training regarding how to complete the TFI, the TFI walk-through, and ways to reach Wilder staff for technical assistance
- Create and update PBIS training materials for schools out of training and do it yourself (DIY)/non-cohort schools including written instructions and webinar training which will be available in real-time on the PBISEvalMN.org website, reviewed and updated as needed for the TFI, SET, and BoQ as needed

In this contract period, we will create additional TFI training materials and update our previous materials (such as a webinar, video, written materials, and/or electronic materials as determined by the SLT) to be available to schools. The SLT and RIPs will have the opportunity to review all training materials and provide feedback prior to distribution to school team members and on the PBISEvalMN.org website.

Schools that are out of training can choose to complete a SET, a BoQ, or a TFI to measure their implementation fidelity. To complete these assessments, schools need to watch a short training webinar on the PBISevalMN.org provided by Wilder Research, download the assessment forms, complete the assessment (~~using the no-cost exchange process if desired~~) according to the instructions, and enter their scores in PBISApps. We will update and create any new materials for these assessments so they apply to schools out of training and non-cohort schools (as they follow a different data calendar than schools in training).

Task 5: Coordinate TFI assessments through a system of no-cost evaluator exchange to ensure completion of these assessments among PBIS schools in training in Minnesota

Timeline: August 2018-March 2019 (attend either Fall or Winter or Spring regional trainings and facilitate no-cost exchange for TFI for cohorts 13 [schools in second year of training] and 14 [schools in first year of training])

Deliverables:

- Process documentation, such as coordination tracking spreadsheet, that includes roles and responsibilities for Wilder, RIPS, MDE, and school matches for the ~~no-cost~~ exchange
- Ongoing updates to SLT, and coordination with RIPS and MDE to facilitate ~~no-cost~~ the exchange (ongoing, with emphasis on spring TFIs conducted outside of training)
- Completed TFIs (Wilder staff will arrange with RIPS to complete TFIs for schools upon request)

As part of the data calendar for schools in training, both Cohorts 13 and 14 will take the TFI four times per year: once at each of three training sessions during the year and then once in their own school with an external evaluator, which will be set up through the ~~no-cost~~ exchange that is managed by Wilder. Under this model, each school that is participating in Minnesota's PBIS training initiative is asked to identify one staff person who will be trained to facilitate the TFI at other school sites by watching the TFI training video and observing the RIPS/trainers conduct the TFI at training. Once staff are trained, nearby schools and districts pair up to exchange these trained staff to complete their TFIs. For schools that do not want to participate in the ~~no-cost~~ exchange, the RIPS or Wilder Research staff can be available to conduct these assessments. Wilder Research staff will follow up by email and phone with individual schools as needed to facilitate the ~~no-cost~~ exchange for the TFI.

Wilder will develop and maintain a TFI evaluation tracking record that will be presented monthly at SLT meetings after spring 2019 training. This will include how many schools have completed a spring TFI, a timeline for following up with schools that have not yet completed it, and discussion about any schools that need assistance from RIPS for scheduling the TFI. Wilder will provide updates to the RIPS and MDE, who will be expected to follow up with schools that do not respond to Wilder's requests to schedule their TFI, to ensure full participation by schools in training.

Additionally, Wilder will also attend one quarterly regional PBIS training for all three regions and present on a topic to be determined by the SLT. This could include technical assistance with the TFI, how to use/disaggregate

your TFI data, participatory data analysis, or other topics TBD. Since the TFI is facilitated at each training and end-of-year matches are determined by the RIPs, we believe that providing technical assistance around using data and the TFI would be more beneficial for school teams.

Task 6: Implement a system of reminders to ensure completion of implementation fidelity assessments for schools that are out of training or that are not participating in the MDE training cohort (DIY Schools)

Timeline: January-June 2019

Deliverables:

- Ongoing updates to SLT regarding how many sustaining schools and DIY/non-cohort schools have completed a fidelity assessment
- Completed assessment data (in annual School Status Report, and via the PBIS database)

Wilder Research will notify schools that are out of training or not participating in the training cohort (assuming we have contact information for them) to remind them to select and complete their assessment during the 2018-2019 school year. Wilder Research will obtain all completed assessment scores prior to preparing school status reports.

In addition, the no-cost exchange will be made available to schools out of training. We have budgeted for Wilder staff to complete up to five TFIs or SETs for schools that need assistance. (These could be used for sustaining schools or schools that are currently participating in cohort training, at the discretion of the SLT.)

Task 7: Gather and report office discipline referral (ODR) data from all participating schools according to the PBIS evaluation plan

Timeline: May-June 2019

Deliverables:

- Ongoing revisions and maintenance to the ODR online data reporting tool developed by Wilder Research for non-schoolwide information system (SWIS) schools, to ultimately be incorporated into the new PBIS database
- ODR summary data (in the annual School Status Report)

Wilder Research will work with the SLT to continue to refine, update, and maintain the online data entry system that we developed in a previous contract period for non-SWIS schools to enter their ODR data. We will gather feedback from the SLT and the RIPs to update our system to gather annual data, and to ensure the data gathered are valid, with ample notice for schools to enter this data at the year-end. It also includes automating and

streamlining the importing and exporting of ODR data from the PBISEvalMN.org website into the PBIS school database.

Task 8: Prepare PBIS evaluation reports and disseminate results

Timeline: Year end (2017-2018) in July 2018; quarterly in September 2018, December 2018, and March 2019.

Deliverables:

- Quarterly facilitated participatory data analysis sessions during SLT meetings to discuss school-level fidelity and/or outcomes data and use, to coincide with quarterly sortable spreadsheets and two to three page summary school status reports
- A case study on a topic determined by the SLT (topic decided by October 2018, data collection/analysis plans/work break down structure by December 2018, completed by May 2019)
- End of year status update and discussion around schools in training, sustaining schools, and non-cohort schools (summary of implementation fidelity data could be completed by June 30, 2019, or, a full report including implementation fidelity and outcome data could be completed by late July 2019)
- Presentations at up to three events, or products as needed within budget allotted during the contract throughout the year to participate in or produce materials for activities such as Summer Institute, Data Days/Sustainability Days, or other events/activities that make sense such as Association of positive behavior support (APBS), PBIS Collaborators Forum, and/or a peer reviewed journal article, etc.
 - If a peer reviewed journal is done the MDE Authorized Representative must be listed as the primary author. The intellectual property language under MAD's Master Contract #80334 will apply.

Wilder staff will work collaboratively with the SLT to define the types of reports and updates needed for decision-making, strategic and action planning, and communicating with key stakeholders. As previously mentioned, we recently developed a PBIS school database that will allow for the SLT to create reports on a variety of variables and obtain real-time data on participating PBIS schools. However, Wilder will plan to provide quarterly reports around training survey data and implementation fidelity data in a short 3-4 page summary format. Training survey summaries will include the number and characteristics of school teams at each training session along with their ratings of the value of the training after each training session (in the fall, winter, and spring of each school year), and the extent to which they have completed their PBIS artifacts (a new tool that trainers are using to collect progress monitoring information from school teams).

Because the database allows for the SLT and RIPs to obtain immediate access to self-generated reports, and potentially sortable spreadsheets, we anticipate that the need for Wilder to produce reports around implementation fidelity data will decrease. However, it is still important that the RIPs and SLT hold discussions

around PBIS data and use. Wilder Research will work with the SLT on a quarterly basis to review data for the state as a whole and for each of the RIP's regions.

Also, Wilder has allotted staff time for developing and/or delivering up to three presentations, fact sheets, ~~blog or other social media posts, press releases,~~ and other materials that will be useful to the SLT and other project stakeholders for communicating the results of the evaluation. Rather than try to define these specific products ahead of time, we would rather set aside staff time for this activity every year so we have the flexibility to identify and take advantage of windows of opportunity to tell the story of PBIS in Minnesota, with the specific products to be determined through conversation with Eric Kloos and the SLT.

As appropriate, we would like to partner with the SLT in preparing presentations and publications for broader dissemination. This may include attending and presenting at other conferences, and peer-reviewed publication opportunities, as well as infographics or blogs for general audiences. This not only benefits the field, but also serves as a way to increase Minnesota's reputation as a leader in PBIS.

- If a peer reviewed journal is done the MDE Authorized Representative must be listed as the primary author. The intellectual property language under MAD's Master Contract #80334 will apply.

Budget

Task	Staff	Billing Rate	Hours	Cost
Task 1: Ongoing project management and leadership	senior research manager (Nicole)	\$ 163	10	\$ 1,630
	web & apps manager (Bryan)	\$ 115	55	\$ 6,325
	research scientist 2 (Francie)	\$ 112	50	\$ 5,600
	research associate 3 (Amanda)	\$ 80	90	\$ 7,200
Sub-total				\$ 20,755
Task 2: Maintain data/database; revisions as needed	senior research manager (Nicole)	\$ 163	5	\$ 815
	research scientist 2 (Francie)	\$ 112	60	\$ 6,720
	research analyst (Walker)	\$ 90	150	\$ 13,500
	research associate 3 (Amanda)	\$ 80	40	\$ 3,200
	Database vendor (Dave)			\$12,600
Sub-total				\$ 36,835
Task 3: Evaluate PBIS trainings	senior research manager (Nicole)	\$ 163	5	\$ 815
	research scientist 2 (Francie)	\$ 112	15	\$ 1,680
	data collection manager	\$ 81	30	\$ 2,430
	communications specialist (Jenny)	\$ 66	15	\$ 990
	research associate 3 (Amanda)	\$ 80	30	\$ 2,400
	research associate 1 (Sheila)	\$ 60	30	\$ 1,800
Sub-total				\$ 10,115
Task 4: Create and update webinar/video trainings and outreach materials	senior research manager (Nicole)	\$ 163	5	\$ 815
	research scientist 2 (Francie)	\$ 112	5	\$ 560
	research associate 3 (Amanda)	\$ 80	30	\$ 2,400
Sub-total				\$ 3,775
Task 5: Coordinate no cost exchange for schools in training	senior research manager	\$ 163	5	\$ 815
	research scientist 2 (Francie)	\$ 112	5	\$ 560
	research associate 3 (Amanda)	\$ 80	51	\$ 4,080
	research associate 2 (Thalla)	\$ 65	60	\$ 3,900
	research associate 1 (Sheila)	\$ 60	40	\$ 2,400
Sub-total				\$ 11,755
Task 6: Provide training and data collection assistance for schools not in training (or not part of MDE cohort)	senior research manager (Nicole)	\$ 163	5	\$ 815
	research scientist 2 (Francie)	\$ 112	5	\$ 560
	research associate 3 (Amanda)	\$ 80	36	\$ 2,880
	research associate 1 (Sheila)	\$ 60	40	\$ 2,400
Sub-total				\$ 6,655
Task 7: ODR data collection	senior research manager (Nicole)	\$ 163	5	\$ 815
	web & apps manager (Bryan)	\$ 115	5	\$ 575
	research analyst (Walker)	\$ 90	15	\$ 1,350
	research associate 3 (Amanda)	\$ 80	15	\$ 1,200
	research associate 1 (Sheila)	\$ 60	45	\$ 2,700
Sub-total				\$ 6,640
Task 8: Reporting/presentations	senior research manager (Nicole)	\$ 163	8	\$ 1,304
	research analyst (Walker)	\$ 90	80	\$ 7,200
	research scientist 2 (Francie)	\$ 112	18	\$ 2,016
	research associate 3 (Amanda)	\$ 80	75	\$ 6,000
	research associate 1 (Sheila)	\$ 60	45	\$ 2,700
	communications specialist (Jenny)	\$ 66	40	\$ 2,640
Sub-total				\$ 21,860
Travel and other expenses				\$ 1,500
Total				\$ 119,890

**AMENDMENT COVER SHEET
STANDARD AMENDMENTS
(Minn. Stat. §§ 16C.05, subd. 2(c), 16C.08, subd. 2 and 3)**

Instructions:

1. Complete this form for contract amendments that extend the end date of a contract, add/reduce work and money, or change any other term or condition of the contract.
2. Attach this form to the amendment when sending to the Department of Administration for approval. **Please always include copies of the original certification form, the original contract, and any previous amendments as these are used for reference.**
3. Make sure that you are using the updated amendment template where the State Agency signature block reaffirms applicable sections of 16C.08, subdivisions 2 and 3.
4. Admin will retain this cover sheet for its files.

Agency: MN Dept. of Education (MDE)	Name of Contractor: MMB-MAD
Current contract term: 12/22/16-6/30/17	Project Identification: Positive Behavioral Interventions and Supports (PBIS) evaluation project, SWIFT contract #119055

Amendments to contracts must entail tasks that are substantially similar to those in the original contract or involve tasks that are so closely related to the original contract that it would be impracticable for a different contractor to perform the work. The commissioner or an agency official to whom the commissioner has delegated contracting authority under section 16C. 03, subdivision 16, must determine that an amendment would serve the interest of the state better than a new contract and would cost no more. An amendment should be in effect before the contract expires.

Complete Appropriate Box(es) for the amendment submitted.

1. <input checked="" type="checkbox"/> Amendment to the end date of the contract
Proposed New End Date: 6/30/18
Why is it necessary to amend the end date? MDE is requesting the end date to be extended so MAD can continue to work with Amherst Wilder through MAD's master contract to continue to evaluate PBIS work.
2. <input checked="" type="checkbox"/> Amend Duties and Cost <input type="checkbox"/> Amend Duties Only
2a. If cost is amended, insert amount of original contract AND amount of each amendment below: \$249,826.00 (original amount) \$119,933.00 (amendment #1 increase) \$369,759.00 (new Grand Total)
2b. Describe the amendment: Amendment #1 is being done to add an additional \$119,933.00 to this project so the vendor can continue to work on the PBIS evaluation for the next year.
3. <input type="checkbox"/> Amendment to change other terms and conditions of the contract
Describe the changes that are being made:

Contract Start Date:	<u>Dec. 22, 2016</u>	Total Contract Amount:	<u>\$369,759.00</u>
Original Contract Expiration Date:	<u>June 30, 2017</u>	Original Contract:	<u>\$249,826.00</u>
Current Contract Expiration Date:	<u>June 30, 2017</u>	Previous Amendment(s) Total:	<u>\$0.00</u>
Requested Contract Expiration Date:	<u>June 30, 2018</u>	This Amendment:	<u>\$119,933.00</u>

This amendment #1 is by and between the State of Minnesota, through its Commissioners of MN Department of Education ("State" or "MDE") and MN Management & Budget, Management Analysis & Development ("State" or "MAD").

Recitals

1. MDE has an interagency agreement with MAD identified as SWIFT Contract Number 119055 ("Original Interagency Agreement") to provide evaluation services on the MN Positive Behavioral Interventions and Support (PBIS) project.
2. Amendment #1 is being done to add one additional year so MAD can continue to provide PBIS evaluation services with Amherst H. Wilder Foundation through MAD's Master Contract.
3. MDE and MAD are willing to amend the Original Interagency Agreement as stated below.

Interagency Agreement Amendment #1

In this Amendment, changes to pre-existing Contract language will use strike-through for deletions and underlining for insertions.

REVISION 1. Clause 1. "**Term of Agreement; Incorporation of Exhibits**" is amended as follows:

1 Term of Agreement; Incorporation of Exhibits

- 1.1 **Effective Date:** **Upon execution**, or the date the State obtains all required signatures under Minnesota Statutes Section 16C.05, subdivision 2, whichever is later.
- 1.2 **Expiration Date:** This Agreement will expire on ~~June 30, 2017~~ June 30, 2018, or when all obligations have been satisfactorily fulfilled, whichever occurs first.
- 1.3 **Exhibits: Exhibit A-1** – MAD agrees that through its Master Contract with Amherst H. Wilder Foundation MAD will sub-contract with Amherst H. Wilder Foundation to provide services to MDE as identified in Exhibit A-1, PBIS Evaluation Work Plan, in accordance with the Budget identified in Exhibit A-1, which is attached and incorporated into this Agreement. Exhibit B Change Order template is being added to amendment #1.

REVISION 2. Clause 2.1 "**Scope of Work**" is amended to as follows:

2 Scope of Work

- 2.1 The Amherst H. Wilder Foundation, who is not a State employee, will:
 - Perform the duties listed in Exhibit A-1, PBIS evaluation work plan, which is attached and incorporated into this Agreement.
 - (a) Amherst H. Wilder Foundation must follow and meet all Accessibility Standards that can be accessed using the website link in clause 9.2 for all end products.
 - (b) Amherst H. Wilder Foundation must submit drafts of all non-interactive end products to the MN Department of Education (MDE) Communication Accessibility Liaison to review and approve before MDE can accept final end products. If edits are needed Contractor will have 2 weeks to edit document(s) and resubmit to the MDE Communication Accessibility Liaison for further accessibility testing.

REVISION 3. Clause 3 "**Consideration and Payment**" is amended as follows:

3 Consideration and Payment

- 3.1 Amherst H. Wilder Foundation will be paid in accordance with the Budget identified in Exhibit A-1, for a total amount up to ~~\$241,826.00~~ \$361,759.00 which includes up to ~~\$1,500.00~~ \$4,500.00 in travel and business expenses. Upon receipt of invoice from Wilder, MAD will invoice MDE. MAD will also invoice MDE up to \$8,000.00 in contract management fees.
 - (a) All travel expenses for an amount not to exceed ~~\$1,500.00~~ \$4,500.00 must follow the rates set in the current "Commissioner's Plan" established by the Commissioner of Minnesota Management and Budget which is incorporated into this Agreement by reference.
- 3.2 MAD must submit invoices electronically for payment.
- 3.3 The total obligation of MDE for all compensation and reimbursements to MAD under this Agreement will not

exceed ~~\$249,826.00~~ \$369,759.00.

REVISION 4. Clause 4 "Conditions of Payment" is amended as follows:

4 Conditions of Payment

- 4.1 All services provided by MAD under this Agreement must be performed to MDE's satisfaction, as determined at the sole and reasonable discretion of MDE's Authorized Representative.
- 4.2 MDE will promptly pay all valid obligations under this Agreement as required by Minnesota Statutes §16A.124. MDE will make undisputed payments no later than 30 days after receiving MAD invoices for services performed. If an invoice is incorrect, defective or otherwise improper, MDE will notify MAD within 10 days of discovering the error. After MDE receives the corrected invoice, MDE will pay MAD within 30 days of receipt of such invoice.
- 4.3 MAD will submit **monthly invoices** based on actual hours of service performed by MAD in the previous month and a final invoice upon completion of the above services, which is due no later than July 31, ~~2017~~ 2018, to Accounts Payable. Work done through June 30, 2017 must be submitted as a separate invoice from work done past June 30, 2017. Any unspent funds from year 1 cannot be moved to year 2 because of an MDE funding change starting July 1, 2017. Invoice must include the following information: MDE's Authorized Representative's name, the Purchase Order (PO) and Contract number, dates of service, itemized expenses with original receipts (if applicable), and corresponding amounts. The subject line of the email with the invoice attached must contain the MDE's Authorized Representative's name, Purchase Order (PO) and Contract number. The preferred method of obtaining an invoice from a vendor is by email.

Submit invoices via email to Accounts Payable:

MN Department of Education
Accounts Payable Department
MDE.AccountPayable@state.mn.us

Should an invoice need to be submitted via U.S. Mail, please use the following address:

MN Department of Education
Attn: Accounts Payable Department
1500 Highway 36 West
Roseville, MN 55113-4266

REVISION 5. The following clause 11 "Authority to Adjust; Change Order" is amended as follows:

11 Authority to Adjust; Change Order

- 11.1 **Authority to Adjust.** The State's Authorized Representative and/or State's Project Manager may update and adjust project schedules and Measured Deliverables within the terms of the Interagency Agreement when deemed necessary, and upon reasonable notice to MAD and upon mutual written agreement of the parties.
- 11.2 **Change Orders.** If the State's Project Manager or MAD's Authorized Representative identifies a minor change needed in Exhibit A-1, either party may initiate a Change Order using the Change Order Form provided by MDE. An example is provided as Exhibit B--Change Order Form, which is attached and incorporated into this Interagency Agreement. Minor changes are defined as reallocating less than ten percent (10%) or \$50,000, whichever is less, of the overall contract, cumulatively, between tasks or objectives. Change Orders may not delay or jeopardize the success of the project, alter the overall scope of the project, increase or decrease the overall amount of the Interagency Agreement, or cause an extension of the term of this Interagency Agreement. Major changes or reallocations (over 10% or \$50,000) require an Amendment rather than a Change Order. MDE and MAD shall sign the Change Order Form in advance of doing the work, which will then become an integral and enforceable part of the Interagency Agreement.

Except as amended herein, the terms and conditions of the Original Interagency Agreement and all previous amendments remain in full force and effect.

1. MDE ENCUMBRANCE VERIFICATION

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

Signed: Jennifer A. Buey

Date: June 29, 2017

SWIFT Contract No. 119055 tied to PO #3000014539

3. MDE

Individual certifies the applicable provisions of Minn. Stat. §16C.08, subdivisions 2 and 3 are reaffirmed.

By: [Signature]
(with delegated authority)

Title: CFO

Date: 6/27/17

2. Management Analysis & Development (MAD)

*Please attach the applicable Delegation of Authority, if necessary

By: [Signature]

Title: Acting Director

Date: 6/28/17

By: _____

Title: _____

Date: _____

Distribution:
Agency
Contractor
State's Authorized Representative - Photo Copy

Exhibit A-1

PBIS evaluation work plan—FY 2018

July 2017-June 2018

Wilder Research is pleased to present the following evaluation work plan for Minnesota PBIS. It is our understanding that this contract period will be from July 1, 2017, through June 30, 2018. The following work plan outlines the major evaluation tasks and phases to be carried out as part of the PBIS evaluation project, including estimated completion dates and deliverables for each task.

Task 1: Ongoing project management and leadership

Timeline: July 1, 2017-June 30, 2018

Deliverables:

Participation at the Statewide Leadership Team meetings (ongoing)

Attend workgroup meetings such as web site work group and any others as needed (ongoing)

Updates to website (as needed)

Wilder's project lead, Amanda Petersen, or another Wilder representative will attend and present at every monthly Statewide Leadership Team (SLT) meeting about the progress of the evaluation. In addition, Wilder staff will check in with the SLT at every meeting to ensure that each component of the evaluation plan is effective and efficient. If we identify any issues, we will work with the SLT to resolve them. We recommend formally reviewing the evaluation plan with the SLT on an annual basis to determine any areas that need to be updated.

In this contract period, we will create additional TFI training materials to supplement the current materials (such as a webinar, video, written materials, and/or electronic materials as determined by the SLT) to be available to schools. The SLT and Regional Implementation Projects (RIPs) will have the opportunity to review all training materials and provide feedback prior to distribution to school team members and on the PBIS-MN website.

Wilder Research staff will also participate in the website workgroup in order to contribute to the continued improvement of the PBIS-MN website.

Wilder will also provide access to all evaluation-related materials on the PBIS-MN website. This includes instructions, information about various components of the project, training materials like webinars and

PowerPoint presentations, links to other sites, etc. The final content included in this section of the site will be determined through discussions with the SLT.

Task 2: Ongoing database development/maintain data on PBIS schools in Minnesota

Timeline: July 1, 2017-June 30, 2018

Deliverables:

Ongoing development of the new PBIS database (e.g., building out/customizing reports and features, adding data from additional resources, for example, Multi-Tiered Systems and Supports and academic standards information, the Minnesota Student Survey, training indicators identified from the case study, and others)

Convene database workgroup meetings to discuss new developments/next phases of database (as needed)

Training and technical assistance for new database users (SLT and RIPs)

Promotion of new database and technical assistance to all PBIS schools (how to request reports, enter school information data, etc.)

During the previous contract period, Wilder Research and our Quickbase vendor worked to develop a database that included school information, fidelity, effort, progress monitoring, outcome, and other data for PBIS schools in Minnesota. Wilder will continue to work with the SLT, the RIPs, the University of Oregon, and other stakeholders to ensure that all variables and data selected will be integrated into the database in a streamlined manner and that the features of the database are both user-friendly and useful to the SLT and RIPs.

Wilder Research would also provide the SLT and RIPs with training on how to use the database and continue to make modifications based on feedback from the SLT and the database work group.

Task 3: Evaluate PBIS trainings provided by MDE and the RIPs

Timeline: Three times per year – August 2017, November 2017, February/March 2018

Deliverables:

Training survey data to RIPs after each training session

Summary of training survey data incorporated into quarterly School Status Report/real-time access through new PBIS database (when developed)

Training participant feedback will be obtained from post-training web surveys that Wilder will develop/modify and administer to school teams immediately after training, with support from the RIPs (Wilder provides the link for the RIPs to share with the school teams at training).

Raw data from these surveys will be provided to the RIPs and the trainers via email after each training session.

The new database, upon completion, will allow for the SLT to access customized. However, Wilder will plan to provide quarterly reports around training survey data if needed. Training survey summaries will include the number and characteristics of school teams at each training session along with their ratings of the value of the training after each training session (in the fall, winter, and spring of each school year).

Task 4: Provide TFI evaluator trainings, and continue to implement a system of no-cost TFI evaluator exchange to ensure completion assessments among PBIS schools in training in Minnesota

Timeline: August 2017-March 2018 (attend Fall or Winter and Spring regional trainings and facilitate no-cost exchange for TFI for cohorts 12 and 13)

Deliverables:

Tiered Fidelity Inventory (TFI) evaluation materials including instructions and supplemental webinar/training videos (to be made available in real-time on the PBIS-MN website, reviewed by the SLT each summer and winter and updated as needed)

Process documentation that includes roles and responsibilities for Wilder, RIPs, MDE, and schools for the no-cost exchange

Ongoing updates to SLT, and coordination with RIPs and MDE to facilitate no-cost exchange (ongoing, with emphasis on spring TFIs conducted outside of training)

Completed TFIs (Wilder staff will arrange with RIPs to complete TFIs for schools on request)

The Tiered Fidelity Inventory (TFI) assesses implementation fidelity of all three PBIS tiers. To complete this assessment, trained TFI evaluators visit the school to have a meeting with the PBIS team and conduct short interviews with staff and students. As part of the data calendar for schools in training, both Cohorts 12 and 13 will take the TFI four times per year: once at each training and then once in their own school with an external evaluator set up through the no-cost exchange that is managed by Wilder. Under this model, each school that is participating in Minnesota's PBIS training initiative is asked to identify one staff person who will be trained to facilitate the TFI at other school sites by watching the TFI training video and observing the RIPs/trainers conduct the TFI at training. Once staff are trained, neighboring schools and districts pair up to exchange these trained staff to complete their TFIs. For schools that do not want to participate in the no-cost exchange, the RIPs or Wilder Research staff can be available to conduct these assessments for a fee. Wilder will also attend the regional PBIS trainings and follow up by email and phone with individual schools as needed to facilitate the no-cost exchange for the TFI.

Wilder will develop and maintain a TFI evaluation tracking record that will be presented monthly to the SLT. This will include how many schools have completed a spring TFI, a timeline for following up with schools that have not yet completed it, and discussion about any schools that need assistance from RIPs for scheduling the TFI.

Wilder will provide updates to the RIPs and MDE, who will be expected to follow up with schools that do not respond to Wilder's requests to schedule their TFI, to ensure full participation by schools in training.

Task 5: Provide assessment webinar trainings (TFI, SET, and BoQ) and implement a system of reminders and to ensure completion of assessments for schools that are out of training or that are not participating in the MDE training cohort

Timeline: February-June 2018

Deliverables:

PBIS training materials including instructions and webinar training (available in real-time on the PBIS website, reviewed and updated as needed for the SET and BoQ)

Ongoing updates to SLT

Completed assessment data (in annual School Status Report, and real-time via the new PBIS database when available)

Schools that are out of training can choose to complete a SET, a BoQ, or a TFI to measure their implementation fidelity. The Benchmarks of Quality (BoQ) and School-wide Evaluation Tool (SET) are standard PBIS implementation fidelity assessment tools for the universal tier of PBIS. The BoQ is a self-assessment tool while the SET is completed by an external evaluator. To complete these assessments, schools need only to watch a short training webinar on the PBIS website provided by Wilder Research, download the forms, complete the assessment (using the no-cost exchange process if, desired) according to the instructions, and enter their scores in PBISApps.

Wilder Research will notify schools that are out of training or not participating in the training cohort (assuming we have contact information schools) to remind them to select and complete their evaluation in during the 2017-2018 school year. Wilder Research staff will remind schools to complete their assessments and will obtain all completed assessment scores prior to preparing school status reports.

In addition, schools that are out of training should complete a TFI (or a SET or BoQ) annually. The no-cost exchange and assessment for-a-fee options will be made available to schools out of training.

(More discussion is needed at the SLT to determine the fee structure and payment process for schools that request that Wilder or a RIP complete a fidelity assessment for them instead of participating in the no-cost exchange.)

Task 6: Gather and report office discipline referral (ODR) data from all participating schools according to the PBIS evaluation plan

Timeline: May-June 2018

Deliverables:

Ongoing revisions and maintenance to the ODR online data reporting tool developed by Wilder Research for non-SWIS schools, to ultimately be incorporated into the new PBIS database

Ongoing updates for the SLT

ODR summary data (in the annual School Status Report, and in real-time once the new PBIS database is completed)

Wilder Research will work with the SLT to continue to refine, update, and maintain the online data entry system that we developed in the previous contract period for non-SWIS schools to enter their ODR data. We will gather feedback from the SLT and the RIPs to update our system to gather annual data, and will make other updates as needed to ensure the data gathered are valid, with as little burden to schools as possible with ample notice for schools to enter this data at the year-end. This includes coordination with other school database vendors (i.e., TIES, Skyward, Classroom, etc.) with the goal of obtaining school data that is easily integrated into the PBIS school database. It also includes automating and streamlining the importing and exporting of ODR data within the PBIS school database.

Task 7: Prepare PBIS evaluation reports and disseminate results

Timeline: Quarterly in September 2017, December 2017, and March 2018, Year-end in June 2018

Deliverables:

Provide initial capacity building (documents, meeting facilitation support, etc.) for SLT and RIPs regarding reporting and data use (2017); provide ongoing assistance for SLT and RIPs on these topics (2017-2018)

Training materials (such as webinars, videos, in-person workshops, fact sheets, blogs, newsletters) for school teams on how to use the data they collected for PBIS

Quarterly facilitated sessions during SLT meetings to discuss data and use, to coincide with school status reports or self-created reports by the RIPs and SLT members

A case study on a topic determined by the SLT, possibly related to data use (February/March 2018)

Database user survey and analytics to determine overall database use, ease of usability (April-May 2018)

End of year status update and discussion around schools in training, sustaining schools, and non-cohort schools (by June 30, 2018)

Presentations (Summer Institute and Data Day and Association for Positive Behavior Support (APBS) conference), fact sheets, policy papers, press releases, and other communications tools (up to 3 events or products as needed within budget allotted during the contract)

Wilder staff will work collaboratively with the SLT to define the types of reports and updates needed for decision-making, strategic and action planning, and communicating with key stakeholders. As previously mentioned, we recently developed a PBIS school database that will allow for the SLT to create reports on a variety of variables and obtain real-time data on participating PBIS schools.

Because the database will allow for the SLT and RIPs to obtain immediate access to self-generated reports, we anticipate that the need for Wilder to produce reports around implementation fidelity data will decrease. However, it is still important that the RIPs and SLT conduct their own reporting and hold discussions around PBIS data and use. Wilder Research will provide initial capacity building around these topics and then work with the SLT on a quarterly basis to review data for the state as a whole and for each of the RIP's regions. This session will be focused on using data for decision-making, action planning, and any other topics around data use that MDE and the RIPs find useful.

Wilder could also produce a one-pager or complete a case study around effective data use in PBIS, especially focusing on improvement cycles and using the PBIS framework.

Wilder will also design and administer a user feedback survey for the newly created database to be correlated if possible with user analytics (e.g., number of log-ins, frequency of database access, report tracking, and other indicators) to determine how well the database is working, the level of user-friendliness, and what types of reports/indicators are most frequently used by the SLT, RIPs, and trainers. We will also incorporate the number of requests for reports and number of schools that have updated their contact information for the first 6 months of using the database.

Also, Wilder has allotted staff time for developing and/or delivering presentations, fact sheets, blog or other social media posts, press releases, and other materials that will be useful to the SLT and other project stakeholders for communicating the results of the evaluation. Rather than try to define these specific products ahead of time, we would rather set aside staff time for this activity every year so we have the flexibility to identify and take advantage of windows of opportunity to tell the story of PBIS in Minnesota, with the specific products to be determined through conversation with the SLT.

And finally, we believe the results of this evaluation could make a contribution to the broader field of PBIS research. As appropriate, we would like to partner with the SLT in preparing presentations and publications for broader dissemination, in particular, at the Association for Positive Behavior Support conference. This may include attending and presenting at other conferences, and peer-reviewed publication opportunities. This not only benefits the field, but also serves as a way to increase Minnesota's reputation as a leader in PBIS. Wilder Research will plan to use part of our internal professional development funding resources to contribute to the cost of attending such a conference.

Although our billing rates may change, the total project cost, for the work described in this proposal, will not exceed the total project price.

Budget

Task	Staff	Billing Rate	Hours	Cost
Task 1: Ongoing project management and leadership	senior research manager	\$ 161	15	\$ 2,410
	web & apps manager	\$ 114	15	\$ 1,715
	research scientist 1	\$ 99	40	\$ 3,955
	research associate 2	\$ 64	20	\$ 1,277
Sub-total				\$ 9,358
Task 2: Maintain data/database; revisions as needed	senior research manager	\$ 161	15	\$ 2,410
	research scientist 2	\$ 111	77	\$ 8,565
	web & apps manager	\$ 114	50	\$ 5,717
	IT analyst 2	\$ 94	50	\$ 4,687
	research scientist 1	\$ 99	50	\$ 4,944
	research analyst	\$ 85	76	\$ 6,497
	research associate 2	\$ 64	80	\$ 5,109
	Database vendor			\$10,000
Sub-total				\$ 47,929
Task 3: Evaluate PBIS trainings	senior research manager	\$ 161	3	\$ 482
	research scientist 1	\$ 99	40	\$ 3,955
	technical design specialist	\$ 65	15	\$ 973
	research associate 2	\$ 64	40	\$ 2,554
Sub-total				\$ 7,965
Task 4: Provide TFI evaluator trainings (no cost exchange)	senior research manager	\$ 161	5	\$ 803
	research scientist 1	\$ 99	40	\$ 3,955
	research associate 2	\$ 58	100	\$ 5,768
Sub-total				\$ 10,527
Task 5: Provide training and data collection assistance for schools not in training (or not part of MDE cohort)	senior research manager	\$ 161	2	\$ 321
	research scientist 1	\$ 99	35	\$ 3,461
	research associate 2	\$ 64	80	\$ 5,109
Sub-total				\$ 8,891
Task 6: ODR data collection	senior research manager	\$ 161	2	\$ 321
	web & apps manager	\$ 114	2	\$ 229
	research analyst	\$ 85	15	\$ 1,282
	research scientist 1	\$ 99	20	\$ 1,978
	research associate 2	\$ 64	20	\$ 1,277
Sub-total				\$ 5,087
Task 7: Reporting/presentations	senior research manager	\$ 161	15	\$ 2,410
	research analyst	\$ 85	80	\$ 6,839
	senior communications specialist	\$ 69	15	\$ 1,035
	librarian	\$ 65	20	\$ 1,298
	research scientist 1	\$ 99	80	\$ 7,910
	research associate 2	\$ 64	100	\$ 6,386
	technical design specialist	\$ 65	20	\$ 1,298
Sub-total				\$ 27,177
Travel and other expenses				\$3,000
Total				\$ 119,933

Exhibit B

A Change Order is used to reflect clarifications of, and make minor changes to, the Original Contract. You CANNOT change terms that would directly impact the tasks, budget or Contract expiration date. Please Contact MDE Contract Unit Staff for any questions or clarifications on the use of this form.

**STATE OF MINNESOTA – DEPARTMENT OF EDUCATION (MDE)
CHANGE ORDER # __ AGAINST CONTRACT # __**

Contractor Name: _____
Address: _____
Project Description: _____

In accordance with the terms of this Contract you are hereby authorized and instructed to perform the following work as altered or clarified by the following provisions:

The purpose of this Change Order is to clarify:

ITEMS COMMONLY CHANGED WITHIN A CHANGE ORDER:

- Deliverable Date change, not to exceed the Contract expiration date.
- Quality Assurance Quality Control Plan changes
- Change in Key Personnel

=====

Issued by _____, Date _____
MN Department of Education Contract Specialist

Accepted by _____, Date _____
MAD

Approved by _____, Date _____
MN Department of Education

Cc:
All Signers
Consultant Services
Audit
Project File

**STATE OF MINNESOTA
INTERAGENCY AGREEMENT**

Project Identification: Minnesota Positive Behavioral Interventions and Supports (PBIS) Evaluation Work Plan
MAD Project #2017-076

This Agreement is between the Minnesota Department of Education ("MDE") and Minnesota Management & Budget, Management Analysis & Development (MAD).

Agreement

1 Term of Agreement; Incorporation of Exhibits

- 1.1 **Effective Date:** Upon execution, or the date the State obtains all required signatures under Minnesota Statutes Section 16C.05, subdivision 2, whichever is later.
- 1.2 **Expiration Date:** This Agreement will expire on **June 30, 2017**, or when all obligations have been satisfactorily fulfilled, whichever occurs first.
- 1.3 **Exhibits: Exhibit A** – MAD agrees that through its Master Contract with Amherst H. Wilder Foundation MAD will sub-contract with Amherst H. Wilder Foundation to provide services to MDE as identified in Exhibit A, PBIS Evaluation Work Plan, in accordance with the Budget identified in Exhibit A, which is attached and incorporated into this Agreement.

2 Scope of Work

- 2.1 The Amherst H. Wilder Foundation, who is not a State employee, will:
Perform the duties listed in Exhibit A, PBIS evaluation work plan, which is attached and incorporated into this Agreement.
 - (a) Amherst H. Wilder Foundation must follow and meet all Accessibility Standards that can be accessed using the website link in clause 9.2 for all end products.
 - (b) Amherst H. Wilder Foundation must submit drafts of all non-interactive end products to the MN Department of Education (MDE) Communication Accessibility Liaison to review and approve before MDE can accept final end products. If edits are needed Contractor will have 2 weeks to edit document(s) and resubmit to the MDE Communication Accessibility Liaison for further accessibility testing.

3 Consideration and Payment

- 3.1 Amherst H. Wilder Foundation will be paid in accordance with the Budget identified in Exhibit A, for a total amount up to **\$241,826.00** which includes up to \$1,500 in travel and business expenses. Upon receipt of invoice from Wilder, MAD will invoice MDE. MAD will also invoice MDE up to **\$8,000.00** in contract management fees.
 - (a) All travel expenses for an amount not to exceed \$1,500.00 must follow the rates set in the current "Commissioner's Plan" established by the Commissioner of Minnesota Management and Budget which is incorporated into this Agreement by reference.
- 3.2 MAD must submit invoices electronically for payment.
- 3.3 The total obligation of MDE for all compensation and reimbursements to MAD under this Agreement will not exceed **\$249,826.00**.

4 Conditions of Payment

- 4.1 All services provided by MAD under this Agreement must be performed to MDE's satisfaction, as determined at the sole and reasonable discretion of MDE's Authorized Representative.
- 4.2 MDE will promptly pay all valid obligations under this Agreement as required by Minnesota Statutes §16A.124. MDE will make undisputed payments no later than 30 days after receiving MAD invoices for services performed. If an invoice is incorrect, defective or otherwise improper, MDE will notify MAD within 10 days of discovering the error. After MDE receives the corrected invoice, MDE will pay MAD within 30 days of receipt of such

invoice.

- 4.3 MAD will submit **monthly invoices** based on actual hours of service performed by MAD in the previous month and a final invoice upon completion of the above services, which is due no later than July 31, 2017, to Accounts Payable. Invoice must include the following information: MDE's Authorized Representative's name, the Purchase Order (PO) and Contract number, dates of service, itemized expenses with original receipts (if applicable), and corresponding amounts. The subject line of the email with the invoice attached must contain the MDE's Authorized Representative's name, Purchase Order (PO) and Contract number. The preferred method of obtaining an invoice from a vendor is by email.

Submit invoices via email to Accounts Payable:

MN Department of Education
Accounts Payable Department
MDE.AccountPayable@state.mn.us

Should an invoice need to be submitted via U.S. Mail, please use the following address:

MN Department of Education
Attn: Accounts Payable Department
1500 Highway 36 West
Roseville, MN 55113-4266

5 Agreement Personnel

- 5.1 MDE's Contract Administrator will be:

Jennifer Bury (or his/her successor)
1500 Highway 36 West, Roseville, MN 55113
651-582-8482
Jennifer.Bury@state.mn.us

- 5.2 MDE's Authorized Representative will be:

Eric Kloos (or his/her successor)
1500 Highway 36 West, Roseville, MN 55113
651-582-8268
Eric.Kloos@state.mn.us

- 5.3 MAD's Authorized Representative will be:

Renda Rappa, Business Manager
203 Administration Building, 50 Sherburne Ave, St Paul, MN 55155
651-259-3803
Renda.Rappa@state.mn.us

6 Amendments

- 6.1 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

- 7.1 Each party will be responsible for its own acts and omissions and the results thereof, to the extent permitted by law.

8 Termination

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

9 Plain Language; Accessibility Standards

- 9.1 **Plain Language.** MAD must provide all deliverables in "Plain Language". Executive Order 14-07 requires the Office of the Governor and all Executive Branch agencies to communicate with Minnesotans using Plain

Language. As defined in Executive Order 14-07, Plain Language is a communication which an audience can understand the first time they read or hear it. To achieve that, MAD will take the following steps in the deliverables:

- Use language commonly understood by the public;
- Write in short and complete sentences;
- Present information in a format that is easy-to-find and easy-to-understand; and
- Clearly state directions and deadlines to the audience.

9.2 Accessibility Standards Amherst H. Wilder Foundation agrees to comply with the Minnesota Accessibility Standards effective September 1, 2010, which entails, in part, the Web Content Accessibility Guidelines (WCAG) 2.0 (Level AA) and Section 508 Subparts A-D which can be viewed at: <http://mn.gov/mnrit/programs/accessibility/>

9.2.1 Contact the MDE Communication Office at mde.contactus@state.mn.us for specific guidance on creating content that meets our accessibility requirements.

10 Other Provisions

10.1 The following criteria are to be used for all publications or other content created for the Minnesota Department of Education intended for dissemination:

- Use only print-quality department logo. Request a copy from the MDE Communication Office at mde.contactus@state.mn.us.
- Copy must follow latest edition of the AP (Associated Press) Stylebook.
- Copy must be free of typographical and grammatical errors.
- Video content must be open or close captioned.
- Font size will be, minimally, 12 pt. Times Roman, 11 pt. Arial, or comparable size.
- Manuals should be created in PDF with bookmarks (preferred) or include a linked Table of Contents if created in Word.
- Presentations must be narrated, part of a recorded presentation, or include notes pages, not be standalone slideshows.

Please direct your questions to the authorized representative for this agreement.

MDE ENCUMBRANCE VERIFICATION

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

Signed: Jennifer A. Bury

Date: Dec 22, 2016

SWIFT Contract (SC) ID No. 119055 _____

Purchase Order (PO) ID No. 3000014534 _____

MDE

By: [Signature]
(with delegated authority)

Title: Agency Finance Director

Date: 12/22/16

Management Analysis & Development (MAD)

*Please attach the applicable Delegation of Authority, if necessary

By: Randa S. Stappa

Title: Business Manager

Date: Dec 22, 2016

Exhibit A

PBIS evaluation work plan—Dec 2016-June 2017

Wilder Research is pleased to present the following evaluation work plan for Minnesota PBIS. It is our understanding that the first part of this contract extension will be for the time period of Upon Execution of contract through June 30, 2017, which is outlined in this work plan. We will outline the evaluation work plan for the second time period of the contract extension (July 1, 2017-June 30, 2018) in separate document at a later time.

The following draft work plan outlines the major evaluation tasks and phases to be carried out as part of the PBIS project from Upon Execution of the contract through June 30, 2017, including estimated completion dates and deliverables for each task. We have also provided a calendar of proposed activities at the end of this section.

Task 1: Ongoing project management and leadership

Timeline: Upon Execution-June 30, 2017

Deliverables:

- Participation at the Statewide Leadership Team meetings (ongoing)
- Attend workgroup meetings such as TFI, web site work group, and monthly data use discussions (ongoing)
- Create TFI training webinar and other written and electronic materials (deliverable)
- Participation in other workgroups (as needed)
- Updates to website (as needed)

Wilder's project lead, Amanda Petersen, will attend and present at every monthly Statewide Leadership Team (SLT) meeting about the progress of the evaluation. In addition, Wilder staff will check in with the SLT at every meeting to ensure that each component of the evaluation plan is effective and efficient. If we identify any issues, we will work with the SLT to resolve them. We recommend formally reviewing the evaluation plan with the SLT on an annual basis to determine any areas that need to be updated.

In this upcoming contract period, we will create TFI training materials (such as a webinar, video, written materials, and/or electronic materials as determined by the SLT) to be available to schools. The SLT and Regional Implementation Projects (RIPs) will

have the opportunity to review all training materials and provide feedback prior to distribution to school team members.

Wilder Research will also attend the website work group in order to contribute to the continued improvement of the PBIS website. We will also convene a data use work group with RIPs, trainers, and MDE staff to discuss how data is used for each of these groups, create a process for using data, and troubleshoot and discuss challenges to using data. Wilder Research will be happy to be a part of or convene any other work groups that meets the needs of this project.

Wilder will also provide access to all MN SW-PBIS evaluation-related materials on the PBIS website. This includes instructions, information about various components of the project, training materials like webinars and PowerPoint presentations, links to other sites, etc. The final content included in this section of the site will be determined through discussions with the MN SW-PBIS SLT.

Task 2: Develop and maintain data on MN SW-PBIS schools

Timeline: Upon execution-June 30, 2017

Deliverables:

- Develop a new PBIS database that includes:
 - MN SW-PBIS school list and contact information for all schools that participate in PBIS (schools that are in training, out of training, and also those that have never participated in cohort training)
 - Key training survey data Implementation fidelity data (TIC, SAS, SET, BoQ, TFI, etc.) for current and previous school years
 - Outcomes data (ODR, etc.)
 - Other variables to be determined by the SLT

Wilder Research will develop a data base (probably using a Quickbase application, if we determine it will meet the needs of MDE) that will allow for real time customizable reporting for PBIS schools, RIPs, and MDE regarding participating schools' contact information, training, implementation fidelity, and outcomes data. Wilder will work with the SLT, the Regional Implementation Projects (RIPS), the University of Oregon, and other stakeholders to ensure that all variables and data selected would be integrated into the database in a streamlined manner.

Wilder Research would also provide the SLT with training on how to use the database and make modifications based on feedback from the SLT.

Task 3: Evaluate MN SW-PBIS trainings

Timeline: 3x year -- January 2017, March 2017, and June 2017

Deliverables:

- Training survey data to RIPs after each training session
- Summary of training survey data incorporated into quarterly School Status Report/real-time access through new PBIS database (when developed)

The new database will allow for the SLT to access customized reports upon its completion. However, Wilder will plan to provide quarterly school status reports until the database has been completed. Wilder will prepare training surveys, including the number and characteristics of school teams at each training session along with their ratings of the value of the training after each training session (in the fall, winter, and spring of each school year). This information will be obtained from post-training web surveys that will be developed/modified and administered by Wilder Research. Raw data from these surveys will be provided to the RIPs and the trainers via email after each training session. This data will also be used to inform quarterly school status reports, which will be given to the SLT three times during the contract period.

Task 4: Provide TFI evaluator trainings, and continue to implement a system of no-cost TFI evaluator exchange to ensure completion assessments among PBIS schools in training in Minnesota

Timeline: February-March 2017 (attend Spring regional trainings and facilitate no-cost exchange for TFI for cohorts 11 and 12)

Deliverables:

- MN SW-PBIS TFI evaluation materials (developed in collaboration with the TFI workgroup) including instructions and webinar/training videos (to be made available in real-time on the PBIS website, reviewed each summer and winter and updated as needed)
- A calendar and process documentation that includes roles and responsibilities for Wilder, RIPs, MDE, and schools for the no-cost exchange
- Ongoing updates to Statewide Leadership Team, and coordination with RIPs and MDE to facilitate no-cost exchange (ongoing, with emphasis on fall and spring SETs)
- Completed SETs and TFIs (Wilder staff will complete SETs or will arrange with RIPs and Independent Contractors to complete SETs and/or TFIs for schools on request)

The Tiered Fidelity Inventory (TFI) is a PBIS evaluation tool that assesses implementation fidelity of all three PBIS tiers. To complete this assessment, designated evaluators visit the school and conduct a meeting with the PBIS team and short interviews with staff and students. This school year, both Cohorts 11 and 12 will take the TFI 4 times: once at each training and then once in their own school with an external evaluator set up through the no-cost exchange that is managed by Wilder. Under this model, each school that is participating in the MN SW-PBIS initiative is asked to identify one staff person who will be trained to facilitate the TFI at other school sites. Once staff are trained, neighboring schools and districts exchange these trained staff for their TFI. For school that do not want to participate in the no-cost exchange, the RIPs or Wilder Research staff can be available to conduct these assessments. Wilder will also attend the regional PBIS trainings and follow up by email and phone with individual schools as needed to facilitate the no-cost exchange for the TFI.

Wilder will develop and maintain a TFI evaluation schedule that will be presented to the SLT. This schedule will include a timeline for following up with schools. Wilder will provide updates to the RIPs and MDE, who will be expected to follow up with schools that do not respond to Wilder's requests to schedule their TFI, to ensure full participation by schools in training.

In addition, schools out of training should complete a SET or TFI or BoQ annually. The no-cost exchange and SET for-a-fee options will be made available to schools in and out of training. However, Wilder Research will confirm the SET or TFI for-a-fee option for schools in and out of training with the SLT and the TFI workgroup to determine the best way to go about this.

Task 5: Provide assessment webinar trainings (SET, TFI, and BoQ) and implement a system of reminders and to ensure completion of assessments for schools that are out of training or that are not participating in the MDE training cohort

Timeline: February-June 2017

Deliverables:

- MN SW-PBIS training materials including instructions and webinar training (available in real-time on the PBIS website, reviewed and updated as needed for the SET and BoQ)
- Ongoing updates to Statewide Leadership Team
- Completed assessment data (in annual School Status Report, and real-time via the new PBIS database when available)

Schools that are out of training can choose to complete a SET, a BoQ, or a TFI to measure their implementation fidelity. The Benchmarks of Quality (BoQ) and School-wide Evaluation Tool (SET) are standard PBIS school assessment tools that assesses implementation fidelity of the Universal Tier of PBIS. The BoQ is a self-assessment tool while the SET is completed by an external evaluator. To complete these assessments, schools need only to watch a short training webinar on the PBIS website provided by Wilder Research, download the forms, complete the assessment according to the instructions, and enter their scores in PBISApps.

Wilder Research will notify schools that are out of training or not participating in the training cohort (assuming we have information of non-cohort schools) to remind them to select and complete their evaluation in February 2017. Wilder Research staff will remind school to complete their assessments bi-weekly and will obtain all completed assessment scores prior to preparing the School Status Report.

Task 6: Gather and report office discipline referral (ODR) data from participating schools according to the MN SW-PBIS evaluation plan

Timeline: March-June 2017

Deliverables:

- Ongoing revisions and maintenance to the ODR online data reporting tool developed by Wilder Research for non-SWIS schools, to ultimately be incorporated into the new PBIS database
- Ongoing updates to Statewide Leadership Team
- ODR summary data (in the annual School Status Report, and in real-time once the new PBIS database is completed)

Wilder Research will work with the MN SW-PBIS Statewide Leadership Team (SLT) to continue to refine, update, and maintain the online data entry system that we developed in the previous contract period for non-SWIS schools to enter their ODR data. We will gather feedback from the SLT and the RIPs to update our system to gather annual data, and will make other updates as needed to ensure the data gathered are valid, with as little burden to schools as possible with ample notice for schools to enter this data at the year-end.

Task 7: Prepare MN SW-PBIS evaluation reports and disseminate results

Timeline: Quarterly in 2017

Deliverables:

- Interim School Status Reports, including data just for schools in training, after every training session (January, March/April and June)
- End of year status update (June 30, 2017)
- A case study on a topic determined by the SLT (February/March 2017)
- Presentations (Summer Institute and Data Day), fact sheets, sortable spreadsheets, policy papers, press releases, and other communications tools (up to 3 events or products as needed within budget allotted during the contract)

Wilder staff will work collaboratively with the MN SW-PBIS Statewide Leadership Team (SLT) to refine the current standard reporting templates to be used for the School Status Report, as needed. As previously mentioned, we plan to build a database that will allow for the SLT to create reports on a variety of variables and obtain real-time data on participating PBIS schools. In the interim, Wilder Research will plan to provide quarterly reports on the progress of schools in training. In the past, we have also provided an annual school status report that outlines the progress of schools that are in training and out of training. We will create a “mini” version of this report by the end of June that includes schools that are in and out of training as well as non-cohort schools. It is important to note that we will not have access to SWIS (ODR) data through PBIS Eval until July 1, which is after the close of this current contract. We would be happy to include this in an addendum to this report after the data becomes available.

As part of these reports, Wilder will include sortable spreadsheets for all schools in training outlining their training and implementation fidelity data. We will also include ODR data to the extent that it is available to us.

Next, Wilder has allotted staff time to conduct a case study on a topic yet to be determined by the SLT. We will work with the SLT to determine the specifics of this activity.

Also, as noted above in the deliverables, Wilder has allotted staff time to allow for professional production and delivery of presentations, fact sheets, blog or other social media posts, press releases, and other materials that will be useful to the SLT and other project stakeholders for communicating the results of the evaluation. Rather than try to define these specific products ahead of time, we would rather set aside staff time for this activity every year so we have the flexibility to identify and take advantage of windows of opportunity to tell the story of PBIS in Minnesota.

And finally, we believe the results of this evaluation could make a contribution to the broader field of research related to PBIS. As appropriate, we would like to partner with the SLT in preparing presentations and publications for broader dissemination. This may include attending and presenting at conferences, and peer-reviewed publication opportunities. This not only benefits the field, but also serves as a way to increase Minnesota's reputation as a leader in PBIS.

Budget

Task	Staff	Billing Rate	Hours	Cost
Task 1: Ongoing project management and leadership	senior research manager	\$ 156	20	\$ 3,120
	web & apps manager	\$ 111	40	\$ 4,440
	research associate 3	\$ 77	100	\$ 7,700
	research associate 1	\$ 56	42	\$ 2,352
	research assistant	\$ 41	20	\$ 820
Sub-total				\$ 18,432
Task 2: Develop and maintain data/database	senior research manager	\$ 156	80	\$ 12,480
	research scientist 2	\$ 108	280	\$ 30,240
	web & apps manager	\$ 111	120	\$ 13,320
	IT analyst 2	\$ 91	250	\$ 22,750
	research associate 3	\$ 77	80	\$ 6,160
	data analyst	\$ 77	60	\$ 4,620
	research associate 1	\$ 56	300	\$ 16,800
	research assistant	\$ 41	100	\$ 4,100
Database vendor			\$60,000	
Sub-total				\$ 110,470
Task 3: Evaluate PBIS trainings	senior research manager	\$ 156	5	\$ 780
	research associate 3	\$ 77	40	\$ 3,080
	research associate 1	\$ 56	40	\$ 2,240
Sub-total				\$ 6,100
Task 4: Provide TFI evaluator trainings (no cost exchange)	senior research manager	\$ 156	10	\$ 1,560
	research associate 3	\$ 77	80	\$ 6,160
	research associate 1	\$ 56	200	\$ 11,200
Sub-total				\$ 18,920

Task 5: Provide training and data collection assistance for schools not in training (or not part of MDE cohort)	senior research manager	\$ 156	2	\$ 312
	research associate 3	\$ 77	10	\$ 770
	research associate 1	\$ 56	40	\$ 2,240
Sub-total				\$ 3,322
Task 6: ODR data collection	senior research manager	\$ 156	2	\$ 312
	web & apps manager	\$ 111	5	\$ 555
	research associate 3	\$ 77	15	\$ 1,155
	research associate 1	\$ 56	50	\$ 2,800
Sub-total				\$ 4,822
Task 7: Reporting/presentations	senior research manager	\$ 156	30	\$ 4,680
	data analyst	\$ 77	20	\$ 1,540
	librarian	\$ 63	10	\$ 630
	research associate 3	\$ 77	80	\$ 6,160
	research associate 1	\$ 56	60	\$ 3,360
	senior admin specialist	\$ 63	30	\$ 1,890
Sub-total				\$ 18,260
Travel and other expenses				\$1,500
Total				\$ 241,826

To: Rappa, Renda (MMB) [renda.rappa@state.mn.us]
Subject: stop work on agreement #119055 effective July 1, 2021
Sent: Wed 6/30/2021 8:02 AM GMT-07:00
Importance: Normal

Good morning,

I hope you all are doing well. This email is to inform you interagency agreement #119055 to work on the PBIS project ends June 30, 2021. MDE intends to add more time, money, and duties to this agreement, however this amendment is not in place and will not be signed by the current end date of June 30, 2021. All work should stop effective July 1, 2021 on this project. Work should not resume until the amendment to add more time has been fully signed. Please let me know if there any questions.

Take care,

Jen

Jennifer Fleckner

State Program Administrator Principal

651-582-8482 | Jennifer.Fleckner@state.mn.us
<mailto:Jennifer.Fleckner@state.mn.us>

Minnesota Department of Education

1500 Highway 36 West, Roseville, MN 55113

education.mn.gov <<https://education.mn.gov/>>



MAD Project Number: 2021-028 INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS AND DEVELOPMENT SERVICES

Requesting Agency: Department of Employment and Economic Development - VRS

MAD Contact: Barbara Deming

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: \$206,500.00	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:	Fund:	Fund:
Appr:	Appr:	Appr:
Fin Dept ID:	Fin Dept ID:	Fin Dept ID:
Rept Catg:	Rept Catg:	Rept Catg:
Amount:	Amount:	Amount:

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

Contract: 183696 PR 58022 PO 3-414489
Number/Date/Entry Initials

Order: 9/23/2020 
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 Employment and Economic Development - VRS (Requesting Agency) and Minnesota Management and Budget, Management Analysis and Development (Division).

Minnesota Management and Budget, 658 Cedar Street, Centennial Office Building, Room 300, 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 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: Barbara Deming Requesting Agency: Alyssa Klein

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 1,475 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 \$206,500.00. The availability of funding for the services within this contract is based on an annual DEED-VRS Pre-Employment Transition Services federal fiscal year forecast.

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 21, 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, 2021, 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 Dee Torgerson. 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.

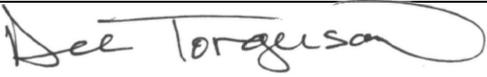
10. State Audit:

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: Vocational Rehabilitation Services Director Date: 09/25/2020	By:  Title: Renda E Rappa Date: 2020.09.25 11:07:48 -05'00' Digitally signed by Renda E Rappa



Proposal

Department of Employment and Economic Development
Vocational Rehabilitation Services — PreETS learning groups
August 25, 2020

Proposal prepared by:

Barbara Deming

651-259-3807

Barbara.Deming@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 35 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 2019 the Department of Employment and Economic Development (DEED) Vocational Rehabilitation Services (VRS) added a new group of employees, PreEmployment Transition Services (PreETS) representatives, to deliver PreETS services to students deemed potentially eligible for transition planning services under federal law. In the first year VRS provided training to these staff and their managers, as the representatives began serving students alongside VR counselors who serve transition-age students deemed eligible under the same law. In the second year VRS leaders are interested in setting up an ongoing system for PreETS representatives and counselors to continue learning together, building on their experiences of success and helping each other address challenges. They asked Management Analysis and Development (MAD) to propose a process for designing and facilitating regular gatherings of PreETS representatives and counselors, with intermittent involvement of their managers, to support the continued growth and capacity of these staff to help eligible and potentially eligible youth with disabilities to prepare for post-secondary education and employment when they reach adulthood.

Products

MAD would work with the VRS PreETS leadership and a project design team to plan and provide monthly gatherings of PreETS representatives and VR counselors, and occasionally managers, as well. The gatherings would include opportunities to:

- Share successes and explore the “root causes” that contribute to success
- Raise questions and discuss challenges staff are facing in their work with students
- Strengthen capacity for collaboration with each other, school staff, community providers, and other partners
- Identify and track progress on measurable desired results, and plan to “turn the curve” and measure progress in those areas

MAD would document and create an organized set of learnings from each gathering, so that the staff would have a way to build on and continue sharing what they learn with new staff who join their team.

Activities, Timeline, and Project Costs

The overall timeline for the project would be September 21, 2020 (or when the interagency agreement is signed) through June 30, 2021. If the interagency agreement is not signed by September 21, MAD would work with the client to revise the timeline and project scope as necessary based on consultant availability and client needs. Most activities below include two consultants, with fewer or more involved in some activities, as needed.

Activities	Hours
1. Project design. Meet with PreETS leaders and a team of 5-7 PreETS representatives, counselors and managers to design an initial 9-month set of gatherings, in preparation to launch the meetings in September 2020. Details to	27

Activities	Hours
<p>be decided would include desired outcomes of individual meetings and the overall set of meetings, how best to group staff, how frequently to meet in various groupings, and use of supports, such as pre-meeting surveys and post-meeting evaluations that can enhance effective use of meeting time.</p> <p><i>Plan, facilitate and document results from one 3-hour meeting – August 2020</i></p>	
<p>2. Meeting planning. Based on results of the design meeting (#1 above), outline meeting plans for monthly facilitated gatherings, including meeting agendas, ways to group different types of staff, communications planning, identifying supporting materials, designing pre- and post-meeting surveys, and creating a system for organizing and storing information generated in these meetings.</p> <p><i>September 2020</i></p>	48
<p>3. Scheduling and conducting meetings. In partnership with VRS staff, schedule, arrange for, and facilitate online meetings according to above planning. Estimated time would include:</p> <ul style="list-style-type: none"> • Six monthly 2-hour meetings of PreETS representatives (three groups of 7-8 staff each) • Six monthly 2-hour meetings of VRS counselors (five groups offering opportunities for up to 10 self-selecting participants) • Two quarterly meetings of all PreETS staff (representatives, counselors and managers in one longer large-group experience) <p><i>Schedule (on calendar and arranging for video connections), plan, facilitate and document all meetings; October 2020 – June 2021</i></p>	771
<p>4. Regular project-team check-ins. Meet regularly with project team outside of the meetings described in #3 above to review progress, update plans, and otherwise ensure that MAD's efforts are in synch with client needs as the project unfolds.</p> <p><i>Plan, conduct and document nine meetings; September 2020 – June 2021</i></p>	144
<p>5. Evaluation and planning for future sustainability. In consultation with the client design and conduct participant evaluations that would solicit input on topics and processes, inform planning for future meetings, and measure progress toward outcomes identified at the beginning of the project. Near the end of the project meet with project team to consider ways to continue and sustain the learning practices established during this effort, and draft summary report.</p> <p><i>Plan, design, conduct and share results of evaluations used throughout the project; September 2020 – June 2021</i></p>	200
<p>6. Interagency youth employment meeting facilitation. MAD would provide consulting services to support monthly interagency youth employment meetings, including assisting with agenda development, meeting design and facilitation, and documenting next steps.</p> <p><i>October 2020 through June 2021</i></p>	60

Activities	Hours
Subtotal	1250
Project management, including client communication (18%)	225
Total hours	1475
Total costs: (1475 hours times \$140)	\$206,500

Note: the estimates above assume that all meetings are held using online platforms.

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 Alyssa Klein. The MAD project lead would be Barbara Deming; other MAD consultants would also provide services to the client.

Client Responsibilities

The client would identify a small group of five to seven representatives of the groups to be organized for initial design and ongoing check-ins throughout the project. The client would also identify and ensure participant access to video meeting technology if needed to ensure ease of access for participants (MAD is able to provide access via Skype, Microsoft Teams, Zoom and Webex). A client representative would provide support for scheduling group meetings, assisting with identifying and scheduling optimal dates and times on participants' calendars, and facilitating communication with participants as needed.

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 #1 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2021-028

WHEREAS, the State of Minnesota, **Department of Employment and Economic Development - VRS**, has an interagency agreement identified as **2021-028 (SWIFT 183696, PO 3-414489)** 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 & 5** of the original agreement shall be amended to read:

1. Services to be Performed:

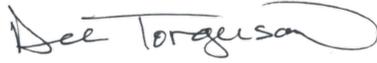
The Division agrees that it will provide a project team to provide the services and/or perform the tasks outlined in the attached project proposal. In addition, the Division will provide the services outlined in the attached Department of Employment and Economic Development – Pre-ETS Learning Groups Amendment dated May 13, 2021. Both are ~~which is~~ incorporated and made part of this agreement.

5. Effective Dates:

This agreement is effective September 21, 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, 2021~~ September 30, 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 Interagency Agreement, and any previous amendments, are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By:  Title: Vocational Rehabilitation Services Director Date: 05/17/2021	By: Renda E Rappa Title: Renda E Rappa Date: 2021.05.17 12:07:15 -05'00' Digitally signed by Renda E Rappa



Proposal

Department of Employment and Economic Development —
Pre-ETS Learning Groups AMENDMENT
May 13, 2021

Proposal prepared by:

Barbara Deming
651-259-3807
barbara.deming@state.mn.us

Acting Enterprise Director

Beth Bibus

Contact Information

Telephone: 651-259-3800

Email: Management.Analysis@state.mn.us

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 35 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

Following up on the work described in the original proposal beyond the June 30, 2021 end-date, MAD would continue to assist VRS Pre-ETS leadership with planning for the next year of learning groups, plus lead a strategic planning process for VRSTransition Services. The activities below include the first phase of strategic planning; It is expected the second phase would begin after this amendment expires September 30, 2021.

Revised activities and timeline

The overall timeline for the project would be July 1, 2021 (or when the interagency agreement is signed) through September 30, 2021. If the interagency agreement is not signed by July 1, 2021, MAD would work with the client to revise the timeline and project scope as necessary based on consultant availability and client needs. The table below outlines the anticipated project activities included in this amendment.

Activities
<p>VRS Transition Services strategic planning</p> <p>Phase 0. Situation assessment and planning design: Assess staff and stakeholder views on internal and external forces and trends, current program strengths, future vision, how best to achieve the vision, and thoughts on strategic planning design</p> <p>(Further strategic planning activities would be designed based on the work done in Phase 0, and a full description and costs are expected to be included in a future interagency agreement.)</p> <ul style="list-style-type: none"> • Identify interview and focus group subjects in consultation with client • Design interview and focus group questions, in consultation with client • Schedule interviews and focus groups • Interview key informants across VRS Transition services and partner agency/interagency groups • Plan, conduct and document group interviews (such as E1 Youth, Pre-ETS pilot representatives, Pre-ETS workgroup), etc. • Conduct literature review (Idaho strategic plan, NACT:C materials, map VRS and other agency/interagency Transition efforts for use in planning) • Compile and analyze data, and draft report for use in planning session • Plan, facilitate and document Meeting (one 4-hour meeting) • Review meeting results, draft strategic planning process proposal, and discuss with client (including: Whom to include on planning team, where to devote more or less time, expected planning products)

Activities

Continue planning next steps for learning groups

- 2X/month meetings with clients/relevant groups
- Assist to create communications materials to support successful Fall launch

Continue support for E1 Youth work group

Plan, facilitate and document monthly meetings

Clients and Consultants

The primary client contact would be Alyssa Klein. The MAD project lead would be Barb Deming; other MAD consultants would also provide services to the client.

Client Responsibilities

Client would be responsible for providing participant contact information and assisting to schedule events as needed.

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's billing rate is \$140 an hour, as approved by Minnesota Management and Budget. 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 an agreed-upon 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.



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



MAD Project Number: 2021-022 INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS AND DEVELOPMENT SERVICES

Requesting Agency: Minnesota Department of HealthMAD 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: \$257,750.00	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: _____ End Date: _____

Contract: _____
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 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 1,665 hours at a rate of \$150.00 per hour for services provided by Pam DeGrote, 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 \$257,750.00.

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 August 10, 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, 2021, 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: Renda E Rappa Title: Renda E Rappa Date: 2020.08.06 17:04:08 -05'00' <small>Digitally signed by Renda E Rappa Date: 2020.08.06 17:04:08 -05'00'</small>	By: Maria Rodriguez Title: Date: <small>Digitally signed by Maria Rodriguez Date: 2020.09.04 09:16:19 -05'00'</small>



RFP RESPONSE:

MDH HUMAN RESOURCE MANAGEMENT SOLICITATION

Prepared by:
Cindy San Hamel, Account Executive
Pam DeGrote, Senior Business Consulting Manager
July 22, 2020



1905 EAST WAYZATA BOULEVARD, SUITE 333

MINNEAPOLIS, MN 55391

888-595-7970

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BACKGROUND

The Minnesota Department of Health (MDH) Human Resource Management (HRM) Division has seen high level of turnover and diminished institutional knowledge at a time when having highly skilled Human Resources staff to stand up a complex divisional change is posing a significant challenge. To prepare MDH for the future it needs to ensure that the HRM capabilities are well defined, accurate and documented so the new HRM staff coming on board can contribute as quickly as possible while MDH is compliant with the state hiring and recruiting policies. This work needs to be expedited and remain consistent with previous process documentation practices by utilizing Blueworks Live IBM application to document procedures. The HRM Division has also been tasked with developing a new onboarding and retention program to improve the overall employee job satisfaction and to ensure new employees have a great first impression. The agency has struggled with employee overall job satisfaction and the leadership commitment to improve our employees overall job satisfaction by investing to keep them engaged and relevant throughout their tenure with MDH.

OUR UNDERSTANDING

HRM has experienced a significant amount of organizational change with minimal knowledge transfer between employees resulting in inconsistent quality of work to their valued internal or external partners (MDH or MMB). MDH has contracted with an external consultant to work with HRM personnel to document the current state of its services/capabilities. HRM is playing a critical role in the COVID-19 response and has to develop and manage numerous operational changes in a short amount of time without any additional resources. MDH is seeking a consultant to use this documentation and other information to prepare the following:

- Published BlueworksLive process diagrams and documentation of existing and proposed process improvements
- Process automation recommendation; automation where possible, including the evaluation, recommendation and potential solution for the MDH onboarding process
- Identify processes and tools that can be streamlined to ensure efficient and consistent HR services to their partners
- Manage the release and implementation of the new HRM Request system
- Consolidated and prioritized Improvement portfolio
- Create roadmap for improvement opportunities
- Facilitate and manage the development rollout of the new Employee Engagement Program to minimally include:
 - Documented Scope, Risks, Resources, and Schedule
 - Tracking, Monitor, and Manage the progress against the plan

- Develop a roadmap from the capability modeling to map workflows to improve process and service levels
- Implement operational practices and procedure changes identified in the roadmap
- Provide HRM continued automation and business analysis work for streamlining HRM processes associate with the COVID response

OUR APPROACH

Throughout fiscal year'20, Trissential consulted with MDH Human Resources to define the HRM business capabilities and the next year's focus and strategic goals, as well as beginning documentation for their core business processes. The initial area of focus was the HRM staffing team and processes. The team struggled with through put both due to being under-staffed, but also poorly understood processes which lead to inconsistency in filling vacancies. FY20 results of this effort created documentation of the hiring, screening, and auditing processes, as well as a new HRM Requesting system to replace the staffing team's two current systems that were deemed inefficient and a partial cause for the team's through-put and consistency issues. MDH has continued interest in documenting the business capabilities and processes and identifying where there are improvement opportunities. The continuation of this project will allow for the current HRM process documentation and automation efforts to be completed and also move forward on additional automation and strategic goals.

Trissential works from a set of proven frameworks. Given the work conducted at MDH previously, Trissential recommends continuing with the same approaches:

- Process documentations and automation: 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. Where automation is a possibility, Trissential will act as BA to define the requirements, PM to manage the solution creation and testing needed.
- HRM 20/20 Goals: Trissential continues to facilitate discussions with the HRM leadership team to define the KPIs and design the dashboard. Once ready for automation, Trissential acts as PM and IT Liaison to build solution that is efficient and effective.
- HRM Employee Engagement Program: Trissential acts in role as Program Manager to allow the HRM team members to focus on the activities needed. The Program Manager will develop the plan, schedule, and conduct communication to ensure total transparency to HRM leadership regarding progress, risks, and issues.

DELIVERABLES

Based on approved priorities:

- Published BlueworksLive process diagrams and documentation
- Process automation recommendation; automation where possible, including the evaluation, recommendation and potential solution for the MDH onboarding process
- HRM Request system release strategy documented and agreed upon between HRM Leaders and MNIT
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- Roadmap for improvement (graphical view of the best sequence to succeed with the improvement projects)
- Employee Engagement Program
 - Documented Scope, Risks, Resources, and Schedule
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RECOMMENDED RESOURCES

Sr. Business Consulting Manager – Pam DeGrote

Pam has been engaged at MDH on several process documentation engagements using Blueworks Live. Over the past 6 months, she has been actively consulting with the HRM team on business capabilities, process documentation and improvements. Pam can expedite this work efficiently and effectively and keep the consistency of the process documentation already in play. Throughout the COVID-19 response, Pam has been instrumental in identifying and implementing process improvement to enable the team to work remotely and effectively and efficiently respond as rapidly as possible to the ever-changing environment and policies. It seems realistic for MDH to continue to engage Pam for this related work sustaining the momentum and continuity of work.

RESOURCE PLAN

(The numbers listed below are full time equivalent)

Consultant	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Pam DeGrote	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0

COST

Resource	Capacity	Rate	Cost
Pam	1665 hours	\$150/hour	\$249,750

- 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 8/7/2020

Estimated Project start – 8/10/2020

Project completion – 6/30/2021

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 Business Consulting Manager	Pam DeGrote	100%	Conduct planning, facilitation, and all documentation specific to the approved scope identified above.
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

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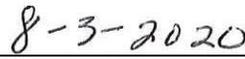
STATEMENT OF WORK ACCEPTANCE

MDH - Project Sponsor / Owner



Trissential Account Manager

Date



Date



AMENDMENT 1 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2021-022

WHEREAS, the State of Minnesota, Minnesota Department of Health, has an interagency agreement identified as MAD Project Number 2021-022 (SWIFT Contract: 182664, PO: 3- 78527) 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 agreement shall be amended to read:

5. Effective Dates:

This agreement is effective August 10, 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~~ August 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 Interagency Agreement, and any previous amendments, are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: Title: Carmen Patton-Minder Date:	By: Renda E Rappa Title: Date:
Digitally signed by Carmen Patton-Minder Date: 2021.04.01 16:24:19 -05'00'	Digitally signed by Renda E Rappa Date: 2021.04.01 09:40:06 -05'00'



RFP RESPONSE:

MDH HUMAN RESOURCE MANAGEMENT SOLICITATION

Prepared by:
Cindy San Hamel, Account Executive
Pam DeGrote, Senior Business Consulting Manager
July 22, 2020



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BACKGROUND

The Minnesota Department of Health (MDH) Human Resource Management (HRM) Division has seen high level of turnover and diminished institutional knowledge at a time when having highly skilled Human Resources staff to stand up a complex divisional change is posing a significant challenge. To prepare MDH for the future it needs to ensure that the HRM capabilities are well defined, accurate and documented so the new HRM staff coming on board can contribute as quickly as possible while MDH is compliant with the state hiring and recruiting policies. This work needs to be expedited and remain consistent with previous process documentation practices by utilizing Blueworks Live IBM application to document procedures. The HRM Division has also been tasked with developing a new onboarding and retention program to improve the overall employee job satisfaction and to ensure new employees have a great first impression. The agency has struggled with employee overall job satisfaction and the leadership commitment to improve our employees overall job satisfaction by investing to keep them engaged and relevant throughout their tenure with MDH.

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- Create roadmap for improvement opportunities
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- Develop a roadmap from the capability modeling to map workflows to improve process and service levels
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- Provide HRM continued automation and business analysis work for streamlining HRM processes associate with the COVID response

OUR APPROACH

Throughout fiscal year'20, Trissential consulted with MDH Human Resources to define the HRM business capabilities and the next year's focus and strategic goals, as well as beginning documentation for their core business processes. The initial area of focus was the HRM staffing team and processes. The team struggled with through put both due to being under-staffed, but also poorly understood processes which lead to inconsistency in filling vacancies. FY20 results of this effort created documentation of the hiring, screening, and auditing processes, as well as a new HRM Requesting system to replace the staffing team's two current systems that were deemed inefficient and a partial cause for the team's through-put and consistency issues. MDH has continued interest in documenting the business capabilities and processes and identifying where there are improvement opportunities. The continuation of this project will allow for the current HRM process documentation and automation efforts to be completed and also move forward on additional automation and strategic goals.

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DELIVERABLES

Based on approved priorities:

- Published BlueworksLive process diagrams and documentation
- Process automation recommendation; automation where possible, including the evaluation, recommendation and potential solution for the MDH onboarding process
- HRM Request system release strategy documented and agreed upon between HRM Leaders and MNIT
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RECOMMENDED RESOURCES

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Pam has been engaged at MDH on several process documentation engagements using Blueworks Live. Over the past 6 months, she has been actively consulting with the HRM team on business capabilities, process documentation and improvements. Pam can expedite this work efficiently and effectively and keep the consistency of the process documentation already in play. Throughout the COVID-19 response, Pam has been instrumental in identifying and implementing process improvement to enable the team to work remotely and effectively and efficiently respond as rapidly as possible to the ever-changing environment and policies. It seems realistic for MDH to continue to engage Pam for this related work sustaining the momentum and continuity of work.

RESOURCE PLAN

(The numbers listed below are full time equivalent)

Consultant	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Pam DeGrote	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0

COST

Resource	Capacity	Rate	Cost
Pam	1665 hours	\$150/hour	\$249,750

- 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 8/7/2020

Estimated Project start – 8/10/2020

Project completion – ~~6/30/2021~~ 8/31/2021

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 Business Consulting Manager	Pam DeGrote	100%	Conduct planning, facilitation, and all documentation specific to the approved scope identified above.
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.

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STATEMENT OF WORK ACCEPTANCE

MDH - Project Sponsor / Owner

Cindy Sun Daniel

Trissential Account Manager

Date

8-3-2020

Date



AMENDMENT #2 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2021-022

WHEREAS, the State of Minnesota, Minnesota Department of Health, has an interagency agreement identified as MAD Project Number 2021-022 (SWIFT Contract: 182664, PO: 3- 78527) 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-1, which is 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 ~~4,665~~ 1,575 hours at a rate of \$150.00 per hour for services provided by Pam DeGrote, 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 ~~\$257,750.00~~ \$244,250.00.

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: Renda E Rappa Title: Renda E Rappa Date: 2021.05.27 18:44:27 -05'00' <small>Digitally signed by Renda E Rappa</small>	By: Jeffery J. Colonna Title: Jeffery J. Colonna Date: 2021.05.27 17:22:39 -05'00' <small>Digitally signed by Jeffery J. Colonna</small>



RFP RESPONSE:

MDH HUMAN RESOURCE MANAGEMENT SOLICITATION

Prepared by:
Cindy San Hamel, Account Executive
Pam DeGrote, Senior Business Consulting Manager
July 22, 2020



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BACKGROUND

The Minnesota Department of Health (MDH) Human Resource Management (HRM) Division has seen high level of turnover and diminished institutional knowledge at a time when having highly skilled Human Resources staff to stand up a complex divisional change is posing a significant challenge. To prepare MDH for the future it needs to ensure that the HRM capabilities are well defined, accurate and documented so the new HRM staff coming on board can contribute as quickly as possible while MDH is compliant with the state hiring and recruiting policies. This work needs to be expedited and remain consistent with previous process documentation practices by utilizing Blueworks Live IBM application to document procedures. The HRM Division has also been tasked with developing a new onboarding and retention program to improve the overall employee job satisfaction and to ensure new employees have a great first impression. The agency has struggled with employee overall job satisfaction and the leadership commitment to improve our employees overall job satisfaction by investing to keep them engaged and relevant throughout their tenure with MDH.

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OUR APPROACH

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Resource	Capacity	Rate	Cost
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Statement of Work sign off by 8/7/2020
 Estimated Project start – 8/10/2020
 Project completion – 8/31/2021

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 Business Consulting Manager	Pam DeGrote	100%	Conduct planning, facilitation, and all documentation specific to the approved scope identified above.
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STATEMENT OF WORK ACCEPTANCE

MDH - Project Sponsor / Owner

Cindy Sun Daniel

Trissential Account Manager

Date

8-3-2020

Date



MAD Project Number: 2021-023 INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS AND DEVELOPMENT SERVICES

Requesting Agency: Minnesota Department of HealthMAD 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: \$105,840.00	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: _____ End Date: _____

Contract: _____
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 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 700 hours at a rate of \$140.00 per hour for services provided by Erik Larson, Trissential. In addition, the Division will charge up to \$7,840.00 for contract management as documented by invoice prepared by the Division. The total amount the Division will invoice under this agreement shall not exceed \$105,840.00.

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 August 10, 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, 2021, 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. 1 a.; 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: Renda E Rappa Title: Renda E Rappa Date: 2020.08.06 16:53:53 -05'00' <small>Digitally signed by Renda E Rappa Date: 2020.08.06 16:53:53 -05'00'</small>	By: Maria Rodriguez Title: Maria Rodriguez Date: 2020.09.08 17:45:04 -05'00' <small>Digitally signed by Maria Rodriguez Date: 2020.09.08 17:45:04 -05'00'</small>



RFP RESPONSE:

MDH HRD SOLICITATION

Prepared by:
Cindy San Hamel, Account Executive
Pam DeGrote, Senior Business Consulting Manager
July 22, 2020



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MINNEAPOLIS, MN 55391

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BACKGROUND

The Health Regulation Division (HRD) is in the process of transforming their divisional structure from a service organization to a 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.

OUR UNDERSTANDING

The Minnesota Department of Health (MDH) is seeking a consultant to help plan and implement an urgent priority within their Human Resource Management and Health Regulations Divisions. The primary project background and priorities are as follows:

HRD redesign and Licensing and Certification program legislative expansion requires critical project management support from Human Resources Management (HRM) to manage the logistics of hiring and onboarding a significant number of new employees while reassigning some existing employees to new roles. MDH is seeking a consultant to facilitate an effective partnering between HRM and HRD to ensure a smooth and effective transition from HRD's existing organizational structure to the new organizational structure (Redesign). A facilitated coordination of HRM operational procedures with the change management needs for HRD need to be orchestrated to ensure new and existing employees clearly understand their roles and responsibilities. This requires a well-designed plan(s) with defined sequential interdependencies and a detailed schedule to effectively implement and communicate a smooth transition. The onboarding of more than 100 newly designed positions within the state system complicates the organizational change and will require a training plan for the impacted employees.

Deliverables should include the following:

- Ensure tasks and outcomes align between HRD and HRM
- Ensure there is a current staffing roster for mapping existing and new staff to the new organizational redesign
- Identify and coordinate the HRM tasks for over/under staffing levels and align with labor contract seniority rights and notification requirements
- Facilitate change management communications (e.g. union, staff, agency leadership, etc.)
- Ensure new and reassigned employees are properly trained and informed of their new roles and responsibilities
- Plan, implement, and manage change management practices throughout the transition phase

OUR APPROACH

For the past few months, the MDH Health Regulation Division (HRD) has been moving forward with projects that have significant Human Resource implications and dependencies. For this reason, HRM and HRD engaged with a Senior Trissential Consultant to be the liaison between HRD and HRM on these projects. This consultant assisted with the planning and management of the Human Resources portions of the HRD transition.

HRD's transition project will continue for a minimum of another six months. It would be to the advantage of MDH to retain the Trissential consultant in this role for continuity, managing, tracking, and being the liaison between the HRD project teams and HRM leadership.

Specifically, the consultant will coordinate all activities for the following aspects of the HRD transition:

- Staffing
- Labor Relations
- Training
- Change Management / Change Leadership

Additionally the consultant will project manage the following initiatives:

- Implementation of an Employee Engagement program
- Implementation of the Labor Soft application for Labor Relations Service Unit

DELIVERABLES

Based on approved priorities:

- Staffing plan and/or staffing support plan
- Risk and issue tracking
- Communication plan (including Labor Relations specific communications needed)
- Training plan, potentially a change management plan instead
- Employee engagement program plan
- Labor Soft project schedule and core process documentation
- Biweekly or monthly progress reporting

RECOMMENDED RESOURCES

Sr. Management Consultant – Erik Larson

Erik has been acting in the role of liaison between the HRD transformation team and HRM for a number of months. He has successfully built the needed relationships with HRD leaders and 3rd party consultants, as well as within the HRM teams to ensure alignment. Erik has done excellent work and has been well received by his peers. He has gained significant knowledge regarding the

MDH agency operations team between this work and his prior work with the MDH Financial Management Division and Application Portfolio Planning.

This agency knowledge has served him well as he assisted HRD with COVID-19 issues and process improvements. It seems realistic for MDH to continue to engage Erik for this related work sustaining the momentum and continuity of work.

RESOURCE PLAN

(The numbers listed below are full time equivalent)

Project	Consultant	Aug	Sept	Oct	Nov	Dec
HRM / HRD	Erik Larson	1.0	1.0	1.0	1.0	1.0

COST

Resource	Capacity	Rate	Cost
Erik	700 hours	\$140/hour	\$98,000

- 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 08/07/2020

Estimate Project start – 08/10/2020

Project completion – 06/30/2021

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 Trisstantial as needed.
Trisstantial – Senior Management Consultant	Erik Larson	100%	Under HRM direction, 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 Trissential'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. Trissential 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 MDH's staff.

STATEMENT OF WORK ACCEPTANCE

MDH - Project Sponsor / Owner

Cindy Sam Daniel
Trissential Account Manager

Date

August 3, 2020
Date



AMENDMENT to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2021-023

WHEREAS, the State of Minnesota, Minnesota Department of Health, has an interagency agreement identified as MAD Project Number 2021-023 (SWIFT Contract: 182930, PO: 3-78656) 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 ~~700~~ 1,571 hours at a rate of \$140.00 per hour for services provided by Erik Larson, Trissential. In addition, the Division will charge up to ~~\$7,840.00~~ \$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 ~~\$105,840.00~~ \$227,940.00.

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: Digitally signed by Joshua Bunker Title: Joshua Bunker Date: 2020.12.23 15:39:41 -06'00'	By: Digitally signed by Renda E Rappa Title: Renda E Rappa Date: 2020.12.08 10:26:12 -06'00'

Addendum 1



RFP RESPONSE:

MDH HRD SOLICITATION

Prepared by:
Cindy San Hamel, Account Executive
Pam DeGrote, Senior Business Consulting Manager
November 30, 2020



1905 EAST WAYZATA BOULEVARD, SUITE 333

MINNEAPOLIS, MN 55391

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BACKGROUND

Due to the continued public health emergency, MDH requires additional and continuing HR support from Trisential to provide project management support to restructure and staff new program areas as a result of recent legislative mandates and responding to the COVID-19 response. As MDH staff are presently reassigned by 60%+ and hundreds of HR transactions from ongoing reassignments and redeployments are in need of being planned and processed to respond to the statewide pandemic and filling priority positions critical to the operations of the agency, extension of contractual support is required to supplement our HR capacity.

OUR UNDERSTANDING

The Minnesota Department of Health (MDH) currently has a Trisential Management Consultant, Erik Larson, working in this capacity. The purpose of this proposal is to seek additional funding that will allow Erik to continue this work and adding additional responsibilities to the current work he has been doing. Erik will continue to help plan and implement an urgent priority within their Human Resource Management and a number of divisional new staffing needs and plans: HRD, IDEPC, and SEOC. The primary project background and priorities are as follows:

HRD

HRD redesign and Licensing and Certification program legislative expansion requires critical project management support from Human Resources Management (HRM) to manage the logistics of hiring and onboarding a significant number of new employees while reassigning some existing employees to new roles. MDH is seeking a consultant to facilitate an effective partnering between HRM and HRD to ensure a smooth and effective transition from HRD's existing organizational structure to the new organizational structure (Redesign). A facilitated coordination of HRM operational procedures with the change management needs for HRD need to be orchestrated to ensure new and existing employees clearly understand their roles and responsibilities. This requires a well-designed plan(s) with defined sequential interdependencies and a detailed schedule to effectively implement and communicate a smooth transition. The onboarding of more than 100 newly designed positions within the state system complicates the organizational change and will require a training plan for the impacted employees.

Deliverables should include the following:

- Ensure tasks and outcomes align between HRD and HRM
- Ensure there is a current staffing roster for mapping existing and new staff to the new organizational redesign
- Identify and coordinate the HRM tasks for over/under staffing levels and align with labor contract seniority rights and notification requirements
- Facilitate change management communications (e.g. union, staff, agency leadership, etc.)
- Ensure new and reassigned employees are properly trained and informed of their new roles and responsibilities
- Plan, implement, and manage change management practices throughout the transition phase

IDEPC

Due to the continued public health emergency, the agency has determined the need to create a new section with the IDEPC division. Creating the section requires both project management and detailed staffing plans. This consultant will continue to drive the planning and alignment between the IDEPC leadership and HRM.

Deliverables should include the following:

- Documented staffing plan broken into priorities/phases of hiring
- Progress reporting against staffing plan
- Communication liaison between division and HRM
- Project Management (issues, decisions, planning, tracking, progress reporting, etc)

SEOC

Due to the continued public health emergency, the agency has determined the need to create a temporary, but not reassigned/redeployed, team for the SEOC. Creating the section requires both project management and detailed staffing plans. This consultant will continue to drive the planning and alignment between the SEOC leadership and HRM.

Deliverables should include the following:

- Documented staffing plan broken into priorities/phases of hiring
- Progress reporting against staffing plan
- Communication liaison between division and HRM
- Project Management (issues, decisions, planning, tracking, progress reporting...etc)

OUR APPROACH

Following a similar process as HRD, the IDEPC and SEOC staffing needs and planning were started within the last couple of months. The activity, approach, and process is very consistent across this type of work and therefore natural for the consultant to partner with these two additional areas and drive the results. Keeping Erik engaged will bring consistency and continuity to these initiatives.

Specifically, the consultant will coordinate all activities for the following aspects of the three areas undergoing large scale staffing changes:

- Staffing
- Labor Relations
- Training
- Change Management / Change Leadership

Additionally the consultant will project manage the following initiatives:

- Implementation of an Employee Engagement program
- Implementation of the Labor Soft application for Labor Relations Service Unit

DELIVERABLES

Based on approved priorities:

- Staffing plan and/or staffing support plan
- Risk and issue tracking
- Communication plan (including Labor Relations specific communications needed)
- Training plan, potentially a change management plan instead
- Biweekly or monthly progress reporting

RESOURCE PLAN

It is estimated that Erik's current contract hours will take him through January 8th. Based on the available funding, There will be an additional 871 hours added to the current workorder and the end date will remain June 30, 2021.

COST

Resource	Capacity	Rate	Cost
Erik	871 hours	\$140/hour	\$121,940

- 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 December 7, 2020

Estimate Project start – January 11, 2021

Project completion – June 30, 2021

Roles and responsibilities will continue as defined in the original proposal.

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; the majority 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 Trissential'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. Trissential 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 MDH's staff.



AMENDMENT #2 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2021-023

WHEREAS, the State of Minnesota, Minnesota Department of Health, has an interagency agreement identified as MAD Project Number 2021-023 (SWIFT Contract: 182930, PO: 3-78656) 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 agreement shall be amended to read:

5. Effective Dates:

This agreement is effective August 10, 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~~ August 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 Interagency Agreement, and any previous amendments, are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
By: Carmen Title: Patton- Date: Minder  Digitally signed by Carmen Patton-Minder Date: 2021.04.14 10:51:30 -05'00'	By: Renda E Title: Rappa Date: Rappa  Digitally signed by Renda E Rappa Date: 2021.04.14 10:54:20 -05'00'

Addendum 1



RFP RESPONSE:

MDH HRD SOLICITATION

Prepared by:
Cindy San Hamel, Account Executive
Pam DeGrote, Senior Business Consulting Manager
November 30, 2020



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MINNEAPOLIS, MN 55391

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BACKGROUND

Due to the continued public health emergency, MDH requires additional and continuing HR support from Trisential to provide project management support to restructure and staff new program areas as a result of recent legislative mandates and responding to the COVID-19 response. As MDH staff are presently reassigned by 60%+ and hundreds of HR transactions from ongoing reassignments and redeployments are in need of being planned and processed to respond to the statewide pandemic and filling priority positions critical to the operations of the agency, extension of contractual support is required to supplement our HR capacity.

OUR UNDERSTANDING

The Minnesota Department of Health (MDH) currently has a Trisential Management Consultant, Erik Larson, working in this capacity. The purpose of this proposal is to seek additional funding that will allow Erik to continue this work and adding additional responsibilities to the current work he has been doing. Erik will continue to help plan and implement an urgent priority within their Human Resource Management and a number of divisional new staffing needs and plans: HRD, IDEPC, and SEOC. The primary project background and priorities are as follows:

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Deliverables should include the following:

- Documented staffing plan broken into priorities/phases of hiring
- Progress reporting against staffing plan
- Communication liaison between division and HRM
- Project Management (issues, decisions, planning, tracking, progress reporting, etc)

SEOC

Due to the continued public health emergency, the agency has determined the need to create a temporary, but not reassigned/redeployed, team for the SEOC. Creating the section requires both project management and detailed staffing plans. This consultant will continue to drive the planning and alignment between the SEOC leadership and HRM.

Deliverables should include the following:

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- Progress reporting against staffing plan
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OUR APPROACH

Following a similar process as HRD, the IDEPC and SEOC staffing needs and planning were started within the last couple of months. The activity, approach, and process is very consistent across this type of work and therefore natural for the consultant to partner with these two additional areas and drive the results. Keeping Erik engaged will bring consistency and continuity to these initiatives.

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- Labor Relations
- Training
- Change Management / Change Leadership

Additionally the consultant will project manage the following initiatives:

- Implementation of an Employee Engagement program
- Implementation of the Labor Soft application for Labor Relations Service Unit

DELIVERABLES

Based on approved priorities:

- Staffing plan and/or staffing support plan
- Risk and issue tracking
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It is estimated that Erik's current contract hours will take him through January 8th. Based on the available funding, There will be an additional 871 hours added to the current workorder and the end date will remain ~~June 30~~, August 31, 2021.

COST

Resource	Capacity	Rate	Cost
Erik	871 hours	\$140/hour	\$121,940

- 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 December 7, 2020

Estimate Project start – January 11, 2021

Project completion – ~~June 30~~ August 31, 2021

Roles and responsibilities will continue as defined in the original proposal.

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; the majority 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

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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 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-A, 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:

Up to ~~1,571~~ 1,667 hours at a rate of \$140.00 per hour for services provided by Erik Larson, 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 ~~\$227,940.00~~ \$241,380.00.

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: Jeffery J. Colonna Title: Colonna Date: 11:21:36 -05'00' Digitally signed by Jeffery J. Colonna Date: 2021.05.27	By: Renda E Rappa Title: Rappa Date: 16:47:38 -05'00' Digitally signed by Renda E Rappa Date: 2021.05.27

Addendum 1-A



RFP RESPONSE:

MDH HRD SOLICITATION

Prepared by:
Cindy San Hamel, Account Executive
Pam DeGrote, Senior Business Consulting Manager
November 30, 2020



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BACKGROUND

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OUR UNDERSTANDING

The Minnesota Department of Health (MDH) currently has a Trisential Management Consultant, Erik Larson, working in this capacity. The purpose of this proposal is to seek additional funding that will allow Erik to continue this work and adding additional responsibilities to the current work he has been doing. Erik will continue to help plan and implement an urgent priority within their Human Resource Management and a number of divisional new staffing needs and plans: HRD, IDEPC, and SEOC. The primary project background and priorities are as follows:

HRD

HRD redesign and Licensing and Certification program legislative expansion requires critical project management support from Human Resources Management (HRM) to manage the logistics of hiring and onboarding a significant number of new employees while reassigning some existing employees to new roles. MDH is seeking a consultant to facilitate an effective partnering between HRM and HRD to ensure a smooth and effective transition from HRD's existing organizational structure to the new organizational structure (Redesign). A facilitated coordination of HRM operational procedures with the change management needs for HRD need to be orchestrated to ensure new and existing employees clearly understand their roles and responsibilities. This requires a well-designed plan(s) with defined sequential interdependencies and a detailed schedule to effectively implement and communicate a smooth transition. The onboarding of more than 100 newly designed positions within the state system complicates the organizational change and will require a training plan for the impacted employees.

Deliverables should include the following:

- Ensure tasks and outcomes align between HRD and HRM
- Ensure there is a current staffing roster for mapping existing and new staff to the new organizational redesign
- Identify and coordinate the HRM tasks for over/under staffing levels and align with labor contract seniority rights and notification requirements
- Facilitate change management communications (e.g. union, staff, agency leadership, etc.)
- Ensure new and reassigned employees are properly trained and informed of their new roles and responsibilities
- Plan, implement, and manage change management practices throughout the transition phase

IDEPC

Due to the continued public health emergency, the agency has determined the need to create a new section with the IDEPC division. Creating the section requires both project management and detailed staffing plans. This consultant will continue to drive the planning and alignment between the IDEPC leadership and HRM.

Deliverables should include the following:

- Documented staffing plan broken into priorities/phases of hiring
- Progress reporting against staffing plan
- Communication liaison between division and HRM
- Project Management (issues, decisions, planning, tracking, progress reporting, etc)

SEOC

Due to the continued public health emergency, the agency has determined the need to create a temporary, but not reassigned/redeployed, team for the SEOC. Creating the section requires both project management and detailed staffing plans. This consultant will continue to drive the planning and alignment between the SEOC leadership and HRM.

Deliverables should include the following:

- Documented staffing plan broken into priorities/phases of hiring
- Progress reporting against staffing plan
- Communication liaison between division and HRM
- Project Management (issues, decisions, planning, tracking, progress reporting...etc)

OUR APPROACH

Following a similar process as HRD, the IDEPC and SEOC staffing needs and planning were started within the last couple of months. The activity, approach, and process is very consistent across this type of work and therefore natural for the consultant to partner with these two additional areas and drive the results. Keeping Erik engaged will bring consistency and continuity to these initiatives.

Specifically, the consultant will coordinate all activities for the following aspects of the three areas undergoing large scale staffing changes:

- Staffing
- Labor Relations
- Training
- Change Management / Change Leadership

Additionally the consultant will project manage the following initiatives:

- Implementation of an Employee Engagement program
- Implementation of the Labor Soft application for Labor Relations Service Unit

DELIVERABLES

Based on approved priorities:

- Staffing plan and/or staffing support plan
- Risk and issue tracking
- Communication plan (including Labor Relations specific communications needed)
- Training plan, potentially a change management plan instead
- Biweekly or monthly progress reporting

RESOURCE PLAN

It is estimated that Erik’s current contract hours will take him through January 8th. Based on the available funding, There will be an additional ~~871~~ 967 hours added to the current workorder and the end date will remain August 31, 2021.

COST

Resource	Capacity	Rate	Cost
Erik	871 <u>967</u> hours	\$140/hour	\$121,940 <u>\$135,380</u>

- 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 December 7, 2020
 Estimate Project start – January 11, 2021
 Project completion – August 31, 2021

Roles and responsibilities will continue as defined in the original proposal.

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; the majority 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 Trissential'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. Trissential 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 MDH's staff.

1. Services to be Performed:

The Division agrees that through its Master Contract with The Improve Group the Division will sub-contract with The Improve Group 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 & Development: Renda Rappa Requesting Agency: Leah Zoladkiewicz

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 for services provided by The Improve Group in accordance to the deliverables identified in Exhibit A, including up to \$43,454.00 in expenses incurred. 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 \$257,053.00.

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 agreed-upon and approved deliverables/services 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 December 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 Leah Zoladkiewicz. 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.

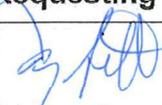
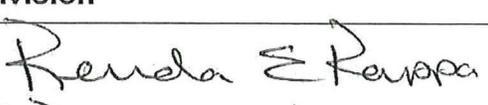
10. State Audit:

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:  Title: Deputy Ass't Comm. CST Date: 12-19-19	By:  Title: Business Manager Date: Dec 12, 2019

The **Improve** Group

Exhibit A

Leah Zoladkiewicz
Human Services Program Consultant and Waiver Policy & HCBS Settings Rule Lead
Minnesota Department of Human Services

December 3, 2019

Dear Leah,

Thank you very much for the opportunity to revise our scope to include an alignment with the transformational goals of the Disability Services Division (DSD). We are pleased to consider this more wholistic approach from a communications and engagement perspective. The following content is slightly adapted to reflect this change. Please let us know if you need any additional information or clarification.

KEY PRIORITIES

We understand that the Department would benefit from an independent consultant to implement an outreach and engagement plan for the Waiver Reimagine project. During our call, we heard that the main purposes of this communications and engagement process are to inform stakeholders of the coming improvements to Minnesota's disability waiver programs and to engage stakeholders to solicit feedback both about the changes and how we communicate them. The Improve Group would be honored to bring our years of experience partnering with people receiving services, guardians, providers, lead agencies, advocacy organizations, and the Department on similar communications and engagement projects to support you in this work.

We understand that the Department is in the first phase of the Waiver Reimagine project. We were excited to hear during our call that the Department's goal is to have federal approval to consolidate the four current waiver programs into two new waiver programs by December 2020. Though we know the Waiver Reimagine project will result in more responsive, flexible, and streamlined programs for people with disabilities, we recognize that effective education and authentic engagement about these improvements will be critical to understanding and allaying concerns about changes to crucial services.

We heard from the Department that a key priority will be reaching as many stakeholders as possible. We know that it will be important to educate stakeholders through multiple channels to ensure people have accurate information about the benefits of the upcoming changes. This means making sure that we communicate frequently from the start: Seeking buy-in and highlighting the benefits of the system changes from the beginning will help to calm fears right away. We appreciated the Department's insight that it makes sense to first start communicating with lead agencies to ensure they are immediately well-informed. Further, the Department's emphasis on

clear and accessible communications came through during our conversation. We were struck by your comment that the Department wants marketing materials to be simple and understandable, just as the waiver service system should be. Clarity is the fundamental goal of every communications project we undertake, from the HCBS provider toolkit to our messaging about the Olmstead Quality of Life Survey.

We also share the Department's commitment to reaching underrepresented communities and communities it has not successfully reached in the past. Over our nearly 20-year history, The Improve Group has supported efforts to create a more inclusive, supportive environment in which all people—but particularly those from vulnerable or underserved communities—can flourish. We are excited about the opportunity to partner with the Department on innovative methods to communicate with stakeholders who will benefit from these waiver system improvements.

During our conversation, we also heard several stakeholder engagement priorities based on past successes. This includes providing opportunities for people to comment early and often; facilitating in-person engagement in every region of the state, as well as the metro area; communicating materials ahead of time to allow people to prepare for engagement opportunities; and facilitating a variety of stakeholder groups in one engagement to allow all stakeholders to hear from each other. We also noted that the Department has considered stakeholder engagement opportunities outside of formal in-person meetings and processes. This is an exciting prospect that we explore further below. We learned, too, that the Department believes it is important to consider and acknowledge all perspectives, using a parking lot system to circle back and track unanswered questions so they do not get lost.

Alignment with Statewide Transformational Goals

Finally, we recognize that the Disability Services Division (DSD) is currently engaged in transformational change in its services and support for people that use services, their providers, and lead agencies across programs and funding sources. These changes share the common goals of:

- simplifying information in order to ensure people have the right information to support informed choices about their lives in the community
- transparency and equity in funding and available resources
- focus on supporting meaningful participation in community life.

This transformational change for DSD works in concert with many other efforts (include Waiver Reimagine) to promote a statewide system that leads to person-centered outcomes and the ability for people to live their best lives, on their own terms. Additional efforts across the system that support these transformational goals include:

- MNCHOICES efficiencies
- Employment First Policies, including the addition of new employment waived services, as well as work and benefits counseling
- Updates to the user interface for Disability Hub MN
- Ongoing implementation of the positive supports rule

- Community First Services and Supports (PCA re-design)
- Housing Benefits 101; future implementation of state plan housing stabilization and support services
- Case Management Re-design

So, while Waiver Reimagine will be our primary focus in our community engagement and stakeholder communications, we know that framing Waiver Reimagine as a major strategy to support DSD's overall transformational goals will be essential to the project's success.

We will align messaging and engagement strategies to ensure that the Waiver Reimagine communications are presented in the context of DSD and DHS's other transformational efforts. These alignment activities may include attending division strategic communication meetings, working collaboratively with division staff and other communication contractors, and related activities.

We look forward to learning more about the statewide transformational goals and ensuring that our messaging and engagement efforts are in alignment. To this end, we have incorporated some additional time in our inception phase to ensure our team is well versed in these efforts.

SUGGESTED APPROACH

The Improve Group has the expertise and capacity to partner with your team on Waiver Reimagine communications and outreach from December 2019 to December 2020, and into the future. Our foundational experience supporting Minnesota's HCBS programs (and its earlier iterations) since 2006 and a background working closely with people receiving services, guardians, providers, and advocacy groups on more recent projects, such as the multi-year Olmstead Quality of Life Survey, will inform our approach to this work. We will also draw on our partnership with the Department to better communicate about the Elderly Waiver program as we collaborate with you on this project.

In recent years, we have adopted principles from person-centered thinking and planning, cultural responsiveness, and meaningful community engagement to develop a **community-responsive approach** that is infused in all our work. For this project, you will see this approach evidenced by:

- A three-phase approach to engagement: **informing** stakeholders about the waiver service system improvements; soliciting **feedback** about the changes; and returning to stakeholders with **next steps** to communicate what is going to happen due to their feedback. Through this responsive approach, we recognize stakeholders and community members as experts and look to them to help us understand realities on the ground while also valuing their time and energy by explaining clearly the results of their work once we are done.
- A three-phase approach to communications that parallels the project's engagement arc, with a focus on quarterly updates to stakeholders to ensure we are regularly providing information and responsively updating our communications based on feedback received through the engagement process. We are also suggesting a multi-tiered communications

framework that transitions over the course of the project from mass marketing to more targeted (e.g., from mass direct mail to partnering with community organizations that work with underserved communities).

- Outreach and engagement efforts that rely on trusted messengers—such as affected stakeholders—to deepen buy-in and propel change. For example, drawing on our experience administering the Olmstead Quality of Life survey, we will consider partnering with people receiving services to act as community liaisons, facilitate engagement sessions, and design and participate in our marketing materials.
- Reaching and engaging communities of color and underserved populations by partnering with community-based organizations (e.g. advocacy groups, culturally-based, etc.) to help us engage and connect with people who might not attend a formal feedback meeting because they have to work, take care of a loved one, or do not feel comfortable with the process. Additionally, our engagement of stakeholders in greater Minnesota includes holding two-thirds of meetings outside the metro area and implementing a virtual feedback process that opens up input from people who are unable to travel.
- Raising up stakeholders as experts by seeking community and stakeholder insights for building and implementing innovative communications products and strategies. This could include postcards with stakeholder stories, engaging liaisons to do outreach to social media groups of people receiving services and their guardians and using snowball sourcing to constantly hone and expand ways to communicate and reach stakeholders

Attached below, we have included our suggested activities, along with some detail on how we are scoping these activities for purposes of estimating the costs. We would welcome the opportunity to work with you to design the outreach and engagement that best fits your specifications and budget.

Thank you so much for considering The Improve Group for this important work! We are excited to continue building on our long partnership to further support the use of person-centered practices in Minnesota. Please let us know what questions emerge as you review this proposal.

Sincerely,

Maria T. Moeller, M.P.A.
Chief Marketing Officer
MariaM@theimprovegroup.com | 651-333-4555

SUGGESTED ACTIVITIES & ESTIMATES

In the following tables, we have included our suggested activities, along with some detail on how we are scoping these activities for purposes of estimating the costs. Please note that most of these activities have several variables that affect the cost; we anticipate collaborating with you to further refine the overall scope and priorities. And while we have presented an estimate that is within your \$250k budget (\$249,053), we have itemized the activities so that you can review them as a menu of options as well (particularly the expenses). For example, you may decide that you want to distribute more than one postcard and to offset those costs, perhaps you would reduce the number of stakeholder engagements. We also understand that there may be some resources within the Department that could affect the scope of these activities and estimates.

Estimate of consulting time for these activities:

Phase	Activity	Estimate
Inception	<ul style="list-style-type: none"> Kick-off meeting Project familiarization for full team (includes Waiver Reimagine and statewide transformational goals) Develop project work plan 	\$15,581
	<ul style="list-style-type: none"> Design in-person stakeholder engagement approach for each phase: inform, feedback, updates; events will be based on the same framework and similar across regions/audiences with some modifications in data collection Design alternative to in-person engagement (virtual) Design outreach approaches for in-person and virtual engagements 	\$13,420
	<ul style="list-style-type: none"> Communications and branding workshop to review existing branding, hone messages, define audiences, sketch timing of communications plan Develop and finalize communications plan Develop and finalize brand, with style guides 	\$10,513
Stakeholder Engagement Events	<ul style="list-style-type: none"> Conduct outreach and recruitment (this could be shifted to DHS for cost savings) Conduct 24 in-person and virtual stakeholder engagements; pace is 2/month; 1 meeting/quarter is virtual; 18 meetings will be in Greater MN Handle prep, set-up and follow-up for all events 	\$73,892
	<ul style="list-style-type: none"> Summarize feedback and provide monthly progress reports, including summary of events, feedback received, communications activities, successes/challenges, and next steps Conduct findings meetings at the end of each phase (3) Incorporate feedback and input into format that is usable for federal reporting needs 	\$43,002
	<ul style="list-style-type: none"> Phase 1: Awareness building; opportunity for engagement Develop 2-3 minute introduction video with DHS staff 	\$10,099

	<ul style="list-style-type: none"> • Develop introduction content for DHS website, social media, email communications (e.g. other state agencies, advocacy groups), letters to partners, etc. • Develop content for marketing tool kit for lead agencies and providers to use in their own organizations as well as with the people they serve (scoped to include introduction letter, templates, infographics, etc.) • Develop content for postcards to people (and guardians) receiving waivers • Develop content for general flyer to distribute to community partners 	
	<p>Phases 2 & 3: Update on process; highlight feedback; more opportunities for engagement</p> <ul style="list-style-type: none"> • Update information on communications channels (learning from engagements about new ways to reach) • Update content for DHS website, social media, email communications, letters to partners, etc. • Update content for general flyer to distribute to community partners 	\$10,314
Project Management	<ul style="list-style-type: none"> • Regular meetings with the Department • Communications regarding budget and progress on project 	\$28,778
Total		\$205,599

Estimate of expenses for these activities:

Type of Expense	Activity	Estimate
Travel	IG travel to 18 events in Greater Minnesota, includes mileage, meal per diem and some hotel expenses	\$5,304
Design Services	Branding and design elements: Develop 3 concepts, including a logo, establish style guides, and develop templates for various communications	\$4,000
	Design 3 postcards (for different phases and/or for different audiences)	\$2,500
	Design flyers and infographics for tool kit and community partners	\$4,000
Video Production	Produce a 2-3 minute video to introduce project, suggested with 1-3 talking heads (DHS staff); assumes ½ day filming with small crew, working from IG script, no custom animations (IG will handle accessibility)	\$3,000
Mailings	Print, address, and postage for 40,000, 5x7" postcards, full color, gloss finish	\$13,200
	Print, address, collate, and postage for 4,500 toolkits; 9x12 envelope with message on outside; assumes 4-page letter, 2 one-sided, full color flyer and infographic	\$7,500
Admin Fee		\$3,950
Total		\$43,454

**AMENDMENT to INTERAGENCY AGREEMENT
 for MANAGEMENT ANALYSIS and DEVELOPMENT
 SERVICES AGREEMENT NUMBER 2020-125**

WHEREAS, the State of Minnesota, **Department of Human Services**, has an interagency agreement identified as **2020-125 (Contract: 170769, Order: 3-75009)** 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** of the original contract shall be amended to read:

1. Services to be Performed:

The Division agrees that through its Master Contract with The Improve Group the Division will sub-contract with The Improve Group to provide the services identified in Exhibit A and Exhibit B, which reflects an updated payment schedule and deliverables, which is both are attached and incorporated into this agreement.

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, DSD Date: 4/20/20	By:  Title: Director Date: 3-18-2020

EXHIBIT B: CONTRACT AMENDMENT

This contract amendment includes an updated payment schedule. There is no change in timeline and no change in budget.

Start Date: December 19, 2019

End Date: December 31, 2020

Fee: \$249,053

Fee Schedule: Milestone + expenses

Tasks	Dates	Deliverable	Payment Schedule
Inception:	January - February 2020	Project work plan	\$15,581 Upon receipt of project work plan
<ul style="list-style-type: none"> Kick-off meeting Project familiarization for full team (includes Waiver Reimagine and statewide transformational goals) Develop project work plan 			
Stakeholder engagement design:	February - March 2020	Stakeholder engagement plan	\$13,420 Upon receipt of stakeholder engagement plan
<ul style="list-style-type: none"> Design in-person stakeholder engagement approach for each phase: inform, feedback, updates; events will be based on the same framework and similar across regions/audiences with some modifications in data collection Design alternative to in-person engagement (virtual) Design outreach approaches for in-person and virtual engagements 			
Communications planning:	February - March 2020	Communications plan; finalized brand and style guide	\$10,513 Upon receipt of communications plan and brand and style guide
<ul style="list-style-type: none"> Communications and branding workshop to review existing branding, hone messages, define audiences, sketch timing of communications plan Develop and finalize communications plan Develop and finalize brand, with style guides 			
Phase 1 stakeholder engagement:	March - May 2020	Phase 1 summary report	\$29,220

Upon receipt of phase 1 summary report

- Conduct outreach, recruitment, and facilitation for 6 engagement as described in project work plan
- Handle prep, set-up and follow-up for all events
- Draft Phase 1 summary report, including summary of events, feedback received, communications activities, successes/challenges, and next steps
- Conduct Phase 1 findings meeting

March - May 2020 Phase 1 \$10,099

communications materials

Upon receipt of final Phase 1 communications materials

Communications Phase 1:

- Develop 2-3 minute introduction video with DHS staff
- Develop introduction content for DHS website, social media, email communications (e.g. other state agencies, advocacy groups), letters to partners, etc.
- Develop content for marketing tool kit for lead agencies and providers to use in their own organizations as well as with the people they serve (scoped to include introduction letter, templates, infographics, etc.)
- Develop content for postcards to people (and guardians) receiving waivers
- Develop content for general flyer to distribute to community partners

June 2020 Phase 2 \$5,157

communications materials

Upon receipt of Phase 2 communications materials

Communications Phase 2:

- Update information on communications channels (learning from engagements about new ways to reach)
- Update content for DHS website, social media, email communications, letters to partners, etc.
- Update content for general flyer to distribute to community partners

June - August - Phase 2 summary \$58,440

report

Upon receipt of phase 3 summary report

Phase 2 stakeholder engagement:

- Conduct outreach, recruitment, and facilitation for 12 engagement as described in project work plan
- Handle prep, set-up and follow-up for all events

<ul style="list-style-type: none"> Draft Phase 2 summary report, including summary of events, feedback received, communications activities, successes/challenges, and next steps Conduct Phase 2 findings meeting 	August - September 2020	Phase 3 communications materials	\$5,157
Communications Phase 3:			
<ul style="list-style-type: none"> Update information on communications channels (learning from engagements about new ways to reach) Update content for DHS website, social media, email communications, letters to partners, etc. Update content for general flyer to distribute to community partners 	September - November 2020	Phase 3 summary report	\$29,234
Phase 3 stakeholder engagement:			
<ul style="list-style-type: none"> Conduct outreach, recruitment, and facilitation for 12 engagement as described in project work plan Handle prep, set-up and follow-up for all events Draft Phase 3 summary report, including summary of events, feedback received, communications activities, successes/challenges, and next steps Conduct Phase 3 findings meeting Incorporate feedback and input into format that is usable for federal reporting needs 	September - November 2020	Phase 3 summary report	\$29,234
Project management:			
<ul style="list-style-type: none"> Regular meetings with the Department Communications regarding budget and progress on project 	January - December 2020	Meeting notes	\$28,778
Total personnel costs			Upon receipt of final meeting notes \$205,599

Estimated Project Expenses

Type of Expense	Activity	Estimated Cost
Travel	IG travel to 18 events in Greater Minnesota, includes mileage, meal per diem and some hotel expenses	\$5,304

Type of Expense	Activity	Estimated Cost
Design Services (branding and design))	Branding and design elements: Develop 3 concepts, including a logo, establish style guides, and develop templates for various communications	\$4,000
Design Services (postcards)	Design 3 postcards (for different phases and/or for different audiences)	\$2,500
Design Services (toolkit)	Design flyers and infographics for tool kit and community partners	\$4,000
Video Production	Produce a 2-3 minute video to introduce project, suggested with 1-3 talking heads (DHS staff); assumes ½ day filming with small crew, working from IG script; no custom animations (IG will handle accessibility)	\$3,000
Mailings (postcards)	Print, address, and postage for 40,000, 5x7" postcards, full color, gloss finish	\$13,200
Mailings (toolkits)	Print, address, collate, and postage for 4,500 toolkits; 9x12 envelope with message on outside; assumes 4-page letter, 2 one-sided, full-color flyer and infographic	\$7,500
Admin Fee		\$3,950
Total Expenses		\$43,454

AMENDMENT #2 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2020-125

WHEREAS, the State of Minnesota, **Department of Human Services**, has an interagency agreement identified as **2020-125 (Contract: 170769, Order: 3-75009)** 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 contract shall be amended to read:

1. Services to be Performed:

The Division agrees that through its Master Contract with The Improve Group the Division will sub-contract with The Improve Group to provide the services identified in Exhibit A, Exhibit B and Exhibit C, which reflects an updated payment schedule and deliverables, ~~both~~ all are 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:

The Division will invoice for services provided by The Improve Group in accordance to the deliverables identified in Exhibit A C, including up to ~~\$43,454.00~~ \$19,250.00 in expenses incurred. 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 \$257,053.00.

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 agreed-upon and approved deliverables/services 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:

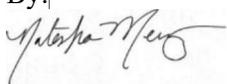
1. REQUESTING AGENCY	2. DIVISION
<p>By: </p> <p>Title: Disability Services Division, Director</p> <p>Date: 10/13/2020</p>	<p>By: Renda E Rappa</p> <p>Title: Digitally signed by Renda E Rappa</p> <p>Date: Rappa Date: 2020.09.03 13:33:59 -05'00'</p>

EXHIBIT C: CONTRACT AMENDMENT

This contract amendment includes an updated payment schedule. There is no change in timeline and no change in budget.

Start Date: December 19, 2019

End Date: December 31, 2020

Fee: \$249,053

Fee Schedule: Milestone + expenses

Tasks	Dates	Deliverable	Payment Schedule
<p>Inception:</p> <ul style="list-style-type: none"> Kick-off meeting Project familiarization for full team (includes Waiver Reimagine and statewide transformational goals) Develop project work plan 	January – February 2020	Project work plan	\$15,581 Upon receipt of project work plan
<p>Stakeholder engagement design:</p> <ul style="list-style-type: none"> Design in-person stakeholder engagement approach for each phase: inform, feedback, updates; events will be based on the same framework and similar across regions/audiences with some modifications in data collection Design alternative to in-person engagement (virtual) Design outreach approaches for in-person and virtual engagements 	February – March 2020	Stakeholder engagement plan	\$13,420 Upon receipt of stakeholder engagement plan
<p>Communications planning:</p> <ul style="list-style-type: none"> Communications and branding workshop to review existing branding, hone messages, define audiences, sketch timing of communications plan Develop and finalize communications plan Develop and finalize brand, with style guides 	February – March 2020	Communications plan; finalized brand and style guide	\$10,513 Upon receipt of communications plan and brand and style guide
<p>Stakeholder engagement survey:</p>	May – June 2020	Final survey materials; Survey	\$9,374

<ul style="list-style-type: none"> • Design a short, 5-minute survey to assess stakeholders' capacity and interest in participating in stakeholder engagement activities. • Prepare the survey and invitation materials to be distributed by DHS • Monitor survey response rates and respond to stakeholder questions about the survey • Analyze the survey data and provide summary report describing the results and recommendations for engagement activities • Present recommendations to DHS 	<p>data summary and engagement recommendations</p>	<p>Upon receipt of survey data summary and engagement recommendations</p>
<ul style="list-style-type: none"> • Baseline Communications Products: • Revise communications workplan • Revise and finalize visual brand and written style guide • Develop script for 2-3 minute introduction video with DHS staff • Develop content for one-page introductory flyer to be used with all audiences • Develop introduction content for DHS website, social media, and email communications • Develop initial content for marketing tool kit for lead agencies, providers, and advocacy organizations 	<p>Baseline communications materials</p>	<p>\$9,436 Upon receipt of final baseline communications products</p>
<ul style="list-style-type: none"> • Stakeholder engagement Event 1a & 1 b • Develop pre-event topic summary, outreach materials, pre-event survey, and registration form • Develop and administer a 15-20 minute pre-event survey about the event topic • Analyze pre-event survey data and present results to DHS leads to inform final event design • Conduct outreach, recruitment, and facilitation for two virtual engagement events (up to 50 participants per event) • Collaborate with DHS leads to develop event content including presentation materials, event protocols, and handouts • Handle prep, set-up and follow-up for all events; work with DHS to ensure appropriate accommodations are provided 	<p>Survey summary results; event facilitation; post-engagement brief</p>	<p>\$27,586 Upon receipt of Post-engagement brief</p>

<ul style="list-style-type: none"> Analyze event data and present findings to DHS leads during a post-event meeting Post-engagement brief including summary of events, feedback received, communications activities, successes/challenges, and next steps 			
<p>Stakeholder engagement Event 2</p> <ul style="list-style-type: none"> Update communications content to reflect learnings from previous stakeholder engagement event Develop pre-event topic summary, outreach materials, pre-event survey, and registration form Develop and administer a 15-20 minute pre-event survey about the event topic Analyze pre-event survey data and present results to DHS leads to inform final event design Conduct outreach, recruitment, and facilitation for one virtual engagement event (up to 50 participants) Collaborate with DHS leads to develop event content including presentation materials, event protocols, and handouts Handle prep, set-up and follow-up for all events; work with DHS to ensure appropriate accommodations are provided Analyze event data and present findings to DHS leads during a post-event meeting Post-engagement brief including summary of events, feedback received, communications activities, successes/challenges, and next steps 	<p>August – September 2020</p>	<p>Survey summary results; event facilitation; post-engagement brief</p>	<p>\$27,586 Upon receipt of Post-engagement brief</p>
<p>Stakeholder engagement Event 3</p> <ul style="list-style-type: none"> Update communications content to reflect learnings from previous stakeholder engagement event Develop pre-event topic summary, outreach materials, pre-event survey, and registration form Develop and administer a 15-20 minute pre-event survey about the event topic 	<p>September – October 2020</p>	<p>Survey summary results; event facilitation; post-engagement brief</p>	<p>\$27,586 Upon receipt of Post-engagement brief</p>

<ul style="list-style-type: none"> Analyze pre-event survey data and present results to DHS leads to inform final event design Conduct outreach, recruitment, and facilitation for one virtual engagement event (up to 50 participants) Collaborate with DHS leads to develop event content including presentation materials, event protocols, and handouts Handle prep, set-up and follow-up for all events; work with DHS to ensure appropriate accommodations are provided Analyze event data and present findings to DHS leads during a post-event meeting Post-engagement brief including summary of events, feedback received, communications activities, successes/challenges, and next steps 			
<p>Stakeholder engagement Event 4</p> <ul style="list-style-type: none"> Update communications content to reflect learnings from previous stakeholder engagement event Develop pre-event topic summary, outreach materials, pre-event survey, and registration form Develop and administer a 15-20 minute pre-event survey about the event topic Analyze pre-event survey data and present results to DHS leads to inform final event design Conduct outreach, recruitment, and facilitation for one virtual engagement event (up to 50 participants) Collaborate with DHS leads to develop event content including presentation materials, event protocols, and handouts Handle prep, set-up and follow-up for all events; work with DHS to ensure appropriate accommodations are provided Analyze event data and present findings to DHS leads during a post-event meeting Post-engagement brief including summary of events, feedback received, communications activities, successes/challenges, and next steps 	<p>September – November 2020</p>	<p>Survey summary results; event facilitation; post-engagement brief</p>	<p>\$27,586 Upon receipt of Post-engagement brief</p>

<p>Stakeholder engagement Event 5</p> <ul style="list-style-type: none"> Update communications content to reflect learnings from previous stakeholder engagement event Develop pre-event topic summary, outreach materials, pre-event survey, and registration form Develop and administer a 15-20 minute pre-event survey about the event topic Analyze pre-event survey data and present results to DHS leads to inform final event design Conduct outreach, recruitment, and facilitation for one virtual engagement event (up to 50 participants) Collaborate with DHS leads to develop event content including presentation materials, event protocols, and handouts Handle prep, set-up and follow-up for all events; work with DHS to ensure appropriate accommodations are provided Analyze event data and present findings to DHS leads during a post-event meeting Post-engagement brief including summary of events, feedback received, communications activities, successes/challenges, and next steps Final engagement summary report describing overall engagement activities, success, challenges, lessons learned, and recommendations for future engagement cycles (10-14 pages) 	<p>October – December 2020</p>	<p>Survey summary results; event facilitation; post-engagement brief</p>	<p>\$32,357 Upon receipt of Post-engagement brief</p>
<p>Project management:</p> <ul style="list-style-type: none"> Regular meetings with the Department Communications regarding budget and progress on project 	<p>January – December 2020</p>	<p>Meeting notes</p>	<p>\$28,778 Upon receipt of final meeting notes</p>
<p>Total personnel costs</p>			<p>\$229,803</p>

Estimated Project Expenses

Type of Expense	Activity	Estimated Cost
Design Services (branding and design)	Branding and design elements: Develop 3 concepts, including a logo, establish style guides, templates for various communications; design flyers and infographics	\$8,000
Incentives for participants	Provide incentives for people and families who participate in community engagement events.	\$9,500
Admin Fee		\$1,750
Total Expenses		\$19,250



AMENDMENT #3 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2020-125

WHEREAS, the State of Minnesota, **Department of Human Services**, has an interagency agreement identified as **2020-125 (Contract: 170769, Order: 3-75009)** 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 agreement shall be amended to read:

1. Services to be Performed:

The Division agrees that through its Master Contract with The Improve Group the Division will sub-contract with The Improve Group to provide the services identified in Exhibit A, Exhibit B, ~~and~~ Exhibit C, and Exhibit D which reflects an updated payment schedule and deliverables, all are 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:

The Division will invoice for services provided by The Improve Group in accordance to the deliverables identified in Exhibit A ~~and D~~, including up to ~~\$19,250.00~~ \$12,056.00 in expenses incurred. 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 \$257,053.00.

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 agreed-upon and approved deliverables/services 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 ~~December 31, 2020~~ June 30, 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:

1. REQUESTING AGENCY	2. DIVISION
<p>By: <i>Natasha Merry</i> <small>A3A10D0F8C444DD...</small></p> <p>Title:</p> <p>Date: 12/31/2020</p>	<p>By: <i>Renda E Rappa</i></p> <p>Title: <i>Business Manager</i></p> <p>Date: <i>Dec 24, 2020</i></p>

EXHIBIT D: CONTRACT AMENDMENT

This contract amendment includes an updated payment schedule and timeline. There is no change in budget.

Start Date: December 19, 2019

End Date: ~~December 30, 2020~~ June 30, 2021

Fee: \$249,053

Fee Schedule: Milestone + expenses

Tasks	Dates	Deliverable	Payment Schedule
<p>Inception:</p> <ul style="list-style-type: none"> Kick-off meeting Project familiarization for full team (includes Waiver Reimagine and statewide transformational goals) Develop project work plan 	January – February 2020	Project work plan	\$15,581 Upon receipt of project work plan
<p>Stakeholder engagement design:</p> <ul style="list-style-type: none"> Design in-person stakeholder engagement approach for each phase: inform, feedback, updates; events will be based on the same framework and similar across regions/audiences with some modifications in data collection Design alternative to in-person engagement (virtual) Design outreach approaches for in-person and virtual engagements 	February – March 2020	Stakeholder engagement plan	\$13,420 Upon receipt of stakeholder engagement plan
<p>Communications planning:</p> <ul style="list-style-type: none"> Communications and branding workshop to review existing branding, hone messages, define audiences, sketch timing of communications plan Develop and finalize communications plan Develop and finalize brand, with style guides 	February – March 2020	Communications plan; finalized brand and style guide	\$10,513 Upon receipt of communications plan and brand and style guide
<p>Stakeholder engagement survey:</p>	May – June 2020	Final survey materials; Survey	\$9,374

<ul style="list-style-type: none"> • Design a short, 5-minute survey to assess stakeholders' capacity and interest in participating in stakeholder engagement activities. • Prepare the survey and invitation materials to be distributed by DHS • Monitor survey response rates and respond to stakeholder questions about the survey • Analyze the survey data and provide summary report describing the results and recommendations for engagement activities • Present recommendations to DHS 		data summary and engagement recommendations	Upon receipt of survey data summary and engagement recommendations
<p>Baseline Communications Products:</p> <ul style="list-style-type: none"> • Revise communications workplan • Revise and finalize visual brand and written style guide • Develop script for 2-3 minute introduction video with DHS staff • Develop content for one-page introductory flyer to be used with all audiences • Develop introduction content for DHS website, social media, and email communications • Develop initial content for marketing tool kit for lead agencies, providers, and advocacy organizations 	July 31, 2020	Baseline communications materials	\$9,436 Upon receipt of final baseline communications products
<p>Stakeholder engagement Event 1a & 1 b</p> <ul style="list-style-type: none"> • Develop pre-event topic summary, outreach materials, pre-event survey, and registration form • Develop and administer a 15-20 minute pre-event survey about the event topic • Analyze pre-event survey data and present results to DHS leads to inform final event design • Conduct outreach, recruitment, and facilitation for two virtual engagement events (up to 50 participants per event) • Collaborate with DHS leads to develop event content including presentation materials, event protocols, and handouts • Handle prep, set-up and follow-up for all events; work with DHS to ensure appropriate accommodations are provided 	July – September 2020	Survey summary results; event facilitation; post-engagement brief	\$27,586 Upon receipt of Post-engagement brief

<ul style="list-style-type: none"> Analyze event data and present findings to DHS leads during a post-event meeting Post-engagement brief including summary of events, feedback received, communications activities, successes/challenges, and next steps 	August – September 2020	Survey summary results; event facilitation; post-engagement brief	\$27,586 Upon receipt of Post-engagement brief
<p>Stakeholder engagement Event 2</p> <ul style="list-style-type: none"> Update communications content to reflect learnings from previous stakeholder engagement event Develop pre-event topic summary, outreach materials, pre-event survey, and registration form Develop and administer a 15-20 minute pre-event survey about the event topic Analyze pre-event survey data and present results to DHS leads to inform final event design Conduct outreach, recruitment, and facilitation for one virtual engagement event (up to 50 participants) Collaborate with DHS leads to develop event content including presentation materials, event protocols, and handouts Handle prep, set-up and follow-up for all events; work with DHS to ensure appropriate accommodations are provided Analyze event data and present findings to DHS leads during a post-event meeting Post-engagement brief including summary of events, feedback received, communications activities, successes/challenges, and next steps 	September – October 2020	Survey summary results; event facilitation; post-engagement brief	\$27,586 Upon receipt of Post-engagement brief
<p>Stakeholder engagement Event 3</p> <ul style="list-style-type: none"> Update communications content to reflect learnings from previous stakeholder engagement event Develop pre-event topic summary, outreach materials, pre-event survey, and registration form Develop and administer a 15-20 minute pre-event survey about the event topic 			

<ul style="list-style-type: none"> Analyze pre-event survey data and present results to DHS leads to inform final event design Conduct outreach, recruitment, and facilitation for one virtual engagement event (up to 50 participants) Collaborate with DHS leads to develop event content including presentation materials, event protocols, and handouts Handle prep, set-up and follow-up for all events; work with DHS to ensure appropriate accommodations are provided Analyze event data and present findings to DHS leads during a post-event meeting Post-engagement brief including summary of events, feedback received, communications activities, successes/challenges, and next steps 	<p>September – November 2020</p>	<p>Survey summary results; event facilitation; post-engagement brief</p>	<p>\$27,586 Upon receipt of Post-engagement brief</p>
<p>Stakeholder engagement Event 4</p> <ul style="list-style-type: none"> Update communications content to reflect learnings from previous stakeholder engagement event Develop pre-event topic summary, outreach materials, pre-event survey, and registration form Develop and administer a 15-20 minute pre-event survey about the event topic Analyze pre-event survey data and present results to DHS leads to inform final event design Conduct outreach, recruitment, and facilitation for one virtual engagement event (up to 50 participants) Collaborate with DHS leads to develop event content including presentation materials, event protocols, and handouts Handle prep, set-up and follow-up for all events; work with DHS to ensure appropriate accommodations are provided Analyze event data and present findings to DHS leads during a post-event meeting Post-engagement brief including summary of events, feedback received, communications activities, successes/challenges, and next steps 			

<p>Stakeholder engagement follow up and summary report</p> <ul style="list-style-type: none"> Update communications content to reflect learnings from previous stakeholder engagement event Post-engagement communication with event participants brief including summary of events, feedback received, communications activities, successes/challenges, and next steps Final engagement summary report describing overall engagement activities, success, challenges, lessons learned, and recommendations for future engagement cycles (10-14 pages) 	<p>October – December 2020</p>	<p>Survey summary results; event facilitation; post-engagement brief</p>	<p>\$32,357 Upon receipt of stakeholder engagement summary report</p>
<p>Project management:</p> <ul style="list-style-type: none"> Regular meetings with the Department Communications regarding budget and progress on project <p>Postcard</p> <ul style="list-style-type: none"> Design and develop content for a postcard to people who use services and/or their families or guardians. <u>DHS to print and mail.</u> Coordination with <u>DHS about postcard messaging, development and timelines.</u> 	<p>January – December 2020 January 2021 – June 2021</p>	<p>Meeting notes <u>Postcard content and design: print-ready files</u></p>	<p>\$28,778 Upon receipt of final meeting notes \$7,194 Upon receipt of final post card</p>
<p>Total personnel costs</p>			<p><u>\$229,803</u> <u>\$236,997</u></p>

Estimated Project Expenses

Type of Expense	Activity	Estimated Cost
Design Services (branding and design)	Branding and design elements: Develop 3 concepts, including a logo, establish style guides, templates for various communications; design flyers and infographics	\$8,000 <u>\$2,800</u>
Incentives for participants	Provide incentives for people and families who participate in community engagement events.	\$9,500 <u>\$8,160</u>
Admin Fee		\$1,750 <u>\$1,096</u>
Total Expenses		<u>\$19,250</u> <u>\$12,056</u>

AMENDMENT #4 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2020-125

WHEREAS, the State of Minnesota, **Department of Human Services**, has an interagency agreement identified as **2020-125 (Contract: 170769, Order: 3-75009)** 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

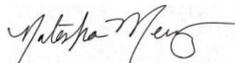
WHEREAS, Paragraph(s) **5** of the agreement shall be amended to read:

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, 2021~~ June 30, 2022, 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: Disability Services Division, Director Date: 6-30-2021	By: Renda E Rappa  Title: Digitally signed by Renda E Rappa Date: Rappa Date: 2021.06.30 08:48:50 -05'00'



MAD Project Number: 2021-050 INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES

Requesting Agency: Minnesota Department of Human ServicesMAD Contact: Renda Rappa

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

Agency: H55	Fiscal Year: 21	
Total <u>Amount</u> of Contract: \$157,520.00	Amount of Contract First FY:	
Commodity Code: 023-19-000000	Commodity Code:	Commodity Code:
Object Code: 411942	Object Code:	Object Code:
Amount:	Amount:	Amount:

Accounting Distribution 1:	Accounting Distribution 2:	Accounting Distribution 3:
Fund: 2001	Fund:	Fund:
Appr ID: H551855	Appr ID:	Appr ID:
Financial Dept ID: h5533605	Financial Dept ID:	Financial Dept ID:
Rept Catg:	Rept Catg:	Rept Catg:
Amount:	Amount:	Amount:

Processing Information: (Some entries may not apply.) Begin Date: 11/01/2020 End Date: 06/30/2021

Contract: 185460 11/06/2020 DAG
Number/Date/Entry Initials

Order: 3000081264 11/6/2020 DAG
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 Human Services – Disability Services Division (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 Public Consulting Group the Division will sub-contract with Public Consulting Group 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: Lesli Kerkhoff

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 712 hours at a rate of \$210/hour for services provided by Public Consulting Group. 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 \$157,520.00.

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 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, 2021, 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 Lesli Kerkhoff. 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:  Title: Disability Services Division, Director Date: 10/26/2020	By: Title: Renda E Rappa Date: Rappa Digitally signed by Renda E Rappa Date: 2020.10.13 15:46:59 -05'00'



Solutions that Matter

Minnesota Department of Human Services Disability Services Division

MAD Master Contract Solicitation – DSD
Organizational Transformation Contractor

October 2, 2020

Lesli Kerkhoff
444 Lafayette Rd N
Saint Paul, MN 55155

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TRANSMITTAL LETTER



Solutions that Matter

October 2, 2020

Ms. Lesli Kerkhoff
Minnesota Department of Human Services – Disability Services Division (DSD)
Lesli.kerkhoff@state.mn.us

Solicitation Title: MAD Master Contract Solicitation – DSD Organizational Transformation Contractor

Dear Ms. Kerkhoff:

The Minnesota Department of Human Services – Disability Services Division (DSD) seeks an organizational transformation contractor to help assess and analyze current systems and make recommendations to help the organization move towards its goals. Our deep knowledge in home and community-based services (HCBS) – combined with our expertise in organizational transformation, strategic communications, training, and technical assistance – makes PCG unique positioned and an ideal partner for DSD.

In this proposal, we outline our firm’s experience and our approach to this project. PCG has worked in all aspects of HCBS with government clients nationwide. Most recently, we have:

- Provided training and technical assistance support related to HCBS policy and person-centered planning, including developing, managing, and promoting large-scale training initiatives
- Provided strategic communications guidance to state human services agencies in several states

PCG also has a proven track record in organizational transformation. Our expertise in this area is grounded in Sustainable Change, PCG’s in-house model for making meaningful and lasting change in government organizations and programs. It is built upon experience, industry standards, curiosity, and imagination. Our approach considers both *processes* and *people* – we meet our clients where they are and join them in the journey forward. Recently, we have:

- Completed Business Process Redesign for clients and programs across the Human Services field
- Developed a strategic blueprint for a state office undergoing significant growth, helping guide their mission, functions, program structure, and strategic communications

We have helped numerous organizations make better management decisions using performance measurement techniques, improve business processes, improve federal and state compliance, and improve outcomes for the people they serve. PCG has also been a trusted partner for the State of Minnesota, and we look forward to the opportunity to work with the Department of Human Services again.

Please do not hesitate to contact our Engagement Manager, Sarah Salisbury, at (518) 375-2421 or ssalisbury@pcgus.com, if you have any questions about this proposal.

As Practice Area Director of Human Services, I am authorized to bind PCG contractually with this bid.

Sincerely,

A handwritten signature in black ink that reads "Kathy Fallon". The signature is fluid and cursive, written over a white background.

Kathy Fallon
Public Consulting Group, Inc.



RESTATEMENT OF THE RESPONDER'S UNDERSTANDING OF CLIENT'S NEEDS

PCG's Understanding of the Project

PCG's Understanding of DSD's Key Audiences

PCG's Understanding of DSD's Key Areas of Focus

RESTATEMENT OF THE RESPONDER'S UNDERSTANDING OF THE CLIENT'S NEEDS

PCG's Understanding of the Project

The reorganization and enhancement of a state's home and community-based service (HCBS) system to better support people with disabilities in having the community lives of their choosing is a complex and challenging task. It is challenging for the oversight agency, which needs to make sure that the system meets the requirements of the HCBS Final Rule and the needs of individuals they serve. It is also challenging for stakeholders, who must quickly respond and adapt to the changes implemented. It is easy to see why this type of effort requires a comprehensive and thoughtful approach to be successful. Minnesota DSD has taken on these challenges and at the same time has the insight to step back and have an independent/third party review and input into key next steps.

To implement this effort, Public Consulting Group, Inc. (PCG) understands that DSD is looking for a contractor that:

- Has extensive experience with organizational change and transformation, including understanding of the tools and techniques necessary to effectively drive sustainable organizational change
- Has deep knowledge of complex systems and HCBS, including HCBS waivers, the HCBS Final Rule, statewide transition plans, person-centered planning, and community integration
- Has demonstrated expertise in strategic communications, training, and technical assistance, specifically for state-level human services agencies
- Has the staff capacity and ability to quickly come up to speed on DSD's initiatives and get to work on achieving the project goals.

As our proposal demonstrates, PCG brings to the project a unique combination of subject matter expertise, technical aptitude, and strategic-thinking ability to meet these requirements and achieve the project goals. The project goals are telling of the thoughtful approach that DSD has already taken—understanding that consistency and connection are essential components of a successful change effort.

PCG's approach to change reflects that understanding. Our in-house model—**Sustainable Change™**—is a set of knowledge and tools that supports the growth, change, and revitalization of organizations and their systems. It is built upon experience, industry standards, curiosity, and imagination. Our approach takes into account both *processes* and *people*.

We have adapted best practices and put them to the test through 30+ years' experience. For example, our process analysis methodology adapts many features of Lean and Six Sigma. Our organizational assessment work is grounded in tools developed by the American Public Human Services Association (APHSA) and its Organizational Effectiveness unit. Our implementation support work draws heavily on Implementation Science as developed and championed by the National Implementation Research Network (NIRN). And our project management methodology is strongly influenced by the Project Management Book of Knowledge. While these are all contributors to our approach, we view our methodologies as a continual work in progress—we cannot preach continuous improvement to others if we do not live it ourselves.



Applying our Sustainable Change methodology to this project, we will do the following:

1. Listen to and document your goals. We will work to understand what YOU want and need, and how you define success.
2. Explore options for making these goals a reality, drawing on your insights and strengths as well as insights from our knowledge and experiences with other organizations that we have worked with.

3. Help shape solutions that feel native to your organization while drawing on the latest research and insights from others who have walked a path similar to yours.
4. Support your efforts to implement and nurture these solutions so they become sustainable.

PCG's Understanding of DSD's Key Audiences

As described in the RFP, DSD's key audiences represent the complete set of traditional "change audiences":

- Directors of the change: DSD staff
- Implementers of the change: Lead agencies and providers
- Recipients of the change: People who use services and their families

These audiences will experience the change in different ways; however, it is essential to prepare all audiences to succeed with the change. All audiences will have communication, training, and technical assistance needs. Aligning efforts in these areas will be crucial to the overall success of the change.

It is key to understand that each of these audiences have overlapping as well as unique areas of focus. It is important that we make sure that these are both given proper attention and that the areas of agreement and disagreement/divergence are thoroughly addressed, and approaches vetted to achieve understanding. Philosophical, value-based, and practical implementation must be mediated to achieve doable strategies that expand the areas of overlap and result in valued outcomes.

PCG's Understanding of DSD's Key Areas of Focus

Many of the issues described in the RFP for DSD's key areas of focus are common to human services agencies across the country. Specifically:

- Communications:
 - Communications often occur in a siloed setting, with little alignment across business areas and programs
 - Messages are technical in nature, and don't include the content needed to build change awareness and buy-in
 - Communications are delivered via outdated channels that don't always reach the intended audiences, and don't allow the sender to easily track metrics
 - Use of creative and innovative approaches to communicate are essential and should be tested and evaluated especially during times of social distancing
- Technical Assistance:
 - There is no single source for receiving technical assistance, which leads to confusion and inconsistency
 - There is an ever-increasing demand for technical assistance, with no increase in funding support
 - Quality assurance processes are not consistently applied due to inconsistency in the delivery of technical assistance
 - Approaches to the communication, provision and evaluation of technical assistance should be tailored to target groups
- Training:
 - Training availability can be inconsistent due to differences in management expectations, roles, tenure, etc.
 - The responsibility for ensuring training requirements are met is not well defined, resulting in training gaps
 - Training content is general and not always directly applicable to individuals in different types of roles

- Completion of target group specific needs assessment should be employed as an essential tool

The goals outlined for each key area in the RFP are achievable and will be further documented at the outset of the project, and consistently incorporated into all our activities and deliverables through the completion of the project. In the *List of Activities* section, we outline our approach to completing the project deliverables in alignment with this understanding.



LIST OF ACTIVITIES AND ESTIMATED COSTS AND TIMELINES

Project Approach

Phase I: Project Kick-Off

Phase II: Business Analysis

Phase III: Stakeholder Assessment

Phase IV: Recommendations

LIST OF ACTIVITIES AND ESTIMATED COSTS AND TIMELINES

Project Approach

PCG's approach to this effort is founded in our unique blend of subject matter expertise as well as deep-seated experience in stakeholder engagement and business process analysis and design. PCG has extensive knowledge of both organizational transformation and Home and Community Based Services (HCBS) waivers. The PCG team proposed for this engagement also brings experience in developing and conducting technical assistance and training related to complex human services systems including HCBS waivers. We have implemented communication efforts targeted at the wide range of stakeholder groups impacted by large scale HCBS initiatives. This knowledge and experience will inform us every step of the way as we assess and analyze the current business processes and their efficacy as well as assess stakeholders. PCG will then develop key recommendations to make these efforts successful in Minnesota.

The PCG Advantage

Well-qualified team with extensive organizational transformation consulting experience and prior state leadership backgrounds



Person-Centered Organization with long-term commitment to achieving greater self-determination and community integration for people with disabilities

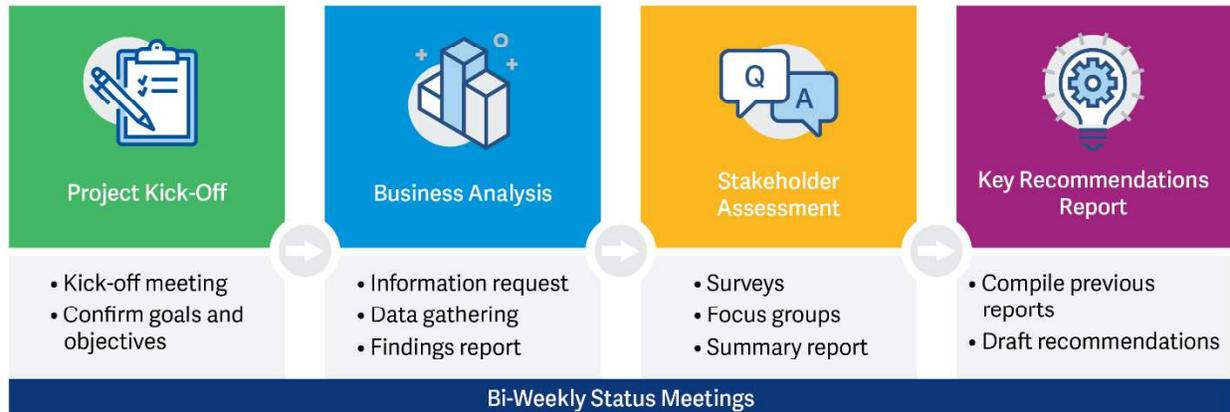
PCG's proposed team has the qualifications necessary to partner with DSD on change initiative. It includes members trained in Person-Centered Thinking and Planning as well as members who are Ambassadors for Charting the LifeCourse. Our team members are well-suited to use this knowledge to assess and then develop recommendations grounded in principles of person-centeredness. Our team also includes members certified as Prosci Change Management Practitioners—a leading international set of best practices for organizational transformation and change management.

Technical assistance, training, and communications, particularly to stakeholder groups with varying needs, can be a unique challenge even for the most clear-eyed and mission-focused organizations. It is one thing to understand the value of these activities; it is another thing entirely to conduct them in such a way that their intent is clear, understood, and achieves the desired result. PCG's team is uniquely positioned to quickly learn and understand the value of DSD's programs, goals, as well as the strengths and weaknesses in the current processes.

PCG has crafted our approach into four phases:

1. **Project Kick-Off.** This phase will provide project management as well as a transfer of knowledge.
2. **Business Analysis.** This phase will create the foundation necessary to understand the current infrastructures, business flow, existing related projects, current processes and resources, available sources of data, and feedback necessary to conduct an environmental scan.
3. **Stakeholder Assessment.** This phase will consist of a Stakeholder Assessment, including work with existing data and outreach to additional audiences such as individuals receiving services and their families, providers, lead agencies and other DSD staff.
4. **Key Recommendations Report.** The final phase will be to provide a Key Recommendations report, which incorporates findings and information obtained from the Phase II and Phase III, along

with a Visioning Session, will be crucial in providing key recommendations with both short- and long-term changes to achieve DSD's goals.



Each phase contains core elements and activities that will lead to a successful project for DSD. The narrative to our approach is below.

In addition, every phase includes project management activities and adheres to the Project Management Body of Knowledge or PMBOK®, a collection of processes and knowledge areas generally accepted as best practice within the project management discipline. As an internationally recognized standard (ANSI / PMI 99-001-2008 and IEEE 1490-2011) it defines project management as “the application of knowledge, skills, tools, and techniques to project activities to meet project requirements.” Project management goes beyond managing the daily activities of the project team. It involves monitoring and communicating the project status, ensuring the timeliness and quality of deliverables, and identifying and resolving issues before the project is affected. PCG’s project management includes the facilitation of bi-weekly status meetings with the DSD project team through the life of the project.

Our key tactics include:

- maintain a proactive approach to identifying and overcoming risks and obstacles
- create a collaborative and transparent process so that team members can thoughtfully participate in key project decisions
- establish an effective communication process that covers all levels of stakeholders
- convene regular status meetings to review project progress and respond to challenges

Phase I: Project Kick-Off

Project Kick-Off

We will kick off the project within 30 days of the execution of the contract (estimated to be November 1, 2020). PCG will work with the DSD project lead to identify meeting participants and other stakeholders and schedule the initial kick-off meeting. We will use the project kick-off to confirm the project goals, scope and timeline, including key dates. Following the kick-off meeting, we will modify and finalize the project work plan.

Additionally, following the kick-off meeting, PCG will finalize and submit a data and information request to DSD for all relevant materials to complete the tasks outlined in our work plan. The information may include policies, procedures, manuals, stakeholder contact information, and any relevant program data. Additional

materials may be requested throughout each task to produce a comprehensive analysis and recommendations.

Ongoing Status Meetings

PCG will conduct regular (anticipated bi-weekly) status meetings with the DSD project lead. We will work with the project lead to identify meeting attendees and set the meeting schedule. These meetings will be used to keep all parties informed of project progress, risks, and upcoming activities. We will make sure the format, contents, level-of-detail, and method of delivery for regular status reporting meet the requirements of both DSD and PCG. These expectations will be captured during the kick-off meeting and in ongoing communications with DSD.

Phase II: Business Analysis

In Phase II, PCG will conduct the Business Analysis. During this phase we will complete an environmental scan and analysis of DSD's current infrastructures, business flow, existing related projects, current processes and resources, available sources of data, and feedback relevant to this project. We will employ a regimen of tools to explore, evaluate, and produce a summary report that will lead to recommendations for change.

Information Request

As we initiate our Business Analysis, we will formulate an information request. This request is typically comprised of information that will clearly be helpful in analyzing the current state. In such analysis, this typically includes data related to the identified areas of concern: communication, training, and technical assistance. For example, our team may analyze data-related communications such as the number sent, by whom, and frequency. Our analysis may also include analyzing any data regarding efficacy/feedback from the current communications, training, and technical assistance efforts. In addition, narrative documents such as regulations, policy documents, procedures, workflows, training materials, or other materials that provide background will be requested. This information can be essential in gaining a foundational understanding of the current state.

Data Gathering

The next component of Phase II is the development and rollout of data collection tools that will capture essential information for the foundation of our analysis. We firmly believe the quality of the data you receive is directly correlated to the instrument used to collect that data. As such, in addition to the information request, we will also employ various data gathering techniques, including:

- **Interviews:** Interviewing key DSD leadership is important to gaining an in-depth understanding of the current state. Prior to interviews, we prepare a list of guiding questions and prepare a template for collecting responses. We prepare intensively by studying relevant information already available and conduct an internal review of questions to help guarantee completeness. The data collected through this process will be documented, stored, and analyzed. We will distill primary themes and conclusions that will drive the drafting of recommendations.
- **Surveys:** Surveying DSD leadership and staff about the current processes helps us obtain information in a way that can be quantified. We will develop survey questions and administer the survey using an online platform. Survey data will help us further understand the current state and provide recommendations founded in quantitative data.
- **Process Mapping:** Through the information request, interviews, and surveys, we produce detailed process maps. These maps provide a valuable tool for learning about the processes and validating the current state's strengths and weaknesses.

We understand DSD and your stakeholders have many competing priorities with major initiatives underway while continuing to respond to the COVID-19 pandemic. We will be calculated in our requests for information and engagement. We will maximize the existing information you have to share and will be strategic in how we engage throughout the process.

Business Analysis Findings

The work conducted in Phase II will ultimately inform the Business Analysis Findings, our proposed deliverable for Phase II. We aim to understand the extent to which current communication, technical assistance, and training meet the desired DSD goals.

The Business Analysis Findings will be twofold: 1) we will summarize the current system based on the findings from the Information Request and Data Gathering activities; and 2) we will identify the gaps of the current system in meeting DSD goals. Once PCG has reviewed all available data, as well as conducted interviews, surveys, process mapping, and a gap analysis, we will provide a Business Analysis Findings report. The report will summarize information gathered during the Business Analysis and identify areas for improvement. This information will be used later in the Key Recommendations report. PCG will submit a draft Business Analysis Findings report to DSD for review and edits prior to finalizing the report. This report may also guide the Phase III: Stakeholder Assessment work.

Phase III: Stakeholder Assessment

In Phase III, PCG will conduct a Stakeholder Assessment. PCG will use existing data to understand the needs of the target audiences. In addition, PCG will develop and administer a survey for lead agencies, providers, and DSD program staff. The survey will be developed and administered with an accessible online platform. Questions will be developed from information obtained during the Business Analysis but may also include questions geared toward understanding the efficacy of current communications, training, and technical assistance, from the perspective of the recipients. Information from the survey will provide PCG with an understanding of needs and recommendations from the lead agencies, providers, and DSD program staff.

As part of PCG's Stakeholder Assessment, we will plan, schedule, and host up to four virtual stakeholder focus groups with individuals receiving services and/or their family and/or guardians. PCG will work with DSD leadership to identify stakeholders and determine the best path for communicating the focus group dates and times.

The focus groups will provide individuals receiving services and others the opportunity to share their feedback on the current communications received as well as any training or technical assistance experiences. Focus group attendees will have the opportunity to share recommendations on areas of improvement and what would best meet their needs. To facilitate the discussion, PCG will develop a set of guiding questions that serve as prompts to fully engage all participants.

A key component of our stakeholder assessment and data gathering phases is our approach to collecting feedback. We understand that individuals access information and learn in different ways, and therefore it is critical to ask questions, distribute materials, and collect information by multiple means so that all stakeholders can access it. PCG uses simple language, universal design for learning elements, and a menu of alternative formats including large print and generic fonts, closed captioning, and a variety of audio and visual materials.

You are invited
to participate in the Massachusetts Early Education and Care (EEC) focus group on quality communications and marketing!

We will be discussing:

- Massachusetts Quality Rating Improvement System (QRIS)
- Quality initiatives from EEC and its partners
- Other EEC programming that supports high-quality care

Your input at the focus group is critical in EEC's development of new communication strategies. Your feedback will directly impact the communication, planning and design of EEC's quality communications across the Commonwealth.

The focus group will be held on
September 13th, 6:30-7:30pm at
EEC's Worcester office:
10 Austin Street, Worcester, MA 01609

Please RSVP online at
surveys.pcgus.com/13/EECFocusGroupRSVP.
A webinar option will be available for those who
are unable to make the in-person session.

EXAMPLE FOCUS GROUP INVITATION

In previous engagements, PCG has used universal design for learning elements so that all stakeholders can access materials. For example, PCG's presentations include visuals, text, transcripts, interactive polls, and audio materials. PCG also has experience working with states on any necessary accommodation requests. For example, if PCG conducts a survey and an individual cannot access the survey online, PCG will work with the individual to get the survey in a format the individual can access, such as using text-to-speech software.

Stakeholder Assessment Report

Following the Stakeholder Assessment survey and focus groups, PCG will develop a summary report. This report will summarize survey data as well as feedback from the surveys and focus groups. PCG will submit a draft Stakeholder Assessment report to DSD for review and edits prior to finalizing the report. Information in this report will help guide the work in Phase IV: Key Recommendations Report.

Phase IV: Recommendations

We will begin our work on the Key Recommendations Report with a visioning session. At the visioning session, we will meet with leadership and other key staff to:

- **Define the goals and objectives of our recommendations.** Before we begin our journey, we should know where we are going. We know the overall objectives: Align strategic communications, training, and technical assistance efforts to audience and roles; Improve organizational effectiveness of DSD communications, training, and TA infrastructures to meet changing needs and increased demand; and Establish a data framework and business process to increase DSD's proactive approaches and interventions with lead agencies and providers. To build this out further, PCG will examine: What does success look like for communications, training, and technical assistance, and does success look different for each of the key audiences? Whatever the goals are, they should be clear and serve as the base of our recommendations.
- **Define our guiding principles.** Building off the guiding principles included above, we will determine how to approach the overall strategy in a way that makes the most sense to DSD and its stakeholders.
- **Document limitations and dependencies.** As much as we would like for everything and everyone to align with our goals, we know that is not the case. In addressing this, PCG will determine what the limitations and dependencies are so that we can account for them and figure out how to move forward to reach DSD's goals. We want to be proactive and solution-oriented, so addressing this up front is crucial to success.

Once the visioning session is complete, PCG will incorporate our findings and analyses from the previous phases and reports, along with information from the visioning session, into a comprehensive recommendations report, which will include recommendations for both the short- and long-term. We will also make sure the recommendations align with DSD's goal of being easy to implement, as we know there are many competing priorities at this time. We pride ourselves on flexibility, collaboration, and transparency throughout the recommendations process so there are no surprises in the final report. We work with you as a partner throughout the process so the recommendations are fully vetted and easy to implement.

PCG's recommendations will be developed targeting DSD's key audiences:

- People who use services and their families
- Lead agencies
 - Executive Leadership
- Providers
- DSD program staff
 - Field staff

October 2, 2020

Minnesota Department of Human Services
Disability Services Division
MAD Master Contract Solicitation

We will assess the findings in Phase II and Phase III to develop recommendations that align with goals identified by DSD regarding communications, technical assistance, and training, focusing on the above-mentioned key audiences. We will develop a comprehensive Draft Key Recommendations Report and submit this for review and comment. The Draft Key Recommendations Report will include an Executive Summary and an easy-to-read matrix of recommendations. We will send this to DSD for its review. Input provided by DSD will be used to finalize the report.

On the following page is an outline of the proposed work plan and timeline for this project.

October 2, 2020

Minnesota Department of Human Services - Disability Services Division Analysis and Recommendations		
PROJECT PHASE/TASK	START DATE	END DATE
PHASE I: PROJECT KICKOFF	10/12/2020	2/26/2021
Project kickoff meeting	10/12/2020	2/26/2021
Confirm goals, objectives, project plan and schedule		
Develop data/information request		
Develop meeting materials		
PHASE II: BUSINESS ANALYSIS /ENVIRONMENTAL SCAN		
Development of survey and interview materials	10/12/2020	12/18/2020
Interviews with key leaders and subject matter experts		
Process survey of program staff		
Process Mapping		
Gap Analysis		
Review of any policies, procedures, manuals, other relevant documents		
Draft and submit Business Analysis findings		
Review feedback from MN DHS-DSD		
Revise report		
Submit final Business Analysis findings		
Conduct bi-weekly status meetings		
PHASE III: STAKEHOLDER ASSESSMENT		
Work with DSD to identify key stakeholders	12/1/2020	1/29/2021
Draft stakeholder survey and communication materials for each stakeholder group		
Review and update survey(s) based on DSD feedback		
DSD approval of survey(s) and corresponding communications		
Distribute survey(s) to key stakeholders (lead agencies, providers, DSD staff)		
Review and evaluate prior training and technical assistance documents and any feedback		
Develop focus group materials (discussion guide, etc.)		
Focus groups with individuals and families - maximum of 4		
Draft and submit summary of stakeholder assessment		
Review feedback from MN DHS-DSD		
Revise report		
Submit final summary of stakeholder assessment		
Conduct bi-weekly status meetings		
PHASE IV: KEY RECOMMENDATIONS REPORT		
Conduct visioning session with DHS-DSD	2/1/2021	2/26/2021
Draft and submit Key Recommendations report		
Include business analysis findings		
Include stakeholder assessment summary		
Review feedback from MN DHS-DSD		
Revise report		
Submit final Key Recommendations report		
Conduct bi-weekly status meetings		

October 2, 2020

PCG offers this proposal to DSD for a price of \$149,520. PCG's price is inclusive of salary, benefits and other expenses. As a full-service consulting firm, PCG uses and has provided competitive, market based, commercial rates, and our rates include all Personnel and Operating costs. PCG is not using any subcontractors. PCG also has not included specific travel costs as we plan to effectively conduct this project virtually given the COVID-19 pandemic. Our team has quickly shifted to effective virtual client and stakeholder engagement as the pandemic required.

We have provided competitive, deliverable-based pricing. PCG has identified four major deliverables:

1) Project Kick-Off; 2) Business Analysis/Environmental Scan; 3) Stakeholder Assessment; and 4) Key Recommendations Report, which are outlined in the table below.

PHASE DESCRIPTION	HOURS	Average Hourly Rate	COST
PHASE I: PROJECT KICK-OFF	79	\$210	\$ 16,590
PHASE II: BUSINESS ANALYSIS /ENVIRONMENTAL SCAN	256		\$ 53,760
PHASE III: STAKEHOLDER ASSESSMENT	230		\$ 48,300
PHASE IV: KEY RECOMMENDATIONS REPORT	147		\$ 30,870
	TOTAL COST		\$ 149,520



LIST OF CLIENT RESPONSIBILITIES

LIST OF CLIENT RESPONSIBILITIES

PCG prides itself on forging strong partnerships with the states we work with. As much of our team has worked in state government, we also understand the pressures our state partners face regarding their time. PCG appreciates that DSD's leadership has made this work a priority and we are cognizant of the limitations that may be placed on DSD's time. As such, PCG has taken a thoughtful approach to what the responsibilities of DSD may be and proposes the following responsibilities:

- DSD leadership and project staff attendance and participation in the virtual kick-off meeting
- DSD project staff attendance and participation in bi-weekly status meetings
- Provision of any relevant data
- Provision of any relevant documents not accessible online (policies, procedures, training)
- Access to DSD leadership and applicable staff for interviews and surveys
- Provision of contact information for key stakeholders (individuals receiving services/families, lead agencies, providers)
- Agreed upon timeframes for DSD project staff and/or leadership review of draft reports
- DSD leadership and key staff attendance and participation in the visioning session.



DESCRIPTION OF CONTRACTOR CREDENTIALS AND A DESCRIPTION OF SIMILAR WORK EXPERIENCE

Company Overview

Why PCG?

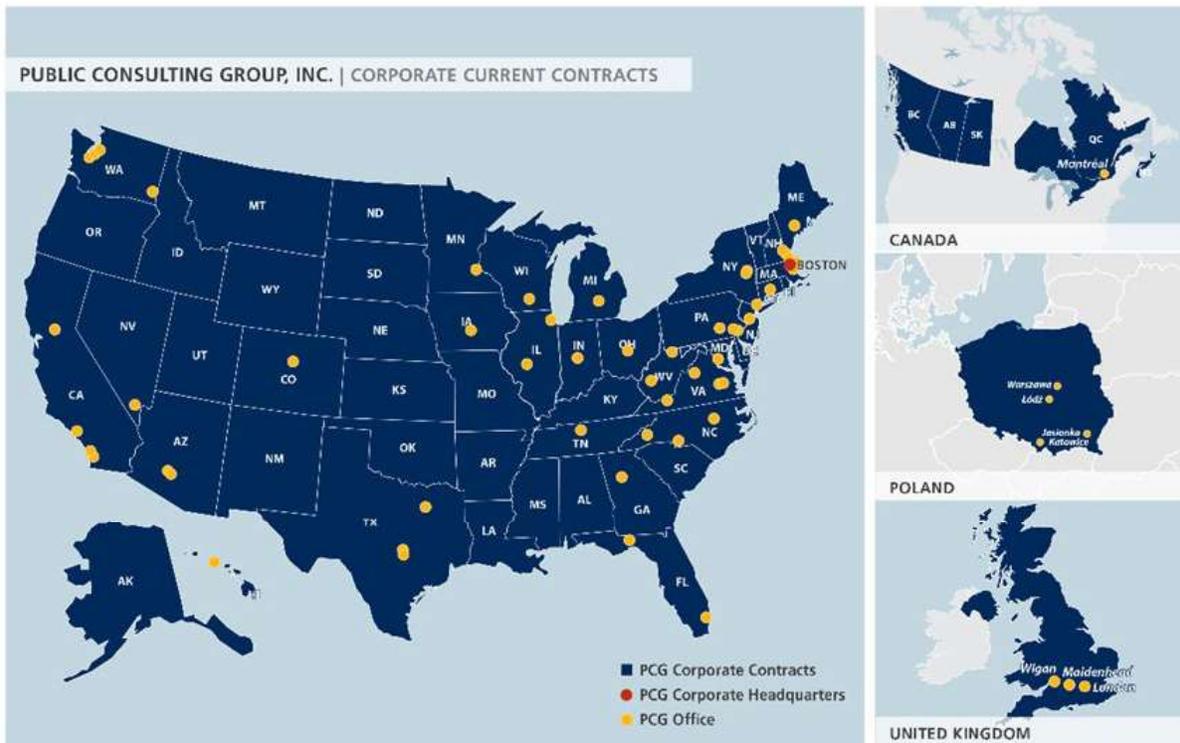
Relevant Experience

Staffing

DESCRIPTION OF CONTRACTOR CREDENTIALS AND A DESCRIPTION OF SIMILAR WORK EXPERIENCE

Company Overview

PCG is a national management consulting firm that has almost **exclusively** served state, county, and municipal government clients for more than 33 years. Founded in 1986 and headquartered in Boston, PCG has more than 2,100 employees operating from 61 offices. In our 33 years, we have worked extensively with states and counties to strengthen their infrastructure and develop capacity to set and achieve their strategic and programmatic goals. **We see our primary mission as assisting public agencies in improving their ability to deliver services.**



Pictured Above: Map of PCG’s Current Corporate Contracts in the US and Abroad

PCG can provide DSD with a one-stop shop for support and solutions. Today, PCG provides a large array of consulting, operations, and technology services. Our portfolio includes both comprehensive organizational assessments as well as in-depth consultation for specific service categories and providers. We serve our clients through a variety of products and services and can respond to client needs quickly and reliably due to our size and financial stability. The below graphic shows the focus areas where we work with government agencies to deliver results.



Why PCG?

Through our decades of experience supporting state and local governments, including working with hundreds of counties directly and indirectly throughout the years, **PCG understands the challenges of public sector clients and has developed tools and processes to analyze organizations, review best practices/similar jurisdictions and provide specific recommendations for changes.** Because of PCG's sole focus on the public sector, we understand that the funding for this engagement is made up of public dollars; armed with this information, our team will deliver high-quality results as efficiently and effectively as possible.

Through our extensive experience conducting organizational assessments, **PCG's Sustainable Change approach is a flexible methodology that allows for the streamlined analysis** of current structures and limitations and uncovering of opportunities. We sell solutions, not products. This requires appreciating the context of your work and focusing on the results you want. PCG has basic frameworks for Project Management and Change Management that we employ; beyond that, we see our job as developing a customized approach that meets your needs.

Here's how we work:

- **We listen.** We sell solutions, not products. This requires appreciating the context of your work and focusing on the results you want.
- **We engage.** We build genuine human connections that lead to shared aim and shared trust.
- **We deliver.** We work hard to make sure that your investment pays off. This means delivering positive, sustainable change—not simply reports.
- **We have expert knowledge.** All of our team members have direct experience working with local government including a focus on providing technical assistance to the highest levels of leadership as they strive to develop systems that improve organizational effectiveness and their ability to govern.
- **We collaborate.** We are well-versed in how to present the exact information you need in a concise, readable format. We don't "save up" recommendations for the end; we discuss them as we go, making sure that we understand any practical constraints and current projects that would impact implementation.

- **We research.** We know how to research and collect information that meets your needs. We know that all states are not the same; what's working well in one state may not work in another. We will work hard before the project even begins to understand the context of DSD.

Our experience working with Minnesota gives us the knowledge and expertise to rapidly engage and plan on a new project and ultimately support DSD's commitment to informed, data-driven decision-making. **PCG is confident that we are the right partner for DSD on this engagement.** Our project staff have the skills and experience to produce exemplary work that exceeds the state's expectations. Specifically, there are five reasons that PCG is the perfect candidate for completing this work:



Reason 1: PCG works with complex systems and knows how to navigate them and enhance them. As a firm dedicated to serving state and local government clients and their providers, we are currently working in 42 states and with more than 20 counties or local government agencies.

We understand the unique challenges facing state agencies, including legal and policy constraints, organizational limitations, struggles and opportunities associated with changing leadership and priorities, programmatic expectations (especially in those state-supervised, county-administered states who are charged with the delivery of federal benefit programs), and accountability to taxpayers and customers. We have worked with many agencies who have struggled with all of these issues. Our team brings a breadth of experience evaluating these complex systems and making recommendations on process improvements and sustainable change.



Reason 2: PCG has significant experience conducting organizational assessments and working to strengthen infrastructure through process improvement and design. As a team, the foundation for our work is organizational and/or programmatic assessment. Recommendations from our assessments focus on improvement to the processes that an agency currently utilizes. These process improvements can range from streamlining practices to introducing new practices, with the goal of creating a business model that is more efficient and responsive to the rapid-changing landscape within state government. Ultimately, improved business processes allow for better service provision to participants.



Reason 3: PCG knows the importance of strategic communications when an agency is undergoing transformation and implementing several new processes. PCG understands that DSD has many moving pieces within its agency and is also trying to roll out several new initiatives at the same time. DSD also has many stakeholders, including providers, individuals receiving services, their families, and state staff. Communication is paramount to successfully deploying new initiatives and aligning all stakeholders. PCG acknowledges that transformational change within an agency is only successful when all parties involved are kept informed. To keep all parties informed, communication has to be strategic and well thought-out. It also has to be persistent and aligned to its audience.



Reason 4: PCG understands the challenges of public sector clients and has developed tools and processes to evaluate and analyze organizational structure. We have extensive experience, through our acquisition of the program evaluation firm Hornby Zeller Associates, in successfully completing evaluations of agencies and analyzing and presenting findings. PCG doesn't just present findings; we also develop recommendations to guide systems change. We develop corresponding strategies to monitor and measure performance against goals

and outcomes. In almost all the projects we undertake, we work closely with clients to review current data tracking and performance measurement. In our experience, the strongest performance indicators are simple, actionable, reliable, and timely. In addition, we have worked with a variety of state and county Human Service agencies to develop dashboards, public-facing scorecards, performance-based contracts, the development of longer-term outcomes measures, and recommendations on how government can utilize performance metrics and apply technology to ensure evidence-based continuous improvement of business processes as a part of the plan.



Reason 5: PCG has a history of successfully engaging stakeholders across complex systems. PCG has found that constant engagement with our partners is key to a successful assessment of an organization. Engagement of stakeholders drives every aspect of the project, and it is important that everyone is allowed to be heard. PCG will continually work with DSD throughout this project to identify appropriate staff and stakeholders to help gain a complete and accurate picture of the current practices of DSD, as well as the future endeavors already underway. Engagement strategies can range from one-on-one interviews to focus groups, but PCG will continually assess stakeholders and determine the best approach to keeping them engaged.

Relevant Experience

Not only does PCG bring broad experience in organizational transformation projects for human services agencies, but we also have a long history of helping Minnesota clients address the unique and often multidimensional challenges that arise in the rapidly changing public sector. Over the years, PCG has assembled project teams with specific knowledge, expertise, skills, and technologies that have optimally and cost-effectively addressed the key issues in Minnesota. PCG's recent projects in Minnesota include:



- Working with the Department of Human Services (DHS) to determine the value of managed care for Minnesota Health Care Programs in comparison with a Fee-For-Service delivery system.
- Conducting an analysis of the organizational structure, staffing patterns, and funding streams of the DHS Deaf and Hard of Hearing Services Division.
- Performing a Comprehensive Child Welfare Information Systems Assessment for the DHS to determine how the state can achieve CCWIS compliance and improve technology support to the child welfare program.
- Providing Individualized Education Plan (IEP) technology solutions and support for Minneapolis public schools.

In the table on the next page we highlight projects with Minnesota and other states where we have provided expertise in organizational transformations, trainings, implementation of evidence-based practices, and other initiatives, with local, state, and federal programs across human services. Engagements with Minnesota are described above, and projects with other states are described in further detail below.

	MN Deaf and Hard of Hearing Services Division Organizational Study	MN DHS CCWIS Feasibility Study	IN FSSA HCBS Transition	IN BRS Vendor Registration and Claims Payment System	CA FHCBS Final Rule Statewide Transition Plan	CA Fresno County Consulting and Training Services	ME DHHS Business Process Redesign	NY DOH HCBS Statewide Transition Plan	NY DOH Person-Centered Planning Training	KS DCF End-Dependence Kansas Implementation	MA EEC Child Care Financial Assistance Rollout
1. Work with complex systems	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
2. Process improvement and design	✓	✓		✓	✓	✓	✓			✓	
3. Strategic communications		✓	✓	✓	✓	✓		✓	✓	✓	✓
4. Evaluation and data analysis		✓	✓		✓	✓	✓	✓		✓	
5. Stakeholder engagement	✓	✓	✓	✓	✓	✓			✓	✓	✓

Indiana



From 2014 to 2017, PCG provided project management services for the Indiana Family and Social Services Administration’s (FSSA) eight waiver transitions related to the HCBS Final Rule Statewide Transition Plan. PCG provided direction and subject matter expertise to three FSSA Divisions (Rehabilitative Services, Aging, and Mental Health and Addiction) as they put their Statewide Transition Plan into action. We provided FSSA with project management support to enhance the quality of their services and provide additional protections to individuals that receive services under these Medicaid authorities. Programs included 1915(c) HCBS Waivers and 1915(i) HCBS State Plan Amendments. This Final Rule work included project management to ensure the timely and effective implementation of the STP by the previously mentioned divisions (DMHA, DoA, DDRS). Project tasks included:

- Development and implementation of a communication plan to ensure ongoing and transparent involvement of stakeholders
- Preparation of communication and training materials
- Facilitation of meetings
- Completion of research for FSSA on national regulatory developments and changes as well as managing submission of STP revisions for submission to CMS.

PCG assessed services related to the waiver utilization and development of new service definitions under Indiana's CIH Waiver. Activities included facilitation of weekly policy discussions, planning and facilitation of Town Hall meetings, development of new and updated service definitions under the CIH Waiver based on client feedback, in-depth "best practices" research, and substantial deliverables development. PCG also conducted site assessments for FSSA's Division of Aging. This work included scheduling and conducting site visits for waiver service providers to assess compliance with HCBS Settings Rule. We developed training materials for provider stakeholder engagement sessions and provided technical assistance to FSSA's DDRS waiver service providers for completion of activities related to compliance with the HCBS Settings Rule. This included developing and administering assessment tools and materials, reviewing provider documentation, and scheduling and conducting site visits.

Since 2017, PCG has been working with the Indiana Family and Social Services Administration (FSSA) Bureau of Rehabilitation Services (BRS) to **provide a Vendor Registration and Claims Payment System (VR CPS) for Vocational Rehabilitation providers** to register to provide VR services/goods, view prior authorizations, submit and view claim status, view payment status, and submit fund recoveries. The PCG team of IT professionals, subject matter experts, and analysts have worked closely with FSSA staff to customize the system to meet Indiana's specific business and operational needs. PCG provides a multi-tiered training approach for VR Vendors and staff to support statewide systems change. PCG facilitated a train-the-trainer model for State staff. Our trainer delivered system training to the VR staff trainers and worked with them to develop content and resources to be delivered statewide. Additionally, PCG provided both webinars, resources and guides, and short vignettes to assist vendor staff in learning how to use the system, in easily digestible formats.

California

Beginning in 2017 the State of California contracted with PCG to coordinate DHCS' CMS Final Rule Statewide Transition Plan (STP) and Multipurpose Senior Services Program (MSSP) transition efforts. **PCG's current project involves coordinating the efforts of multiple State of California Departments into a single Statewide Transition Plan, a role that requires us to work with CMS to secure plan approval. PCG has led the successful collaboration, regulatory compliance and policy development and implementation for the multi-year STP and MSSP transition efforts.**



In **Fresno County, California** PCG is currently working with the County to evaluate the operation of public assistance programs, including TANF, SNAP, Medicaid and General Relief. PCG will also be evaluating the data management and training practices for the Department of Social Services. PCG is assessing current operations, identifying gaps in services, and highlighting potential areas for improvement. The project deliverables include reports with detailed recommendations for all program areas, and implementation plans to help the county carry out the recommended changes. Recommendations will assist the county to improve program participant outcomes, meet state and Federal standards and benchmarks, and improve program efficiency. Implementation plans will include detailed steps and timelines, contingencies, resources needed, and potential issues. Over the course of the two-year engagement, PCG will work alongside the County to carry out program improvements and support programs staff, including evaluating the efficacy of changes and adjusting as necessary.

Maine



Between 2013 and 2015 the **Maine Department of Health and Human Services (DHHS)** contracted with PCG to conduct a Business Process Redesign of its current eligibility determination work process for TANF, SNAP, and Medicaid. The goal of this review was to redesign eligibility operations and create a new business model that is simpler, faster, efficient, and more responsive to families in need; where transactions will be quicker, more accurate and more measurable; where work will be easily transferred throughout the state; where families will have multiple, reliable avenues for accessing benefits; where technology will support automation; where staff will feel a sense of accomplishment; and where a culture of learning, creativity and continuous improvement is supported. During this engagement PCG conducted national research on best practices across social service agencies, analyzed the existing workforce to identify the skills, training and education required for the agency to successfully transition to the future business model, and identified key performance indicators required to measure operational performance of the new business model.

New York

From April to November 2017 PCG provided HCBS statewide transition plan implementation and training support to the New York State Department of Health (DOH) as it implemented the HCBS Waiver Final Rule. **PCG developed two site assessment tools, a menu of remediation strategies for providers as they come into compliance with the Final Rule, and tools to assess the remediation process. We also created and executed a training plan to assist providers in understanding the HCBS Final Rule requirements and remediation strategies.** Additionally, we developed heightened scrutiny tools and evidentiary packets and completed approximately 45 site packets. Finally, we provided consultation on all aspects of this statewide transition, including monitoring of changes to the existing surveillance practices, data gathering, and provider compliance tracking.



A component of this work included the implementation of Person-Centered practice and planning, in which PCG provided training to New York State providers in Person-Centered concepts expected in the HCBS Final Rule. The training captured how the process is key to the essential goals of the Settings rule, including an individual achieving autonomy and their personal goals, exercising choice and living the most independent, integrated life in the community.

Since January 2019, PCG has worked with DOH to deliver a training initiative on person-centered planning for all Home and Community-Based Services (HCBS) stakeholders across the state. This initiative encompasses approximately 190 training sessions over a two-year span. The PCG team's role includes development and delivery of curricula, communication of the initiative, recruitment of participants, registration, and reporting. The goal of this initiative is to providing training in Person-Centered practice, planning and thinking as well as the development of the templates necessary to implement these practices across service systems. Specifically, our team has delivered:

- **Learning Institutes:** PCG is conducting a total of 12 Learning Institutes across the State of New York. These are unique learning opportunities that promote systems-level change, delivered via group sessions and self-directed learning activities.
- **Regional Trainings:** PCG has developed tailored curricula and will deliver over 100 in-person regional trainings through the end of the contract period. The regional trainings are half- and full-day sessions conducted across the State of New York.
- **Virtual Trainings:** In response to the COVID-19 crisis in 2020, PCG shifted some training resources to offer interactive virtual training sessions.
- **Resource Library/ Toolkit:** PCG has developed a library of Person-Centered Planning resources and tools, including a PCP template, resources to support the use of assistive technology, best practice examples, planning and practice tools, checklists, and recorded webinars.

Kansas



Since 2015, PCG has been helping the Kansas Department for Children and Families (DCF), Rehabilitation Services (RS) implement a five-year \$25M grant entitled “End-Dependence Kansas” to implement evidence-based practices for individuals with disabilities. These EBPs include: Individual Placement and Support (IPS), Individualized Discovery/Customized Employment (ID/CE) and Vermont Progressive Employment (VTPE) for individuals with disabilities. **PCG manages the training and technical assistance of evidence-based practices with 14 contracting agencies who are implementing the EBPs, and the KRS counselors who refer to them.** This training and technical assistance encompasses implementation of EBP’s, including supported employment, career exploration, job task analysis, development of natural supports, employer engagement, work experiences, situational assessments, job accommodations and modifications, and working with individuals with a criminal record. Technical assistance and training occur on several different levels. PCG has hosted conferences and individualized summits for over 175 individuals including contractors, KRS staff, PCG staff, national consultants, and other Kansas leadership. PCG works with the State to **provide customized training and technical assistance** in a variety of forms to KRS staff and contractors, to meet the varying needs across the State. Additionally, PCG hosts an EDK website that provides pertinent information regarding the EBPs, policies, PCG staff, and the national consultants bios. To monitor progress and measure impact, PCG employs a data collection system as well as fidelity reviews to evaluate each provider’s performance. These reviews and data inform topics and approach of technical assistance for each contractor.

Massachusetts

In 2015, the Massachusetts Department of Early Education and Care (EEC) contracted with PCG to **help publicize the roll-out of EEC’s new Child Care Financial Assistance (CCFA) system.** PCG worked closely with EEC and EOE staff to develop and implement various marketing and communications deliverables to be issued before and after the CCFA rollout to increase the use of electronic voucher submissions and help providers move away from paper-based processing. PCG worked under the direction of EEC and EOE staff in marketing and messaging the purpose, use, and benefits of the CCFA to diverse populations and groups, including providers/users, legislators, families, other key stakeholders, and the general public. PCG completed the following tasks and deliverables:



- Overview flyer highlighting the implementation timeframe, and features and benefits of the new CCFA;
- Graphic image logo branding CCFA, to be used on the CCFA web page and all communications materials;
- Redesigned web page to house CCFA communications and resources for CCFA users and stakeholders;
- A narrated, captioned PowerPoint video that provides a detailed CCFA overview for end users;
- A detailed Frequently Asked Questions document; and
- Various other CCFA communications for: users and their membership organizations, Supportive Child Care (SCC) contracted providers, child welfare staff who are involved with SCC, and legislators.

PCG’s work with EEC continued in May 2016, to develop new branding and messaging/ marketing strategies specific to a redesign of the Massachusetts Quality Rating and Improvement System. Over the course of several project phases, the work was expanded to a rebranding of the Department’s program quality and workforce supports initiatives on whole, including strategies and collateral to support the rebranding effort. Over the course of several project phases, the PCG team:

- Evaluated current and prior communications efforts
- Surveyed stakeholders on the branding and awareness of EEC programs
- Conducted targeted focus groups on branding and messaging
- Designed new branding to represent transformational change for EEC's program quality, workforce supports, and foundational standards initiatives
- Delivered a communications plan outlining strategies and steps for implementing stakeholder communications in the context of the new branding
- Developed and branded communications collateral
- Assisted in launching several initiatives with the new branding, messaging, and communications collateral

Beginning in 2019, the Massachusetts Department of Health (DPH) contracted with PCG to **help the Office of Problem Gambling Services (OPGS) design a strategy for scaling up its operations**. As a first step, PCG helped OPGS develop a strategic blueprint. This blueprint defined the core mission of the organization and how it would scale up its efforts in the coming years. The blueprint included:

- Purpose, Vision, Mission, Guiding Principles
- Agency Responsibilities, Services, and Functions
- Organizational Structure
- Key Tactical and Strategic Milestones
- A Description of the OPGS Business Model (i.e. how it creates impact)

The second major portion of work was the development of a communications plan. The purpose of this plan was to clearly communicate OPGS's mission, vision, service offerings and achievements to the internal and external stakeholders and partners with whom the Office interacts, to further the Office's goal of preventing and addressing problem gambling and related issues in Massachusetts.

In its continued work with OPGS, PCG produced marketing and communications collateral such as one-page program explanation materials and email blasts to OPGS' stakeholders.

PCG has a 30+ year history of conducting successful projects in the five areas of interest to DSD (working in complex systems, including experience with HCBS waiver programs, process improvement, strategic communications, evaluation, and stakeholder engagement). While we have not included our entire history of projects, for the sake of brevity, we wanted to provide a snapshot of relevant, recent experience to reiterate our ability to successfully complete this fast-paced project. We combine a deep understanding of HCBS and a long history with organizational transformation projects while including best in class national experts on the project team. We look forward to partnering with DSD on this important initiative.

Staffing

PCG has assembled a highly qualified project team with a diverse skill set to meet the scope of services required for this engagement. Throughout the process, our team may draw upon the knowledge and experience of other human services experts within PCG to enrich our work. We have included below brief biographies of each of the team members' experiences that qualify them to be a part of this project.

Our project team has extensive experience with organizational assessments, change management, and process improvement. PCG also routinely engages diverse stakeholders across a variety of project and has successfully managed highly complex government systems. Our project team also has a deep understanding of Home and Community Based Services (HCBS) waivers, including developing and conducting technical assistance and trainings, as well as communication regarding these efforts.



Sarah Salisbury, an Associate Manager located in Charlotte, NC, will serve as the **Engagement Manager** for this project. Ms. Salisbury has over 12 years of experience and brings to the project extensive experience in a vast array of health and human services programs. She has managed complex stakeholder engagement initiatives and also organization transformation efforts. Her work spans early childhood and aging and disability program areas. Ms. Salisbury assisted a new state agency with an organizational assessment and strategic planning initiative to aid in streamlining their processes and focusing communications to their broad stakeholder group. She also has led statewide training efforts and managed state technical assistance provision.

Prior to her work at PCG, Ms. Salisbury completed the Public Management Internship program in New York State, while working for the New York State Division of the Budget, managing health and human services budgets for programs including HEAP, SSI, SNAP, NY's health exchange, and Early Intervention, and developed cost savings and revenue maximization recommendations for IT development projects and strategic sourcing. Ms. Salisbury has a Master of Public Administration from Rutgers University and a Certificate in Management Development from Cornell University.



Brittani Trujillo, a Senior Consultant located in Denver, CO, will serve as **Project Manager** for this engagement. Ms. Trujillo has over 16 years of experience and brings to the project extensive experience in a vast array of health and human services programs with specific focus on aging and disability services, stakeholder engagement, system redesign, and public policy. She has a proven history working with Wyoming and California state staff, as well as Colorado state staff, advocates, providers, and stakeholders with knowledge of the political and programmatic structure. Prior to Ms. Trujillo joining PCG, she was involved in strategic planning and redesigning the Entry Point and Case Management system in CO for all individuals seeking or receiving Long Term Services and Supports.

Prior to her work at PCG, Ms. Trujillo managed the Entry Point and Case Management Section for Colorado's Medicaid agency, overseeing more than 47 agencies statewide, providing services to more than 60,000 people. Ms. Trujillo has been trained in Person Centered Thinking and has provided case

management services to individuals of all ages and disabilities throughout CO. Ms. Trujillo has a Master of Business Administration with a concentration in Change Management from the University of Colorado - Denver and a Master of Arts in Community Counseling from the University of Northern Colorado.



Cathy Anderson will serve as **Senior Advisor** for this project. Ms. Anderson has more than 30 years of experience (government and consulting). She has held leadership roles in state agencies supporting people with intellectual and developmental disabilities and was responsible for the organization and management of statewide service systems. She is the Former I/DD director of Nebraska, and the District of Columbia, in Iowa she served as the Chief Deputy Director for the Department of Human Services where she supervised the divisions of Medicaid, Mental Health, Child Welfare, Economic Assistance, Developmental Disabilities and Policy. She is also a past President of NASDDDS Board of Directors. Ms. Anderson has extensive experience in designing, visioning, revising and monitoring home and community-based services both as a state employee and as a consultant. Her work with community-based services began as a direct support professional and included work as a service coordinator and a number of leadership positions in state government.

Ms. Anderson is a key member of engagements involving the HCBS Settings Final Rule and other HCBS work. She has presented at several national conferences and has consulting done work in 27 states. Recently, Ms. Anderson became a certified Ambassador for the Charting the LifeCourse practices.



Robin O'Brien will serve as a **Project Advisor** for this project. Mr. O'Brien has 20 years of experience managing projects, programs, and organizational change for a wide range of nonprofit, public, and corporate organizations. Since joining PCG in 2013, Mr. O'Brien has led and contributed to public sector organizational change projects in family homelessness, workforce development, economic assistance, administration and finance, child welfare, juvenile justice, child support, early education and care, Medicaid, and home and community-based services.

Prior to joining PCG, Mr. O'Brien led organizational change efforts for more than 25 state and local public health and human services agencies while an Organizational Effectiveness Consultant at the American Public Human Services Association (APHSA). Other experience includes leading global organizational and leadership development projects for the oldest and largest private bank in the United States, directing a nationwide tutoring and mentoring program, convening and training members of urban, public-private, k-3 literacy coalitions for a federal government agency, and counseling at-risk children and training new staff for a not-for-profit agency in Belfast, Northern Ireland. Mr. O'Brien is an experienced facilitator and trainer who has served on the Boards of three not-for-profit organizations and facilitated strategic plan development for six not-for-profit organizations. Mr. O'Brien received BAs with honors in History and Government & Politics from the University of Maryland at College Park and a Masters in Industrial-Organizational Psychology from Baruch College, City University of New York.



Ryan White, a Communications Manager located in our Troy, NY office, will serve as a **Project Advisor** and has nine years of experience working with State government organizations in a variety of areas. Mr. White's expertise is public sector communications – bridging the gap between stakeholders and state agencies with creative strategies and meaningful messaging.

Mr. White's primary project work at PCG has been in the areas of Human Services communications management, strategy, and planning. This includes working with clients to understand their communications needs and pain points, devising strategies for reaching target stakeholder groups, and creating and implementing actionable plans for delivering meaningful communications. Mr. White's most recent work has been in Massachusetts, leading a project to develop and deliver messaging for the implementation of the Department of Early Education and Care (EEC) Massachusetts StrongStart program. He also serves as the Project Manager in New York State, working with the Department of Health and other state agencies to implement a large-scale training initiative in Person-Centered Planning for those involved in Home and Community Based Services (HCBS) sectors and systems. Previously, in Arizona, Mr. White served as Communications Lead for a team tasked with implementing a new child welfare mobile solution for the Department of Child Safety. This role included communications strategy and messaging, branding guidelines, development of communications collateral, and engagement with stakeholders at all levels. Mr. White has also driven communications and change management efforts for large Early Intervention projects in New York, Connecticut, and New Jersey, and has developed communications plans for additional clients in the aging and disability services arena.

Mr. White is comfortable in multiple roles, from leading high-level communications efforts and statewide initiatives to working directly with clients' program-level staff to analyze and improve business processes. Prior to his work at PCG, Mr. White worked for the New York State Division of the Budget, serving as Federal Relations Liaison. In this role, he was the in-house expert on federal issues for the Division, working with Division, Governor's Office, and State agency staff to quantify and communicate impacts of federal fiscal and policy provisions. His other past work includes outreach coordination for the New York Governor's Office across multiple issue areas. Mr. White has a Bachelor of Arts in Political Science from the University of Rochester and holds a Prosci® Change Management Practitioner Certification.



Amanda Alvey, Senior Consultant, will serve as **Project Advisor** for this engagement. Ms. Alvey has over 10 years' experience in state and local government. Ms. Alvey began working within PCG's Aging and Disability Center of Excellence in 2016. Since joining PCG, Ms. Alvey has assisted numerous states work toward compliance with the HCBS Settings Final Rule. Ms. Alvey has provided research and consultation surrounding their home and community-based services Statewide Transition Plan (STP) activities. Her project work includes the states of: Indiana, South Carolina, Pennsylvania, New York, Wisconsin, Mississippi, Colorado, Illinois, California, and Wyoming. Activities include developing and conducting stakeholder trainings, facilitating stakeholder workgroups and supporting Statewide Transition Plan updates.

Prior to joining PCG, Ms. Alvey served as the Director of Policy and Program Development for Indiana Medicaid. In this role, Ms. Amanda was responsible for the research, evaluation and implementation of the policy and program changes for all Indiana Health Coverage Programs. Ms. Alvey reviewed proposed legislation to determine programmatic impact to the state's Medicaid program. Ms. Alvey assisted with the development and implementation of 1115 waivers including substance use disorder and the implementation of the state's Medicaid expansion program, the Healthy Indiana Plan (HIP) 2.0. Ms. Alvey was also responsible for the analysis and project management of implementing federal regulatory changes, including the Medicaid Access to Care rule and the Managed Care regulations. Ms. Alvey has her Master's in Public Affairs and a Bachelor's degree in Criminal Justice from Indiana University-Purdue University Indianapolis.



Ashley Fawcett will serve as the **Lead Analyst** for this project. Ms. Fawcett has over 25 years of government health and human services consulting experience with disability, IT, vocational rehabilitation, early education and care, child welfare, Medicaid, TANF, SNAP, homeland security, and Social Security disability programs. Ms. Fawcett has conducted numerous feasibility studies to determine additional reimbursement potential for revenue maximization projects and identified operational changes needed to increase revenue reimbursement for state agencies in Arizona, Georgia, Hawaii, Illinois, Kentucky, Maine, Massachusetts, New Hampshire, New Jersey, New York, North Carolina, Rhode Island, and Virginia. Her recent work on behalf of individuals with disabilities includes managing various Vocational Rehabilitation research initiatives—

including a Comprehensive Statewide Needs Assessment—for the Massachusetts Commission for the Blind; an assessment of the financial and administrative functions at the Massachusetts Rehabilitation Commission, Massachusetts Commission for the Blind and Massachusetts Commission for the Deaf and Hard of Hearing in order to recommend a consolidated business model to the Massachusetts Executive Office of Health and Human Services; assessing MA, MS, IN, and NY provider readiness to meet HCBS 1915c waiver requirements; and assisting with a multi-agency, independent assessment of the mobility and transportation needs of persons with disabilities and other special populations for New York State. She has also performed comprehensive Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) program assessments for the states of Rhode Island, Georgia, Michigan, and Colorado.

In addition, Ms. Fawcett has performed analysis and business modeling to define system requirements for eligibility, tracking, and issuance of benefits in programs such as TANF, Medicaid (including Home and Community-Based Services), SNAP, child welfare, child care, and early intervention, including business needs assessments, feasibility analyses, market research and solution recommendations. She has conducted child welfare and incident management IT systems cost benefit analyses for the states of New York and Arizona. Lastly, she has managed the implementation and maintenance of revenue maximization and cost avoidance initiatives for federal grant and entitlement programs including Title IV-E, SSI/SSDI, Title IV-D, Title XIX, Title XVIII, SSBG and TANF.



Elsa Bock, a Business Analyst located in our Troy, New York office, will serve as an **Analyst** for this engagement. At PCG, Ms. Bock is a member of the Aging and Disability Services Center of Excellence (COE), focusing on Home and Community Based Services and person-centered planning projects. Her recent project roles have been in project coordination, site assessments, interviewing, and policy review. Prior to joining PCG, Ms. Bock gained extensive clinical experience in a variety of settings, with primary focus on aging populations. Ms. Bock's combination of consulting and clinical experience allows her to bring a unique and valuable perspective to her projects.

Ms. Bock is currently working in multiple states on training initiatives that support person-centered practices. In New York State, Ms. Bock is coordinating close to 200 Regional Trainings and Learning Institutes in the years 2019 and 2020 on person-centered planning, thinking and practice. In California, Ms. Bock is involved in a project to help educate stakeholders and analyze policies and procedures surrounding person-centered practices.

Ms. Bock has conducted in assessment and analysis work in several states. In Mississippi, Ms. Bock conducted more than 30 site assessments in various Home and Community Based Services (HCBS) Settings and assisted in compliance determinations of these settings in accordance with the federal HCBS Final Rule. In Oregon, Ms. Bock was involved in the assessment of five group homes for The Mentor Network. Ms. Bock interviewed direct support professionals, individuals receiving services and managers, and observed the homes to help support recommendations made in the final report. In West Virginia, Ms. Bock conducted qualitative analysis for service providers and completed stakeholder interviews as part of the annual fidelity assessment for West Virginia's Title IV-E Waiver evaluation for Safe at Home.

October 2, 2020

Minnesota Department of Human Services
Disability Services Division
MAD Master Contract Solicitation

Prior to her work at PCG, Ms. Bock completed a BA in Health Communications at Hartwick College. While at Hartwick, Ms. Bock completed many clinical hours in a variety of different health care settings including nursing and group homes, medical surgical floors, and family health clinics. Her senior thesis work examined attitudes surrounding death and dying and how to communicate more effectively with patients and families about the topic in the healthcare setting.



AMENDMENT to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2021-050

WHEREAS, the State of Minnesota, **Minnesota Department of Human Services**, has an interagency agreement identified as **Contract: 185460, Order: 300081264** 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** the original agreement shall be amended to read:

1. Services to be Performed:

The Division agrees that through its Master Contract with Public Consulting Group the Division will sub-contract with Public Consulting Group to provide the services identified in Exhibit A and Exhibit B, ~~which is both~~ are 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 712 hours at a rate of \$210/hour for services identified in Exhibit A; and up to 120 hours at a rate of \$225.25 for services identified in Exhibit B provided by Public Consulting Group. 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 ~~\$157,520.00~~ \$184,550.00.

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:  Title: Disability Services Division Director Date: 3/15/2021 Exhibit B - Funding sources: Aging portion: EBFD 31105 – 50% DSD portion: EBFD 32827 – 50%	By: Title: Renda E Rappa Date: Digitally signed by Renda E Rappa Date: 2021.03.09 09:54:57 -06'00'

Exhibit B - Minnesota Department of Human Services

HCBS Major Project Coordination Collaborative

February 22, 2021

Mary Lenertz

Human Services Manager | Disability Services Division

PO Box 64967

St. Paul, MN, 55164-0967



PUBLIC
CONSULTING GROUP

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COMPANY BACKGROUND

Established in 1986, Public Consulting Group, LLC (PCG) is a management consulting firm offering strategic planning and implementation, operations improvement, policy development, financial management, systems development, rate setting, revenue maximization, and other management advisory services to government and private health and human services providers. Having worked in the public sector for over 30 years, PCG has assisted clients in all 50 states as well as nationally in achieving management, services, and business process changes.

Because of PCG's almost exclusive dedication to the public sector, the firm has developed a thorough understanding of the legal and regulatory requirements and fiscal constraints that often dictate how state and county government agencies provide, purchase, and manage services. We have helped government service organizations strengthen collaboration, develop communication strategies, maximize resources, make better management decisions using performance measurement techniques, and improve client outcomes.

PROJECT UNDERSTANDING

The Minnesota Department of Human Services (DHS), Disability Services Division (DSD) and Aging and Adult Services Division (AASD) are forming a collaborative to provide a forum for communication, collaboration, and coordination between business areas affected by shared projects as well as to analyze and make strategic decisions about alignment of implementation milestones and efficient utilization of resources.

DHS is working on four major projects: MnCHOICES Revision, Community First Services and Supports, Electronic Visit Verification, and Waiver Reimagine. These projects are led by DSD and AASD, but impact multiple additional areas of DHS, as well as DHS stakeholders. These projects are scheduled to be implemented on similar timelines. All projects will produce major systems change in policy and operations of current programs. They have interdependencies and interactive effects across DHS in the following areas:

- IT systems work (MMIS, COTS products)
- Policy development to ensure federal compliance and effective program administration
- Contracting and procurement with vendors
- Training and technical assistance for lead agencies, people that use services, and providers

The purpose of this collaborative is to provide different areas of DHS with regularly scheduled project updates on all three projects, give other business areas the opportunity to identify impacts in their areas, and work with project owners to coordinate work related to those impacts. It is anticipated that up to 20 staff members from DSD, AASD, and other divisions of DHS may participate in collaborative discussions and work sessions at any given time.

DHS has asked PCG to provide this proposal for strategic planning support to help launch the collaborative. We describe our proposed approach to this work below.

PROJECT APPROACH AND WORKPLAN

PCG proposes an approach to this work with the following major features:

- Facilitate a core DSD-AASD-DHS team of 3-6 people in identifying specifics of how the collaborative will operate, including regular meeting rhythms and supporting tools/templates
- Facilitate a larger collaborative design team of DSD-AASD-DHS staff members (up to 20 people) with a stake in and insights into DSD-AASD joint work on major systems change projects
- Develop the following collaborative design and operations support deliverables:
 - **Charter** – Document in MS Word that details the collaborative’s design and operations (e.g., objectives, guiding principles, deliverables, constraints, membership, leadership, and schedule/timeframes/milestones)
 - **Planning & Coordination Workbook** – Document in MS Excel with multiple tabs detailing major collaborative projects, timeframes, roles, points of intersection, etc.
 - **Meeting Management Templates** – Documents in MS Word to help collaborative lead staff develop and disseminate standardized meeting agendas and notes
 - **Communication Plan** -- Document in MS Word that details the collaborative’s routine communications, including amongst members and with DHS Executive Leadership, DHS/DSD/AASD staff, and other key stakeholders
- Prepare the collaborative core team and DSD/AASD Directors to present the results of this project to DHS Executive Leadership for feedback and approval

PCG project staff will use facilitation techniques designed to provide all participants with every opportunity to contribute fully to group discussions, regardless of processing style, introversion/extraversion, and differences in positioning in the organizational hierarchy. These techniques also help to keep sessions maximally productive and moving steadily forward. Examples include:

- Providing session agendas, reflective thinking questions, and draft deliverables in advance
- Providing time for individual reflection prior to group discussion of key questions
- Utilizing anonymous, technology-enabled input and prioritization mechanisms like online polling and virtual “sticky-note” exercises
- Utilizing co-facilitators, with one facilitator managing group discussion while the other monitors online meeting chat boards and hand-raising features
- Taking notes in a “virtual flip-charting” mode, in ways transparent to participants

Our assumptions about this project are as follows:

- All work will be completed remotely versus in-person
- DSD-AASD lead project staff will ensure that DHS staff and stakeholders critical to this work either participate directly in facilitated sessions or are consulted and briefed as needed prior to and/or following on from sessions

Our proposed workplan is as follows:

#	Collaborative Design and Development Support	Week of
1	Facilitate kickoff meeting of full Collaborative Design Team (1 hour) to identify Collaborative success markers and confirm structure/approach to designing and launching the Collaborative work products desired to support Collaborative launch and ongoing operations	3/8/2021
2	Facilitate two working sessions of Core Team (two 2-hour sessions) and create draft working documents	3/15-4/2/2021

#	Collaborative Design and Development Support	Week of
3	Facilitate review/feedback working session of full Collaborative Design Team (90 mins) and update working documents	4/5/2021
4	Facilitate working session of Core Team (90 mins) and update working documents	4/12-23/2021
5	Facilitate working session of full Collaborative Design Team (90 mins) for final review/ feedback and preparation for presenting to DHS Executive Leadership	4/26/2021
6	Work with Core Team to prepare materials to position AASD and DHS leadership to present to DHS Executive Leadership	5/3-14/2021
7	Debrief presentation to DHS Executive Leadership (1 hour) and work with Core Team to finalize deliverables	5/17-28/2021

HOURS AND BUDGET

Start – End Dates	Hours	Proposed Budget	Deliverables
March 8, 2021 – May 28, 2021	120	\$27,030	Collaborative Charter; Planning & Coordination Workbook; Meeting Agenda and Notes Templates; Communication Plan

STAFFING PLAN

This work will be led by a two-person team. **Robin O'Brien** will serve as **Lead Facilitator**, and **either Ashley Fawcett or Elsa Bock** will serve as **Project Team Member**. Both Ms. Fawcett and Ms. Bock are core members of PCG's team supporting DSD on a current project to continuously improve communication, training, and technical assistance. Both are well qualified to serve as Project Team Member for this engagement, and we will assign to this engagement whomever has the best availability to serve in the role.

This work will be supported and overseen by **Sarah Salisbury** and **Brittani Trujillo**, who will serve as **Engagement Manager** and **Project Manager**, respectively. They serve in these same capacities for PCG's other current project supporting DSD.

Bios for our proposed team members are as follows:



Sarah Salisbury, an Associate Manager, will serve as the **Engagement Manager** for this project. Ms. Salisbury has 14 years of experience and brings to the project extensive experience in a vast array of health and human services programs with specific focus on aging and disability services, early childhood programming, and rate setting. Recently, she was the Project Manager for a rate study with NM DDSD for their Mi Via, Developmental Disabilities, and Medically Fragile Waivers. In addition, Ms. Salisbury managed a comprehensive transportation assessment in New York State. The assessment identified transportation barriers for individuals with disabilities and proposed innovative recommendations for coordination and system transformation.

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Massachusetts Commission for the Blind; an assessment of the financial and administrative functions at the Massachusetts Rehabilitation Commission, Massachusetts Commission for the Blind and Massachusetts Commission for the Deaf and Hard of Hearing in order to recommend a consolidated business model to the Massachusetts Executive Office of Health and Human Services; assessing MA, MS, IN, and NY provider readiness to meet HCBS 1915c waiver requirements; and assisting with a multi-agency, independent assessment of the mobility and transportation needs of persons with disabilities and other special populations for New York State. She has also performed comprehensive Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) program assessments for the states of Rhode Island, Georgia, Michigan, and Colorado.

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Elsa Bock, a Business Analyst located in our Troy, New York office, may serve as a **Project Team Member** for this engagement. At PCG, Ms. Bock is a member of the Aging and Disability Services Center of Excellence (COE), focusing on Home and Community Based Services and person-centered planning projects. Her recent project roles have been in project coordination, site assessments, interviewing, and policy review. Prior to joining PCG, Ms. Bock gained extensive clinical experience in a variety of settings, with primary focus on aging populations. Ms. Bock's combination of consulting and clinical experience allows her to bring a unique and valuable perspective to her projects.

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AMENDMENT #2 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2021-050

WHEREAS, the State of Minnesota, **Minnesota Department of Human Services**, has an interagency agreement identified as **Contract: 185460, Order: 3000081264** 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 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 712 hours at a rate of \$210/hour for services identified in Exhibit A; and up to ~~120~~ 147 hours at a rate of \$225.25 for services identified in Exhibit B provided by Public Consulting Group. 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 ~~\$184,550.00~~ \$190,631.75.

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:  Title: Disability Services Division, Director Date: 6-30-2021 Exhibit B - Funding sources: Aging portion: EBFD 31105 – 50% DSD portion: EBFD 32827 – 50%	By: Title: Renda E Rappa Digitally signed by Renda E Rappa Date: E Rappa Date: 2021.06.29 12:50:07 -05'00'

Exhibit B - Minnesota Department of Human Services

HCBS Major Project Coordination Collaborative

February 22, 2021

Mary Lenertz

Human Services Manager | Disability Services Division

PO Box 64967

St. Paul, MN, 55164-0967



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COMPANY BACKGROUND

Established in 1986, Public Consulting Group, LLC (PCG) is a management consulting firm offering strategic planning and implementation, operations improvement, policy development, financial management, systems development, rate setting, revenue maximization, and other management advisory services to government and private health and human services providers. Having worked in the public sector for over 30 years, PCG has assisted clients in all 50 states as well as nationally in achieving management, services, and business process changes.

Because of PCG's almost exclusive dedication to the public sector, the firm has developed a thorough understanding of the legal and regulatory requirements and fiscal constraints that often dictate how state and county government agencies provide, purchase, and manage services. We have helped government service organizations strengthen collaboration, develop communication strategies, maximize resources, make better management decisions using performance measurement techniques, and improve client outcomes.

PROJECT UNDERSTANDING

The Minnesota Department of Human Services (DHS), Disability Services Division (DSD) and Aging and Adult Services Division (AASD) are forming a collaborative to provide a forum for communication, collaboration, and coordination between business areas affected by shared projects as well as to analyze and make strategic decisions about alignment of implementation milestones and efficient utilization of resources.

DHS is working on four major projects: MnCHOICES Revision, Community First Services and Supports, Electronic Visit Verification, and Waiver Reimagine. These projects are led by DSD and AASD, but impact multiple additional areas of DHS, as well as DHS stakeholders. These projects are scheduled to be implemented on similar timelines. All projects will produce major systems change in policy and operations of current programs. They have interdependencies and interactive effects across DHS in the following areas:

- IT systems work (MMIS, COTS products)
- Policy development to ensure federal compliance and effective program administration
- Contracting and procurement with vendors
- Training and technical assistance for lead agencies, people that use services, and providers

The purpose of this collaborative is to provide different areas of DHS with regularly scheduled project updates on all three projects, give other business areas the opportunity to identify impacts in their areas, and work with project owners to coordinate work related to those impacts. It is anticipated that up to 20 staff members from DSD, AASD, and other divisions of DHS may participate in collaborative discussions and work sessions at any given time.

DHS has asked PCG to provide this proposal for strategic planning support to help launch the collaborative. We describe our proposed approach to this work below.

PROJECT APPROACH AND WORKPLAN

PCG proposes an approach to this work with the following major features:

- Facilitate a core DSD-AASD-DHS team of 3-6 people in identifying specifics of how the collaborative will operate, including regular meeting rhythms and supporting tools/templates
- Facilitate a larger collaborative design team of DSD-AASD-DHS staff members (up to 20 people) with a stake in and insights into DSD-AASD joint work on major systems change projects
- Develop the following collaborative design and operations support deliverables:
 - **Charter** – Document in MS Word that details the collaborative’s design and operations (e.g., objectives, guiding principles, deliverables, constraints, membership, leadership, and schedule/timeframes/milestones)
 - **Planning & Coordination Workbook** – Document in MS Excel with multiple tabs detailing major collaborative projects, timeframes, roles, points of intersection, etc.
 - **Meeting Management Templates** – Documents in MS Word to help collaborative lead staff develop and disseminate standardized meeting agendas and notes
 - **Communication Plan** -- Document in MS Word that details the collaborative’s routine communications, including amongst members and with DHS Executive Leadership, DHS/DSD/AASD staff, and other key stakeholders
- Prepare the collaborative core team and DSD/AASD Directors to present the results of this project to DHS Executive Leadership for feedback and approval

PCG project staff will use facilitation techniques designed to provide all participants with every opportunity to contribute fully to group discussions, regardless of processing style, introversion/extraversion, and differences in positioning in the organizational hierarchy. These techniques also help to keep sessions maximally productive and moving steadily forward. Examples include:

- Providing session agendas, reflective thinking questions, and draft deliverables in advance
- Providing time for individual reflection prior to group discussion of key questions
- Utilizing anonymous, technology-enabled input and prioritization mechanisms like online polling and virtual “sticky-note” exercises
- Utilizing co-facilitators, with one facilitator managing group discussion while the other monitors online meeting chat boards and hand-raising features
- Taking notes in a “virtual flip-charting” mode, in ways transparent to participants

Our assumptions about this project are as follows:

- All work will be completed remotely versus in-person
- DSD-AASD lead project staff will ensure that DHS staff and stakeholders critical to this work either participate directly in facilitated sessions or are consulted and briefed as needed prior to and/or following on from sessions

Our proposed workplan is as follows:

#	Collaborative Design and Development Support	Week of
1	Facilitate kickoff meeting of full Collaborative Design Team (1 hour) to identify Collaborative success markers and confirm structure/approach to designing and launching the Collaborative work products desired to support Collaborative launch and ongoing operations	3/8/2021
2	Facilitate two working sessions of Core Team (two 2-hour sessions) and create draft working documents	3/15-4/2/2021

#	Collaborative Design and Development Support	Week of
3	Facilitate review/feedback working session of full Collaborative Design Team (90 mins) and update working documents	4/5/2021
4	Facilitate working session of Core Team (90 mins) and update working documents	4/12-23/2021
5	Facilitate working session of full Collaborative Design Team (90 mins) for final review/ feedback and preparation for presenting to DHS Executive Leadership	4/26/2021
6	Work with Core Team to prepare materials to position AASD and DHS leadership to present to DHS Executive Leadership	5/3-14/2021
7	Debrief presentation to DHS Executive Leadership (1 hour) and work with Core Team to finalize deliverables	5/17-28 <u>6/30,20</u> 1

HOURS AND BUDGET

Start – End Dates	Hours	Proposed Budget	Deliverables
March 8, 2021 – May 28 <u>June 30</u> , 2021	120 <u>147</u>	\$27,030 <u>\$33,111.75</u>	Collaborative Charter; Planning & Coordination Workbook; Meeting Agenda and Notes Templates; Communication Plan

STAFFING PLAN

This work will be led by a two-person team. **Robin O'Brien** will serve as **Lead Facilitator**, and **either Ashley Fawcett or Elsa Bock** will serve as **Project Team Member**. Both Ms. Fawcett and Ms. Bock are core members of PCG's team supporting DSD on a current project to continuously improve communication, training, and technical assistance. Both are well qualified to serve as Project Team Member for this engagement, and we will assign to this engagement whomever has the best availability to serve in the role.

This work will be supported and overseen by **Sarah Salisbury** and **Brittani Trujillo**, who will serve as **Engagement Manager** and **Project Manager**, respectively. They serve in these same capacities for PCG's other current project supporting DSD.

Bios for our proposed team members are as follows:



Sarah Salisbury, an Associate Manager, will serve as the **Engagement Manager** for this project. Ms. Salisbury has 14 years of experience and brings to the project extensive experience in a vast array of health and human services programs with specific focus on aging and disability services, early childhood programming, and rate setting. Recently, she was the Project Manager for a rate study with NM DDS for their Mi Via, Developmental Disabilities, and Medically Fragile Waivers. In addition, Ms. Salisbury managed a comprehensive transportation assessment in New York State. The assessment identified transportation barriers for individuals with disabilities and proposed innovative recommendations for coordination and system transformation.

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**STATE OF MINNESOTA
INTERAGENCY AGREEMENT**

Pursuant to Minnesota Statutes, Sections 43A.21 and 471.59, this is an agreement between Minnesota Management and Budget (MMB) and the Department of Human Service (DHS or Requesting Agency).

1. Services to be Performed:

MMB will provide the following services:

- Administration, maintenance and upgrades for the Enterprise Learning Management system
- Enterprise employee engagement and inclusion survey, which is conducted every two years
- Post-survey follow-up coaching and support to agencies
- Annual required training and policy acknowledgements for all employees
- Continuation of LinkedIn Learning offered to 10,000 employees
- Development of other eLearning needed by the enterprise

Authorized Agents:

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

MMB: Kristin Batson, Deputy Commissioner – Enterprise Human Capital, or their successor, 400 Centennial Office Building, 658 Cedar Street, St. Paul, MN 55155, kristin.batson@state.mn.us, 651-259-3816.

DHS: Chuck Johnson, Deputy Commissioner, or their successor designated by the Commissioner, 540 Cedar Street, St. Paul, MN 55164 chuck.johnson@state.mn.us 651-431-5672.

2. Consideration and Terms of Payment:

In consideration for services to be performed, as provided in Paragraph 1, the Requesting Agency agrees to contribute to this effort as follows:

TOTAL COST: \$187,101.00

You will receive a quarterly invoice from MMB for 25% of this amount, beginning August 2020. Each quarterly invoice should be paid within 30 days of receipt.

3. Term of Agreement:

This agreement is effective August 12, 2020, or the date that all required signatures are obtained, whichever is later, and shall remain in effect until June 30, 2021.

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.

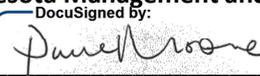
Approval:

1. STATE ENCUMBRANCE VERIFICATION

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

Signed:  _____
DocuSigned by: 5457B11AE8BB49D...
 Date: 8/11/2020

3. Minnesota Management and Budget

DocuSigned by:
 By:  _____
74F8CB8EEC742B
 (with delegated authority)
 Title: Chief Financial Officer
 Date: 8/11/2020

2. Department of Human Services

By:  _____
DocuSigned by: E336517A7BDD41E
 (With delegated authority)
 Title: Deputy Commissioner
 Date: 8/11/2020



MANAGEMENT AND BUDGET
MANAGEMENT ANALYSIS AND DEVELOPMENT

MAD Project Number: 2020-152
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 G10000000, Location 001
Total Amount of Contract: \$194,725.00	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: 2/20/20

End Date: 10/31/20

Contract:

JAK 172929/2-20-20/DB
Number/Date/Entry Initials

Order:

3-75671/DB/220-20
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 Public Sector Consultants (PSC), it will sub-contract with PSC 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: Charles E. Johnson

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 \$186,725.00 for the services identified in Exhibit A in accordance to the Deliverables and Payment Schedule identified in Attachment 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 \$194,725.00.

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. 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 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 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 Charles E. Johnson. 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:

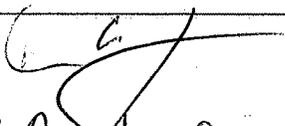
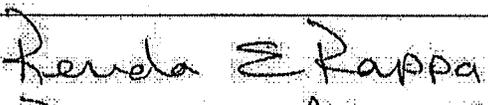
1. Requesting Agency	2. Management Analysis and Development
By:  Title: Deputy Commissioner Date: 2/20/2020	By:  Title: Business Manager Date: Feb 19, 2020

EXHIBIT A

I. CONTRACTOR DUTIES

A. General Requirements

1. Compliance with Agreement Terms. Public Sector Consultants ("PSC") and the PSC subcontractor, Health Management Associates ("HMA") (this Agreement refers to PSC and HMA collectively as "CONTRACTOR") will:
 - a. Complete all of the activities described in this Agreement ("Project") in a manner that is consistent with the terms of this Agreement and the deliverables timeline in Attachment A, "Project Schedule" ("Schedule") which is attached and expressly incorporated into this Agreement
 - b. Complete all of the activities described in this Agreement, with the lead consultants identified in the Schedule overseeing and except where the Minnesota Department of Human Services ("REQUESTING AGENCY") permits conducting the majority of the work for their respective tasks
 - c. Not deviate from the deliverable and payment timelines in the Schedule except as REQUESTING AGENCY and CONTRACTOR mutually agree upon in writing
 - d. Reply to REQUESTING AGENCY requests for input with reasonable promptness, and provide REQUESTING AGENCY with information or documents related to this Agreement within three business days of the request
 - e. Consult with REQUESTING AGENCY before replying to any requests for information about this Agreement or the activities it governs
2. Compliance with REQUESTING AGENCY Direction. CONTRACTOR will:
 - a. Complete and comply with Attachment B, "Responder Information/Declarations Form," to this Agreement.
 - b. Complete the Project and all Project activities to REQUESTING AGENCY's reasonable satisfaction
 - c. Where CONTRACTOR is not meeting, or does not appear to be on pace to meet, the terms of this Agreement, change its approach to the Project as REQUESTING AGENCY and CONTRACTOR mutually agree in writing

EXHIBIT A

3. Reporting. CONTRACTOR will provide the REQUESTING AGENCY authorized representative with oral reports lasting approximately 30 minutes on Project progress every other week. Each oral report will provide information about:
 - a. Overall Project progress
 - b. Project activity since the last report and other updates
 - c. Overall planned Project activity, including requested Schedule changes
 - d. Specific Project activities planned before the next oral report
 - e. Issues and potential issues, including CONTRACTOR requests for information and requests for REQUESTING AGENCY input or approval

4. Communication

- a. CONTRACTOR will provide REQUESTING AGENCY with notice of any existing or foreseeable issues, giving REQUESTING AGENCY as much advance notice as CONTRACTOR is reasonably able to provide.
- b. CONTRACTOR will fully respond to all REQUESTING AGENCY inquiries from the REQUESTING AGENCY authorized representative in no more than three business days.

B. General Task: Medicaid Research, Analysis, and Report. Generally, CONTRACTOR will:

1. Collect Information. Gather information about: (i) Medicaid rate-setting and payment methodologies, (ii) billing and payment policies and procedures, (iii) internal controls, and (iv) other aspects that REQUESTING AGENCY identifies (collectively, "Practices")
2. Conduct Analysis. Analyze the information it gathered
3. Issue a Report. Issue a report identifying best practices, innovative approaches, and benchmarks in implementing Practices, and recommending changes in the REQUESTING AGENCY approach to implementing Practices

C. Task 1: Kick-Off Meeting, Related Activities, and Project Management

[DELIVERABLE 1: \$15,820]

EXHIBIT A

At the start of this project, CONTRACTOR will hold an approximately four-hour kick-off call with REQUESTING AGENCY leadership via video conference to:

1. Generally Discuss the Proposed Preliminary Workplan and Strategic Research and Analysis. Discuss a proposed preliminary work plan, and the overall approach to strategic research and analysis. CONTRACTOR will develop and submit to REQUESTING AGENCY prior to the kick-off meeting an agenda for the meeting
2. Identify the Key Research Questions. Identify and clarify key research questions, including but not limited to the questions outlined in the RFP:
 - a. What are other local and national agencies and entities doing to implement Practices?
 - b. What models and efforts are working and why?
 - c. What models and efforts are not working and why?
3. Identify Subjects to Cover. Identify areas of focus, key stakeholders, data collection methodology, necessary tools, and any other REQUESTING AGENCY or CONTRACTOR requirements

D. Task 2: Preliminary Research Plan. CONTRACTOR will:

1. Conduct Preliminary Research, and Draft and Finalize the Preliminary Research Plan

[DELIVERABLE 2: \$15,205]

CONTRACTOR will conduct preliminary research, draft, incorporate REQUESTING AGENCY feedback, and obtain REQUESTING AGENCY approval of a preliminary plan for conducting research into: the key research questions identified during the kick-off meeting; Practices; best practices, innovative approaches, and benchmarks used in implementing Practices; and other matters that REQUESTING AGENCY identifies that are required as preparation for task 3. The preliminary research plan should contain proposals for conducting interviews and a survey

2. Summarize and Present Preliminary Research

[DELIVERABLE 3: \$15,205]

CONTRACTOR will hold a video conference call with REQUESTING AGENCY to provide an overview of all gathered preliminary research, and discuss the findings and results of the

EXHIBIT A

preliminary research, and the preliminary research plan. These findings, results, and plan will serve as the basis for comprehensive research efforts.

E. Task 3: Comprehensive Research. CONTRACTOR will:

1. Conduct the Research. Carry out work identified by the results of the preliminary work plan and conduct a thorough review of existing Practices used in Minnesota and in other States, as well as best practices, innovative approaches, and benchmarks in implementing Practices

2. Develop an Interview Guide

[DELIVERABLE 4: \$12,731]

Develop an interview guide subject to REQUESTING AGENCY review and approval. The interview guide must include: survey questions, suggested survey participants, schedule and timeline, and identified PSC and HMA lead consultants who will be conducting the interviews.

3. Conduct Interviews. Carry out at least 25, and up to 35 in-person and telephone interviews with REQUESTING AGENCY staff and outside organizations identified in the preliminary work plan (or by REQUESTING AGENCY outside of the preliminary work plan) with individuals who are involved in implementing Practices, and have knowledge of best practices, innovative approaches, and benchmarks in implementing Practices.
 - a. *Conduct Interviews with REQUESTING AGENCY staff.* Conduct five to ten in-person interviews with REQUESTING AGENCY officials. CONTRACTOR will interview identified REQUESTING AGENCY leadership, staff from within the Medicaid division of the Health Care Administration (HCA), other departments that may interact with the Medicaid division, the Office of Continuous Improvement, and Compliance (the Internal Audits Office). These interviews will provide more detailed information on how well current Minnesota Practices are working and what could be improved upon.
 - b. *Conduct Interviews with External Organizations.* Conduct at least 20, and up to 25 interviews with additional key individuals at other States' Medicaid departments that have similar Medicaid models to Minnesota, operate similarly-sized programs, or have implemented innovative Practices. And other outside organizations with relevant

EXHIBIT A

information. These interviews will help to identify best practices both within and outside of REQUESTING AGENCY.

4. Analyze and Summarize Interviews

[DELIVERABLE 5: \$12,731]

Analyze the responses and compile a summary identifying common themes and significant or noteworthy responses. CONTRACTOR will hold a video conference call with REQUESTING AGENCY to provide an overview of the surveys, and discuss the findings and results

5. Review Policies, Procedures, and Processes. CONTRACTOR will conduct (and HMA will lead) a review of current Practices used by organizations outside of REQUESTING AGENCY:

- a. Work with REQUESTING AGENCY to identify the Practices of interest for review
- b. Apply its knowledge of other state Medicaid systems, comparing them to REQUESTING AGENCY Medicaid policies and procedures, to recommend areas for improvement
- c. Identify how well Practices are carried out, based on information gathered through interviews
- d. Lead a review of additional documentation and practices beyond policies that serve the Medicaid system, including communication tools and methodologies, IT systems, accounting software, and other applicable tools and programs.

6. Summarize and Present Policy Review.

[DELIVERABLE 6: \$30,908]

CONTRACTOR will analyze the Practices reviewed and compile a summary identifying common themes and significant or noteworthy responses. CONTRACTOR will hold a video conference call with REQUESTING AGENCY to provide an overview of the policy review and discuss the findings and results

- F. Task 4: Research Overview; Identification of Best Practices, Innovative Approaches, and Benchmarks; Presentation of Results.** CONTRACTOR will conduct (and HMA will lead) a review of current best practices, innovative approaches, and benchmarks that organizations outside of REQUESTING AGENCY use to conduct Practices. Specifically, HMA will:

EXHIBIT A

1. Define Best Practices, Innovative Approaches, and Benchmarks. Work with REQUESTING AGENCY to determine what qualifies as a best practice or innovative approach
2. Identify and Quantify the Costs and Benefits of Various Approaches. Identify, and to the extent possible quantify the costs and benefits, and advantages and challenges that form the basis for best practice or innovative approach
3. Analyze Preliminary and Comprehensive Research. Analyze all qualitative and quantitative data collected from the preliminary research, interviews, survey, and comprehensive review to address each research question.
 - a. *Qualitative Data.* CONTRACTOR will use qualitative data to contextualize the survey findings and identify best practices, innovative approaches, and trends in other states and organizations
 - b. *Quantitative Data.* CONTRACTOR will use quantitative data to identify common trends, best practices, and challenges
4. Summarize and Present Best Practices Research.

[DELIVERABLE 7: \$17,880]

CONTRACTOR will hold a video conference call with REQUESTING AGENCY to provide an overview of best practices, innovative approaches, and benchmarks, and discuss the findings and results, which will serve as the basis for the recommendations to be included in the final report.

G. Task 5: Final Report with Recommendations.

1. Prepare and Submit a Draft Report.

[DELIVERABLE 8: \$17,822]

CONTRACTOR will prepare, and submit for REQUESTING AGENCY review and approval, a draft report that:

- a. *Contains a Summary.* Summarizes key findings and details information obtained through tasks 1-4 to this Agreement
- b. *Covers the Required Subject Matter.* Overall:
 - i. Fully reviews REQUESTING AGENCY existing policies, including identifying potential weaknesses
 - ii. Identifies innovative practices in other states and organizations, and

EXHIBIT A

- iii. Recommends concrete steps to improve state Medicaid payment policies and procedures on rate-setting, billing, payment, and internal controls

c. *Is Well-Organized*. Includes the following sections:

- i. **Executive Summary**. A high-level summary of the key findings
- ii. **Background**. A brief overview of the current national and State Practices
- iii. **Methodology**. A description of the research process and benchmark determinations for best practices and innovative approaches
- iv. **Analysis**. Key findings from the research, including the interviews, survey, and document review
- v. **Recommendations**. Suggested changes to policies, procedures, or models based on best practices and innovative approach findings for the following issues: policy elements and changes, processes and procedures, communication methods, IT programs, monitoring tools, implementation of proposed models, opportunities to leverage existing resources, and other resources to sustain services.
- vi. **Implementation Strategies and Tools**. Advice on how the recommended policies may best be implemented in Minnesota based on the research.

2. Prepare and Submit a Final Report.

[DELIVERABLE 9: \$17,823]

CONTRACTOR will prepare, and submit for REQUESTING AGENCY review and approval, a final report that addresses all REQUESTING AGENCY feedback on the draft report.

H. Task 6: Accessibility

CONTRACTOR will ensure that the following deliverables, or other materials are accessible, in compliance with Section 508 of the US Rehabilitation Act:

- a. The Final Report [DELIVERABLE 10: \$3,800]

I. Task 7: Implementation Consultation and Assistance.

EXHIBIT A

[DELIVERABLE 11: \$26,800]

CONTRACTOR will provide ongoing consultation and assistance to REQUESTING AGENCY as REQUESTING AGENCY implements the changes that CONTRACTOR recommends to improve Practices. REQUESTING AGENCY will determine specific deliverables during the implementation process.

EXHIBIT A - ATTACHMENT AS DELIVERABLES AND PAYMENT SCHEDULE

Task No.	Task Summary	Priority	Scope	Inputs	Deliverables	Duration	Cost	Performance Indicators	
1	Kick-off meeting, Related Activities and Project Management	High	<ul style="list-style-type: none"> PSC will develop an agenda and lead kick-off meeting. PSC will provide ongoing project management, including client feedback. 	<ul style="list-style-type: none"> HMA will provide input and participate in kick-off meeting. HMA will participate in some client check-ins as needed. 	<ul style="list-style-type: none"> A completed project kick-off video conference call with PSC, HMA, and DHS. 	By mid-February, 2020	\$ 15,000	1,500	
2	Preliminary Research Plan	High	<ul style="list-style-type: none"> PSC will lead the development of the work plan. 	<ul style="list-style-type: none"> HMA will share preliminary research plan to incorporate into the work plan. 	<ul style="list-style-type: none"> Research plan (draft and final) 	By February 28, 2020	\$ 15,200	1,520	
3	Comprehensive Research	High	<ul style="list-style-type: none"> PSC will draft an interview guide and conduct interviews. PSC will review/analyze interview data and summarize findings. PSC will participate in meetings with the state to share key findings. 	<ul style="list-style-type: none"> HMA will conduct interviews. HMA will review/analyze interview data and summarize findings. HMA will participate in meetings with the state to share findings. 	<ul style="list-style-type: none"> PSC and HMA will submit interview guide to DHS for review and approval. PSC and HMA will analyze interviews and create summary common themes and responses to DHS via video conference call. 	By April 3, 2020	\$ 32,731	1,773	
4	Research on Best Practices, Innovative Approaches, and Benchmarks	High	<ul style="list-style-type: none"> HMA and PSC will conduct research on national and state best practices, innovative approaches, and relevant benchmarks. HMA and PSC will utilize both quantitative and qualitative data sources. 	<ul style="list-style-type: none"> HMA will provide a review of policies, procedures, and business processes, and review other communication and product, including communication tools and technologies, IT systems, accounting software, and other applicable tools and programs. HMA will participate in meetings with the state to share findings. 	<ul style="list-style-type: none"> PSC and HMA will review & analyze documentation (policies, procedures, and other documents) and provide oral summary to DHS about common themes and findings via video conference call. 	By May 31, 2020	\$ 30,906	3,051	
5	Final Report with Recommendations	High	<ul style="list-style-type: none"> PSC will draft the written final report, submit draft feedback, and develop graphics and other visual materials for the report. PSC will prepare presentation materials. 	<ul style="list-style-type: none"> HMA will provide support to PSC that is necessary to make the deliverables and materials accessible. 	<ul style="list-style-type: none"> PSC and HMA will meet with DHS to present the final report. 	By July 31, 2020	\$ 17,822	1,782	
6	Accessibility	High	<ul style="list-style-type: none"> PSC will lead any work to make deliverables and materials accessible. 	<ul style="list-style-type: none"> HMA will provide support to PSC that is necessary to make the deliverables and materials accessible. 	<ul style="list-style-type: none"> PSC and HMA will ensure that the final report meets the accessibility requirements of Section 508 of the Rehabilitation Act (29 U.S.C. 7942). 	By July 31, 2020	\$ 3,000	300	
7	Implementation Support and Tools for Success	High	<ul style="list-style-type: none"> PSC and HMA will provide ongoing consultation and assistance to DHS as it implements the recommended changes. 	<ul style="list-style-type: none"> HMA will engage in implementation consultation as needed. 	<ul style="list-style-type: none"> Total 	August 1, 2020 - October 31, 2020	\$ 196,725	2,680	
							Total	\$ 196,725	2,673

EXHIBIT A

Attachment B: Responder Information/Declarations Form

Responder Information

Responder-Name:

Website:

Address:

Telephone-Number:

Contract Information

Contact-Name:

Title:

Telephone-Number:

Fax-Number:

E-mail:

Name(s) of individuals involved with the preparation of this proposal (to assist in determining potential conflict of interest):

The above-named responder submits the attached proposal in response to the following Minnesota Department of Human Services Request for Proposals (state which RFP you are responding to):

By submission of this proposal, responder warrants that:

EXHIBIT A

1. The information provided is true, correct and reliable for purposes of evaluation for potential contract award. Responder understands that the submission of inaccurate or misleading information may be grounds for disqualification from the award as well as subject the Responder to suspension or debarment proceedings as well as other remedies available by law.
2. It is competent to provide all the services set forth in its Proposal.
3. Each person signing a section of this Proposal is authorized to make decisions as to the prices quoted and/or duties proposed and is legally authorized to bind the company to those decisions.
4. If it has relationships that create, or appear to create, a conflict of interest with the work that is contemplated in this request for proposals, Responder will provide, along with this form, a list containing the names of the entities, the relationship, and a discussion of the conflict.
5. To the best of its knowledge and belief, and except as otherwise disclosed, there are no relevant facts or circumstances which could give rise to organizational conflicts of interest. An organizational conflict of interest exists when, because of existing or planned activities or because of relationships with other persons, a vendor is unable or potentially unable to render impartial assistance or advice to the State, or the vendor's objectivity in performing the contract work is or might be otherwise impaired, or the vendor has an unfair competitive advantage. Responder agrees that, if after award, an organizational conflict of interest is discovered, an immediate and full disclosure in writing will be made to the Assistant Director of the Department of Administration's Materials Management Division ("MMD") which will include a description of the action which Responder has taken or proposes to take to avoid or mitigate such conflicts. If an organizational conflict of interest is determined to exist, the State may, at its discretion, cancel the contract. In the event the Responder was aware of an organizational conflict of interest prior to the award of the contract and did not disclose the conflict to MMD, the State may terminate the contract for default. The provisions of this clause must be included in all subcontracts for work to be performed similar to the service provided by the prime contractor, and the terms "contract," "contractor," and "contracting officer" modified appropriately to preserve the State's rights.
6. No attempt has been made or will be made by Responder to induce any other person or firm to submit or not to submit a Proposal.
7. In connection with this procurement, the prices proposed have been arrived at independently, without consultation, communication, or agreement, for the purpose of restriction of competition, as to any other Responder or with any competitor; and that unless otherwise required by law, the prices quoted have not been knowingly disclosed by

EXHIBIT A

Responder prior to award, either directly or indirectly, to any other Responder or competitor.

8. The services and prices stated in this Proposal (both Technical and Cost Proposals) will remain open for acceptance by the State until a contract is awarded, the RFP is cancelled, or 180 days after the deadline for Proposal submission, whichever comes first.
9. Any proposed subcontractors will be identified in the RFP and the percentage of work under the contract to be performed by the prime contractor and each subcontractor will be indicated.
10. If there is a reasonable expectation that the Responder is or would be associated with any parent, affiliate, or subsidiary organization in order to supply any service, supplies or equipment to comply with the performance requirements under the resulting contract of the RFP, Responder must include with this form written authorization from the parent, affiliate, or subsidiary organization granting the right to examine directly, pertinent books, documents, papers, and records involving such transactions that are related to the resulting contract. This right will be given to the Minnesota Department of Human Services, U.S. Department of Health and Human Services, and Comptroller General of the United States.
11. If, at any time after a Proposal is submitted and a contract has been awarded, such an association arises as described in the paragraph above, Responder will obtain a similar certification and authorization from the parent, affiliate, or subsidiary organization within ten (10) working days after forming the relationship.

By signing this statement, you certify that the information provided is accurate and that you are authorized to sign on behalf of, and legally bind, the Responder.

Authorized-Signature:

Printed-Name:

Title:

Date: _____ Telephone-Number: _____

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AMENDMENT to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2020-152

WHEREAS, the State of Minnesota, **Department of Human Services**, has an interagency agreement identified as **2020-152 (IAK%172929)** 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 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:

The Division will invoice up to \$186,725.00 for the services identified in Exhibit A in accordance to the Deliverables and Payment Schedule identified in Attachment A, amended on May 5, 2020. 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 \$194,725.00.

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:

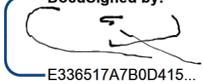
Payment to be requested by invoice based on service performed in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

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 ~~October 31, 2020~~ April 30, 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 Interagency Agreement, and any previous amendments, are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
<p>By:  E336517A7B0D415...</p> <p>Title: Deputy Commissioner</p> <p>Date: 5/15/2020</p>	<p>By:</p> <p>Title: Renda E Rappa Digitally signed by Renda E Rappa</p> <p>Date: 2020.05.12 12:37:14 -05'00'</p>

ATTACHMENT A: DELIVERABLES AND PAYMENT SCHEDULE, AMENDED ON May 5, 2020
MEDICAID RESEARCH, ANALYSIS, AND REPORT

TASK NO.	TASK OVERVIEW	DESCRIPTION	PSC ROLE	HMA ROLE	DELIVERABLES	DEADLINE	REVISED DEADLINE	COST	10% RETAINAGE THAT WILL BE WITHHELD FROM EACH DELIVERABLE AMOUNT
1	Kick-Off Meeting, Related Activities, and Project Management	<p><u>Work related to a kick-off meeting via web/conference call (up to four hours), follow-up discussions with the DHS core team, and meeting about the work and preliminary research plan and to prepare for the strategic research and analysis.</u></p>	<ul style="list-style-type: none"> PSC will develop an agenda and lead kick-off activities. PSC will provide ongoing project management, including client check-ins. 	<ul style="list-style-type: none"> HMA will provide input and participate in kick-off activities. HMA will participate in some client check-ins as needed. 	<ol style="list-style-type: none"> A completed project kick-off video conference call with PSC, HMA, and DHS. 	By March 31, 2020	By June 30, 2020	\$ 15,820	\$ 1,582
2	Preliminary Research Plan	<p>PSC and HMA will draft a preliminary research plan for DHS to review to serve as the guide for the research and report process.</p> <p>Upon approval of the research plan, PSC and HMA will conduct preliminary research accordingly</p>	<ul style="list-style-type: none"> PSC will lead the development of the work plan. 	<ul style="list-style-type: none"> HMA will share preliminary research citations to incorporate into the work plan. 	<ol style="list-style-type: none"> Preliminary research check-in meeting via video conference: PSC and HMA will verbally share preliminary information with DHS for review and guidance/prioritization in preparation for the comprehensive research 	By March 31, 2020	By August 31, 2020	\$ 15,205	\$ 1,521
3	Comprehensive Research	<p>Upon DHS approval of the research plan, and completion of check-in meeting (list of optimal entities to investigate and for thorough review), HMA and PSC will conduct comprehensive review:</p> <p>a. Interviews: Upon DHS approval of interview guide, PSC and HMA will conduct 25-35 interviews (in-person and telephone): 5-10 interviews with DHS staff <u>in coordination with DHS</u>, and 20-25 interviews with key individuals outside organizations as identified in the research plan and preliminary review.</p> <p>c. Review Policies, Procedures, and Processes: PSC and HMA will review current policies, procedures, and business processes.</p> <p>d. Review Documentation and Practices: PSC and HMA will review additional documentation and practices that serve the Medicaid system, including communication tools and methodologies, IT systems, accounting software, and other applicable tools and programs.</p>	<ul style="list-style-type: none"> PSC will draft an interview guide and conduct interviews. PSC will review/analyze interview data and summarize interview and findings. PSC will participate in meetings with the state to share key findings. 	<ul style="list-style-type: none"> HMA will conduct interviews. HMA will review/analyze interview data and summarize interview findings. HMA will participate in meetings with the state to share key findings. 	<ol style="list-style-type: none"> PSC and HMA will submit interview guide to DHS for review and approval 	By March 31, 2020	By September 15, 2020	\$ 12,791	\$ 1,273
4	Research on Best Practices, Innovative Approaches, and Benchmarks	<p>HMA and PSC will conduct research on national and state best practices, innovative approaches, and standards/benchmarks. HMA and PSC will utilize both quantitative and qualitative data address:</p> <p>a. Research Overview. b. Best Practices and Benchmarks. c. Innovative Approaches. d. Trends, Patterns, Strengths, Weaknesses, and Opportunities. e. Current Benchmarks, Standards, Measures, and Tools.</p>	<ul style="list-style-type: none"> PSC will summarize all research findings from PSC and HMA's preliminary and comprehensive research. 	<ul style="list-style-type: none"> HMA will participate in meetings with the state to share findings. 	<ol style="list-style-type: none"> PSC and HMA will review & analyze other documentation and practices, including communication tools and methodologies, IT systems, accounting software, and other applicable tools and programs HMA will participate in meetings with the state to share findings. 	By March 31, 2020	By October 30, 2020	\$ 30,908	\$ 3,091
5	Final Report with Recommendations	<p>PSC and HMA will prepare a final report that summarizes key findings and detailed information obtained through each activity. This report includes findings, data, and analysis from Tasks 1-4 and corresponding deliverables. The report will include the following sections: executive summary, background, methodology, analysis, recommendations, implementation strategies and tools. The final report must be accessible, in compliance with the Minnesota IT Accessibility Standards (version 06/14/2018).</p>	<ul style="list-style-type: none"> PSC will draft the written final report, solicit client feedback, and develop graphics and other visual materials for the report. PSC will prepare presentation materials. 	<ul style="list-style-type: none"> HMA will offer recommendations on rate setting, bill payment, and internal controls, as well as any IT findings for the final report. 	<ol style="list-style-type: none"> Provide draft report to DHS for review, feedback, and approval; provide final report to DHS reflecting feedback and input. 	By March 31, 2020	By January 29, 2021	\$ 17,822	\$ 1,782
6	Accessibility	<p>PSC will ensure that agreed-upon deliverables and materials meet the accessibility requirements of section 508 of the Rehabilitation Act (29 U.S.C. 794d)</p>	<ul style="list-style-type: none"> PSC will lead any work to make identified deliverables and materials accessible 	<ul style="list-style-type: none"> HMA will provide support to PSC that is necessary to make the deliverables and materials accessible 	<ol style="list-style-type: none"> PSC and HMA will meet with DHS in person to present the final report PSC will ensure that the Final Report meets the accessibility requirements of Section 508 of the Rehabilitation Act (29 U.S.C. 794d) 	By July 30, 2020	By January 29, 2021	\$ 17,823	\$ 1,782
7	Implementation Strategies and Tools for Success	<p>PSC and HMA will provide ongoing consultation and assistance to DHS as it implements the recommended changes.</p>	<ul style="list-style-type: none"> PSC will lead any implementation consultation and refer any questions to HMA based on areas led by HMA during the project work 	<ul style="list-style-type: none"> HMA will engage in implementation consultation as needed 	<ol style="list-style-type: none"> TBD 	August 1, 2020 - October 31, 2020	February 1, 2021 - April 30, 2021	\$ 26,800	\$ 2,680
Total								\$ 186,725	\$ 18,673



AMENDMENT #2 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2020-152

WHEREAS, the State of Minnesota, **Department of Human Services**, has an interagency agreement identified as **2020-152 (IAK%172929)** 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 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:

The Division will invoice up to \$186,725.00 for the services identified in Exhibit A in accordance to the Deliverables and Payment Schedule identified in Attachment A, amended on ~~May 5~~ August 6, 2020. 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 \$194,725.00.

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.

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
<p>By:  <small>Digitally signed by: E336517A7B0D415...</small> Title: Deputy Commissioner Date: 8/19/2020</p>	<p>By: Renda E Rappa Digitally signed by Renda E Rappa Title: Rappa Date: 2020.08.19 Date: Rappa 12:32:29 -05'00'</p>



AMENDMENT #3 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2020-152

WHEREAS, the State of Minnesota, **Department of Human Services**, has an interagency agreement identified as **2020-152 (IAK%172929)** 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 agreement shall be amended to read:

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 ~~April 30, 2021~~ June 30, 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 Interagency Agreement, and any previous amendments, are incorporated into this amendment by reference.

APPROVED:

1. REQUESTING AGENCY	2. DIVISION
<p>DocuSigned by: By: <i>Charles Johnson</i> E336517A7B0D415... Title: Deputy Commissioner Date: 8/28/2020</p>	<p>By: Renda E Rappa Title: Digitally signed by Renda E Rappa Date: 2020.08.27 16:57:41 -05'00'</p>

DB 8-28-20



AMENDMENT #4 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2020-152

WHEREAS, the State of Minnesota, **Department of Human Services**, has an interagency agreement identified as **2020-152 (IAK%172929)** 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 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:

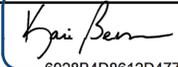
The Division will invoice up to ~~\$186,725.00~~ \$159,925.00 for the services identified in Exhibit A in accordance to the Deliverables and Payment Schedule identified in Attachment A, amended on ~~August 6, 2020~~ June 15, 2021. The Division will also invoice up to \$8,000.00 for contract management. The total amount the Division will invoice under this agreement shall not exceed ~~\$194,725.00~~ \$167,925.00.

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.

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
<p>By:  6928B4D8612D477...</p> <p>Title: Executive Director</p> <p>Date: 6/21/2021</p>	<p>By: Renda E Rappa </p> <p>Title: Digitally signed by Renda E Rappa</p> <p>Date: 2021.06.15 14:22:48 -05'00'</p>

ATTACHMENT A: DELIVERABLES AND PAYMENT SCHEDULE, AMENDED ON ~~May 1, 2020~~ ~~August 6, 2020~~ ~~June 15, 2021~~

MEDICAID RESEARCH, ANALYSIS, AND REPORT

TASK NO.	TASK OVERVIEW	DESCRIPTION	PSC ROLE	HMA ROLE	DELIVERABLES	REVISED DEADLINE May 1, 2020	REVISED DEADLINE August 6, 2020	COST	10% RETAINAGE THAT WILL BE WITHHELD FROM EACH DELIVERABLE AMOUNT
1	Kick-Off Meeting, Related Activities, and Project Management	Work related to a kick off meeting via web/conference call (up to four hours), follow up discussions with the DHS core team, and meetings about the preliminary research plan and to prepare for the strategic research and analysis.	<ul style="list-style-type: none"> PSC will develop an agenda and lead kickoff activities. PSC will provide ongoing project management, including client check-ins. 	<ul style="list-style-type: none"> HMA will provide input and participate in kickoff activities. HMA will participate in some client check-ins as needed. 	<ol style="list-style-type: none"> A completed project kick-off video conference call with PSC, HMA, and DHS. 	By June 30, 2020	<i>DLA</i>	\$ 15,820	\$ 1,582
2	Research Plan	<p>PSC and HMA will conduct preliminary research to identify what is working well and what could be improved within DHS. This work will include:</p> <ol style="list-style-type: none"> Interviews: PSC and HMA will conduct 5-10 interviews with DHS staff in coordination with DHS. Review Policies, Procedures, and Business Processes: PSC and HMA will review current policies, procedures, and business processes within DHS based on information gathered from the kickoff meeting and internal staff interviews. PSC and HMA will draft a preliminary research plan for DHS to review to serve as the guide for the research and report process. <p>Upon approval of the research plan, PSC and HMA will conduct comprehensive research accordingly.</p>	<ul style="list-style-type: none"> PSC will draft an interview guide and conduct interviews. PSC will review/analyze interview data and summarize interview findings. PSC will participate in meetings with state to share key findings. PSC will lead the development of the work plan. 	<ul style="list-style-type: none"> HMA will conduct interviews. HMA will review/analyze interview data and summarize interview findings. HMA will participate in meetings with the state to share findings. HMA will share preliminary research citations to incorporate into the work plan. 	<ol style="list-style-type: none"> PSC and HMA will submit an interview guide to DHS for review and approval and conduct DHS associated documents will be analyzed to develop the research plan. Preliminary research check-in meeting via video conference. PSC and HMA will verbally share preliminary information with DHS for review and guidance/prioritization in preparation for the comprehensive research. 	By August 19, 2020	By August 19, 2020	\$ 15,205	\$ 1,521
3	Comprehensive Research	<p>Upon DHS approval of the research plan, and completion of check-in meeting (list of optimal entities to investigate and for thorough review), HMA and PSC will conduct comprehensive review:</p> <ol style="list-style-type: none"> Interviews: PSC and HMA will conduct 20-25 interviews with key individuals in outside organizations as identified in the research plan and preliminary review. Review Policies, Procedures, and Processes: PSC and HMA will review current policies, procedures, and business processes in other state Medicaid systems. Review Documentation and Practices: PSC and HMA will review additional documentation and practices from DHS or other state Medicaid systems, as deemed relevant by DHS, including communication tools and methodologies, IT systems, accounting software, and other applicable tools and programs. 	<ul style="list-style-type: none"> PSC will draft an interview guide and conduct interviews. PSC will review/analyze interview data and summarize interview findings. PSC will participate in meetings with the state to share key findings. 	<ul style="list-style-type: none"> HMA will conduct interviews. HMA will review/analyze interview data and summarize interview findings. HMA will participate in meetings with the state to share findings. 	<ol style="list-style-type: none"> PSC and HMA will submit interview guide to DHS for review and approval PSC and HMA will conduct interviews in September and October and, once completed, analyze interviews and orally summarize common themes and responses to DHS via video conference call. 	By September 15, 2020	<i>DLA</i>	\$ 12,731	\$ 1,273
4	Research on Best Practices, Innovative Approaches, and Benchmarks	HMA and PSC will conduct research on national and state best practices, innovative approaches and standards/benchmarks. HMA and PSC will utilize both quantitative and qualitative data address: <ol style="list-style-type: none"> Research Overview. Best Practices and Benchmarks. Innovative Approaches. Trends, Patterns, Strengths, Weaknesses, and Opportunities. Current Benchmarks, Standards, Measures, and Tools. 	<ul style="list-style-type: none"> PSC will summarize all research findings from PSC and HMA's preliminary and comprehensive research. 	<ul style="list-style-type: none"> HMA will provide research to incorporate into the report in the following areas: <ol style="list-style-type: none"> Best Practices and Benchmarks. Innovative Approaches. Cross-sector analysis and current benchmarks, standards, measures, and tools 	<ol style="list-style-type: none"> PSC and HMA will hold a video conference call with DHS to verbally discuss findings and results of the research. 	By January 5, 2021	By December 18, 2020	\$ 17,880	\$ 3,091
5	Final Report with Recommendations	PSC and HMA will prepare a final report that summarizes key findings and detailed information obtained through each activity. This report includes findings, data, and analysis from tasks 1-4 and corresponding deliverables. The report will include the following sections: executive summary, background, methodology, analysis, recommendations, implementation strategies and tools. The final report must be accessible, in compliance with the Minnesota IT Accessibility Standards (version 06/14/2018).	<ul style="list-style-type: none"> PSC will draft the written final report, solicit client feedback, and develop graphics and other visual materials for the report. PSC will prepare presentation materials. 	<ul style="list-style-type: none"> HMA will offer recommendations on rate setting, bill payment, and internal controls, as well as any IT findings for the final report. 	<ol style="list-style-type: none"> Provide draft report to DHS for review, feedback, and approval; provide final report to DHS reflecting feedback and input. 	By February 12, 2021	By February 12, 2021	\$ 17,822	\$ 1,782
6	Accessibility	PSC will ensure that agreed-upon deliverables and materials meet the accessibility requirements of Section 508 of the Rehabilitation Act (29 U.S.C. 794d)	<ul style="list-style-type: none"> PSC will lead any work to make identified deliverables and materials accessible 	<ul style="list-style-type: none"> HMA will provide support to PSC that is necessary to make the deliverables and materials accessible 	<ol style="list-style-type: none"> PSC and HMA will meet with DHS in person to present the final report PSC will ensure that the Final Report meets the accessibility requirements of Section 508 of the Rehabilitation Act (29 U.S.C. 794d) 	By February 26, 2021	By February 26, 2021	\$ 17,823	\$ 1,782
7	Implementation Strategies and Tools for Success	PSC and HMA will provide ongoing consultation and assistance to DHS as it implements the recommended changes.	<ul style="list-style-type: none"> PSC will lead any implementation consultation and refer any questions to HMA based on created by HMA during the project work. 	<ul style="list-style-type: none"> HMA will engage in implementation consultation as needed 	<ol style="list-style-type: none"> HMA will provide support to PSC that is necessary to make the deliverables and materials accessible 	March 17, 2021 - May 31, 2021	March 17, 2021 - May 31, 2021	\$ 3,800	\$ 380
Total									\$186,735 159,975 15,993

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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.

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- 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

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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.

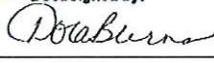
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APPROVED:

1. DHS ENCUMBRANCE VERIFICATION

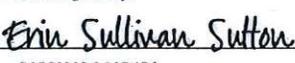
Individual certifies that funds have been encumbered as required by Minn. Stat. §§ 16A.15 and 16C.05

DocuSigned by:
By: 
5457B11AE8BB49D...
Date: 1/14/2020

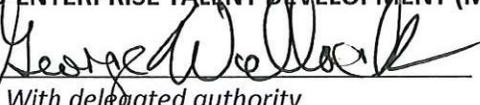
SWIFT Contract No: IAK 170031

SWIFT PO #: 3000074705

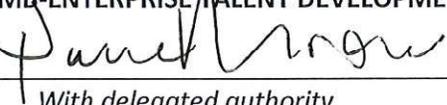
2. MINNESOTA DEPARTMENT OF HUMAN SERVICES (DHS)

DocuSigned by:
By: 
B375630DCC0D4B0...
Title: Director, Housing and Support Services
Date: 1/14/2020

3. MMB-ENTERPRISE TALENT DEVELOPMENT (MMB-ETD)

By: 
With delegated authority
Title: BUSINESS MANAGER ETD
Date: 1/16/20

4. MMB-ENTERPRISE TALENT DEVELOPMENT (MMB-ETD)

By: 
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

Amendment 1 to Interagency Agreement IAK 170031

Contract Start Date:	<u>1/16/2020</u>	Original Contract Amount:	<u>\$107,380.00</u>
Original Contract Expiration Date:	<u>6/30/2020</u>	Previous Amendment(s) Total:	<u>\$0.00</u>
Current Contract Expiration Date:	<u>6/30/2020</u>	This Amendment:	<u>\$0.00</u>
Requested Contract Expiration Date:	<u>8/31/2020</u>	Total Contract Amount:	<u>\$107,380.00</u>

This amendment (“Amendment”) is by and between the Minnesota Department of Human Services, Housing and Support Services Division (hereinafter DHS), 540 Cedar Street, Saint Paul, MN 55155 and Minnesota Management and Budget, Enterprise Talent Development (hereinafter MMB-ETD), 658 Cedar Street, 400 Centennial Building, Saint Paul, MN 55155.

Recitals

1. DHS and MMB-ETD have an Interagency Agreement identified as IAK%170031 (“Original Agreement”) in which MMB-ETD is to subcontract with edChunk, Inc., for edChunk, Inc., to 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.
2. This agreement is being amended at DHS’ request in order to extend the duration of this agreement in order to provide more time to complete the services identified in the Original Agreement to DHS’ satisfaction.
3. DHS and MMB-ETD are willing to amend the Original Agreement as stated below.

Interagency Agreement Amendment

In this Amendment, changes to pre-existing Original Agreement language will use ~~strike through~~ for deletions and underlining for insertions.

REVISION 1. Clause 1.2 “**Expiration Date**” is amended as follows:

- 1.2 Expiration Date:** ~~June 30, 2020~~ August 31, 2020, or until all obligations have been satisfactorily fulfilled, whichever occurs first.

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

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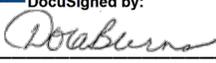
20CONT06 – Amendment 1

IN WITNESS WHEREOF, the parties have caused this Agreement to be duly executed intending to be bound thereby.

APPROVED:

1. DHS ENCUMBRANCE VERIFICATION

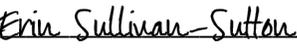
Individual certifies that funds have been encumbered as required by Minn. Stat. §§ 16A.15 and 16C.05

DocuSigned by:
By: 
5457B11AE8BB49D...
Date: 6/22/2020

SWIFT Contract No: IAK 170031

SWIFT PO #: 3-74705

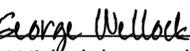
2. MINNESOTA DEPARTMENT OF HUMAN SERVICES (DHS)

DocuSigned by:
By: 
With delegated authority

Title: Director, Housing and Support Services

Date: 6/22/2020

3. MMB-ENTERPRISE TALENT DEVELOPMENT (MMB-ETD)

DocuSigned by:
By: 
With delegated authority

Title: ETD Director

Date: 6/24/2020

4. MMB-ENTERPRISE TALENT DEVELOPMENT (MMB-ETD)

DocuSigned by:
By: 
With delegated authority

Title: Acting Deputy Commssioner

Date: 6/24/2020

Distribution (fully executed contract to each):
Providing Agency
Contracting, Procurement & Legal Compliance Division
State Authorized Representative

**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: 
9F28A2D157F542A...
Title: Chief Financial Officer

Date: 6/28/2019

2. Office of MN.IT Services

(With delegated authority)

By: 
58BF08075AF6441...
Title: Procurement Director

Date: 6/28/2019



MAD Project Number: 2021-020 INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS AND DEVELOPMENT SERVICES

Requesting Agency: MN.IT ServicesMAD 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: \$74,995.00	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: _____ End Date: _____

Contract: 181217
entered by R. _____
wegner Number/Date/Entry Initials

DS
[Signature]

Order: 3-35070
Number/Date/Signatures

DS
[Signature]

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

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:

Stevie Peterson, Trissential, will provide the following services to MN.IT in cooperation with Management Analysis and Development through its Master Contract with Trissential. Specifically, the Contractor will be providing a Transformation Project Manager/Business Analyst consultant who will be assisting the MN.IT organization with the adoption of the Modernization Roadmap that was recommended by the Blue Ribbon Council. The main responsibilities will include organizing activities/plans with dates and participants based on the approach; following up with individuals, analyzing the results and developing metrics/models to measure progress against agency's maturity gaps, and helping to draft a short-term roadmap. The skills required includes excellent analytical skill, excel and organizational change. Deliverables will be project plans, metrics, gap analysis results, dashboards and roadmaps.

2. Contacts:

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

Management Analysis and Development: Renda Rappa

Requesting Agency: Tracy Gerasch

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 496 hours at a rate of \$140/hour for services provided by Stevie Peterson, Trissential, for the services identified above. The Division will also invoice up to \$5,555.00 for contract management. The total amount the Division will invoice under this agreement shall not exceed \$74,995.00.

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 August 4, 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, 2021, 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 Tracy Gerasch. 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.

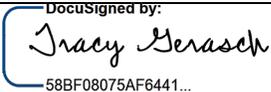
10. State Audit:

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>DocuSigned by: 58BF08075AF6441...</small></p> <p>Title:</p> <p>Date: 8/3/2020</p>	<p>By:</p> <p>Title: Renda E Rappa</p> <p>Date: 2020.08.02 14:14:16 -05'00'</p> <p><small>Digitally signed by Renda E Rappa</small></p>



AMENDMENT to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2021-020

WHEREAS, the State of Minnesota, MN.IT Services, has an interagency agreement identified as **2021-020 (Contract: 181217, PO: 3-35070)** 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** the original contract 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 the services identified below:

Stevie Peterson, Trissential, will provide the following services to MN.IT in cooperation with Management Analysis and Development through its Master Contract with Trissential. Specifically, the Contractor will be providing a Transformation Project Manager/Business Analyst consultant who will be assisting the MN.IT organization with the adoption of the Modernization Roadmap that was recommended by the Blue Ribbon Council. The main responsibilities will include organizing activities/plans with dates and participants based on the approach; following up with individuals, analyzing the results and developing metrics/models to measure progress against agency's maturity gaps, and helping to draft a short-term roadmap. The skills required includes excellent analytical skill, excel and organizational change. Deliverables will be project plans, metrics, gap analysis results, dashboards and roadmaps.

In addition, Trissential will 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:

The Division will invoice up to ~~496~~ 776 hours at a rate of \$140/hour for services provided by Stevie Peterson, Trissential, for the services identified above. The Division will also invoice up to ~~\$5,555.00~~ \$8,000.00 for contract management. The total amount the Division will invoice under this agreement shall not exceed ~~\$74,995.00~~ \$116,640.00.

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 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
<p>By: <i>Tracy Gerasch</i> <small>DocuSigned by: 58BF08075AF6441...</small></p> <p>Title:</p> <p>Date: 10/26/2020</p>	<p>By: Renda E Rappa</p> <p>Title:</p> <p>Date: 2020.10.13 12:58:38 -05'00'</p> <p>Digitally signed by Renda E Rappa</p>

EXHIBIT A



RFP RESPONSE:

TRANSFORMATION PROJECT MANAGER/BUSINESS ANALYST

Prepared by:
Cindy San Hamel, Account Executive
Stevie Peterson, Senior Management Consultant
September 30, 2020



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MINNEAPOLIS, MN 55391

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BACKGROUND

The MNIT Blue Ribbon Council recently published 24 recommendations that MNIT follow under the overarching goal of modernization. One of the said recommendations is to develop and follow a “modernization roadmap.” This initiative involves working with the MNIT Assistant Commissioner responsible for the Enterprise Project Portfolio Office, Zarina Baber, to lay the foundation for the modernization playbook.

OUR UNDERSTANDING

MNIT is seeking an experienced transformation project manager who has excellent business analysis skills and can facilitate large-scale organization change management. They prefer someone with previous government sector experience as well. Additionally, the consultant should have experience in process development and improvement, overall strategy development and experience with project and portfolio management for large organizations or IT project portfolios. MNIT services will provide a dedicated project sponsor for this quick-turnaround, high-speed engagement.

The main responsibilities for this role will include the following:

- Organizing activities/plans with dates and participants based on the approach
- Following up with individuals, analyzing the results and developing metrics/models to measure progress against agency’s maturity gaps
- Helping to draft a short-term roadmap

DELIVERABLES

Deliverables will include project plans, metrics, gap analysis results, dashboards and roadmaps.

RECOMMENDED RESOURCE

Sr. Management Consultant – Stevie Peterson

Stevie has been successfully engaged with MNIT Services beginning in September supporting MNIT’s Assistant Commissioner on this initiative. It seems realistic for MNIT to continue to engage Stevie for this related work sustaining the momentum and continuity of work. Stevie exceeds the qualifications and skills that are required for this work. Please see attached resume for the details of the work she has performed to date.

ACTIVITIES AND ESTIMATED EFFORT

Based on the work that has already been accomplished by Stevie, the activities that need to be completed are listed below. It should be noted that these activities are not linear and can be performed concurrently.

1. Socialize and modify enterprise roadmap (milestones, estimated timelines, resources, and dependencies) with identified MNIT and agency leadership personnel; identify organizational readiness assessment activities and primary components of organizational change plan; identify risks and possible risk response strategies.

Effort: 30-50 hours; Duration: 3-4 weeks

2. Collaborate with the Asst Commissioner-EPPMO and agency MNIT/business leaders in the development of agency-specific modernization roadmaps and associated project management plans, metrics, key performance indicators, organizational readiness assessment*, and change management plans* based upon their unique challenges and business objectives.

- Target 4-6 agencies with the most project/program activity to maximize impact
- Utilize detailed survey responses reflecting various divisions' maturity ratings

Effort: 160-200 hours: Duration 5-7 weeks

* NOTE: Timeline outlined in this request for proposal will not allow for the consultant to conduct organizational readiness assessments and architect organizational change management plans for individual, in-scope agencies; however, relevant milestones, activities, and estimated timelines can be developed.

3. Collaborate with the Asst Commissioner-EPPMO on reporting of modernization initiatives at the enterprise and agency level through dashboards and customized reports.

Effort: 10-30 hours: Duration 2-4 weeks

COST

Resource	Estimated hours	Hourly Rate	Cost Range
Stevie	200-280 (5 – 7 weeks)	\$140.00	\$28,000 – \$39,200

- 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 10/15/2020
 Estimated Project start – 11/1/2020
 Project completion – 12/15/2020

ROLES & RESPONSIBILITIES

Role	Name	Level of Effort	Responsibility
Project Sponsors -	Zarina Baber	Up to 10%	Formal guidance, approval and acceptance.
Trisessential – Senior Management Consultant	Stevie Peterson	100%	Conduct planning, facilitation, analysis and all documentation specific to the approved scope identified above.
Account Owner	Cindy San Hamel	As needed	Provide all account, contract and financial coordination and execution.

ASSUMPTIONS

- This work will be performed virtually.
- MNIT and agency 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 MNIT's staff.



AMENDMENT #2 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2021-020

WHEREAS, the State of Minnesota, MN.IT Services, has an interagency agreement identified as **2021-020 (Contract: 181217, PO: 3-35070)** 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** the original contract 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 the services identified below:

Stevie Peterson, Trissential, will provide the following services to MN.IT in cooperation with Management Analysis and Development through its Master Contract with Trissential. Specifically, the Contractor will be providing a Transformation Project Manager/Business Analyst consultant who will be assisting the MN.IT organization with the adoption of the Modernization Roadmap that was recommended by the Blue Ribbon Council. The main responsibilities will include organizing activities/plans with dates and participants based on the approach; following up with individuals, analyzing the results and developing metrics/models to measure progress against agency's maturity gaps, and helping to draft a short-term roadmap. The skills required includes excellent analytical skill, excel and organizational change. Deliverables will be project plans, metrics, gap analysis results, dashboards and roadmaps.

In addition, Trissential will provide the services identified in Exhibit A-1 which replaces Exhibit A and is attached and incorporated into 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:

The Division will invoice up to ~~776~~ 1,376 hours at a rate of \$140/hour for services provided by Stevie Peterson, Trissential, for the services identified above. 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 ~~\$116,640.00~~ \$200,640.00.

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 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:

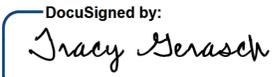
1. REQUESTING AGENCY	2. DIVISION
<p>By:  Title: <small>58BF08075AF6441...</small> Procurement Director Date: 3/18/2021</p>	<p>By: Renda E Rappa  Title: Digitally signed by Renda E Rappa Date: 2021.03.15 11:01:20 -05'00'</p>

EXHIBIT A-1



RFP RESPONSE:

TRANSFORMATION PROJECT MANAGER/BUSINESS ANALYST

Prepared by:
Cindy San Hamel, Account Executive
Stevie Peterson, Senior Management Consultant
September 30, 2020
Updated: March 12, 2021



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MINNEAPOLIS, MN 55391

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BACKGROUND

The MNIT Blue Ribbon Council recently published 24 recommendations that MNIT follow under the overarching goal of modernization. One of the said recommendations is to develop and follow a “modernization roadmap.” This initiative involves working with the MNIT Assistant Commissioner responsible for the Enterprise Project Portfolio Office, Zarina Baber, to lay the foundation for the modernization playbook.

OUR UNDERSTANDING

MNIT is seeking an experienced transformation project manager who has excellent business analysis skills and can facilitate large-scale organization change management. They prefer someone with previous government sector experience as well. Additionally, the consultant should have experience in process development and improvement, overall strategy development and experience with project and portfolio management for large organizations or IT project portfolios. MNIT services will provide a dedicated project sponsor for this quick-turnaround, high-speed engagement.

The main responsibilities for this role will include the following:

- Organizing activities/plans with dates and participants based on the approach
- Following up with individuals, analyzing the results and developing metrics/models to measure progress against agency’s maturity gaps
- Helping to draft a short-term roadmap
- Ensure adoption of the modernization playbook through training and coaching/mentoring

DELIVERABLES

Deliverables will include project plans, metrics, gap analysis results, dashboards and roadmaps.

RECOMMENDED RESOURCE

Sr. Management Consultant – Stevie Peterson

Stevie has been successfully engaged with MNIT Services beginning in September supporting MNIT’s Assistant Commissioner on this initiative. It seems realistic for MNIT to continue to engage Stevie for this related work sustaining the momentum and continuity of work. Stevie exceeds the qualifications and skills that are required for this work. Please see attached resume for the details of the work she has performed to date.

Sr. Management Consultant – Cheryl Fischer

Cheryl is a recognized leader in the development and management of Project Management Office (PMO) delivering on a global, multi-million-dollar portfolio which included large scale programs and projects. She is an empathetic leader, listener and counselor, able to deal with ambiguity and guide other through organizational changes. Cheryl is wrapping up on a risk assessment with the Department of Natural Resources, her first engagement in public sector. We feel she has the right demeanor and experience for assisting the Asst Commissioner-Office of Transformation and Strategy Delivery on the playbook adoption and rollout.

ACTIVITIES AND ESTIMATED EFFORT

Based on the work that has already been accomplished by Stevie, the activities that need to be completed are listed below. It should be noted that these activities are not linear and can be performed concurrently.

1. Socialize and modify enterprise roadmap (milestones, estimated timelines, resources, and dependencies) with identified MNIT and agency leadership personnel; identify organizational readiness assessment activities and primary components of organizational change plan; identify risks and possible risk response strategies.

Effort: 30-50 hours; Duration: 3-4 weeks

2. Collaborate with the Asst Commissioner-EPPMO and agency MNIT/business leaders in the development of agency-specific modernization roadmaps and associated project management plans, metrics, key performance indicators, organizational readiness assessment*, and change management plans* based upon their unique challenges and business objectives.

- Target 4-6 agencies with the most project/program activity to maximize impact
- Utilize detailed survey responses reflecting various divisions' maturity ratings

Effort: 160-200 hours: Duration 5-7 weeks

* NOTE: Timeline outlined in this request for proposal will not allow for the consultant to conduct organizational readiness assessments and architect organizational change management plans for individual, in-scope agencies; however, relevant milestones, activities, and estimated timelines can be developed.

3. Collaborate with the Asst Commissioner-EPPMO on reporting of modernization initiatives at the enterprise and agency level through dashboards and customized reports.

Effort: 10-30 hours: Duration 2-4 weeks

4. Collaborate with the Asst Commissioner-Office of Transformation and Strategy Delivery to conduct training at an enterprise level as well as coaching individual agencies how to implement the playbook into their current environments.

COST

Resource	Estimated hours	Hourly Rate	Cost Range
Stevie	200-280 (5 – 7 weeks)	\$140.00	\$28,000 – \$39,200
Cheryl	<u>600 hours</u>	<u>\$140.00</u>	<u>\$84,000</u>

- 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 10/15/2020

Estimated Project start – 11/1/2020

Project completion – ~~12/15/2020~~ 6/30/2021

ROLES & RESPONSIBILITIES

Role	Name	Level of Effort	Responsibility
Project Sponsors -	Zarina Baber	Up to 10%	Formal guidance, approval and acceptance.
Trisstantial – Senior Management Consultant	Stevie Peterson	100% 0% after 3/31	Conduct planning, facilitation, analysis and all documentation specific to the approved scope identified above. <u>Developing curriculum and other non-client facing work</u>
<u>Trisstantial – Senior Management Consultant</u>	<u>Cheryl Fischer</u>	<u>100%</u>	<u>Delivery of training to the enterprise as well as coaching the individual agencies on how to implement the playbook into their environment</u>
Account Owner	Cindy San Hamel	As needed	Provide all account, contract and financial coordination and execution.

ASSUMPTIONS

- This work will be performed virtually.
- MNIT and agency 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 Trissential'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. Trissential 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 MNIT's staff.



AMENDMENT #3 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2021-020

WHEREAS, the State of Minnesota, MN.IT Services, has an interagency agreement identified as **2021-020 (Contract: 181217, PO: 3-35070)** 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 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 the services identified below:

Stevie Peterson, Trissential, will provide the following services to MN.IT in cooperation with Management Analysis and Development through its Master Contract with Trissential. Specifically, the Contractor will be providing a Transformation Project Manager/Business Analyst consultant who will be assisting the MN.IT organization with the adoption of the Modernization Roadmap that was recommended by the Blue Ribbon Council. The main responsibilities will include organizing activities/plans with dates and participants based on the approach; following up with individuals, analyzing the results and developing metrics/models to measure progress against agency's maturity gaps, and helping to draft a short-term roadmap. The skills required includes excellent analytical skill, excel and organizational change. Deliverables will be project plans, metrics, gap analysis results, dashboards and roadmaps.

In addition, Trissential will provide the services identified in Exhibit A-~~1~~ 3 which replaces Exhibit A, A-1, and A-2, and is attached and incorporated into 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:

The Division will invoice up to ~~1,376~~ 2,376 hours at a rate of \$140/hour for services provided by Stevie Peterson and Cheryl Fischer, Trissential, for the services identified above. 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 ~~\$200,640.00~~ \$340,640.00.

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 in the previous month, with cumulative payments not to exceed the total agreed amount listed above.

5. Effective Dates:

This agreement is effective August 4, 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~~ 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 Interagency Agreement, and any previous amendments, are incorporated into this amendment by reference.

APPROVED:

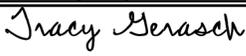
1. REQUESTING AGENCY	2. DIVISION
<p>DocuSigned by:  By: <i>Tracy Gerasch</i> <small>58BF08075AF6441...</small> Title: Procurement Director Date: 6/23/2021</p>	<p>By: Renda E Rappa Title: Renda E Rappa Date: 2021.06.08 12:06:43 -05'00' Digitally signed by Renda E Rappa</p>

EXHIBIT A-1 2 3



RFP RESPONSE:

TRANSFORMATION PROJECT MANAGER/BUSINESS ANALYST

Prepared by:

Cindy San Hamel, Account Executive

Stevie Peterson, Senior Management Consultant

September 30, 2020

~~Updated: February 23, 2021~~

~~Updated: March 12, 2021~~

Updated: June 2, 2021



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BACKGROUND

The MNIT Blue Ribbon Council recently published 24 recommendations that MNIT follow under the overarching goal of modernization. One of the said recommendations is to develop and follow a “modernization roadmap.” This initiative involves working with the MNIT Assistant Commissioner responsible for the Enterprise Project Portfolio Office, Zarina Baber, to lay the foundation for the modernization playbook.

OUR UNDERSTANDING

MNIT is seeking an experienced transformation project manager who has excellent business analysis skills and can facilitate large-scale organization change management. They prefer someone with previous government sector experience as well. Additionally, the consultant should have experience in process development and improvement, overall strategy development and experience with project and portfolio management for large organizations or IT project portfolios. MNIT services will provide a dedicated project sponsor for this quick-turnaround, high-speed engagement.

The main responsibilities for this role will include the following:

- Organizing activities/plans with dates and participants based on the approach
- Following up with individuals, analyzing the results and developing metrics/models to measure progress against agency’s maturity gaps
- Helping to draft a short-term roadmap
- Ensure adoption of the modernization playbook through training and coaching/mentoring

DELIVERABLES

Deliverables will include project plans, metrics, gap analysis results, dashboards and roadmaps.

RECOMMENDED RESOURCE

Sr. Management Consultant – Stevie Peterson

Stevie has been successfully engaged with MNIT Services beginning in September supporting MNIT’s Assistant Commissioner on this initiative. It seems realistic for MNIT to continue to engage Stevie for this related work sustaining the momentum and continuity of work. Stevie exceeds the qualifications and skills that are required for this work. Please see attached resume for the details of the work she has performed to date.

Sr. Management Consultant – Cheryl Fischer

Cheryl is a recognized leader in the development and management of Project Management Office (PMO) delivering on a global, multi-million-dollar portfolio which included large scale programs and projects. She is an empathetic leader, listener and counselor, able to deal with ambiguity and guide other through organizational changes. Cheryl is wrapping up on a risk assessment with the Department of Natural Resources, her first engagement in public sector. We feel she has the right demeanor and experience for assisting the Asst Commissioner-Office of Transformation and Strategy Delivery on the playbook adoption and rollout.

ACTIVITIES AND ESTIMATED EFFORT

Based on the work that has already been accomplished by Stevie, the activities that need to be completed are listed below. It should be noted that these activities are not linear and can be performed concurrently.

1. Socialize and modify enterprise roadmap (milestones, estimated timelines, resources, and dependencies) with identified MNIT and agency leadership personnel; identify organizational readiness assessment activities and primary components of organizational change plan; identify risks and possible risk response strategies.

Effort: 30-50 hours; Duration: 3-4 weeks

2. Collaborate with the Asst Commissioner-EPPMO and agency MNIT/business leaders in the development of agency-specific modernization roadmaps and associated project management plans, metrics, key performance indicators, organizational readiness assessment*, and change management plans* based upon their unique challenges and business objectives.

- Target 4-6 agencies with the most project/program activity to maximize impact
- Utilize detailed survey responses reflecting various divisions' maturity ratings

Effort: 160-200 hours: Duration 5-7 weeks

* NOTE: Timeline outlined in this request for proposal will not allow for the consultant to conduct organizational readiness assessments and architect organizational change management plans for individual, in-scope agencies; however, relevant milestones, activities, and estimated timelines can be developed.

3. Collaborate with the Asst Commissioner-EPPMO on reporting of modernization initiatives at the enterprise and agency level through dashboards and customized reports.

Effort: 10-30 hours: Duration 2-4 weeks

4. Collaborate with the Asst Commissioner-Office of Transformation and Strategy Delivery to conduct training at an enterprise level as well as coaching individual agencies how to implement the playbook into their current environments.

COST

Resource	Estimated hours	Hourly Rate	Cost Range
Stevie	200-280 (5 – 7 weeks) <u>394</u> hours	\$140.00	\$28,000 – \$39,200 <u>\$55,160</u>
Cheryl	600 <u>1,600</u> hours	\$140.00	\$84,000 <u>\$224,000</u>

- 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 10/15/2020

Estimated Project start – 11/1/2020

Project completion – 6/30/2021

ROLES & RESPONSIBILITIES

Role	Name	Level of Effort	Responsibility
Project Sponsors -	Zarina Baber	Up to 10%	Formal guidance, approval and acceptance.
Trisstantial – Senior Management Consultant	Stevie Peterson	16% <u>0%</u> after 3/31	Conduct planning, facilitation, analysis and all documentation specific to the approved scope identified above. Developing curriculum and other non-client facing work
Trisstantial – Senior Management Consultant	Cheryl Fischer	84% <u>100%</u>	Delivery of training to the enterprise as well as coaching the individual agencies on how to implement the playbook into their environment
Account Owner	Cindy San Hamel	As needed	Provide all account, contract and financial coordination and execution.

ASSUMPTIONS

- This work will be performed virtually.
- MNIT and agency 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 Trissential'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. Trissential 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 MNIT's staff.

EXHIBIT A-1 2 3



RFP RESPONSE:

TRANSFORMATION PROJECT MANAGER/BUSINESS ANALYST

Prepared by:

Cindy San Hamel, Account Executive

Stevie Peterson, Senior Management Consultant

September 30, 2020

~~Updated: February 23, 2021~~

~~Updated: March 12, 2021~~

Updated: June 2, 2021



1905 EAST WAYZATA BOULEVARD, SUITE 333

MINNEAPOLIS, MN 55391

WWW.TRISSENTIAL.COM

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BACKGROUND

The MNIT Blue Ribbon Council recently published 24 recommendations that MNIT follow under the overarching goal of modernization. One of the said recommendations is to develop and follow a “modernization roadmap.” This initiative involves working with the MNIT Assistant Commissioner responsible for the Enterprise Project Portfolio Office, Zarina Baber, to lay the foundation for the modernization playbook.

OUR UNDERSTANDING

MNIT is seeking an experienced transformation project manager who has excellent business analysis skills and can facilitate large-scale organization change management. They prefer someone with previous government sector experience as well. Additionally, the consultant should have experience in process development and improvement, overall strategy development and experience with project and portfolio management for large organizations or IT project portfolios. MNIT services will provide a dedicated project sponsor for this quick-turnaround, high-speed engagement.

The main responsibilities for this role will include the following:

- Organizing activities/plans with dates and participants based on the approach
- Following up with individuals, analyzing the results and developing metrics/models to measure progress against agency’s maturity gaps
- Helping to draft a short-term roadmap
- Ensure adoption of the modernization playbook through training and coaching/mentoring

DELIVERABLES

Deliverables will include project plans, metrics, gap analysis results, dashboards and roadmaps.

RECOMMENDED RESOURCE

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3. Collaborate with the Asst Commissioner-EPPMO on reporting of modernization initiatives at the enterprise and agency level through dashboards and customized reports.

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ASSUMPTIONS

- This work will be performed virtually.
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**STATE OF MINNESOTA
INTERAGENCY AGREEMENT**

Pursuant to Minnesota Statutes, Sections 471.59, 4.045, and 16A.055 this is an agreement between Minnesota Management and Budget (MMB) and Minnesota Department of Natural Resources (DNR or Requesting Agency).

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 their successor, 400 Centennial Office Building, 658 Cedar Street, St. Paul, MN 55155, Erin.Bailey@state.mn.us, 651-201-8044.

DNR: Barb Naramore, Deputy Commissioner, or their successor designated by the Commissioner, 500 Lafayette Road, St. Paul, MN 55155 barb.naramore@state.mn.us 651-259-5033.

2. Consideration and Terms of Payment:

In consideration for services to be performed, as provided in Paragraph 1, the Requesting Agency agrees to contribute to this effort as follows:

TOTAL COST: \$4,000

You will receive an annual invoice from MMB in July or August 2020. This invoice should be paid within 30 days of receipt.

3. Term of Agreement:

This agreement is effective July 17, 2020, or the date that all required signatures are obtained, whichever is later, and shall remain in effect until June 30, 2021.

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.

Approval:

1. STATE ENCUMBRANCE VERIFICATION

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

Signed: Kim Montgomery Digitally signed by Kim Montgomery
Date: 2020.07.13 07:17:58 -05'00'

Contract #179991 PO 3-174791

2. [Minnesota Department of Natural Resources]

By: Barb Naramore Digitally signed by Barb Naramore
Date: 2020.07.13 11:36:30 -05'00'
(With delegated authority)

Title: Deputy Commissioner

Date: 7/13/20

3. Minnesota Management and Budget

By: Paul B. Moore Digitally signed by Paul B. Moore
Date: 2020.07.13 14:08:12 -05'00'
(with delegated authority)

Title: Chief Financial Officer

Date: 07-13-2020



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 G100000000, 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>Reinde 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 <small>Digitally signed by Kyle Fisher Date: 2018.09.10 09:45:22 -05'00'</small> Title: Kyle Fisher Date:



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.



MnDOT Contract No. 1032071

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: 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 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>Renda 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	



MnDOT Contract No. 1032071

AMENDMENT #2 to INTERAGENCY AGREEMENT for MANAGEMENT ANALYSIS and DEVELOPMENT SERVICES AGREEMENT NUMBER 2019-039

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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'



MnDOT Contract No. 1032071

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: 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 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 Title: Brand Date: <small>Digitally signed by Melissa Brand Date: 2019.02.22 09:52:11 -06'00'</small>	By: <i>Randa E Rapp</i> Title: <i>Business Manager</i> Date: <i>Feb 20, 2019</i>
3. Encumbrance Verification	4. MnDOT Contract Management
By: Sue Buhl Title: Sue Buhl Date: <small>Digitally signed by Sue Buhl Date: 2019.02.21 13:29:25 -06'00'</small>	By: Kyle Fisher Title: Kyle Fisher Date: <small>Digitally signed by Kyle Fisher Date: 2019.02.22 12:37:45 -06'00'</small>



MnDOT Contract No. 1032071

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 Title: Brand Date: _____ <small>Digitally signed by Melissa Brand Date: 2019.03.27 16:10:35 -05'00'</small>	By: <i>Beth Blus</i> Title: <i>Asst Director</i> Date: <i>3/25</i> <small>Digitally signed by Beth Blus Date: 2019.03.25 16:10:35 -05'00'</small>
3. Encumbrance Verification	4. MnDOT Contract Management
By: _____ Title: Sue Buhl Date: 147468 / 3000436090 <small>Digitally signed by Sue Buhl Date: 2019.03.26 09:45:08 -05'00'</small>	By: _____ Title: James Cownie Date: _____ <small>Digitally signed by James Cownie Date: 2019.03.28 09:17:56 -05'00'</small>



MnDOT Contract No. 1032071

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 ~~453~~ 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.

MnDOT Contract No. 1032071

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

3. TIMELINE

Step	Title	Estimated Effort	Hours
1	Launch	4-6 weeks	160-240
1	Planning	10-15 weeks	400-600
1	Preconstruction	2-3 weeks	80-120
1	Build	26-39 weeks	1040-1560
	subtotals	42 -63 weeks	1680-2520
2	Final Review	6-9 weeks	240-360
2	Closeout	4-6 weeks	160-240
	subtotals	10-15 weeks	400-600
1 & 2	Total for Step 1 & 2	52-78 weeks	2080-3120 hours

PCG consultant will meet with PAC on a regular basis, meeting cadence to be determined.

4. CLIENT RESPONSIBILITIES

- Project Charter, Stakeholders, Roles & Responsibilities, Project Management Plan, Project Documentation and any other relevant documents
- Provide a Single Point of Contact for PCG consultant to work with for resolutions
- External Stakeholder lists and contact information, contracts (if pertinent) and regulatory/compliance information
- Consultant workspace and laptop, monitors, information storage area, internet access, platform for display and security
- Team member roster including which business unit they reside

5. COSTS

The rate for ~~Cory Spanier~~ Cynthia Gillespie is \$90/hour



MnDOT Contract No. 1032071

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: Gieseke Date: 16:03:13 -05'00' Digitally signed by Mark Gieseke Date: 2020.06.15	By: Renda E Rappa Title: Rappa Date: 10:23:26 -05'00' Digitally signed by Renda E Rappa Date: 2020.06.15
3. Encumbrance Verification	4. MnDOT Contract Management
By: Nicole Peszynski Title: Peszynski Date: 15:55:58 -05'00' Digitally signed by Nicole Peszynski Date: 2020.06.15	By: Kyle Fisher Title: Fisher Date: 10:55:44 -05'00' Digitally signed by Kyle Fisher Date: 2020.06.16



MnDOT Contract No. 1032071

AMENDMENT #7 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 ~~December 31, 2020~~ February 28, 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:

1. REQUESTING AGENCY	2. DIVISION
By: Mark Gieseke Title: Date: <div style="float: right; text-align: right;"> Digitally signed by Mark Gieseke Date: 2020.12.04 11:43:58 -06'00' </div>	By: Renda E Rappa Title: Date: <div style="float: right; text-align: right;"> Digitally signed by Renda E Rappa Date: 2020.12.03 13:54:57 -06'00' </div>
3. Encumbrance Verification	4. MnDOT Contract Management
By: Nicole Peszynski Title: Date: <div style="float: right; text-align: right;"> Digitally signed by Nicole Peszynski Date: 2020.12.04 10:15:31 -06'00' </div>	By: Ryan Gaulke Title: Date: <div style="float: right; text-align: right;"> Digitally signed by Ryan Gaulke Date: 2020.12.04 12:32:43 -06'00' </div>

**STATE OF MINNESOTA
INTERAGENCY AGREEMENT**

Pursuant to Minnesota Statutes, Sections 43A.21 and 471.59, this is an agreement between Minnesota Management and Budget (MMB) and the Department of Transportation (DOT or Requesting Agency).

1. Services to be Performed:

MMB will provide the following services:

- Administration, maintenance and upgrades for the Enterprise Learning Management system
- Enterprise employee engagement and inclusion survey, which is conducted every two years
- Post-survey follow-up coaching and support to agencies
- Annual required training and policy acknowledgements for all employees
- Continuation of LinkedIn Learning offered to 10,000 employees
- Development of other eLearning needed by the enterprise

Authorized Agents:

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

MMB: Kristin Batson, Deputy Commissioner – Enterprise Human Capital, or their successor, 400 Centennial Office Building, 658 Cedar Street, St. Paul, MN 55155, kristin.batson@state.mn.us, 651-259-3816.

DOT: Scott Peterson, Deputy Commissioner, or their successor designated by the Commissioner, 395 John Ireland Blvd., St. Paul, MN 55155 scott.peterson@state.mn.us 651-366-4817.

2. Consideration and Terms of Payment:

In consideration for services to be performed, as provided in Paragraph 1, the Requesting Agency agrees to contribute to this effort as follows:

TOTAL COST: \$137,856.00

You will receive a quarterly invoice from MMB for 25% of this amount, beginning August 2020. Each quarterly invoice should be paid within 30 days of receipt.

3. Term of Agreement:

This agreement is effective August 12, 2020, or the date that all required signatures are obtained, whichever is later, and shall remain in effect until June 30, 2021.

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.

Approval:

1. STATE ENCUMBRANCE VERIFICATION

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

Signed: Nicole Peszynski Digitally signed by Nicole Peszynski
Date: 2020.08.11 09:31:36 -05'00'

2. Department of Transportation

By: Mark Gieseke Digitally signed by Mark Gieseke
Date: 2020.08.11 10:10:23 -05'00'
(With delegated authority)

Title: Assistant Commissioner

Date: 08-11-2020

3. Minnesota Management and Budget

By: Paul B. Moore Digitally signed by Paul B. Moore
Date: 2020.08.11 11:54:18 -05'00'
(with delegated authority)

Title: Chief Financial Officer

Date: 08-11-2020

4. MnDOT Contract Management

By/Date: Kyle Fisher Digitally signed by Kyle Fisher
Date: 2020.08.11 10:20:19 -05'00'